



UNIFIED FIRE AUTHORITY

MEMORANDUM

24-018

February 12, 2024

TO: All Personnel

FROM: HR Director Day

SUBJECT: Captain Recruitment & Examination Process Notice

Attached is the internal recruitment notice for Captain, which also outlines the promotional examination process. The resulting list will be a two-year merit promotion registry.

Interested candidates must submit a Captain Promotion Application via Applicant Pro <https://unifiedfire.applicantpro.com/internaljobs> by March 15, 2024.

Several reference memos and materials are also attached. Good luck to all who are planning to participate! Thank you for your service. Please let me know if you have any questions.

UNIFIED FIRE AUTHORITY JOB DESCRIPTION

JOB TITLE: Captain
SECTION: Emergency Operations
DATE: January 2024

BASIC FUNCTION OF THE POSITION:

Captains are responsible for their assigned personnel, fire apparatus, fire station and tools/equipment used in emergency and non-emergency situations. Emergency situations include medical, fire, hazardous materials, natural and manmade disasters. Non-emergency situations include mentorship and training of personnel, proper maintenance of equipment, station, and apparatus, and meeting the Mission, Vision, Values and the expectations of UFA Leaders. The captain provides supervision and leadership while promoting and environment of public service.

SUPERVISION RECEIVED:

Works under the supervision of a Battalion Chief.

SUPERVISION EXERCISED:

Captains have supervision over assigned firefighters and/or part-time EMS personnel.

PRINCIPAL RESPONSIBILITIES:

The following list describes several of the essential functions of this position. This list may be supplemented as necessary:

- Provides leadership and supervision in emergency operations that develop and ensure safe and effective operations, teamwork, appropriate strategy, and tactics; responds to emergency incidents.
- Provides leadership and supervision in non-emergency conditions that enable personnel to be successful in their assigned role through training, team building exercises, and personnel development. This may also be accomplished by mentoring, coaching, counseling, performance appraisals, and discipline.
- Provides management to their crew to ensure the business of UFA is accomplished. This includes but is not limited to staffing, payroll, accident and injury investigation, requests for facilities or apparatus maintenance, reports, response area coverage, project/program oversight, station inspections, resolution of complaints/issues and budget administration.
- Provides the training necessary for success at the individual and single company level under the general direction of Battalion Chiefs, the EMS Division Chief and the Fire Training Division (Battalion) Chief.
- Disseminates information and directives to personnel; makes reports on the effectiveness and efficiency of assigned operations.

- Represents UFA in media and public relation opportunities, plans and implements community events.
- Performs other duties of a similar nature or level.

TYPICAL DECISIONS:

Decisions are critical in nature and may involve managing all types of emergency incidents with limited information and time. Work in this position requires considerable independence and professional decision-making. Decisions involve confidential, and sensitive information and require significant knowledge, analysis and thought.

- Consistently interpret and administer policies, procedures, and applicable regulations and professional standards
- Adhere to established timelines
- Motivate individuals to meet departmental objectives
- Coordinate and initiate actions, implement decisions and recommendations
- Deal tactfully and persuasively with others in controversial situations
- Prepare written and oral reports

MINIMUM EXPERIENCE AND QUALIFICATIONS:

- Valid Driver License and valid EMT, AEMT or Paramedic licensure
- Currently serving as a UFA Firefighter Specialist (any specialty) or UFA Staff Captain
- Seven (7) years in a UFA firefighter position, with two (2) of those as a UFA Specialist, *with* an Associate degree (or higher)
OR
- Eleven (11) years in a UFA firefighter position, with two (2) of those as a UFA Specialist, *without* an Associate degree
- Either Utah Fire and Rescue Academy (UFRA) NFPA Fire Inspector I OR UFRA Company Officer Inspector Certification, or acceptable equivalents
- UFRA NFPA Fire Instructor I Certification, or acceptable equivalent
- UFRA NFPA Fire Officer I Certification, or acceptable equivalent
- NIMS ICS 300 Intermediate ICS for Expanding Incidents (within one year of selection)
 - Beginning January 1, 2026, NIMS ICS 300 Intermediate ICS for Expanding Incidents
- Successful completion of one of the NIMS ICS Unit Leader All Hazards courses within one (1) year of promotion (based on availability)

LEADERSHIP COMPETENCIES:

The following competencies are critical for success in the position and are based on the Korn Ferry FYI – Leadership Architect Competency modeling.

