



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name BRANDON GALBRAITH DFD ID# 199 DATE 3/5/25

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 8

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, D is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

THE QUESTION SAYS "Adjustments" ARE MADE IN COMMUNICATIONS
AND THE KEYED ANSWER IS (B. the Mechanisms of Feedback)
THE KEY WORD MISSING FROM THE BOOK IS "It is through
this is a Run-on / Hard to Take in Context..."
ANOTHER ANSWER - "the use of Semantics" (as to also
AN ANSWER ON p. 60 it speaks of (D) (Semantics)
Needing to be "Tailored" this to me is also
An Adjustment So Both A & D ARE CORRECT!

Denton Fire Department BCs Exam Appeals 2025

Chief Officer Review

Chief Officer: Principles and Practice

8. Adjustments are made in communications with another person through:

- a. the mechanism of feedback.
- b. selective listening.
- c. messages and medium.
- d. the use of semantics.

Correct answer: (a) Pg 59.

1 appeal

Departmental Response: **Accept A and D.**

While the question is verbatim from page 59, there is also a sentence on page 60 that states, "Always tailor the message to the receiver and be especially cautious when communicating outside the organization." This statement is in regard to semantic and being cautious not to use fire service language when communicating to non-fire service personnel. This question does not give enough context to determine for whom the communication is being adjusted.



Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal

Name James Waggoner Jr. DFD ID# 279 DATE 3/5/25

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 13

EXAMINATION DATE: **March 4, 2025**

DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, C is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

The answer marked as D is correct, and this information comes from page 6 of the "Chief Officer" Book. However, motivation is cited under Personnel Management on pg 152. "Having leaders who are able to create an environment that helps people be motivated employees is the key to any good organization." This book normally separates the terms Leader & Management, however it uses the term leader in this section on management, with "motivation" being the ^{only} ~~sole~~ responsibility that is referenced here. This specific information

Continue on back of this form as needed.

From page 152 led me to answer C
For number 13 on the test. Because of
motivation being the only referenced trait
of a leader on page 152, C should
also be accepted as correct. The
book is inconsistent in its description
of specific leadership traits.

Chief Officer: Principles and Practice

13. Successful leaders are those who are able to create the working environments that provide the _____ that improve both individual and team effectiveness.

- a. course corrections
- b. encouragement and praise
- c. motivation and support
- d. all of the above are correct

Correct answer: (d) Pg 6

1 appeal

Departmental Response: **Sustain the key.**

Answer is verbatim from text. The appellant states that motivation is “the only referenced trait of a leader on page 152,” however, that section is not describing leadership traits. The section the appellant references on page 152 is Personnel Management, and it is describing how to keep employees engaged through motivation, and through, “the recruitment of new employees, retention of current employees, conflict management, the discipline process, and the performance appraisal process.” That same section goes on to state on page 154, “It is not good enough for the organization to do just one of these well,” which indicates that successful leaders must do more than just motivate employees.



Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal

Name James Waggoner Jr. DFD ID# 279 DATE 3/5/25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 17

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

The answer keyed as correct, B, is cited on page 96. However, as the book discusses negligence on page 108, the first sentence on the page states "A common law exception has accompanied through its common law history. This exception, sovereign immunity, had a simple origin." Sovereign immunity here is stated as a defense against negligence throughout history. The wording of this question - "One of the classic defenses in negligence cases is" coupled with the information on page 108 makes A correct as well.

Continue on back of this form as needed.

Chief Officer: Principles and Practice

17. One of the classic defenses in negligence cases is _____.

- a. sovereign immunity
- b. assumption of risk
- c. do no harm
- d. burden of proof

Correct answer: (b) Pg 96

1 appeal

Departmental Response: **Accept A and B.**

While the question is verbatim from page 96, on page 108 under "Negligence Defenses," the text states, "In addition to varying levels of sovereign immunity, governments also retained the ability to raise standard negligence defenses." This would imply that sovereign immunity is a common defense in addition to assumption of risk.



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name Brandon G. Smith DFD ID# 199 DATE 3/5/24

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: # 24

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☒ The keyed answer C is not correct. Answer A is the correct answer and should be allowed for credit instead of the keyed answer.
- ☐ Another answer, _____ is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

When you read the Paragraph where this Question is taken from you can see that Behavior is part of the (Right Answer) A. Culture you can't have Behavior w/o Culture - Culture is the behavior - so ~~Answer~~ A. Culture is the correct Answer to this Question -



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name Jared Hornback DFD ID# 217 DATE 3/6/25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 24

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

keyed
This answer ~~many~~ (c) falls under (Culture) (A)

pg 116
"Culture is the behaviors, attitudes, values, and beliefs that are shared within a group or organization. "Culture" is two dimensional, in that it has an invisible dimension and a visible dimension. The invisible dimension is the "assumptions, values, and beliefs held by the individual "culture"

The answer (c) culture is also correct ~~and~~ as "behavior" as defined in the question falls under culture. The whole paragraph is discussing "culture"!

