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SUCCESSION MANAGEMENT

FOR THE FIRE-RESCUE SERVICE

Understanding and Applying the Process



AUGUST 2017

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EXECUTIVE SUMMARY

One of the keys to long-term success within any organization is the ability to plan and implement a sustainable succession-management program. The results of a literature search and a nationwide survey make it clear that fire-rescue agencies throughout the United States lack such programs. The Company Officers Section (COS) of the International Association of Fire Chiefs (IAFC) organized a determined group of individuals (“Work Group”) whose goal was to create a document to support all agencies, irrespective of their size or type, in their pursuit of succession management. By conveying information specific to planning and implementing a succession-management program, the Work Group’s intent is to enable the fire-rescue professionals to tackle succession with more confidence and success.

Because succession management encompasses various components, every agency will be unique in what is included in its succession-management program. We must emphasize that succession management is a process, not a one-time event or plan.

Although succession management has been the focus of many Executive Fire Officer (EFO) Program research papers, the Work Group’s literature review failed to find even one document that disclosed all of the viable components that should be considered when cultivating a succession-management program. The responses of over 800 fire-rescue professionals to a survey about succession management revealed that as a profession, we have much to learn about the topic. For example, we discovered that many organizations have promoted personnel who either were not capable of performing the job duties upon appointment or took longer to acclimate to the position than expected.

Survey Respondents identified the most desired skills as those related to leadership, labor/management collaboration and strategic-level issues.

The successful development and implementation of a succession-management program is contingent on the “buy-in” of both internal and external stakeholders, including all ranks and levels within the agency, municipal leaders, labor representatives and community members. Additional key success factors are inviting interested individuals to participate in the program’s development of the program and reporting all progress, no matter how big or small, to the stakeholders in a timely and transparent manner.

A continued lack of an effective, sustainable succession-management program in individual agencies will have a negative impact on the future of the fire-rescue service as well as on the communities they serve. Thus, it is imperative for fire-rescue leaders to take swift and decisive action to address existing deficiencies. As this document suggests, there are no barriers to succession management that cannot be overcome or mitigated. Only those programs that are not implemented are guaranteed to fail. The Succession Management Development Work Group wishes each and every organization that ventures into a succession-management program much success.

CHAPTER 1: Background

1.1 DOCUMENT DEVELOPMENT

The purpose of this document is to provide a resource for all fire-rescue agencies that aspire to ensure the communities they serve are safe, healthy, and economically viable by developing and implementing a sustainable succession-management program. The document was developed through a collaborative effort: Work groups were formed based on individual members' interests in each of the predetermined sections. After the work groups completed all the sections, a document-development group was tasked with organizing the document, then returning the draft to the work groups for refinement. A document review group comprised of six of the original group's members conducted a full content and editorial review. Lastly, IAFC staff and management reviewed the document.

1.2 CONTRIBUTORS TO THE DOCUMENT

Although COS was responsible for developing this document, its creation represents a collaborative effort by a group consisting of fire-rescue and associated members whose ranks vary from firefighter to fire chief. Affiliate members include individuals from the International City/County Management Association (ICMA) and the National Fire Academy, as well as consultants whose work centers on succession management in the fire-rescue service. (Collectively, the participants are referred to as the "Work Group" in this document.)

We extend a sincere thanks to all who helped develop, review, and revise the document, as well as to the hundreds of fire-rescue professionals who responded to the survey, which provided valuable information shared in this report. A special thanks to the IAFC leaders and dedicated staff for their support of this initiative.

Finally, we thank the fire-rescue leaders who generously agreed to share their agencies' experiences by allowing us to include their organizations' succession-management documents in this report.

Participants in the work group are listed below. Questions related to the document should be directed to the project coordinator, Captain Randall W. Hanifen, Ph.D. via the IAFC Company Officers Section staff: Membership@iafc.org.

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1.3 INTENDED USE AND DESIGN OF THE DOCUMENT

The goals of an effective succession-management program are to deliver a high level of service to the community and to increase the organization's professionalism and communication and the health and safety of its personnel. This can be done by ensuring that all employees are fully prepared to perform their current duties and that the organization is able to develop a pool of qualified candidates who are ready, willing and able to hit the ground running when they are promoted or transferred to another position.

Thus, the purpose of the IAFC Succession Management for the Fire and Rescue Service document is to aid fire-rescue organizations with the succession-management process. It provides a brief history of how we got to where we are today, some cost-benefit analysis approaches, a list of potential elements for inclusion and examples of three agencies' succession management documents. This information is not intended to address all succession-management issues or provide a final product for an organization. Rather, it's envisioned as a toolbox that agencies can pull from to design their own succession-management programs. Because no two fire-rescue organizations are identical, the Work Group thought a toolbox approach would allow each agency to choose and customize its own program.

When designing a succession-management program, a fire-rescue organization must solicit input and collaborate with its key players and stakeholders. (A list of key players and their roles may be found in **Section 3.3**.) It is critical to emphasize that all stakeholders are affected by succession management.

1.4 LEGAL DISCLAIMER

The Succession Planning and Management Development Group of the IAFC Company Officers Section recognizes that many laws and regulations exist at the local, state/provincial and federal level related to employment and promotion. This document cannot account for every law or regulation pertaining to a given fire-rescue organization. It is advised that any attempt to enact a succession-planning and management program within a fire-rescue organization find review from qualified legal counsel to ensure compliance with all laws and regulations as well as any collective-bargaining agreements in place within the fire-rescue organization.

Some useful websites to guide the succession and management group within a fire-rescue organization include:

National Labor Relations Board: NLRB.gov

United States Department of Labor: DOL.gov

State Employment Relations Board (Ohio Example): SERB.state.oh.us

International Association of Firefighters: IAFF.org

Ontario Labour Relations Board: OLRB.gov.on.ca/English/homepage.htm

CHAPTER 2: History and Data Related to Succession Management in Fire-Rescue Service

Although there are many unique aspects to the work that fire-rescue professionals perform, the fact is that their agencies have much in common with other organizations when it comes to succession management. The Work Group reviewed the history and literature related to succession management in the fire-rescue service to find viable programs and success stories as well as barriers-inspired lessons and opportunities. This brief review of existing research provides a context for the guidance presented in this document.

