

A firefighter in full gear is spraying a high stream of water from a hose onto the side of a brick house. The house has a dark roof and a white gutter. A man in a dark shirt and glasses is in the foreground, looking towards the house. A large red diagonal overlay covers the top left and bottom right of the image.

CAREER DEVELOPMENT PLAN

KAYSVILLE FIRE DEPARTMENT



MEMORANDUM

19 February 2023

FOR: All Fire Department Members

FROM: Paul J. Erickson, Fire Chief

SUBJECT: Promotion Process for Employees

1. The promotion process for Kaysville Fire Department members was developed by working directly with Employee and Fire Department Leadership. The process reflects management's initiative of promoting members based off their individual merits.
2. All actions within the promotion process shall be made without regard to political or religious affiliation, marital status, race, color, sex, national origin, age, or non-disqualifying disability as required by applicable law.
3. There are five graded areas used within the promotional process: Education, Experience, Self-development, Training, and Annual Evaluations.
4. The testing process will be proctored by 3 Fire Officers. At the individual applicant's request, they are given the opportunity to sit down with the Fire Chief to discuss how they scored and how they can do better on the next promotion. During this discussion their ranking will not be revealed in comparison with the other candidates since a post-audit request can be submitted. Individual applicants are not privy to each other's information. No other names will be discussed except the individual in question.
5. This process shall remain in effect until rewritten or rescinded. The point-of-contact for this process is Fire Chief Paul J. Erickson.



PAUL J. ERICKSON
FIRE CHIEF
Digitally Signed



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INTRODUCTION



The need for professional development in the fire service was officially identified by FEMA, the U.S. Fire Service Administration, and the National Fire Academy in the early 2000's. In 2006, the three agencies worked together to create the Fire Emergency Services Higher Education (FESHE) program. The strategic mission of the FESHE program was to produce a national model for an integrated, competency-based system of professional development for Fire Emergency Services. Application of this national model integrates training and certification with higher education and experience.

NATIONAL PROFESSIONAL DEVELOPMENT MODEL

- Education
- Experience
- Self-development
- Training

**"THE BEST
WAY TO
PREDICT THE
FUTURE IS TO
CREATE IT."**

-Peter Drucker

CAREER DEVELOPMENT

OBJECTIVES

EMPLOYEE OPPORTUNITY

Career development provides employees with opportunities to increase their responsibility and authority, earn higher salaries, and ultimately grow to their full potential.



DEPARTMENT BENEFIT

It also provides the Department with knowledgeable, effective and productive employees who are working to improve themselves and the agency.



MUTUAL OBLIGATIONS

A well-planned career development program benefits both the employee and the Department. These benefits are accompanied by certain responsibilities, best described as mutual obligations, which must be recognized and fulfilled by both the employee and the Department if career development is to occur.



PARTICIPATION

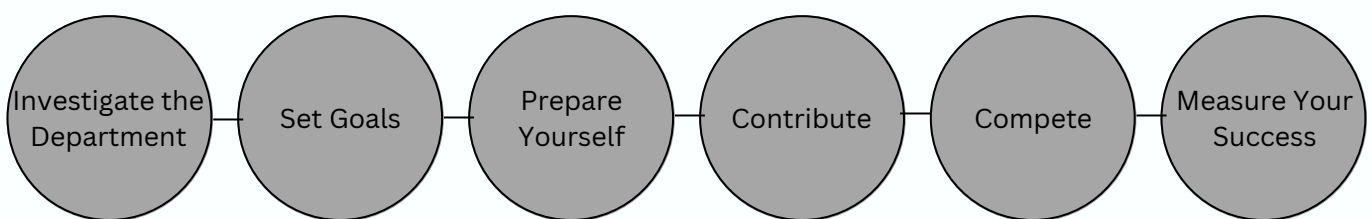
The employee wishing to move ahead on the career path must have the motivation to prepare for and accept additional responsibilities & duties as provided by the Department. The Department, in turn, must contribute to an environment that fosters employee motivation, self-discipline and improvement. When established, this environment encourages participation, recognizes employer contributions and improvement efforts, and provides the opportunity for employees to develop and succeed.



EMPLOYEE ACTION PLAN

The Plan

A successful career is the result of careful planning and hard work. If you are interested in advancement you should begin planning a course of action early in your career. Developing a personal action plan can save time and wasted effort in reaching career goals. A career development plan should include the following steps:



Investigate the Department

Many times employees limit their career potential by failing to understand the Department as an organization. You should thoroughly investigate the Department to determine what we do, why we do it, and who is responsible for getting it done. While the answers to these questions may appear obvious, many employees fail to understand how each division of the Department contributes toward meeting the overall goal of providing the highest levels of life and property safety. You must know what is available within the Department before you can plan your career.

Set Goals

Career goals should be established early in your employment. Ultimate career goals could be as high as you wish, but it's important that you establish a series of sub-goals that are realistic and attainable with adequate preparation and hard work. Reaching one sub-goal at a time, while keeping the ultimate goal in mind, provides forward movement along the career path, and establishes benchmarks of accomplishment. A series of individual successes is important in career development. Planning what you want to accomplish, making the necessary preparations, and following it through to a successful conclusion allows you to feel good about yourself and your abilities. Having a good self-image is important in career development and establishing a history of success will greatly enhance your self-image.

