



UNIFIED FIRE AUTHORITY

MEMORANDUM

26-030

Date: March 2, 2026

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 Promotional Application via the iSolved link <https://unifiedfire.applicantpro.com/internaljobs> by April 5, 2026.

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: February 2026

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 an 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 relations 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's 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
- National Incident Management Systems (NIMS) compliant ICS 300 Intermediate ICS for Expanding Incidents or NWCG I-300
- Attended all Captain Leadership Academy sessions and completed the Captain Task Book components of the Captain Leadership Academy
- Successful completion of one of the NIMS ICS Unit Leader All Hazards courses within one (1) year of promotion (based on availability)
- Successful completion of the Captain Task Book within six (6) months of promotion

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, SOGs, and emergency medical protocols.
- The familiarity of UFA geography and topographical conditions that 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 the 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: March 2, 2026, to April 5, 2026

TO APPLY TO PARTICIPATE IN THE EXAMINATION PROCESS:

Submit a resume detailing qualifications and a cover letter that explains your level of interest in the Captain position via iSolved (<https://unifiedfire.applicantpro.com/internaljobs>) by Sunday, April 5, 2026. **Please note – resume and cover letter must be uploaded via the iSolved link as one attachment.** Candidates will receive a confirmation email once their application is received.

MINIMUM REQUIREMENTS FOR PARTICIPATION (All minimum qualifications must be met by the close of the application period on April 5, 2026.):

- 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
- UFRA NFPA Fire Instructor I Certification, or acceptable equivalent
- UFRA NFPA Fire Officer I Certification, or acceptable equivalent
- National Incident Management Systems (NIMS) compliant ICS 300 Intermediate ICS for Expanding Incidents or NWCG I-300
- Attended all Captain Leadership Academy sessions and completed the Captain Task Book components of the Captain Leadership Academy
- An acceptable equivalent would include a certificate with a Pro Board or IFSAC seal.

THE EXAMINATION PROCESS:

OVERALL EXAMINATION COMPONENTS AND WEIGHTS:

WRITTEN EXAMINATION	<u>Final</u> 10%
ASSESSMENT PROCESS (Oral Board Interview 30%, Incident Exercise 35%, and Problem-Solving Exercise 35%)	85%
SENIORITY (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)	5%

Phase I – Interview and Written Exam:

The first phase of the examination process is an oral board interview and written examination (detailed below), which will be held at the ECC on April 20 – 23, 2026. Each candidate will receive an email notification by Friday, April 10, 2026, 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@unifiedfireut.org) and he will try to accommodate the request, if possible. Candidates should wear station uniforms.

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. Cover letters and resumes will be provided to the oral board evaluators and will be utilized in the oral board.

WRITTEN EXAMINATION – 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 source materials as identified in UFA Memorandum #25-195 (attached).

Phase II – Incident Exercise and Problem Solving:

The second phase of the examination process will be held May 4 – 7, 2026. Each candidate will complete an assessment consisting of problem-solving and incident exercises (detailed below). Candidates will receive email notification by Friday, April 10, 2026, 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@unifiedfireut.org), and he will try to accommodate the request, if possible. Candidates should wear station uniforms for the exercises.

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

PROBLEM SOLVING EXERCISE – Candidates will be presented with information describing two 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.

Each component of the assessment process, with the exception of the written examination, will be evaluated by a three-member panel. The panel will consist of two evaluators from external organizations or jurisdictions (holding the rank of Captain or higher) and one officer from Unified Fire Authority (UFA). In addition, one or more UFA facilitators and a representative from Local 1696 will be present during each assessment exercise; however, these individuals will serve in a non-evaluative capacity and will not participate in scoring.

All qualified candidates will compete in every phase of the assessment process.

The *Captain Leadership Competencies* that will be evaluated in the during the process are listed below. They are described more fully in UFA Policy 900-060 *Captain* (attached.)

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

Manages Conflict
Situational Adaptability

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 900-050 *Establishment, Maintenance, and Duration of Hiring and Promotional Registries*.

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, 200-020 *Confidentiality of Personnel Records* and 900-440 *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

25-195

November 4, 2025

TO: All Personnel

FROM: Kiley Day – Human Resources Director

SUBJECT: 2026 Captain Promotional Process Exam Dates and Study Materials

In preparation for the upcoming vacation draw, the Human Resources Division is pleased to announce the phases and dates for the **2026 Captain Promotional Exam Process**. Study materials for the process have also been identified and are listed below.

Due to the anticipated number of participants in this year's promotional testing process, the promotional exam process will be conducted in two phases. This structure is intended to support the logistics of the process and ensure adequate facilitation for all candidates. All personnel participating in the process will complete both phases, and no candidate cuts will be made until the final list of 20 is established following the completion of both phases.

Phase I – Interview and Written Exam

Phase I will be held April 20–23, 2026. Each candidate will complete an interview and written exam on a single assigned day. Participants should reserve the full testing period, as the Human Resources Division will randomly assign dates and times.

Exam questions are anticipated to come from the following identified sections of UFA Policies and SOGs. Candidates are encouraged to begin their review of the listed materials.

- 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
- 450-39 Helicopter Landing Zone
- 450-40 Vehicle Extrication
- 450-41 Search & Rescue
- 450-42 UTA TRAX Response
- 450-43 Animal Rescue
- 450-44 Post Fire Monitoring
- 450-45 Low Acuity Unit
- 450-46 Wind Driven Structure Fires
- 450-47 Area Command Activation and Management
- **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
 - 900-340 Light Duty Assignments
 - 900-350 Worker's Compensation
 - 900-370 Health Standards & Medical Examinations
 - 900-380 Physical Fitness for Duty Evaluations and Return to Work after Illness or Injury
 - 900-385 Behavioral Health Fitness for Duty Evaluations and Return to Work
 - 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 Operations
- **1400 Technology Division**
 - 1400-010 IT Acceptable Use

Note: Policy updates are distributed at the beginning of each month. Candidates should pay special attention to future memorandums announcing any revisions to the listed policies.

Phase II – Incident Exercise and Problem Solving

Phase II will be held May 4–7, 2026. Each candidate will complete an assessment consisting of problem-solving and tactical exercises on a single assigned day. Participants should reserve the full testing period, as the Human Resources Division will randomly assign dates and times.

A formal recruitment notice providing detailed information regarding the promotional process will be released in the first quarter of the year.

The dates outlined above are not expected to change unless an unforeseen situation arises that affects the testing schedule.

Thank you for your continued commitment and preparation. We wish all candidates the best of luck in their pursuit of promotion.