Succession management is a systematic, sustainable process of identifying and preparing suitable candidates to replace key employees through initiatives such as mentoring, training, education and career planning throughout an organization in a timely manner as vacancies arise.

The fire-rescue service is unique in an important way that affects succession management: long-term careers remain the norm. However, because individuals do not necessarily stay with the same agency throughout their careers, vacancies often occur on a regular basis. Though “replacement planning” long has been the approach taken by fire-rescue agencies to fill vacancies, it is more expensive than an effective succession-management program. In addition, succession management allows employees to express their career-advancement aspirations in a safe, positive and supportive environment. The entire community benefits when its fire-rescue professionals have the requisite knowledge, skills, and competencies to keep themselves and others safe.

Traditionally, an organization’s human resources (HR) department’s responsibilities include attracting qualified applicants, retaining desirable employees and developing internal methods for motivation, training and promotion preparation of personnel. While a succession-management program might appear to be a logical extension of these responsibilities, it would be a big mistake to allow HR to take ownership, or to be viewed as the owner, of the succession-management program. This approach sets the organization up for failure because it gives rise to the notion that succession is something HR does, rather than a program in which every stakeholder has a vested interest in its success. If people fail to understand that truth, do not take ownership of the program and actively support and engage in its elements, the initiative cannot succeed.

2.1 HISTORY OF SUCCESSION-MANAGEMENT EFFORTS IN THE FIRE-RESCUE SERVICE

The fire-rescue service has a varied history of filling key positions with well-qualified individuals. In earlier years, promotional criteria were based on candidates’ ability to fight fires, command a fire incident and be perceived favorably by the decision-makers.

Over time, formal education increasingly has been viewed as an important selection and promotional criterion. Today, educational requirements are being seen more frequently in position descriptions for fire-rescue professionals at all ranks and levels.

Programs such as the National Fire Academy's EFO Program and the Fire and Emergency Services Higher Education both emphasize business and personnel management cognitive skills. The increased interest in public administration and fire-rescue service research and education has resulted more recently in a greater emphasis on soft skills in leadership development programs.

Today, a balance among initiatives, such as training, education, business acuity, public-administration acumen and mentoring and coaching skills, is necessary to promote fire-rescue leaders who have proficiency in technical and soft skills. These skills enable fire rescue leaders to collaborate effectively with internal and external stakeholders to develop and implement the organizations' strategic plans that will allow them to keep their communities and their members safe.

2.2 DATA AND LITERATURE REVIEW OF SUCCESSION MANAGEMENT

To put the topic of succession management in context, the Work Group conducted a literature review of EFO Program papers and fire-rescue service and public-administration literature. While not an exhaustive and definitive summary, the synthesis below is designed to educate key players about the history of succession management in the fire-rescue service—particularly what is known and what is unknown. **Appendix 2** provides key excerpts from EFO applied research projects and other literature located by Education Specialist Michael McCabe through the U.S. Fire Administration's Learning Resource Center.

What is known is that barriers are an integral component of any task worth pursuing. While individuals are responsible for planning their own careers, fire-rescue agencies must provide the structure that supports the attainment of those goals in ways that also meet the communities' and the organizations' needs. The process of understanding and eliminating or mitigating barriers is, in itself, therapeutic and beneficial.

Knowns:

- Succession management has value and is key to keeping our communities and personnel safe.
- Members of the Baby Boomer generation are retiring in large numbers, creating a significant knowledge and experience gap in their agencies.
- Succession-management programs ensure that future generations of leaders and professionals have the right mix of knowledge, skills and competencies that are mandatory to the long-term viability of the profession.
- A limited number of fire-rescue agencies have implemented a viable succession-management program.
- Succession-management initiatives must support an organization's business strategy.
- In general, fire-rescue agencies are not prepared for the loss of key employees throughout their organizations.
- Succession management must cover key positions and functions throughout the organization, including those staffed by civilians.

- Succession-management programs in the fire-rescue service are rare and often focus only on professional development.
- There is much confusion about succession management, such as what it is, how to develop and implement an effective program and even where to get information about it.
- To lay the foundation for succession, leaders must create a culture that values and supports education and personal development at all levels.

What is not known about developing and implementing a sustainable succession-management program is that there are as many unknowns as there are knowns. For example, how do you assess the extent to which an organization's culture supports or hinders succession-management initiatives? Specifically, to what degree does the culture engender and support member engagement, community involvement, trust and respect?

Unknowns:

- What are the elements that could be included in an effective succession-management program? What elements must be present for success?
- What are the priorities of the fire-rescue service? How do you determine where to begin to address the most urgent needs?
- What is the importance of treating succession management as an ongoing process?
- To what extent will the community and key stakeholders support a succession-management program? How do we obtain their buy-in?
- To what extent will fire-rescue personnel relinquish traditions that no longer serve them or the community well or that have become dysfunctional?

Questions for Self-assessment

The questions below address common situations that obstruct an organization's efforts to achieve its mission effectively and efficiently and that can be avoided or mitigated by a sustainable succession-management program. Your responses will suggest how high a priority succession management should be in your agency.

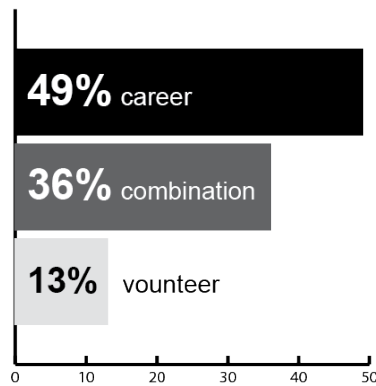
- Does your organization face critical retention risks?
- Do you spend an inordinate amount of time dealing with promotions at the expense of addressing other critical organizational issues?
- Have you been unable to fill positions with qualified individuals from within your organization?
- Do you experience some level of difficulty or stress when you lose key talent?
- Does it take too long to fill vacancies?
- Do you receive complaints about unfair hiring and/or promotion practices?
- Do your organization's hiring and promotion practices result in a lack of diversity in your workforce?
- Are you constantly forced to fill key positions externally because you lack willing and able internal candidates?