EMPLOYEE ACTION PLAN

Set Goals continued...

Proper guidance and counseling can be a valuable asset to you in career development planning. The person who has had a successful career often has many suggestions to offer and can serve as the best role model for you in your quest for success.

Many people in the Department possess experience and expertise in a number of areas and they should be consulted when making career plans. A role model, however, should be carefully selected on proven performance, overall understanding of the Department and knowledge of success. If you are interested in career development, you should spend time talking with people to find out how they prepared for their positions. Their successes (and failures) have been the result of their individual career development programs. The advice they have to offer is based on experience and success -- use it!

Prepare Yourself

Self-development is a vital part of career development and should begin with you objectively assessing your personal strengths, weaknesses and abilities. Strengths should be capitalized on, and weaknesses should become the focal point of improvement efforts.

Education is essential to career development. Educational programs can be tailored to meet current needs, and still provide for long-range goals. Based upon career plans, you should develop an individual education plan that responds to both immediate and future needs.

College degree programs, training to achieve professional certifications, and specialized training subject areas can meet the parameters of promotional criteria and state certification areas beyond what is offered through Department training.

Other educational institutions serve as important resources to provide you with up-to-date knowledge on pertinent subject areas. Examples include the National Fire Academy in Emmitsburg, Maryland and the Alabama Fire College.

EMPLOYEE ACTION PLAN

Prepare Yourself continued...

Fire Science/Fire Technology courses can provide the technical base of knowledge beneficial to all firefighters. These courses are career-oriented and should be considered as immediate goals in your education plan. Utah Valley University is one example of the many online universities that have excellent Fire Science/Fire Technology programs offering a two-year Associate degree which utilizes a state/nationwide standardized curriculum.

A Bachelor's degree provides a well-rounded education that contributes to personal growth and improvement. Some degree programs may prove more beneficial in terms of job relatedness than others, but the educational experience itself is extremely valuable. Although valuable at all levels, you should consider a Bachelor's degree a highly competitive tool in promoting to a chief officer.

Certification The Utah Fire and Rescue Academy (UFRA) certification system identifies the curriculum that is established as the minimum standard that meets State and National (NFPA) Professional Qualification Standards.

For each major fire service career track there are specific UFRA courses leading to certification. These courses are delivered regionally through Accredited Regional/Local Academies, community colleges and/or local sponsors.

Seminars & Non-Certification Courses specifically related to fire science needs are available through the National Emergency Training Center (the Federal Emergency Management Agency's home of the National Fire Academy and the Emergency Management Institute), the State Fire Marshal and other fire related organizations.

Mentorship You should identify a Department member who you connect with and who has proven successful within their career who can help you achieve your career goals. Their mentorship can be informal, where it happens naturally through your work relationship, or formal, where you ask them to be your mentor. Having a trusted and proven mentor will greatly accelerate your career growth.

EMPLOYEE ACTION PLAN

Contribute

Everything that is accomplished by the Department is the direct result of employees striving to do their best work. Whether it is long-range planning or carrying out the day's assignments, the contributions of employees make it happen. You can have great influence on the direction of the Department if you are willing to contribute.

Get involved! All employees are urged to seek responsibility, both externally and within the Department. Sharing their experience and knowledge will improve the Department and the profession.

Compete

A career with the Kaysville Fire Department begins with hard work, and if you are to advance, hard work remains essential. The steps outlined in this guide will provide direction for you to plan your career, but there is no guarantee of success. You must compete in the promotional process if you are to move forward on a career path. If you don't compete, it's impossible to succeed.

Become familiar with the promotional testing process as soon as the information is released. Your preparation may include practicing to give a presentation, answering interview questions, performing hands-on manipulative skills, or taking a written test.

Measure Your Success

Success should not be judged by position but by performance. If you do the best you can at whatever job you choose, you will have a successful career.

Finally, the organization has a responsibility to work with each employee who seeks career advancement. The process will be as conflict-free as possible.



Classification & Qualifications

This detailed career path guide classifies each rank & position and outlines the minimum qualifications required for each.

**Note: Based on education, equivalent experience and/or past performance evaluations, the Fire Chief may grant waivers of minimum requirements.*

FIREFIGHTER/AEMT/PARAMEDIC

The Firefighter/AEMT/Paramedic has responsibility for emergency medical services, providing pre-hospital emergency medical care and transportation, and has responsibility for the provision of firefighting, fire prevention, and other related activities.

MINIMUM QUALIFICATIONS:

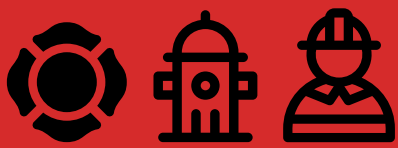
- Prior Experience: Preferred, but not required.
- IFSAC Firefighter I
- IFSAC Firefighter II
- IFSAC Hazardous Materials Awareness
- IFSAC Hazardous Materials Operations
- Utah Advanced-EMT license or National Registry Paramedic license
- BLS/CPR

MUST OBTAIN WITHIN 1 YEAR OF EMPLOYMENT (DEPENDENT ON COURSE AVAILABILITY):

- Advanced Cardiac Life Support (ACLS)
- Pediatric Advanced Life Support (PALS)
- NWCG Wildland Firefighter II (Red Card)
- NIMS 100, 200, 700, and 800
- CEVO Ambulance

EXAMINATION:

- AEMT or Paramedic practical skills test: Graded (missed criteria may lead to an automatic fail, resulting in 0 points).
- Written Firefighter I and Firefighter II test: Graded 50 questions, multiple choice.
- 10-minute presentation to an interview panel explaining prior education & experience: Graded on a pre-determined point system.
- 6-minute multiple-station physical agility test performed in full firefighting gear: PASS or FAIL (candidates who fail will not be considered for employment).