Community Risk Reduction: Principles and Practice

24. _____ is a direct result of what people assume, value, or believe and it is an important concept for risk reduction initiatives.

- a. Culture
- b. Income
- c. Behavior
- d. Communication

Correct answer: (c) Pg.116

2 appeals

Departmental Response: **Accept both A and C.**

Behavior is the visible dimension of culture as referenced in the protest. Culture is defined in the same paragraph as, "the behaviors, attitudes, values, and beliefs that are shared within a group or organization,"



Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal

Name James Waggoner Sr. DFD ID# 279 DATE 3/5/25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 26

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, B is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

The answer keyed as correct, C, is cited on page 137. This is on the first paragraph of the page. As this paragraph continues, it uses the word "institutionalization" towards the end in the same context as the word "ownership." On page 174, the following is found beginning at the end of the first column on the page: "When a philosophy such as CRR is woven into the culture of the organization, or institutionalized, it is reflected in the mission statement, the budget, & available

Continue on back of this form as needed.

resources." Because the book interchangably
uses the words ownership & institutionalization,
+ the information cited on page 174, B
~~the~~ must also be accepted as correct.

Community Risk Reduction: Principles and Practice

26. Which of the following indicates that the community has taken ownership of the CRR issue?

- a. Lack of negativity
- b. More funding being allocated
- c. Support from the community
- d. Being used as a benchmark for others

Correct answer: (c) Pg. 137

1 appeal

Departmental Response: Sustain the key.

The question is verbatim from page 137. The appellant argues that ownership and institutionalization are used interchangeably, which they are not. The appellant argues that on page 174, the text states that when CRR is institutionalized, it is “reflected in the mission statement, the budget, and available resources.” However, this paragraph is referring to institutionalization “**within the organization**” and NOT within the community—the question specifically refers to the community taking ownership



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name Shannon G. Wright DFD ID# 199 DATE 3/5/25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 27

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

This question says "Final Step" in the Book
it is not listed as a Numerical / in order or any
Mention of the term "Final" or "Step" is in
Relation to order / Numerical So the Keyed
Answer - "Report" is not referenced as Final
in the Book

Community Risk Reduction: Principles and Practice

27. Which of the following is considered the final step of creating a social marketing campaign?

- a. Implement and evaluate
- b. Repeat
- c. Define the problem
- d. Choose the strategies

Correct answer: (b) Pg. 145

1 appeal

Departmental Response: Sustain the key.

On page 145, the text states, "There are four basic steps in creating a social marketing campaign," and then lists the four bulleted steps: define and understand the problem; choose the strategies; implement and evaluate; and repeat. Therefore, the final step in that process is "repeat."



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name Jared Hornback DFD ID# 217 DATE 3/6/25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 35

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, D is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

Community Risk Reduction pg. 99

The answer (D) what is the root cause of the hazard is also a correct answer. When discussing "problem statements" identifying the root cause is heavily discussed.

"In Ch. 7 Problem statements... , there were several examples of problem statements and goals that involved older adults falling, yet ~~many~~ they had different root causes. Determining the "root cause" of the risk helps to focus the interventions in the proper direction. More on back →

When discussing problem statements in the context of the book, it also heavily focuses on root cause.

- A) The cost to reduce the hazard
↳ not a part of a problem statement
- B) the target problem
↳ ~~is~~ is addressed in a problem statement
- c) who will be needed to perform specific task
↳ not a part of the problem statement
- d) what is the root cause of the hazard
↳ is a major part of a problem statement

Therefore, D is also a correct answer.

pg. 83

Under writing a problem statement, the paragraph states "While writing a problem statement... there is information that must be obtained to create the most correct and applicable problem statement. To address any risk issue effectively, the real problem must be identified; that is you need to identify the root of the problem, or the root cause."

Community Risk Reduction: Principles and Practice

35. In Community Risk Reduction, the problem statement is specific about the hazard and risk issue, as well as _____.

- a. the cost to reduce the hazard
- b. the target population
- c. who will be needed to perform specific tasks
- d. what is the root cause of the hazard

Correct answer: (b) Pg.84

1 appeal

Departmental Response: **Sustain the key.**

Keyed answer is verbatim with the text.



Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal

Name Jared Hornback DFD ID# 217 DATE 3-6-25
or 3-6-25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 39

EXAMINATION DATE: **March 4, 2025**

DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, B is correct in addition to the keyed answer. Both answers should be graded correct.
- ☒ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

Legal Considerations pg 200 states that for an action of negligence to exist, the following three elements must be present. ~~AND~~ An act or omission, damages to the plaintiff, and breach of the standard of care must all be present to constitute negligence. If all 3 conditions must be met, then it does not matter what is first, second, etc.

In addition, Chief Officer Principles and Practice (pg.107 under negligence) list the answer b. breach of the standard of care as the second element. Nowhere in either text does it list that the elements of

negligence must be met in a specific order.

Supposing there was an "order" these two textbooks contradict each other. When studying such a large amount of material, one cannot be expected to concern himself/herself with a first element, second element, etc. when both textbooks state that all conditions (elements) must be met and in no way specifics a specific order in which they must be met. As I read in Chief Officer Principles & Practice, breach of the standard of care is ~~the~~ listed as the second item (or element) of negligence.

Therefore answer B is a correct answer.

Legal Considerations for Fire and Emergency Services

39. _____ is the second element of negligence.

- a. Damages to the plaintiff
- b. Breach of the standard of care
- c. Beyond a reasonable doubt
- d. An act or omission

Correct answer: (a) Pg 200

1 appeal

Departmental Response: Sustain the key.

Act of omission is listed as the first element in the book, and Breach of the standard of care is listed as the third element. Damages to the plaintiff is not listed as the second element but does state it is an element and is in-between a first and third element. The appellant has appealed this question based from a different source material and not referenced from the same source as the question, even though it was from the material studied for the test. Also the referenced section has 4 parts and is listed as 1,2,3 and 4. However, the two referenced books contradict each other, this question is derived from Legal Considerations for Fire and Emergency Services not from appellant's listed source utilized for appeal.



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name Luke Ridinger DFD ID# 247 DATE 3-5-25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 57

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☐ Another answer, _____ is correct in addition to the keyed answer. Both answers should be graded correct.
- ☒ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

The question ask ~~for~~ "policies that may determine the following EXCEPT" ... and has the correct answer as "Formal Approval of Purchases". There is no correct answer because all answers are "correct".

Per page 93, one of the listed policies that all of the answers are based on states "Required approval for Capital items or travel". This makes the Keyed answer also included in the list of policies. "Formal approval of purchases" and "Required approval for capital items or travel" are the same. It is a policy that requires approval for a purchase. ~~There~~ All answers should be accepted as a result.

Fire and Emergency Services Administration: Management and Leadership Practices

57. Purchasing policies vary widely among different governments and their agencies, the administrator must become familiar with local rules and procedures; failure to follow these rules can lead to disciplinary procedures. Policies may determine the following EXCEPT:

- a. Limits on spending for various services and commodities.
- b. Limits on purchases made without a formal bidding process.
- c. Lists of approved vendors.
- d. Formal approval of purchases

Correct answer: (d) Pg. 93

1 appeal

Departmental Response: **Sustain the key.**

The question is verbatim from page 93 and items that policies may determine are in a bulleted list. The appellant states that the bulleted item from the text, "Required approval for capital items or travel" is the same as answer D, "Formal approval of purchases," so all answers should be accepted. However, capital item is defined in the glossary of the text as "an operating cost that has a long-life expectancy, such as a fire station." Therefore, these would be different than purchases.



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name Bennett Calbreath DFD ID# 199 DATE 3/5/25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: #68

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, All is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

Question #68 in the Test states "Inconsistent behavior" in the Question - This is NOT how it is written within the Book. This makes all answers correct as they all could be a ~~trick~~ Trick for Success

Fire and Emergency Services Administration: Management and Leadership Practices

68. The trick to the success for addressing unethical behavior is to:

- a. learn from one's mistakes.
- b. maintain confidentiality.
- c. seek assistance from a professional.
- d. listen to those that were affected

Correct answer: (a) Pg. 206

1 appeal

Departmental Response: Sustain the key.

The keyed answer is the only one that is discussed on that page, none of the other answers are on that page or section. The answer is not a direct answer but is the only one that can be made from the text in reference to this question. It is a direct quote from the section discussing unethical behavior.



Denton Fire Department
Fire Battalion Chief
Promotional Test Appeal

Name Luke Ridinger DFD ID# 247 DATE 3-5-25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 87

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, D is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

The question ask about incident priorities in an MCI and
the answer "TRIAGE" should also be included as a
correct answer.