FACTOR I: THOUGHT

- **Customer Focus:** Building strong customer relationships and delivering customer-centric solutions. (11)
- **Decision Quality:** Making good and timely decisions that keep the organization moving forward. (12)

FACTOR II: RESULTS

- **Action Oriented:** Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm. (2)
- **Ensures Accountability:** Holding self and others accountable to meet commitments. (1)

FACTOR III: PEOPLE

- **Manages Conflict:** Handling conflict situations effectively, with a minimum of noise. (9)
- **Builds Effective Teams:** Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals. (34)
- **Communicates Effectively:** Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences. (7)

FACTOR IV: SELF

- **Courage:** Stepping up to address difficult issues, saying what needs to be said. (10)
- **Instills Trust:** Gaining the confidence and trust of others through honesty, integrity, and authenticity. (36)
- **Situational Adaptability:** Adapting approach and demeanor in real time to match the shifting demands of different situations. (31)

KNOWLEDGE, SKILLS AND ABILITIES:

Knowledge of:

- UFA policies, procedures, budgeting and purchasing
- Knowledge of UFA training standards, SOG's and emergency medical protocols.
- The familiarity of UFA geography and topographical conditions which affect operations
- Federal, state, and local laws and regulations related to fire protection, firefighting, and employee safety
- Use of technology
- Incident command, safety, strategies, and tactics
- Effective Korn Ferry FYI Leadership Competencies
- UFA Expectations of Leaders
- Principles and modern methods of fire suppression/prevention, emergency medical service, hazardous material mitigation, and technical rescue

Skilled in:

- Implementing ICS on multiple unit responses and effectively operate as an Initial Incident Commander
- Coordinating multiple priorities and programs
- Leading and directing others in a safe and proficient manner and ensuring crew members and subordinates perform tasks safely
- Establishing and maintaining effective working relationships with UFA employees and personnel from other agencies
- Communicating effectively through oral presentations, written reports, and in-person discussions

Ability to:

- Maintain supervisory control under extremely stressful conditions
- Make life or death decisions during emergency situations
- Work safely without presenting a direct threat to self or others
- Work in a teamwork environment and communicate clear and concise instructions and assignments
- Supervise and counsel personnel and conduct performance appraisals.
- Formulate goals and objectives
- Plan, implement, evaluate and direct multiple and varying projects, programs, and activities

WORKING ENVIRONMENT:

Regular work schedule is a 48-hour shift followed by 96 hours off with an average 56-hour work week. Work activities vary widely, including administrative work, response to alarms, attendance at meetings, and both field and classroom training. Response to alarms may occur at any time in all weather conditions. Emergency work may be strenuous. Normal and emergency response driving is required.

PHYSICAL AND MENTAL JOB REQUIREMENTS:

To perform the job successfully, an individual must be able to perform each of the essential job functions satisfactorily. This position requires the individual to sit and stand for long periods. The individual frequently is required to use the arms, hands, and fingers to feel or reach. The sensory requirements for this position include vision, hearing, and touch and the incumbents will be exposed to high heat, noise, and stress. The employee in this position must frequently exercise the use of good judgment and be able to work with minimal supervision. This position requires above-average physical condition with the ability to lift up to 50 pounds frequently and over 100 pounds on rare occasions. Position requires wearing of protective equipment, including self-contained breathing apparatus (SCBA). Individuals will be occasionally subject to work near moving mechanical equipment, heights, wet and humid conditions, smoke, fumes, airborne particulates and/or caustic chemicals, and be at risk of electrical shock, and vibration.

Classified as FLSA Non-exempt and eligible for overtime.

UNIFIED FIRE AUTHORITY

INTERNAL RECRUITMENT AND EXAMINATION PROCESS NOTICE FOR

CAPTAIN

Recruitment period: February 12, 2024 to March 15, 2024

TO APPLY TO PARTICIPATE IN THE EXAMINATION PROCESS:

Complete a Promotion Application via Applicant Pro (<https://unifiedfire.applicantpro.com/internaljobs>) by Friday, March 15, 2024. Candidates will receive a confirmation email once their application is received.