Classification & Qualifications

FIREFIGHTER/AEMT/PARAMEDIC continued...

FIRE CHIEF'S INTERVIEW:

Applicants who have successfully completed the examination process with an overall score of 70% or higher (graded on a curve, if necessary) will be placed on an eligibility list. The department uses the eligibility list to schedule applicants for a pre-employment Fire Chief's interview.

PRE-EMPLOYMENT SCREENINGS:

Applicants who are given a job offer following the Fire Chief's interview will:

- Receive a BCI criminal history background check conducted by the Kaysville Police Department or a third-party service.
- A pre-employment drug screening.
- Department of Motor Vehicle driving history report.

APPOINTMENT & PROBATIONARY PERIOD:

Candidates who have successfully made it through the screening process will be appointed to the position of entry-level or lateral Firefighter by the Fire Chief or his/her designee.

The probationary period lasts 12 months from the employee's start date. During the probationary period the employee will complete a Field Training packet that tests the employee's ability to conduct firefighting and EMS-related activities and familiarizes the employee with the Department's apparatus, equipment, and SOPs/SOGs. The employee will receive quarterly evaluations from their Captain during their probationary period.

IN-HOUSE PARAMEDIC RECRUIT

The Paramedic Recruit is a current full-time Kaysville Fire Department AEMT (Firefighter, Engineer, or Captain) who is seeking Department sponsorship for attending paramedic school. Sponsorship will only be provided when there is a determined need for additional paramedics on the Department.

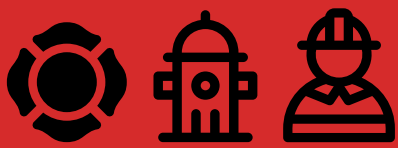
MINIMUM QUALIFICATIONS:

- Prior Experience: 2 years of full-time experience working as an Advanced-EMT on a career fire or EMS department ambulance.
- Meets all of the qualifications of the Firefighter position.

IN-HOUSE REFERRAL PROCESS:

- AEMT skills test.
- AEMT 25-question written test.
- 1-to-2 page essay on why you want to be a paramedic.
- Interview panel made-up of the 3 designated senior paramedics.

Candidates interested in going to paramedic school should notify their captain who will arrange for a date and time for the referral process to be conducted. Candidates that meet the minimum qualifications and pass the referral exam will be recommended by the panel to the Fire Chief for Department sponsorship through paramedic school. Candidates who do not pass the referral exam can re-apply in 12 months.



IN-HOUSE RSI PARAMEDIC RECRUIT

The RSI Paramedic Recruit is a current full-time Kaysville Fire Department Paramedic (Firefighter, Engineer, or Captain) who is seeking an open vacancy on the RSI team. The ideal candidate is one who has previously worked in a busy EMS system and has demonstrated above-average competency in airway management, knowledge of pharmacology, and medication administration. The ideal candidate will have repeatedly shown a calm and controlled demeanor on-scene of real-world stressful emergency medical incidents.

MINIMUM QUALIFICATIONS:

- Prior Experience: 5 years of full-time experience working as a paramedic for a career fire or EMS department.

IN-HOUSE REFERRAL EXAM:

- Airway and pharmacology skills station: Graded (missed criteria may lead to an automatic fail).
- Interview conducted by a panel made-up of current RSI Team paramedics.
- One-on-one interview with the Department Medical Control Doctor.

Recruits that pass the referral process will move onto the RSI training program. Upon successful completion of the training program, the recruit will fill the open vacancy on the RSI Team.

ACTING DRIVER DESIGNATION

The Acting Driver is a designated position that is awarded following a testing process. The Acting Driver is responsible for checking, maintaining, driving, and operating all Kaysville Fire Department apparatus when the Engineer is absent from their position. This position was created in an effort to allow prospective Engineers the opportunity to go through a promotional-style process and to give them the opportunity to gain experience as a driver. The Acting Driver will be compensated "acting pay" at a rate set by the Fire Chief when fulfilling the duties of this position.

MINIMUM QUALIFICATIONS:

- Prior Experience: 2 years of part-time or full-time fire service experience at a career fire department.
- Meets all of the qualifications previously listed in the Firefighter position.
- ADO-P and ADO-A.
- CEVO Fire.



Classification & Qualifications

ACTING DRIVER DESIGNATION continued...

IN-HOUSE EXAM:

- Driving practical: PASS or FAIL cone-based driving scenario.
- Pumping practical: Graded pumping scenario that includes a hydrant change over, flowing more than one line, and verbalizing the calculations used (missed criteria may lead to an automatic fail).
- 45 question, multiple-choice written test and a fill-in-the-blank map test of Kaysville City (5 streets will be blank that need to be labeled).
- Essay: Write a 1-to-2 page essay explaining what qualities you possess that qualify you to be an Acting Driver. The content of the essay will carry a weight of 80% and the formatting, spelling, grammar, and punctuation will carry a weight of 20%. This essay will be submitted as part of the application packet.