- Do your employees cite a lack of organizational support as an obstacle to their advancement within their agency?
- Does your organization have a reputation as a stepping-stone agency (rather than a destination agency)?

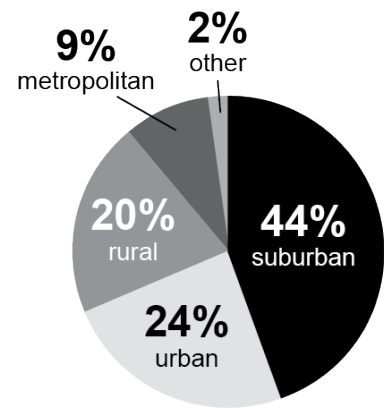
If your answer is yes to any of these questions, you may want to embrace succession management and make it a high priority for your agency.

To collect current and actionable data about fire-rescue agencies' succession management experiences, the Work Group created and administered a 27-question survey of fire-rescue professionals in November 2016. There were 827 respondents to the survey, which was distributed via email through a listserv of the IAFC and the Daily Dispatch. Below are some key demographics of these individuals; totals may not add to 100% due to rounding:

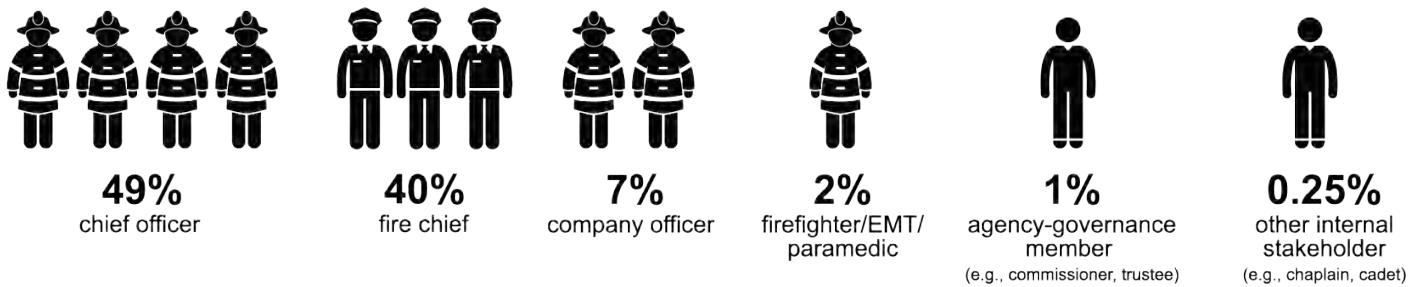
TYPE OF AGENCY:



TYPE OF COMMUNITY SERVED:



RANK:



Roughly 94% of the respondents said their agencies have at least one full-time employee. 28% reported that their agencies have implemented a succession-management program.

The survey results affirm the need for fire-rescue agencies to develop and implement a viable succession-management program. For example, about 40% of the respondents reported that their organizations have experienced the following situations:

- Employees have been promoted even though they do not have the required or desired knowledge or skills for the new position.
- Newly promoted employees are taking more time than expected to develop the necessary knowledge and skills for the position.
- After investing a significant amount of time and money in their training and development, employees have gone to work for another agency within two years.
- The inability of employees to meet the minimum qualifications for a position, or their unwillingness to be promoted, has forced the agency to search for external candidates.
- Employees have expressed legitimate dissatisfaction with a promotional process due to factors such as unclear requirements, frequent changes and perceived politics.

Seventeen percent of the respondents reported experiencing situations in which no employees met the qualification for a promotional process. Fourteen percent indicated their agencies had not experienced any of the above situations.

When asked to indicate the relative importance of seven types of skills or qualifications that enable chief officers to be successful, respondents ranked the options from most important (#1) to least important (#7) as follows:

1. Leadership skills
2. Labor/management skills
3. Strategic skills
4. Finance and budgetary skills
5. Speaking and presentation skills
6. Technical skills
7. Formal education

Although formal education ranked last in this list, the majority of respondents felt that at least a bachelor's degree or higher is necessary for a chief officer's position. Formal certifications such as Fire Officer III/IV, EFO and CFOD also are viewed as important, though they are seen as lower priorities. Finally, many respondents emphasized the key role that experience plays in preparing for a chief officer position.

Table 1 reveals the highly positive impact of three different interventions on five desired outcomes, as reported by respondents whose agencies have implemented a succession-management program. The numbers represent the percent of respondents who agreed or strongly agreed that their organizations had experienced the stated outcomes. For example, 95% of those whose agencies implemented a mentoring-coaching program agreed or strongly agreed that this intervention increased the job competency of the successor after the first three months in the new position.

Table 1: Impact of Interventions on Desired Outcomes

INTERVENTIONS →	MENTORING-COACHING PROGRAM	360-DEGREE EVALUTATION	PROMOTIONAL PROGRAM THAT DEFINES KEY POSITIONS' PERFORMANCE, EDUCATION AND SKILL REQUIREMENTS
DESIRED OUTCOMES ↓			
Increased job competency of successor after first 3 months in new position	95%	88%	90%
Increased overall job competency of successor	98%	89%	96%
Increased number of qualified candidates	83%	70%	91%
Increased knowledge of employees' potentials	91%	85%	91%
Increased job retention within entire organization	78%	78%	77%

The table shows that an overwhelming majority of agencies that have implemented a succession program have experienced very strong, positive results. Additional reported benefits include improved employee engagement and morale resulting from providing clear expectations.

The 28% of respondents whose agencies have implemented a succession-management program identified necessity, leadership and clear education/training requirements as key factors in enabling their organizations' success. Obstacles they experienced include resistance to change, inability to gain the support of key stakeholders and lack of funding.

Many elements can be addressed in a succession-management program. The following list portrays how survey respondents ranked ten such elements from most (#1) to least (#10) important.