Per page 402 "the three primary objectives in an MCI
are triage, treatment, and transport of patients", "Everything
the incident commander does must support these three
critical tactical objectives."

~~the three primary objectives in an MCI~~



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name Brandon Calbreath DFD ID# 199 DATE 7/5/25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 67

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☒ The keyed answer TS is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, A&D is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

These are not the incident priorities of an MLE
multiple times within this chapter the incident Priorities
are / Triage / Treatment / Transport →
Recovery is for Real on scene / Accurate people
this question is taken from a case study from
a Captain — Not from the Author



Denton Fire Department

Fire Battalion Chief

Promotional Test Appeal

Name James Waggoner Jr. DFD ID# 279 DATE 3/5/25

APPEAL OF EXAMINATION QUESTION

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EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 87

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☐ Another answer, _____ is correct in addition to the keyed answer. Both answers should be graded correct.
- ☒ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

the keyed answer, B, is cited on
case study on page 413. However, this
information in the case study completely
contradicts the information Kastros presents
throughout the book. To begin, on page 57,
beginning under the bulleted items: "Tactics
are employed under the priority & strategy established
by the IC. Tactical objectives are the
incidents operational & functional goals." So,
priority & strategy drive tactical objectives
throughout the book. Moving to page 408,
the first sentence on the page reads: "An
MCI is going to have a lifesaving priority."

Continue on back of this form as needed.

There is no mention of a progression of priorities at all in the text, this is contradictory listed in the case study.

~~I~~ Tactical objectives accomplish priority & strategy, & we find these under Rescue on page 408: "the 3 tactical objectives for an MCI are triage, treatment, & transport." This is also found in the 4th paragraph of page 402, & the paragraph continues: "Everything the incident commander does must support these." Again, the teachings of the book make no reference to a progression of priorities in an MCI, this is only found in the case study. The book repeatedly references transportation, triage, & resources relating to incident priority. The book presents conflicting teaching in the case study. This question is appropriately answered by any of the 4 choices. All answers should be considered correct.

Mastering Fireground Command: Calm the Chaos!

87. The progression of incident priorities on a fast-moving intentional mass casualty incident is life, scene security, and_____.

- a. transportation
- b. recovery
- c. resources
- d. triage

Correct answer: (b) Pg. 413

3 appeals

Departmental Response: **Sustain the key.**

The question is verbatim from page 413. The appellants argue that on page 402, the text states, "The three primary objectives in an MCI are triage, treatment, and transport of patients." However, page 412-413 is specifically differentiating between an MCI (mass casualty incident) and an IMCI (intentional mass casualty incident) in which the priorities are inherently different.



Denton Fire Department Fire Battalion Chief Promotional Test Appeal

Name Jared Hornback DFD ID# 217 DATE 3-6-25

APPEAL OF EXAMINATION QUESTION

INSTRUCTIONS: Please complete one form for each question you wish to appeal. State clearly what you believe is wrong with the question and provide a reason for your belief. The posted source material is the guide for the accuracy of any question or answer. Please type, print or write legibly. If additional space is needed, go to the bottom of this page.

EXAMINATION TITLE: **Fire Battalion Chief** TEST QUESTION # APPEALED: 90

EXAMINATION DATE: **March 4, 2025** DEPARTMENT ADMINISTERING EXAM: **Fire**

General nature of objection: (Check one of the following and explain fully below.)

- ☐ The keyed answer _____ is not correct. Answer _____ is the correct answer and should be allowed for credit instead of the keyed answer.
- ☒ Another answer, A is correct in addition to the keyed answer. Both answers should be graded correct.
- ☐ The question is faulty because there is no correct answer among the choices. All answers should be graded correct.

Reason(s) supporting your appeal: (If appropriate, give the page number of the source that supports your claim.)

Page 1 Mastering Fireground Command
The answer a) Structure should also be a correct answer. While terminology is a correct answer, if you do not understand the structure of ICS, then you will not be comfortable with using it. This is a very broad-opened question and both answers could apply to this question.

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90. Throughout the 1980s and the '90s ICS quickly became the standard practice in the Western U.S. as comfort with the model and _____ grew.

- a. structure
- b. terminology
- c. divisions
- d. levels

Correct answer: (b) Pg. 9

1 appeal

Departmental Response: **Sustain the key.**

The question is verbatim from page 9. In addition, the following paragraph again states, "fire department incident command models, terminology, and practices were beginning to grow apart." Therefore, model and terminology are repeatedly used together.