ON-GOING QUALIFICATION:

- Participate in and complete annual Acting Driver refresher course co-taught by the Department's Engineers.

Candidates interested in becoming an acting driver should notify their captain who will arrange for a date and time for the testing process to be conducted. Upon completing the in-house exam, candidates will complete the Department driver FTO packets (if not previously completed). Upon completion of the FTO packet, the candidate will be a designated Acting Driver.

ENGINEER

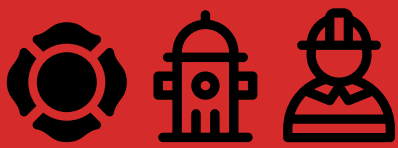
The Engineer is responsible for the maintenance and operation of all Kaysville Fire Department fire apparatus. The Engineer assists the Captain with the day-to-day duties of running the shift, as assigned. The Engineer is the designated Acting Captain in the absence of the Captain. The Engineer performs a variety of firefighting and life-saving activities.

MINIMUM QUALIFICATIONS*:

- Prior Experience: 4 years of part-time or full-time fire service experience at a career fire department.
- Meets all of the qualifications previously listed in the Firefighter position.
- Holds current Kaysville Fire Department Acting Driver designation.

MUST OBTAIN WITHIN 1 YEAR OF APPOINTMENT (DEPENDENT ON COURSE AVAILABILITY):

- Obtain Kaysville Fire Department Acting Captain designation.



Classification & Qualifications

ENGINEER continued...

EXAMINATION:

- Pumping practical: Graded pumping scenario that includes a hydrant change over, flowing more than one line, and verbalizing the calculations used (missed criteria may lead to an automatic fail).
- 10-minute presentation to an interview panel explaining education, experience, and career goals: Graded on a pre-determined point system.
- Written exam: 30-question multiple choice test followed by a fill-in-the-blank map test of Kaysville City (10 streets will be blank that need to be labeled).

FIRE CHIEF'S INTERVIEW:

Applicants who have successfully completed the examination process with an overall score of 70% or higher (graded on a curve, if necessary) will be placed on an eligibility list. The department uses the eligibility list to schedule applicants for a pre-employment Fire Chief's interview.

APPOINTMENT & PROBATIONARY PERIOD:

Candidates who have successfully made it through the testing process and are selected for promotion to Engineer will be appointed to the position by the Fire Chief or his/her designee.

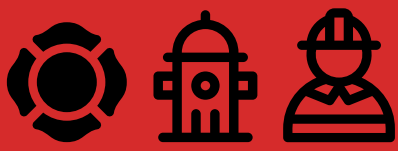
The probation period for a new Engineer lasts 12 months from the time of appointment. During this time the Engineer will receive quarterly evaluations from their Captain. The Engineer is expected to begin working on their Acting Captain designation during their probation period (if they have not already received it).

PREPARATION:

Candidates for Engineer can prepare for the position by enrolling in courses related to driving/operating apparatus, incident command, and fire service leadership.

Candidates should prepare for the position by driving/operating apparatus in simulated and real-world emergency conditions. This can be accomplished through training and "acting in" to the Engineer position.

Candidates for Engineer must have their Acting Driver designation at the time of application for the position.



ACTING CAPTAIN DESIGNATION

The Acting Captain is a designated position that is awarded following a testing process. The Acting Captain is responsible for managing the day-to-day operations of a shift, performing basic administrative duties, supervising personnel, and providing incident command at evolving emergency incidents when the Captain is absent from their position. This position was created in an effort to allow prospective Captains the opportunity to go through a promotional-style process and to give them the opportunity to gain experience. The Acting Captain will be compensated "acting pay" at a rate set by the Fire Chief when fulfilling the duties of this position.

MINIMUM QUALIFICATIONS:

- Prior Experience: 4 years of part-time or full-time fire service experience at a career fire department.
- Meets all of the qualifications of and currently holds the Kaysville Fire Department Acting Driver designation.
- Fire Instructor I.
- Fire Officer I.
- CTC Phase I Residential **OR** NFA Command & Control of Incident Operations.
- Complete Company Officer Position Task-book.

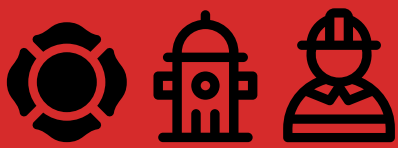
IN-HOUSE EXAM:

- CTC-style incident command scenario.
- Essay: Write a 1-to-2 page essay that identifies a current challenge within the Kaysville Fire Department and offer a solution to that problem. The content of the essay will carry a weight of 80% and the formatting, spelling, grammar, and punctuation will carry a weight of 20%. This essay will be submitted as part of the application packet.

ON-GOING QUALIFICATION:

- Participate in and complete annual Acting Captain refresher course co-taught by the Department's Captains and/or Chief Officers.

Upon completing the in-house exam the candidate will be a designated Acting Captain.