1. Knowledge, skills and abilities
2. Mentoring
3. Training
4. Leadership
5. Coaching
6. Hiring and promotional process
7. Job descriptions
8. Apprenticeship
9. Retention
10. Compensation and benefits

About 20% of the respondents stated their agencies had attempted but failed to implement a succession program. Their answers offer a wide range of lessons learned; the following list contains representative categories of examples. A more complete list may be found in **Appendix 1**. When asked what they would do differently after their unsuccessful experiences, respondents answered:

- Obtain buy-in from all stakeholders in advance, including the unions
- Set realistic goals and standards
- Develop the tools and processes that support candidates' success
- Assess costs of program implementation and ensure the necessary funding is available
- Be deliberate in assigning responsibility for the program
- Continue to monitor and evaluate progression

The survey data clearly show that while the respondents recognize the importance of succession management to their agencies and their communities, there are major deficiencies in obtaining the support to implement such programs.

When asked what the COS and the IAFC can do to support agencies' development and implementation of an effective, sustainable succession-management program, the respondents provided a wide array of suggestions in such categories as providing more guidance and training, offering practical, actionable tools (including roadmaps, templates, checklists and examples of best practices) and establishing communication mechanisms through which people can share their experiences and lessons and offer suggestions. A more detailed list of these suggestions may be found in **Appendix 1**. As you will see, this document addresses many of the items on the respondents' wish list.

In summary, the data gathered from the COS survey reveals that respondents whose agencies have launched a succession-management program can provide concrete examples of how their organizations and their communities have benefitted from the time and effort invested. Although many elements can be addressed in a succession-management program, depending on a given agency's needs and available resources, there was general agreement about which elements are most important. This consensus suggests that while every agency has different specific needs in regard to succession management, its type, size and resource availability and the characteristics of the community served are not barriers to success. The detailed list of suggestions in the appendix offers concrete ways that the COS and the IAFC may support the success of its members and help set them—and their communities—up for success.

2.4 COST-BENEFIT ANALYSIS OF IMPLEMENTING A SUCCESSION-MANAGEMENT PROGRAM

An effective succession-management program creates a structured, systematic process for meeting an organization's current and future needs for a well-prepared workforce capable of keeping its community and its members safe. Done correctly, a succession-management program identifies, in advance, key positions and functions, and focuses on where and when vacancies are likely to occur. Importantly, it enables the agency to develop a pool of prepared individuals who are able and willing to fill those vacancies when needed, without costly and demoralizing delays.

Taking the time to assess stakeholder, organizational and individual needs and using the results to develop and implement a sustainable succession-management program provides a heightened awareness of critical jobs and functions, identifies their specific goals and objectives and dramatically increases the likelihood of matching each vacancy with the person most qualified to fill it. Doing anything less – e.g., utilizing a replacement planning approach in which positions are filled without regard to individuals' qualifications sets the employees and the agency up for failure.

A succession-management program enables the creation of a talent pool specific to the agency's (and community's) current and future needs. Combining mentorship and other on-site training and development opportunities with other key elements, such as a knowledge-management process, ensures that such a program can expedite the filling of vacancies with those who not only want the position, but also are prepared to assume its duties and responsibilities.

Most importantly, the community and stakeholders reap the benefits of a well-prepared workforce: a successful succession-management program will enable the agency to fulfill its mission more effectively and efficiently because it minimizes the likelihood of gaps in critical knowledge and experience.

Quantitative or Qualitative Variables?

Although most people believe that a quantitative assessment is preferable to qualitative or anecdotal evidence, that is not necessarily the case. Especially in public sector agencies, the intangible outcomes of a given initiative often tell a more compelling or persuasive story. For example, how can you quantify the value of saving a life or protecting a family's home from destruction?

When possible, a cost/benefit analysis should include objective, quantitative data that focus on the value provided for the investment of taxpayer dollars and other resources in the organization. Such data is very persuasive when requesting resources for critical behind-the-scenes initiatives, such as succession management.

For example, the Lompoc (Calif.) Fire Department has embedded the funds to support its succession-management program in its budget, with the blessing of city management. By taking a zero-based budget approach (subsequently adopted by other city departments), the agency has been very successful in obtaining the funding necessary for its succession-management program because it is able to generate the quantitative data that demonstrates the return on the investment of taxpayers' dollars. Importantly, it also is able to point to less-tangible benefits, such as staff's improved skill sets, higher levels of engagement and the peace of mind that comes from the confidence of having a pool of qualified candidates to choose from for future vacancies. (A copy of the Lompoc Fire Department's succession-management documents may be found in **Appendix 3**.)

Below are additional qualitative variables to consider including in a cost/benefit analysis of your succession-management program; each one results in substantial benefits to the community, the agency and its stakeholders:

- Increased productivity (e.g., employees are not checking out at work)
- Enhanced teamwork
- Greater commitment to the organization and the community
- Confidence of firefighters that those who have their back are fully ready and able to support them
- Increased retention of both sworn and civilian staff
- Advantages that accrue to an organization when it is seen as a destination agency (e.g., high quality applicants)
- High levels of community support

Basic Cost/Benefit Approaches

There are many ways to conduct a cost/benefit analysis. An online search can uncover some of those methods. In addition, it is highly likely that you can adapt your agency's existing methodologies to justify resource requests.

Here is a very broad way to help you get started: ask yourself the two questions below and answer them realistically:

- What is the worst thing that can happen if we do not implement a sustainable succession-management process?
- Can our community and stakeholders live with those outcomes?

A more structured approach is simply to make two columns on a piece of paper. Label one benefits and the other costs. Involve your stakeholders in brainstorming the items that should go in each category. You may be surprised at the results! Quantify those results where possible.

Of course, before you can conduct a cost/benefit analysis, you must identify the value the agency provides to the community. One way to do this is to ask the following questions about the organization's succession-management (or any other) program and have knowledgeable people answer them realistically and very specifically (e.g., saying people will die if we do not implement the program will not work).

What would be the impact on our agency's ability to achieve our mission if we:

- Did not implement a sustainable succession program?
- Implemented only a portion of the program?
- Delayed the implementation of the program?
- Reduced the quality of the program?