MINIMUM REQUIREMENTS FOR PARTICIPATION:

- Valid Driver License and valid EMT, AEMT, or Paramedic licensure
- Currently serving as a UFA Firefighter Specialist (any specialty) or UFA Staff Captain
- Seven (7) years in a UFA firefighter position, with two (2) of those as a UFA Specialist, *with* an Associate degree (or higher) OR
Eleven (11) years in a UFA firefighter position, with two (2) of those as a UFA Specialist, *without* an Associate degree
- Either Utah Fire and Rescue Academy (UFRA) NFPA Fire Inspector I or UFRA Company Officer Inspector Certification, or acceptable equivalent (by March 15, 2024)
- UFRA NFPA Fire Instructor I Certification, or acceptable equivalent (by March 15, 2024)
- UFRA NFPA Fire Officer I Certification, or acceptable equivalent (by March 15, 2024)

An acceptable equivalent would include a certificate with a Pro Board or IFSAC seal.

THE EXAMINATION PROCESS:

OVERALL EXAMINATION COMPONENTS AND WEIGHTS:

	<u>First Phase</u>	<u>Final</u>
WRITTEN EXAMINATION	100%	10%
ASSESSMENT PROCESS	N/A	85%
SENIORITY	Tiebreak only	5%

FIRST PHASE INFORMATION:

The first phase of the examination process is a written examination, which will be held at the ECC Board Room at the following times:

- Wednesday, April 3, 2024, (1:00 PM)
- Thursday, April 4, 2024, (9:00 AM)

CANDIDATES MAY ATTEND EITHER OF THE TWO TESTING SESSIONS. The examination will consist of approximately 100 multiple-choice questions. Candidates do not need to bring anything with them to the examination. Candidates may use scratch paper during the examination but will not have access to reference materials or phones. The examination questions will be drawn from the following source materials as identified in UFA Memorandum #23-189 (attached): Brannigan's Building

Construction for the Fire Service, 6th edition; Fire Department Incident Safety Officer, 3rd edition; Fire Officer Principles and Practices, 4th edition, and the listed UFA policies.

If there are more than thirty qualified candidates who apply by the March 15th deadline, then first-phase scores will be calculated solely based on the written examination score. The top twenty-seven candidates will advance and be invited to participate in the final phase of the process. If there are candidates with tying scores at the #27 spot, then up to an additional three candidates will advance, for a maximum total of thirty. If there are more than three candidates with the tying score, then seniority will be used as the tiebreaker.

If there are thirty or fewer qualified candidates who apply by the deadline, first phase scores will not be necessary, and all eligible candidates will be allowed to participate in the final phase.

FINAL PHASE INFORMATION:

The final phase of the examination process will be the Assessment Process. The process will include four exercises as described below and will be held on April 23rd, 24th and 25th. **Candidates who advance to the final phase will be required to submit a resume detailing their qualifications, and a cover letter that explains their interest in the position, to <https://unifiedfire.applicantpro.com/internaljobs> by Wednesday, April 17, 2024. Please note - resume and cover letter must be uploaded via the Applicant Pro link as one attachment.** Those resumes and cover letters will be provided to the Oral Board evaluators and will be utilized in the Oral Board as described below.

Candidates will receive email notification by Friday, April 19, 2024, of their assigned date and time, which will normally be on an off-duty day. If you need to request a specific date or time, please send Calogero Ricotta an email (cricotta@unifiedfire.org) and he will try to accommodate the request, if possible. Candidates should wear station uniforms for the exercises and will complete the entire process in one day. It is expected that the entire process will take approximately four hours.

Each part of the assessment process, with the exception of the third-party multiple-choice exercise, will be rated by three evaluators, two who will be officers, or retired officers, from external organizations/jurisdictions and one who will be an officer from UFA. One or more facilitators from UFA, and a representative from Local 1696, will be present in each of the assessment process exercises, however those individuals will not be participating in the evaluation of the candidates.

Assessment Process Exercises:

- 1) **INCIDENT EXERCISE** – Candidates will be presented with information describing one or more incidents. Candidates will be expected to work through the incident(s) as if they were the initial arriving officer. Simulated communications over the radio are not necessary. During the incident exercise, candidates should speak freely, articulating actions taken, assignments given, and the why. Candidates will receive questions from the evaluators related to their incident action planning and decision-making
- 2) **PROBLEM SOLVING EXERCISE** – Candidates will be presented with information describing different scenarios that a Captain might face, such as an administrative issue, a complex personnel problem, and/or a customer/client problem. Candidates will be expected to discuss the issues and outline their plan for dealing with the issues with the evaluators. Candidates may also be expected to prepare written correspondence and to engage in role-playing with the evaluators as part of the exercise. Candidates will be given preparation time to review the information related to the scenarios before appearing before the evaluators. Candidates will have access to a laptop computer during the preparation period.
- 3) **ORAL BOARD** – Candidates will be asked general supervisor-level interview questions and experiential (“describe a time when”) questions. Candidates will also be expected to discuss their readiness and preparation regarding the role of Captain.