CAPTAIN

The Captain is the first line officer responsible for managing the day-to-day activities of a single company; supervising a crew made-up of an engineer, firefighters, and paramedics; establishing incident command and providing direction to crews at emergency medical and fire scenes; facilitating crew training; and participating in a variety of firefighting and emergency medical activities.

MINIMUM QUALIFICATIONS*:

- Prior Experience: 6 years of part-time or full-time fire service experience at a career fire department.
- Meets all of the qualifications previously listed in the Engineer position.
- Complete Company Officer Task Book.
- Fire Inspector I.
- NIMS 300 & 400.

PREFERRED QUALIFICATION:

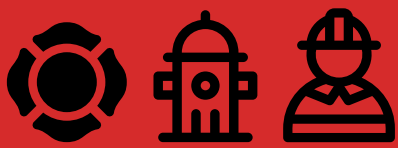
- 2 years of experience as a full-time promoted Engineer.

MUST OBTAIN WITHIN 2 YEARS OF APPOINTMENT (DEPENDENT ON COURSE AVAILABILITY):

- Utah Supervising Fire Officer Designation **OR** NFA Managing Officer Designation.
- UFRA Incident Safety Officer **OR** NFA Command & Control for the Company Officer.
- CTC Phase II Commercial **OR** NFA Command & Control of Multi-Alarm Incidents.

EXAMINATION:

- Essay: Write a 1-to-2 page essay that identifies a current challenge within the Kaysville Fire Department and offer a solution to that challenge. The content of the essay will carry a weight of 60% and the formatting, spelling, grammar, and punctuation will carry a weight of 40%. This essay will be submitted as part of the application packet.
- Disciplinary Write-up: Given a scenario, write a letter of disciplinary action to an employee following a violation of Department or City policy. The letter shall be written in memorandum form to be submitted to Human Resources. The candidate will be given access to a computer, word processing software, and will be given 20 minutes to complete the task. The content of the essay will carry a weight of 60% and the formatting, spelling, grammar, and punctuation will carry a weight of 40%.



CAPTAIN continued...

EXAMINATION continued...

- Command a CTC-style incident scenario.
- Give a 10-minute presentation to an interview panel made-up of 3 panel members, answering the following questions:
 - Tell us about who you are.
 - Explain your education & experience.
 - Define what leadership is to you & how you exemplify that.
 - What have you done to better the Kaysville Fire Department?
 - What have you done in the last 5 years to self-improve?
 - Where will you be in 5 years from now?

FIRE CHIEF'S INTERVIEW:

Applicants who have successfully completed the examination process with an overall score of 70% or higher (graded on a curve, if necessary) will be placed on an eligibility list. The department uses the eligibility list to schedule applicants for a pre-employment Fire Chief's interview.

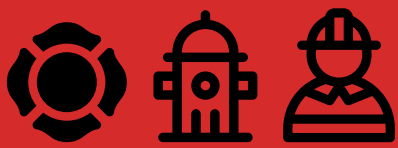
APPOINTMENT & PROBATIONARY PERIOD:

Candidates who have successfully made it through the testing process and are selected for promotion to Captain will be appointed to the position by the Fire Chief or his/her designee.

The probation period for a new Captain lasts 12 months from the time of appointment. During this time the Captain will receive quarterly evaluations from their ranking Chief Officer.

PREPARATION:

Candidates for Captain should begin to prepare for a supervisory position early in their careers. Active participation in all of the Department's programs will be beneficial for developing leadership & administrative skills. Developing people skills, including conflict resolution & purposeful communication, is paramount to leading & supervising. Continually gaining new education & experience within the fire service will provide a holistic approach to gaining the skills necessary to lead.



BATTALION CHIEF

The Battalion Chief is the first line chief officer, assigned to the operations division, acting as liaison between operations and administration. The Battalion Chief is responsible for the management of all of the fire stations and their crews on a single shift. The Battalion Chief is also assigned one significant administrative assignment (which may include training, apparatus & equipment management, or a specialty like technical rescue). The Battalion Chief is the designated incident commander (IC) for the shift and routinely responds as IC to significant incidents such as fires, traffic accidents with serious injuries, and hazardous materials incidents. The Battalion Chief interacts with and coordinates resources between other City departments and regional resources.

MINIMUM QUALIFICATIONS*:

- Prior Experience: 10 years of part-time or full-time fire service experience at a career fire department.
- Prior Experience: 3 years of full-time Captain-level supervisory experience.
- Meets all of the qualifications previously listed in the Captain position.

PREFERRED QUALIFICATION:

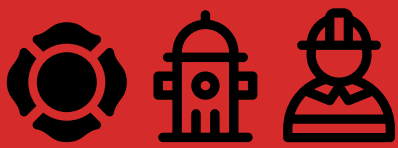
- Associate's Degree from an accredited university in Fire Science, Emergency Management, Public Service, or a related field.

MUST OBTAIN WITHIN 2 YEARS OF APPOINTMENT (DEPENDENT ON COURSE AVAILABILITY):

- Utah Managing Fire Officer Designation OR NFA Executive Fire Officer Designation.
- Fire Officer II
- Fire Instructor II

EXAMINATION:

- Writing Assignment: Identify a resource or program need within the Kaysville Fire Department and write a 2-to-3 page proposal to Department administration explaining how you plan to institute the resource or program. The assignment should explain what the need is and why it's applicable to Kaysville Fire. It should also clearly define how you plan to institute the resource or program, including personnel, equipment, or financial resources needed for the project. Your essay should include objectives, goals, and timelines for the project. The content of the essay will carry a weight of 60% and the formatting, spelling, grammar, and punctuation will carry a weight of 40%. This essay will be submitted as part of the application packet.