The answers to the above questions also will generate options that you can offer to decision-makers who must prioritize requests from other organizations.

In short, a complex cost/benefit analysis is not necessary to get started in developing the data you need to demonstrate the value of a sustainable succession-management program. Think of the Incident Command System model: assess the situation, start with your available resources and add to them as you are able.

CHAPTER 3: Succession-Management Basics

As with any program, specifics will vary with the needs of an organization, though the basics remain the same. Getting started is the biggest step toward successful program development and implementation. This chapter presents a process to begin a succession-management program. It also examines key components of such a program as well as the key players, whose input, ownership and active support are critical to success. Because a succession-management program can have far-reaching effects on both internal and external stakeholders, it is important to garner their support and input.

3.1 GETTING STARTED

For any program to be successful, planning is key. Research and development must precede implementation. Because every organization is different, a succession-management program must be based on the organization's specific needs and consider the history, size, culture, level of community support and availability of resources. Succession management is no different than any other strategic-level program. Below is a suggested algorithm that may serve as a guideline for the research, design and development components of the program, including brief explanations of each step

1. *Research the organization's history related to succession management* – Consider methods used for hiring and promotion purposes, the criteria for those functions and how well the resulting actions supported the agency's and community's needs.
2. *Identify key leadership and critical positions and functions* – Evaluate all positions throughout the organization, from rookie through fire chief. Include civilian staff, who often perform critical functions or have critical skills. This will ensure that all key positions and functions have been identified properly. Document how they were prioritized.
3. *Identify relevant competencies and success factors for all positions and set clear expectations for performance* – In addition to clarifying roles and responsibilities, the results of this process will form the foundation of the career paths available to employees. The research process should consider factors such as organizational expectations, department policies/SOGs, job descriptions and culture.
4. *Assess current bench strength* – The assessment has two phases. First, clear standards of performance must be developed. Credible and locally or nationally recognized standards should be consulted, such as the IFSTA, NFPA and NFA. Second, evaluate the proficiency of employees against the designated standards to identify any gaps.
5. *Design and implement an effective framework, strategies and systems* – Before you can design an effective succession-management program, you must consider the infrastructure, tools, equipment, systems, processes, education, training and certifications necessary for incumbents to be fully prepared for their roles and to have the resources necessary to advance their careers. A key element of the framework is the establishment of a system to track employees' education, training, experience and achievements. Fortified with that information, you will be able to customize a program that is both effective and efficient.

6. *Monitor and evaluate the program, making adjustments as necessary* – Succession management is a process, not an event. As a result, the dynamic environments in which fire-rescue professionals work (e.g., economic and political) guarantee that things will change. To remain viable, a succession-management program must undergo periodic assessment and leaders must make adjustments to reflect those changes. The changes must be communicated widely and clearly so that employees always know what is required of them and can remain on track with their career goals.

The outcomes of this algorithm should be clear pictures of where the agency wants to be and where it is today, as well as a roadmap that details how to close the gaps between the two.

3.2 COMPONENTS OF SUCCESSION MANAGEMENT

Although most people equate succession management with professional development, the fact is that the latter is only one element of an effective, efficient and sustainable succession-management program. Here is a list of elements you may want to consider for your program:

- Career path document for both sworn and civilian employees
 - Rookie to Fire Chief
 - Individualized
- Professional development
- Officer development
 - First Line Supervisor/Company Officer
 - Chief Officer level
- Training requirements
- Training programs – external and internal
- Hiring process
- Retention
- Leadership opportunities
- Promotional process
- Job descriptions/competencies
- Mentoring program – formal/informal, external/internal
- Coaching
- Performance expectations and standards
- Performance management (new hire)
 - All ranks/levels of staff
 - New hire/probationary year
- Apprenticeship
- Institutional knowledge (develop, capture, share)

- Knowledge, skills and abilities (KSAs)
- Educational funding
- Compensation and benefits
- Physical infrastructure
- Other infrastructure (e.g., processes and systems, technology, financial and human resources, alignment among the various elements of infrastructure)

Implementation Steps

The steps for implementation should include the following:

1. Conduct a formal needs assessment. What succession management-related issues within the organization need to be addressed? This assessment could include questions on organizational history. For example, how many internal candidates were promoted versus external candidates hired? What type of career development program, if any, is in place currently? Does it meet the needs of the agency and its employees?
2. Identify key stakeholders. Include labor groups, management, specific rank groups, city councils/boards of directors and other community partners who have a stake in the organization's health.
3. Ensure all legal requirements are satisfied, e.g., compliance with labor contracts.
4. Develop guidelines that reflect realistic priorities. Not all components will be applicable to everyone.
5. Design an evaluation process that considers performance and results. Because a succession-management program represents an ongoing process, be sure your metrics provide indicators of progress as well as of achievement. Document these measures and communicate them clearly, widely and in advance of expected performance.
6. Determine whether the program, in its entirety or in part, is sustainable, given the organization's culture.
7. Procure the resources essential for success.
8. Train all program participants about expectations and provide them with the evaluative metrics.
9. Identify next-generation leaders and brief them on the program and general expectations.
10. Design and implement effective feedback mechanisms.
11. Include and use a maintenance and adjustment component that considers future employees and organizational growth.

3.3 KEY PLAYERS IN SUCCESSION MANAGEMENT

The succession-management program will include and affect many key players both internal and external to the fire and rescue organization. This section attempts to list the players and input needed from each. It should be noted that with the many organizational designs and the local, state, and federal employment laws, as well as collective bargaining agreements in place, the list in this section may not be all-encompassing for a particular fire-rescue organization.

Succession Management and Human-Resources Interaction

Succession management is first and foremost a fire-rescue agency driven program. The Workgroup recognizes that agencies and governments have different organizational relationships with the HR function within the municipality and organization. The workgroup advocates collaboration between HR and the fire-rescue organization, but stresses that the leader of the succession-management program is the fire-rescue organization. Based on the research and experiences of the Work Group, if the fire-rescue organization is not the leader, the program will not succeed.