- 4) **THIRD-PARTY MULTIPLE-CHOICE EXERCISE FOCUSING ON FIRE OFFICER SUPERVISORY PRACTICES** – Candidates will answer multiple-choice questions developed to measure interpersonal relations skills related to fire officer positions. The questions are scenario-based. Following the description of the scenario/critical incident, the candidate will be given several possible responses to choose from and will be asked to identify the *most* appropriate response, and the *least* appropriate response for each scenario. Additional information regarding this exercise, along with a couple of sample questions, is attached.

The *Captain Leadership Competencies* that will be evaluated in the Assessment Process are listed below. They are described more fully in UFA Memorandum #20-003 (attached).

- Action Oriented
- Builds Effective Teams
- Communicates Effectively
- Courage
- Customer Focus
- Decision Quality
- Ensures Accountability
- Instills Trust
- Manages Conflict
- Situational Adaptability

The Overall Assessment Process Score will be calculated according to the following weights:

Incident Exercise	30%
Problem Solving Exercise	30%
Oral Board	30%
Third-Party Supervisory Practices Exercise	10%

ESTABLISHING and PROMOTING FROM THE FINAL PROMOTIONAL REGISTRY:

Once all testing is complete, scores will be calculated for each component.

The promotional registry will be limited to the top 20 candidates who meet acceptable performance standards for the Incident Exercise AND have an overall Assessment Process score that is 60% or above. Ties will be handled in accordance with UFA Policy and Procedure – Establishment, Maintenance, and Duration of Hiring and Promotional Registries.

Final scores will be calculated for the individuals who are eligible to be placed on the final promotional registry according to the following weights:

ASSESSMENT PROCESS	85%
WRITTEN EXAMINATION	10%
SENIORITY*	5%

* For the raw seniority score, candidates will receive one-half point for each year (up to a maximum of twenty years) of UFA-credited employment as a full-time merit firefighter.

Individuals will be rank ordered on the final promotional registry according to their final score.

The final promotional registry will be used to fill vacancies for a two-year period.

For the period of time the promotional registry is in effect, as vacancies occur, the top three ranking active candidates (plus one for each additional opening) will be certified from the registry and considered for selection/promotion. The Emergency Services Assistant Chief and the Operations Chief will conduct interviews and review Promotional Leadership evaluations to assist in the selection of the best candidate for the vacancy.

Also, as part of the selection process, the selection committee will review applicable documents from the candidates' official personnel files, in accordance with UFA Policies and Procedures, Confidentiality of Personnel Records and Discipline. Such documents include performance evaluations and related documents, letters of commendation, training records, certificates of achievements and awards, and disciplinary records, subject to the restriction that minor discipline will only be considered if it was within two years and major discipline will only be considered if it was within five years.

After reviewing all information, the Emergency Services Assistant Chief can select any of the certified candidates for promotion; the candidate's rank-order on the promotional registry is not the deciding factor. Following the "rule of three", if there were three vacancies, he would consider the top five ranking active candidates and could select any three.



UNIFIED FIRE AUTHORITY

MEMORANDUM

23-189

November 16, 2023

TO: All Personnel

FROM: Human Resources Director Day

SUBJECT: 2024 Captain Promotional Process Exam Dates & Study Materials

In preparation for the upcoming Vacation Draw, the Human Resources Division is pleased to announce the upcoming Captain Promotional Exam Process dates in 2024. In addition, study materials have also been identified.

The **Promotional Exam Process** will be conducted in two phases. Phase I is the written exam, and Phase II is the assessment process.

Phase I: A *written exam* (hurdle test) is slated for April 3, 2024, and April 4, 2024. Participants need only attend one session. Personnel are encouraged to begin their study of the materials listed below. Questions for the exam are anticipated to come from the following textbooks and identified sections of UFA Policy.