BATTALION CHIEF continued...

EXAMINATION continued...

- Give a 12-minute presentation to an interview panel made-up of 3 panel members, answering the following questions:
 - Tell us about who you are.
 - Explain your education & experience.
 - Tell us what you have accomplished as a Fire Captain.
 - What have you done to better the members of your crew?
 - What would you like to accomplish as a Battalion Chief at Kaysville Fire?
 - Where will you be in 5 years from now?
- Oral Interview: Upon completing your presentation, the 3 member interview panel will ask you a series of questions related to fire service leadership, management, and incident command. Each panel member will ask you 2 questions.
- Command an evolving, multi-alarm CTC-style incident scenario (well-involved fire in a single building at Francis Peak Apartments).

FIRE CHIEF'S INTERVIEW:

Applicants who have successfully completed the examination process with an overall score of 70% or higher (graded on a curve, if necessary) will be placed on an eligibility list. The department uses the eligibility list to schedule applicants for a pre-employment Fire Chief's interview.

APPOINTMENT & PROBATIONARY PERIOD:

Candidates who have successfully made it through the testing process and are selected for promotion to Battalion Chief will be appointed to the position by the Fire Chief or his/her designee.

The probation period for a new Battalion Chief lasts 12 months from the time of appointment. During this time the Battalion Chief will receive quarterly evaluations from their ranking Chief Officer.

PREPARATION:

The ideal candidate for Battalion Chief is a Captain (or other equivalent supervisor) who has shown above-average leadership, management, and communication skills. To develop these skills, the Captain should engage in networking with other local and national fire service leaders. The Captain should attend seminars and workshops geared towards leadership development. The Captain should be involved in projects that better their crew and the Department. The Captain should be involved in making decisions that impact the forward progression of the Department.



Classification & Qualifications

DEPUTY FIRE CHIEF

The Deputy Fire Chief is responsible for assisting the Fire Chief in the daily, annual, and long-term management and administration of all aspects of the Department's operations and activities. The Deputy Fire Chief conducts a variety of administrative duties that include writing proposals and reports; performing annual evaluations of Department supervisors; and managing Department programs. The Deputy Fire Chief performs a variety of prevention activities including plan review and business inspections. The Deputy Fire Chief acts as the Fire Chief in his/her absence.

MINIMUM QUALIFICATIONS*:

- Prior Experience: 12 years of part-time or full-time fire service experience at a career fire department.
- Prior Experience: 5 years of Captain-level (or higher) supervisory experience.
- Meets all of the qualifications previously listed in the Battalion Chief position.

PREFERRED QUALIFICATION:

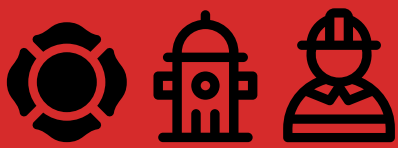
- Bachelor's Degree from an accredited university in Fire Science, Emergency Management, Public Service, or a related field.

MUST OBTAIN WITHIN 2 YEARS OF APPOINTMENT (DEPENDENT ON COURSE AVAILABILITY):

- NFPA Certified Fire Plan Examiner **OR** NFA Plans Review for Fire & Life Safety **OR** ICC Plans Examiner
- Fire Inspector II

EXAMINATION:

- Writing Assignment: Create a 5-year plan for the Kaysville Fire Department that identifies the current and future needs of the agency. Your 5-year plan should include a broad vision for the future that recognizes personnel & staffing needs; equipment & apparatus needs; fire station needs; and program needs. Your plan should discuss the financial and logistical resources needed to accomplish the plan. Your essay should also discuss your role in accomplishing this plan and how your past education and experience make you the right candidate for accomplishing this task. Your essay should include objectives, goals, and timelines during the 5 year period. Your essay should be 3-to-4 pages long. The content of the essay will carry a weight of 60% and the formatting, spelling, grammar, and punctuation will carry a weight of 40%. This essay will be submitted as part of the application packet.



Classification & Qualifications

DEPUTY FIRE CHIEF continued...

EXAMINATION continued...

- Give a 12-minute presentation to an interview panel made-up of 3 panel members, answering the following questions:
 - Tell us about who you are.
 - Explain your education & experience.
 - Tell us what you have done in the last 5 years to prepare for this position.
 - Explain a significant program or project that you have instituted in your career that bettered your crew, department, and/or the fire service.
 - What is your leadership style and how will this benefit the members of our department?
- Oral Interview: Upon completing your presentation, the 3 member interview panel will ask you a series of questions related to fire service leadership, management, and incident command. Each panel member will ask you 2 questions.
- Command an evolving, multi-alarm CTC-style incident scenario (multi-vehicle, mass casualty traffic accident incident).

FIRE CHIEF'S INTERVIEW:

Applicants who have successfully completed the examination process with an overall score of 70% or higher (graded on a curve, if necessary) will be placed on an eligibility list. The department uses the eligibility list to schedule applicants for a pre-employment Fire Chief's interview.