The foundation for success centers on increased productivity levels, enhanced quality of the work environment and gaining competitive advantage that leads to the creation of a destination department as opposed to a stepping-stone organization, one that serves a temporary need while looking for more suitable employment in a *better* department. Ensuring workforce flexibility and adaptability and creating value with succession opportunities expand the formula and emphasize organizational advantages to a succession-planning model. There is a tremendous advantage to using succession planning as an internal HR component on the same level as hiring, firing and promotion. Therefore, fundamental HR responsibilities should include:

- Attracting qualified applicants
- Retaining desirable employees
- Succession and professional development
- Motivating
- Training
- Promoting

Internal Key Players

- *Firefighters* – Firefighters play an important role in hiring and promotion. Firefighters act as subject-matter experts for the rank of firefighter. Firefighters also act as a 360-degree evaluation tool for the company-officer rank, providing input on effective leadership and motivation traits
- *Company Officers* – The company officer acts as a subject-matter expert for the ranks spanning the company-officer designation, often equivalent to Level 1 and Level 2 Officer in NFPA 1021 standard. Company officers may act as a manager's expert when hiring firefighters, as they directly supervise the firefighter rank. This group also provides the 360-degree evaluation tool to the chief-officer rank, providing input on effective leadership and motivation traits

- *Chief Officers* – The chief officer acts as a subject-matter expert at the chief-officer ranks, which are often Level 2 and 3 Fire Officer in the NFPA 1021 Standard. Chief officers act as a manager's expert when promoting company officers, as they directly supervise the company-officer rank. This group also provides the 360-degree evaluation tool to the fire-chief rank, providing input on effective leadership and motivation traits
- *Fire Chief* – The fire chief acts as the subject-matter expert for local government fire protection and provides the overall guidance to the succession-management process to ensure it aligns with the strategic planning within and external to the organization. The fire chief acts as the managing expert to the chief-officer rank based on his or her day-to-day supervision of that rank.

Municipality/Governing Body Key Players

- *Municipal or District Chief Executive Officer* – Provides required KSAs to meet the strategy and specifics of the municipality or district to ensure alignment at all levels with the vision, mission and core values.
- *Municipal or District Human Resources* – See Human Relations Interaction section.
- *Municipal or District Legal Counsel* – As noted in the legal disclaimer, there are many local, state and federal laws that must be satisfied in relation to employment. In addition, collective-bargaining contracts may be in place that must align with any succession-management program.
- *Civil Service Commission* – The Civil Service Commission will guide local laws and regulations related to hiring and promoting within the fire-rescue organization. Compliance with all Civil Service Commission rules will become paramount, as failure to comply can cost an organization both financially and through time delays in hiring and promotion.

Labor Organization Key Players

- *Labor Organizations* – Inclusion of any labor organizations representing employees is crucial for success. First, the leaders of these groups must ensure first and foremost that all contractual obligations of the collective-bargaining agreement are fulfilled. Second, this group often acts as informal leaders within an organization and should provide leadership and support to the program through inclusion in its design and implementation. Collaboration will be the key to success.

3.4 POTENTIAL ROADBLOCKS OR BARRIERS TO SUCCESSFUL SUCCESSION MANAGEMENT

Fundamental Challenges to Succession Planning

The organization needs to have a department-wide, unambiguous ownership and buy-in while fully supporting the concept of succession planning. Planning takes precedence over outcome, using a detailed knowledge base that takes into consideration the size, type and function of the organization. In addition, qualification of existing talent and inclusive, overall training opportunities will develop those individuals to meet expectations for available positions. The result of a coordinated, careful, thoughtful and well-communicated succession-planning process will serve to accomplish this goal.

There are as many complex and unique competency profiles as there are personnel in any organization. These characteristics will need to be extracted and factored into the process of selection to determine the best match for each specific position. There should be no limit on the types of process deployed, with the bottom line focusing on the best logical fit for a position. In addition, assuming success at one level will ensure success at another level is counterintuitive in today's specialized work environment.

“Just like me” is a preconception that serves no useful purpose in the succession-planning process. It has never been a good idea for any person in control to consistently and without critical thought promote or advance someone in an organization who looks like them, acts like them, makes decisions like them and shares the same fundamental beliefs of the organization like them. This mirror-effect bias constricts the free flow of ideas and will have a detrimental effect on the attitudes, behaviors and degree of trust and respect of other members. In these situations, long-term, adversative consequences may overshadow any immediate value gained by engaging in this practice.

Promotion is not for everyone. As an organization enters this process, it must be understood that it's not reasonable to assume everyone wants to be promoted. The workforce is made up of leaders and followers, both important, both needed and both with specific responsibilities. For a multitude of reasons, some people don't aspire to the higher ranks. They're content in what they do, comfortable in how they do it and just as valuable as any other person in the organization. To a huge degree, these are the people who really make the world go around. Any succession plan needs to understand and appreciate this concept and concentrate on advancement for those who are interested.

Lack of Budget

Another challenge to succession planning is a lack of a budget. While it varies based on organization type, size and complexity, the development of a succession-management program is integral to fundamental human resources. From a budgetary standpoint, its lack of a budget is arguably the most unlikely challenge to implementation. Once a decision is made to integrate a succession-management process, you are simply employing a different ingredient (succession management) to the recipe (human resources) to reach a conclusion (promotion) to a situation that already exists (promotional opportunities).