- Textbooks

- *Brannigan's Building Construction for the Fire Service*, 6th Edition, Corbett, G.P. & Brannigan, F.L. (2019). Jones and Bartlett Learning ISBN-13: 978-1284177312, ISBN-10: 1284177319
- *Fire Department Incident Safety Officer*, 3rd Edition, 2020, David W. Dodson, Jones & Bartlett Learning ISBN-13: 978-1284216554, ISBN-10: 1284216551
- *Fire Officer Principles and Practices*, 4th Edition, 2020, Michael Ward, NFPA, Jones & Bartlett Learning ISBN-13: 978-1284172393 ISBN-10: 1284172392

It is up to each candidate to obtain their own books, which can be found on Amazon or through other distributors.

- Policies

- **100 Administration**

- 100-050 Occupational Licensure and Certification Requirements
- 100-140 Discovery and Reporting of Fraud Waste and Abuse
- 100-150 Reporting of Criminal Activity
- 100-170 Uniform Policy
- 100-190 Personal Appearance and Grooming
- 100-200 UFA No Smoking Policy
- 100-260 BEMSP Notification

- 100-300 Social Media for Personal Purposes
 - 100-310 Management of Photos, Recordings, and Other Electronic Media
- **200 Compliance and Records**
 - 200-030 Privacy Practices
 - 200-080 Procedure for Filing a Complaint
 - 200-120 HIPAA Violations
 - 200-130 Employee Medical Information
- **400 Emergency Services Division**
 - 400-100 Vacation and Holiday Scheduling – Operations
 - 400-120 Bids Bumps and Assignments
 - 400-130 Staffing
 - 400-140 Minimum Staffing and Overtime Reduction - Vacation Buyback
 - 400-160 Mandatory Staffing
- **450 Emergency Services Division Operational and Procedural Guidelines**
 - 450-00 Common Terminology
 - 450-01 Personnel Accountability System
 - 450-02 Establishing Command
 - 450-03 Apparatus Placement and Holding Short
 - 450-04 Thermal Imaging Camera Deployment
 - 450-05 SLICERS
 - 450-06 Vacant Structure
 - 450-07 Staging
 - 450-08 Response to Incidents of Violence
 - 450-09 Carbon Monoxide
 - 450-10 Hydrocarbon Leaks-Spills
 - 450-11 Hazardous Materials Response
 - 450-12 Emergency Decontamination
 - 450-13 Operational Retreat
 - 450-14 Ventilation
 - 450-15 Power Line-Electrical Response
 - 450-16 Natural Gas Leak Response
 - 450-17 Ladder Company (Quint) Operations
 - 450-18 Single Family Dwelling Fires
 - 450-19 Motor Vehicle Fires
 - 450-20 Fire Alarm Response
 - 450-21 Canyon and Backcountry Response
 - 450-22 Salvage
 - 450-23 After Action Review
 - 450-24 VEIS (Vent-Enter-Isolate-Search)
 - 450-25 Trench Rescue Standard
 - 450-26 Building-Structural Collapse Operations
 - 450-27 Earthquake Guideline
 - 450-28 Overhaul
 - 450-29 Fire Department Connection
 - 450-30 Elevator Emergencies
 - 450-31 Rescue Task Force
 - 450-32 Commercial Fire Response
 - 450-33 Water Supply
 - 450-34 Valley Mayday SOG
 - 450-35 CBRN
 - 450-36 Field Fires and Wildland Urban Interface Fires
 - 450-37 Water-Swiftwater Response


- 450-38 Post Fire Decontamination
- **500 EMS Division**
 - 500-010 Ride-Along Program
 - 500-030 EMS Skills Evaluation and Remediation
 - 500-080 Controlled Substance Medications
- **900 Human Resources Division**
 - 900-010 General Human Resources Definitions
 - 900-140 Merit Probation (New Hire)
 - 900-160 Acting-In Assignments
 - 900-190 Employee Performance and Development Evaluation Process
 - 900-220 Vacation
 - 900-230 Sick Leave
 - 900-300 Funeral and Bereavement Leave
 - 900-310 Jury and Witness Leave
 - 900-350 Worker's Compensation
 - 900-370 Health Standards & Medical Examinations
 - 900-380 Fitness for Duty Evaluations/Light Duty Assignments and Return to Work After Illness or Injury
 - 900-410 Harassment, Sexual Harassment, Discrimination and Retaliation
 - 900-420 Drug and Alcohol Testing Drug Free Workplace
 - 900-430 Professional Standards, Investigations & Complaints
 - 900-440 Discipline
 - 900-450 Grievances and Appeals
- **1000 Information Outreach**
 - 1000-010 Visitors and Station Tours
- **1200 Safety, Health & Wellness**
 - 1200-010 Employee Assistance Program
 - 1200-040 Safe Vehicle Operation
- **1400 Technology Division**
 - 1400-010 IT Acceptable Use

Note: Policy updates are distributed during the first part of each month. Pay special attention to future memorandums announcing any changes to the listed policies.