APPOINTMENT & PROBATIONARY PERIOD:

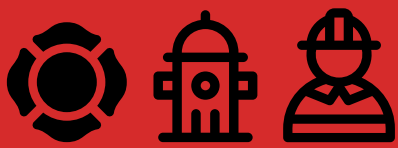
The candidate who successfully makes it through the testing process and is selected for promotion to Deputy Chief will be appointed to the position by the Fire Chief or his/her designee.

The probation period for the new Deputy Chief lasts 12 months from the time of appointment. During this time the Deputy Chief will receive quarterly evaluations from the Fire Chief.

PREPARATION:

Prospective candidates for the position can prepare to lead in this position by:

- Attending leadership conferences and workshops.
- Engaging in regional and national training opportunities.
- Networking with fire service leaders in the region and across the nation.
- Maintaining a broad scope of education in the fire service that pertains to leadership, incident command, specialties such as technical rescue or HazMat, fire prevention activities, and so on.
- Collegiate-level education in a field related to management or public education.
- Being an approachable leader that possesses the skills to build people and teams and take them where they have not been before.



FIRE CHIEF

The Fire Chief is the chief executive of the fire department. The Chief ultimately oversees, and is responsible for, the financial, administrative, and operational functions of the fire department. The Chief formulates long-range goals for the organization and works with city staff and elected officials to achieve those goals. The Chief works with other senior city officials to develop emergency response plans for the community. The Chief prepares and directs the department's annual budget. The Chief participates in local and regional fire service associations, committees, and groups to advance the interests of the department and Kaysville City. The Chief provides incident command, or support to incident command, at the scene of major fire and medical emergencies.

MINIMUM QUALIFICATIONS*:

- Prior Experience: 12 years of part-time or full-time fire service experience at a career fire department.
- Prior Experience: 5 years of Captain-level (or higher) supervisory experience.
- Meets all of the qualifications previously listed in the Deputy Chief position.

PREFERRED QUALIFICATIONS:

- Master's Degree from an accredited university in Fire Science, Emergency Management, Public Service, or a related field.
- Prior experience working as a fire department administrator (ex: administrative battalion chief, assistant chief, deputy chief, etc.)

EXAMINATION:

- Determined by the City Manager and Mayor.

TRAINING PHILOSOPHY

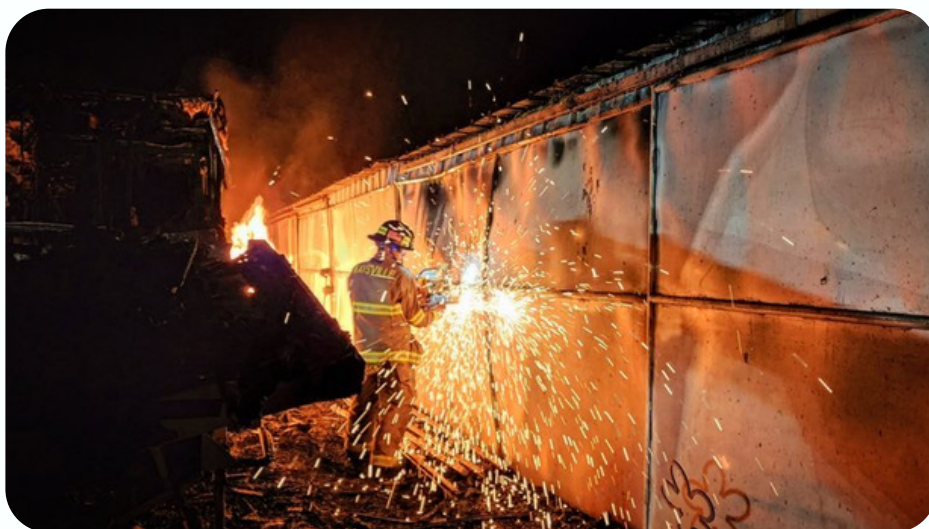
Career Development Plan Classes

The Department recognizes the positive benefits gained from personnel attending classes for the purposes of promoting within the organization. Participation in Career Development classes is voluntary.

1. The Department will reimburse the employee for the cost of all books and tuition for classes that are required by the Career Development Guide.
 - a. Successful completion of the class is required for reimbursement.
2. Time off and overnight accommodations to attend Career Development classes must be pre-approved by the Fire Chief or his/her designee.
3. Minimum staffing must be maintained despite training opportunities. A good-faith effort will be made by the Department to provide coverage so that members can attend outside training.
4. On-duty members attending classes will be available in a retrievable status should they be needed for Department incidents or coverage.

In all cases, Department priorities will guide the ability of personnel to attend classes along with staffing issues and appropriate levels of coverage for the Department. No disservice to the Department or public must arise from exercising this option.

The Department will make efforts to participate in regional training opportunities or to host classes that are required by the Career Development Plan.



EXAMINATION PREPARATION

The purpose of this section is to help Department members better prepare themselves for taking a promotional exam.

"Be prepared" is a good rule to follow when taking a promotional examination. It means being prepared for the type and scope of examination you are to take, and for all questions you may be asked, not just some of them. It means being mentally alert, emotionally stable, and well rested. If you have studied in the proper manner, preparing for the examination itself should not be an attempt to learn things you should have learned earlier.