Organizational Challenges

What would our life be without challenges? They come in all shapes and sizes, but as complex as they may seem, you can break nearly all challenges into just a few fundamental categories. These include:

- Lack of leadership
- Lack of communication or communicating the reason why
- Lack of transparency
- Lack of understanding

Within these broad categories, organizational challenges can be further broken down into:

- Lack of involvement
- Lack of or inadequate assumptions
- Lack of effort to institutionalize a needed and worthwhile organizational program into the culture of the organization
- Lack of time and resources
- Lack of funding for training and education
- An existing imbalance between the responsibilities of the employee and the employer
- Lack of engagement of the organization's leader and key staff members
- Lack of understanding for the rank-and-file members
- Inadequate or misinterpreted assumptions about future organizational growth
- Lack of follow-up at every step of the process
- Differentiation between simply proceeding and being institutionalized
- Inherent conflict with union philosophy
- Union or other contract language regarding testing and promotion that is contrary
- Lack of consideration for generational differences of employees that may require a variety of delivery methodologies

Based on this substantial list of challenges, a succession-management program includes pitfalls if careful forethought and clarity is not employed. Some significant pitfalls include:

- Lack of organizational commitment
- Lots of planning, little execution
- Lack of defined goals and objectives
- Failure to sustain initial momentum
- False belief that succession management requires significant cost and resources

3.5 MAINTAINING AN EFFECTIVE SUCCESSION-MANAGEMENT PROCESS

Activities to monitor the efficacy of succession management include:

- Frequent updates on progress relative to individual development plans
- Periodic updates on needed KSAs for various promoted positions in the fire service and the organization
- Statistical analysis of collected data
- Frequent communication with local colleges, training institutions and HR on trends and new developments impacting professional development

Periodic Review

As with any policy or guiding document, the need to deploy a specified periodic review of a succession plan will ensure compliance, prevalence and acceptance within the organization. Every potential succession plan-related decision needs to be considered in the context of the succession-planning document. If not, the succession-management plan is essentially worthless as a guiding document, and over time, it will be used less and less and then relegated to the status of irrelevancy.

Over time, organizations will notice that this initiative is gaining acceptance within the organization. The value of succession management and planning will become evident as this advancement expands throughout the organization and it becomes culturally entrenched as a fundamental, practical, organizational responsibility.

CHAPTER 4: Sample Succession-Management Documents

The purpose of including three sets of sample succession-management documents (see **Appendix 3**) is to provide some guidance to help fire-rescue professionals move more quickly up the learning curve. These also illustrate the fact that a successful succession-management process is one that enables its agency to achieve its mission effectively and efficiently.

As noted throughout this document, an organization must develop a program that includes all of the specifics, opportunities and limitations germane to its own situation. As you will see, each set of documents in **Appendix 3** takes a different approach, uses a variety of formats and incorporates different elements.

The Work Group would like to thank the City of Lompoc (Calif.) Fire Department, the Atlanta (Ga.) Fire Rescue Department and the Wausau (Wis.) Fire Department for giving us permission to share their plans with their colleagues.

CONCLUSION

Creating and maintaining a succession-management program represents a large undertaking by any organization. However, as is evident in every section of this document, substantial benefits accrue to individuals, the fire-rescue organization and, more importantly, the overall community. The fire-rescue service has a spotty history of success related to succession management and an inadequate library of resources to support this type of initiative. The Work Group provides this toolkit to help fire-rescue organizations of all sizes and composition develop, implement and maintain an effective and efficient succession-management program.

After all, the only guaranteed failure of a succession-management program is the one that was never started. **Congratulations on taking the first step!**

APPENDIX 1: Survey Data

APPENDIX 1.1: HOW CAN THE IAFC/COS SUPPORT SUCCESSION MANAGEMENT?

The table below provides sample quotes categorized by themes of the over 800 survey responses, of which over 700 provided individualized information.

1. LEADERSHIP
Convince the current leadership that a succession plan is important. There is an assumption that it will work itself out."
Offer more quality leadership training.
Support additional NFA leadership training regionally.
Reach out to the current leadership to offer guidance and assistance.
Nothing at this time. The leadership is not open to it.
Development of the best leadership development programming on the planet.
Provide leadership training opportunities
2. TRAINING/EDUCATION
Create standards and requirements for chief-officer positions and figure out how to enforce them nationwide.
Need to show how training, education and experience, especially experience, all play a key role in promoting future leaders and mentors and not young, inexperienced employees just because they verbally agree with everything management says. This isn't doing anybody any favors for the future of this department.
Continue the Officer Leadership Symposium Program at locations that are easily accessible such as the Durham, NC program.
Hold seminars or webinars on how to successfully establish programs for chief officers and company officers.
Provide an online (web-based) Fire Officer I, II, III & IV program.
Assist with Succession-planning courses.
Establish a recommended course curriculum to be adopted by States' training/fire academy.
There needs to be a national/state/local pressure on departments to ensure minimal trained qualifications are adhered to for all officer positions. Without that a succession plan will fail.
Provide effective, low cost learning opportunities (on-line?). Develop model command structures, with supporting arguments based on department size, fleet size, community size and services rendered, etc.

2. TRAINING/EDUCATION (continued)
Sample planning workshop.
Developing state laws or NFPA standards for educational or experience requirements and minimum lengths of office for volunteer chief officer requirements.
3. ASSISTANCE WITH
Provide more guidance, training and support material.
Provide baseline program to work from for all ranks.
Develop an outline or checklist of potential goals and objectives.
Provide information about the importance of having a plan, a generic plan template and information that can be shared with Town Administration who also should be on board and supportive of the plan and planning process.
Develop a list of challenges that have been experienced from new chiefs and develop suggestions on how to counteract those challenges.
Documentation on setting up and implementing one.
Assist with Succession-planning courses.
Provide information for smaller departments on setting up and following through on a succession plan.
In developing internal people with the potential to fill key business leadership positions in the department.
Some type of footprint to follow.
Show us what we don't know. Tell us what questions we need to ask ourselves. Help us develop a plan.
4. BEST PRACTICES/TEMPLATES
Prepare a viable road map utilizing known best practices.
Create a template/best practice.
Help determine best management practices for the following: recruitment, retention, training and experience opportunities, promotion opportunities, executive development.
Present an outline and/or guide to develop a succession process. We need a starting point.
Publish a framework/guideline with best practices.
Best practices model.