Phase II: For those selected to move forward in the process, the *assessment* is scheduled for **April 23-25, 2024**. At this point, personnel intending to take the exam should block out the entire time, although they only need to attend one day of testing if invited to participate.

The formal recruitment notice with specific details regarding the promotional process will be forthcoming at the first of the year. Thank you for your investment, and best wishes on the continued preparations.

Dates for the Promotional Process listed above are not expected to change unless an unforeseen situation arises that would interfere with the testing process as outlined.

	UNIFIED FIRE AUTHORITY ORGANIZATIONAL MANUAL	
	Affiliation: Administration Policies	
	Title: Captain	
	Number: 910 - 060	
	Approved: 2/1/2024	By: Fire Chief Dominic Burchett
Last Reviewed:	By:	

REFERENCES

- [UFA Policy and Procedure – Definitions](#)
- [UFA Policy and Procedure – Filling of Job Vacancies](#)
- [UFA Policy and Procedure – Occupational Licensure and Certification Requirements](#)
- [UFA Policy and Procedure – Staff Captain](#)
- [UFA Policy and Procedure – Recruitment](#)
- [UFA Policy and Procedure – Examinations](#)
- [UFA Policy and Procedure – Maintenance and Duration of Hiring and Promotional Registries](#)

PURPOSE

The purpose of this policy is to provide information on the minimum requirements and the selection process for the position of Captain.

POLICY

When a selection process for any position occurs, there will be a recruitment notice issued by the Human Resources Division. The notice will be issued in accordance with UFA Policy and Procedure - Filling of Job Vacancies and other UFA policies covering recruitment, examinations, registries, etc. For positions involving a promotional registry, this notice will be posted at least one month prior to the date of the written exam portion of the process.

The recruitment notice will include information regarding the process to apply, the specific minimum requirements, an overview of the process including the weight for each exercise, the number of candidates who will be advancing past the initial hurdle test, and the dates scheduled for each portion of the process. Administration will endeavor to maintain the specific dates identified in the notice, however, should a situation arise that forces a change in dates, Local 1696 will be consulted prior to determining a revised schedule.

OVERVIEW OF THE POSITION AND DEVELOPMENT OPPORTUNITIES

The Captain serves as the leader of an Engine or Truck Company for emergency and non-emergency activities. Primary responsibilities include station leadership, training, incident management, and community engagement. Captains will also be assigned to the Fire Training Division, Operations Support, and Specialty Programs.

Personnel aspiring to this rank are encouraged to learn all they can from the experienced Captains currently holding the rank. Spending time with these mentors will help interested Firefighters learn the intricacies of the position and help them understand the scope and importance of the role.

UFA will host a Captain Academy and other development workshops; these will provide opportunities for personnel to receive training and instruction on key portions of the role and better prepare firefighters to be competitive for the position. In addition, workshops and seminars are available from several outside sources that may assist in the development. Successful candidates will normally be preparing more for the position than the test alone.

Personnel interested in the role of Captain are encouraged to be involved in the UFA and should consider taking a variety of assignments to better grasp the overall vision and mission of the UFA. While this is not a requirement for promotion, a well-rounded firefighter with a deep knowledge of the UFA and the fire service will normally perform better as a Captain and on the test itself.

1.0 Minimum Requirements

1.1 Valid Driver License and valid EMT, AEMT or Paramedic licensure.

1.2 Currently serving as a UFA Firefighter Specialist (any specialty) or UFA Staff Captain.

1.3 Seven (7) years in a UFA firefighter position, with two (2) of those as a UFA Specialist, *with* an Associate degree (or higher).

OR

Eleven (11) years in a UFA firefighter position, with two (2) of those as a UFA Specialist, *without* an Associate degree.

1.4 Either Utah Fire and Rescue Academy (UFRA) NFPA Fire Inspector I OR UFRA Company Officer Inspector Certification, or acceptable equivalents.