Oral Interviews

Written tests and performance examinations determine the candidate's technical knowledge and proficiency in the necessary mechanical evolutions. The primary purpose of the oral interview is to evaluate those intangible qualities and characteristics that are essential for the rank for which the candidate is being examined. Some of those intangible qualities include:

- Attitude
- Leadership
- Compatibility
- Loyalty
- Dependability
- Maturity
- Integrity
- Motivation
- Initiative
- Tenacity

The candidate is graded by each interviewer on these qualities in relation to other candidates. Interviewers consider the importance of each quality to the performance of the duties of the rank for which the exam is being held. As the interviewers are experienced in judging people, the margin of error is reduced to a minimum.

EXAMINATION PREPARATION

In preparation for the oral interview, the candidate should give thought to four basic categories of personal characteristics, and take steps to improve them. The four categories are:

- Emotional
- Mental
- Physical
- Oral

Emotional

When appearing before an oral board, some emotion is inevitable. By recognizing the fact, it can be controlled or minimized.

The most common emotional characteristic is fear. It is rare that a person does not experience some fear when confronted by an oral board, but it can be minimized by proper thought and effort beforehand. Fear is often brought on by a feeling of inadequacy. Sufficient study and reflection about all aspects of the fire service related to your department, your job and the job to which you aspire will give you self-confidence. Self-confidence is the best antidote for fear.

Another quality in this area is humor. Apprehension before the oral board may subdue a natural sense of humor. Don't let apprehension prevent a normal response to a humorous situation; it can alleviate tension. On the other hand, when the board presents a situation that may seem humorous, but is designed essentially to determine certain qualities, you should be able to recognize the intent of the board and respond accordingly.

There are other emotional qualities that will have a bearing on your performance before the oral board. Therefore, some effort should be made to understand them, and to learn to control or express them as necessary for a given situation.

Mental

Emotional and mental factors are closely related. For this purpose mental refers to your attitude, to your personal experience, and to the technical knowledge you must draw on to give the board concise and intelligent answers.

EXAMINATION PREPARATION

Developing a positive attitude is an important factor in preparing oneself mentally for the oral. Proper study and thinking can develop this. Discretion should be exercised though, so as not to overdo it and appear arrogant or cocky. Thorough knowledge of all phases of your job and the job you are seeking will automatically build confidence. The ability to practically apply your knowledge to a situation should be cultivated.

When confronted with a situation with which you are not familiar, give a definite and sincere answer. Bluffing is dangerous. Also be prepared to concisely and definitely answer questions regarding the information you have written in your application.

Physical

Your appearance should be professional and follow the Department's grooming standard. Clothing should be neat and clean. Dress your best, not your flashiest.

Be aware of your body language and any expressions that you may make when nervous. Swaying, tapping, or any other excessive body movements should be controlled as to not distract from the message you are delivering to the board.

Oral

In this instance oral refers to oral fluency, or how well and in what manner you express yourself. Three things are involved here: social ease, facial expression, and verbal expression. As verbal expression is increased, the other two will be easier to acquire, but effort on your part will still be required.

One's verbal expression can be improved by reading, studying grammar and familiarizing oneself with all phases of one's job. It is also wise to practice speaking before groups. Taking a course in public speaking is a good way to improve oneself in this area.

Below is a summarized list of suggestions from the previous points that may aid you:

EXAMINATION PREPARATION

1. The oral interview is not to recheck you on your technical knowledge. It is to determine your sense of values, your judgment, what you have learned from your service (experience) in the fire department, how you react to the questions, how you express yourself, and something of your general personality.
2. Your interpretation of a question is important. You should answer the question from the viewpoint of the rank for which you are being examined. Don't answer a question in the Captain's oral from the viewpoint of a firefighter. Answer it as a Captain.
3. When you are brought into the interview room, remember to be courteous and dignified.
4. A closing statement by the candidate is not necessary or particularly expected. If you think you have made a good impression, it's better to get out while you are ahead. If, at the end of the interview, you believe you have something to add that will help your cause, this is the time to say it.
5. Dress your best. Avoid looking flashy.
6. If given a situation problem, answer the question in exactly the same manner as you would handle it if confronted with the situation. Put simply, be yourself.
7. Don't be too hasty in answering the questions. Taking a moment to size up may save you considerable mental anguish and embarrassment.
8. Be sure that you understand the question. Ask for clarification or additional information you think is necessary.
9. Look the board members in the eye.
10. Give concise, but complete answers. Giving excessive details or superfluous information takes up time and doesn't particularly add to your score.
11. No one is perfect. Don't be reluctant to admit your shortcomings, but follow it up with how you have overcome or are working to overcome the shortcoming.
12. Be prepared to tell the board why you are qualified for the promotion.
13. Do not be antagonistic. You are trying to make a good impression on the board.
14. The board's opinion of your qualifications will probably not be determined by your answer to any single question. It will be based upon the overall picture you give them of your training, experience, and personal fitness for the job you seek.

CONCLUSION

A successful career is the result of careful planning and hard work. Career development provides employees with opportunities to increase their responsibility and authority, earn higher salaries, and ultimately grow to their full potential. This plan serves as a guide to achieve your full potential with the Kaysville Fire Department.