1.5 UFRA NFPA Fire Instructor I Certification, or acceptable equivalent.

1.6 UFRA NFPA Fire Officer I Certification, or acceptable equivalent.

1.7 Beginning January 1, 2026, NIMS ICS 300 Intermediate ICS for Expanding Incidents.

1.8 **FUTURE REQUIREMENT:** Completion of a Captain task book and qualification assessment process. The specifics of this process and the time frame for implementation will be reviewed by Local 1696 and PAC prior to adoption.

2.0 Training and certifications required following promotion for the rank:

2.1 NIMS ICS 300 Intermediate ICS for Expanding Incidents (within one year of selection).

2.2 Successful completion of one of the NIMS ICS Unit Leader All Hazards courses within one (1) year of promotion (based on availability).

3.0 Establishing the Promotional Registry

3.1 A promotional process will normally be administered during the spring of even numbered years. A promotional registry will be created in accordance with UFA

Policy and Procedure - Filling of Job Vacancies and other UFA policies covering recruitment, examinations, registries, etc.

- 3.2 A written exam will serve as an evaluation of general knowledge and the initial “hurdle” to reduce the number of applicants to a manageable number for the assessment process. The exam will be based on selected UFA policies and up to four additional written sources, such as textbooks. Administration will identify these materials at least four months prior to the scheduled date of the written exam. In addition to serving as the “hurdle” test, the written exam score will also account for a portion of the final score as indicated in paragraph 3.4.
 - 3.3 An assessment process will be administered to evaluate the candidates based on the values of the organization, Expectations of UFA Leaders, and the details provided in the job description, particularly the principal responsibilities and leadership competencies. The scoring will be done by two (2) external evaluators and one internal evaluator of the rank of captain or higher. Additionally, IAFF Local 1696 will be invited to observe all exercises.
 - 3.4 Final scores will be issued based on the weights identified in the recruitment notice. Seniority will account for five percent of the final score. Individuals will be rank ordered on the promotional registry according to their final score. Individuals who do not receive a passing score on the assessment process will not be placed on the final registry.
 - 3.5 The promotional registry will be limited to the top 20 candidates. Ties will be handled in accordance with UFA Policy and Procedure – Establishment, Maintenance, and Duration of Hiring and Promotional Registries.
- 4.0 Selecting from the Promotional Registry
- 4.1 For the period of time the promotional registry is in effect, as vacancies occur, individuals will be considered for selection/promotion following the ‘rule of three’ (considering the top three ranked candidates from the registry for the first vacancy plus one additional candidate for each additional vacancy). The Merit System Coordinator will present this selection list to the Fire Chief for his or her consideration.
 - 4.2 Each Candidate will have a promotional survey conducted through HR and an interview with internal evaluators selected by the Fire Chief. The candidate will be provided the results of their promotional survey prior to the interview. Local 1696 will be invited to participate as an observer during the interview. However, Local 1696 will not be a participant in the final deliberation.
 - 4.3 The Fire Chief has the discretion to select any one of the candidates after the interview and may consider any related information during this deliberation phase of the process. Information such as the employee’s personnel file, annual evaluations, or follow up discussions with other personnel are typical areas that may be reviewed.
 - 4.4 Candidates not selected will retain their rank (or adjusted rank) on the promotional registry to be considered for future vacancies. If the next selection process happens within six months, the non-selected candidate will have the option of having a new survey or utilizing their previous one.

5.0 Assignments to Specialty Programs, Operations Support, and Fire Training

5.1 Captains in Fire Training, Operations Support, and within the Specialty Programs (Wildland Duty Officer, HazMat, Heavy Rescue, etc.) will be filled as assignments from among the pool of promoted Captains. Depending on the specific position, there may be additional job-specific requirements as determined by the appropriate Division and Assistant Chief. Those will be noted on the recruitment notice, which will be posted for a period of at least 15 calendar days, and in the position-specific job descriptions. Supervisors are required to ensure that minimum requirements in this policy and in the associated job descriptions are kept up to date. Supervisors are also required to ensure that employees under their supervision complete listed requirements by the deadlines stated or amend the deadline if necessary and continue tracking.

Selection for these assignments will be conducted as needed when vacancies occur and in accordance with the following general provisions:

5.1.1 To participate in the process, candidates will submit a resume and cover letter. If it is necessary to screen down the number of candidates to a lesser number (as stated in the recruitment notice), this will be done based on a review of the candidates' resumes and cover letters.

5.1.2 The selection process will include an interview, and review of actual performance although surveys will not normally be conducted for internal processes open only to existing Captains.

5.1.3 Specific to assignments to Specialty Programs, Operations Support, and Fire Training, a representative of Local 1696 will be invited to participate as an observer during the selection process. However, they will not be a participant in the final deliberation immediately following the interview.

5.2 The Assistant Chief for Emergency Services will make the final selection and have the discretion to select any of the candidates interviewed. If there are no candidates for the position, the Assistant Chief over Emergency Services may fill the position as an assignment from among the pool of promoted Captains who meet the minimum requirements stated on the recruitment notice.

5.3 While they work a 40 hour/weekday-shift, the **Fire Training Captain** and the **Operations Support** are not Staff Captain positions.

Replaces policy dated: February 5, 2023



Leadership Competencies	Sort Completed: December 2019
Position: Captain	Approved: January 2, 2020

- 11. Customer Focus:** Building strong customer relationships and delivering customer-centric solutions.
- 12. Decision Quality:** Making good and timely decisions that keep the organization moving forward.
- 2. Action Oriented:** Taking on new opportunities and tough challenges with a sense of urgency, high energy, and enthusiasm.
- 1. Ensures Accountability:** Holding self and others accountable to meet commitments.
- 9. Manages Conflict:** Handling conflict situations effectively, with a minimum of noise.
- 34. Builds Effective Teams:** Building strong-identity teams that apply their diverse skills and perspectives to achieve common goals.
- 7. Communicates Effectively:** Developing and delivering multi-mode communications that convey a clear understanding of the unique needs of different audiences.
- 10. Courage:** Stepping up to address difficult issues, saying what needs to be said.
- 36. Instills Trust:** Gaining the confidence and trust of others through honesty, integrity, and authenticity.
- 31. Situational Adaptability:** Adapting approach and demeanor in real time to match the shifting demands of different situations.

Fire Department



Company Officer Critical Incident/Human Relations Skills

Practice Test Questions

These practice test questions are similar to the ones on the actual test. Company Officer items will measure decision making and interpersonal skill attributes in critical situations such as:

1. Decision-making ability to carry out assignments in an effective manner with minimal supervision.
2. The ability to effectively deal with a variety of people from various backgrounds and ranks.
3. The ability to be committed to the department and have allegiance to its core values and mission. Dedicated and committed to the job and other firefighters and fire officers.
4. The ability to be consistent and reliable with ones' behaviors, principles, values, ethics and morals.
5. The ability to maintain respect for other's emotional needs following a crisis.

Practice Test Question

You are the station officer with a senior firefighter that has a hard time getting along with other firefighters. The senior firefighter has been warned that if he has an additional incident with another crew member that it will result in a disciplinary action. After returning from a call, a rookie firefighter begins working to ensure that the equipment on the truck is ready for response. The senior firefighter walks over to the rookie firefighter and tells him “You can’t spend all day checking the equipment, we have other things to do.” How would you handle this situation?

- A. Let the senior firefighter and the rookie firefighter work it out without intervening.
 - B. Explain to both the senior firefighter and the rookie firefighter the importance equipment plays on calls and ask the senior firefighter if he needs help completing the other tasks.
 - C. Tell another firefighter to go help the other two firefighters get the equipment ready.
 - D. Take the senior firefighter into your office and begin procedures for disciplinary action.
1. WHAT IS THE **MOST** APPROPRIATE RESPONSE?
 2. WHAT IS THE **LEAST** APPROPRIATE RESPONSE?
-

Practice Test Question

You and your crew are sitting at the station table when an off-duty firefighter arrives to visit. After several minutes, your firefighter and the off-duty firefighter begin to have a heated argument. Things escalate to yelling and door slamming prior to the off-duty firefighter leaving the station. The off-duty firefighter then calls and wants to know what you are going to do about the other firefighter’s behavior. How would you handle this situation?

- A. Inform the off-duty firefighter that this stuff happens all the time and he should just forget about it.
 - B. Advise the off-duty firefighter that you are going to visit with the shift Battalion Chief and discuss how to handle disciplining the firefighter.
 - C. Advise the off-duty firefighter that things did not escalate to the point where relationships were ruined and advise both parties to visit and resolve their differences in a respectful manner.
 - D. Tell the off-duty firefighter that this is not his station and if he cannot get along with the other station firefighters, he does not need to visit.
3. WHAT IS THE **MOST** APPROPRIATE RESPONSE?
 4. WHAT IS THE **LEAST** APPROPRIATE RESPONSE?

ANSWER KEY

1. B
2. D
3. C
4. D