4. BEST PRACTICES/TEMPLATES (continued)
Share successful example, best practices.
Provide templates and other materials to follow in the creation of a plan if this does not already exist.
Career progression template, core leadership criteria to aid and develop at each rank, tool sets for building a succession plan, best practices and a model-sharing platform of some kind.
Provide samples of successful plans for similar size and type organizations.
Develop a minimum qualifications list and training for volunteer fire departments. Maybe a best practice.
Build a blue print that an agency could use in creating a succession program. What has worked for others and pit falls that were found etc.
5. COLLABORATION
I'm not sure of any outside influences that would change the mentality of this union environment.
Support additional NFA leadership training regionally.
Information and resources with support from an assigned mentor. First, a connection and authorization must be made with the Fire Chief.
Getting the word out to local government of AHJ with regard to holding the chief officers accountable for credentialing and certifications of officers in these positions.
General guidance on creating, implementing and revising such a plan would be a good start. Figuring out how to "sell" that plan to our personnel and our municipality might also be difficult, so any information that could be provided in that regard would also be useful.
We need to better understand the benefits of this type of a process as an agency.
Presentation to members, training on the importance of planning.
Work with IAFF and NFPA to create a better more defined path for officers to follow and see to it is widely available.
Most of the obstacles to doing so are political and/or cultural (local).
Support.
The fire service is now becoming younger and younger. I believe working with NFPA to lay out a nationwide model to implement into training plans. Or even the process of making some of the "management" seminars available online.
Unknown, but city politics, labor relations and the lack of individuals desiring to change their work schedule are huge factors. Individuals not wanting to leave the protection of the union is also a factor.

**APPENDIX 1.2: CONSOLIDATION OF ANSWERS TO THE QUESTION:
IF YOUR AGENCY DID ATTEMPT SUCCESSION AND DID FAIL AT
IMPLEMENTATION, WHAT WERE THE FACTORS AND WHAT WOULD
YOU DO DIFFERENTLY?**

The table below provides sample quotes categorized by themes of the over 800 survey responses, of which over 700 provided individualized information.

1. LEADERSHIP
Attempt to obtain buy-in from current leadership.
Lack of support for such a system both from within and from county leadership, opposition from volunteers, lack of understanding from career staff, lack of drive from career staff to undergo additional requirements for advancement. Would need to better explain the plan, the goals of the plan and steps to be taken to engage employees in participating in process. Also better support and explaining of formal education.
Qualified personnel leaving the organization and/or lack of leadership experience. Look for a long-range successor and become a mentor.
There is not a good answer here. We are working toward a succession planning of sorts. We are sending numbers of personnel to educational opportunities for all facets of leadership and management preparatory to promotion. This had never been done before.
Failed...limited number of candidates within organization. Limited amount of activity has been a deterrent.
Administration lack of follow through.
Failed support from local government.
No follow up due to retirements. Identify personnel who will have longer tenure to revise and maintain the program.
Buy in from the Community leaders. People who write the checks for overtime for training.
We are pretty good through the rank of captain. The Fire Chief thought a Succession plan was making subordinates responsible for projects. But the personnel were never shown how to build or manage projects and they ultimately failed several times before they began to figure it out. But by then they were disengaged and often went back to their old position convinced they would never promote.
Lack of leadership, buy in.
No vision or budget for the plan.

2. TRAINING/EDUCATION
No definitive plan. Just kind of sending people to a class here and there.
While we have a plan that lists qualifications there is a lack of motivation to seek the education required to meet the qualifications required in the plan.
Require formal education at a higher level for fire officer promotions.
We encourage the Firefighters to take certain classes if they want to become a chief.
3. ASSISTANCE WITH
Add task books and mentors.
Time and resources.
4. BUDGET
Budget cuts and declining revenue projections.
Funding.
No vision or budget for the plan.
5. COLLABORATION
City Council support.
We tried to implement years ago, but did not have total buy in from the whole department. Once everybody bought into the program it made it successful.
We are in the process, there needs to be some major changes in the CBA which is not going well.
Hard to get a volunteer to except the responsibility.
Buy in from the Community leaders. People who write the checks for overtime for training.
I have attempted to put together plans in the past, but the union opposes such professional development and is difficult to move ahead with any progress while being opposed all the while.
We need additional staffing in order to complete the process. Too many projects going and not even time.
Lack of participation from qualified personnel.
Politics.

5. COLLABORATION (continued)

Resistance from senior staff and union.

Would not involve city administration in the process.

APPENDIX 2: U.S. Fire Administration Literature Review

Education Specialist Michael McCabe provided the following information from a review of the relevant literature housed in the Learning Resource Center of the U.S. Fire Administration.

A review of the succession-management literature available through the U.S. Fire Administration points to a critical, chronically unmet need within our communities: to ensure that the fire-rescue agencies that protect them are well-prepared and able to do so.

As articulated by leadership scholars Bennis and Nanus in 1985, the world faces a crisis of leadership: “A chronic crisis of governance – that is, the pervasive incapacity of organizations to cope with the expectations of their constituents – is now an overwhelming factor worldwide” (p. 2).

Over 700 of the 4,000 EFO applied-research projects in the National Fire Academy’s Learning Resource Center mention or are devoted to the subject of succession planning. My observation, based on conversations with the 207 Training Resources and Data Exchange (TRADE) metro organizations, is that many (if not all) are either researching the possibility of building a succession-management program or have already done so.

My literature review revealed a recurring theme, which is described well by Kermit Schaefer in his 2002 research paper *Succession Planning*:

In addition to cyclical replacement of personnel during large-scale incidents, the need has existed to replace personnel who have left employment for various reasons which will surface again as part of normal business operations. Preparing personnel to assume new positions would enhance the department and contribute to a safer community by minimizing the delay in filling vacancies.

In short, we all are looking for the right person with the right skills to be in the right place, to fill the right job at the right time.

As Chief Ronnie Coleman pointed out in his 1988 article on succession in *Fire Chief Magazine*, for us to achieve this goal, “Succession planning starts at the moment of hire. In addition, every employee should have a career development guide which serves as a roadmap for their future.”

What’s largely missing from the fire-rescue literature are actionable answers to this question: how does one go about developing and implementing a viable succession-management program? There isn’t one universal answer. Convincing decision-makers that such a program is essential is the first step, and it’s not an easy step to achieve. As measurement expert Jac Fitz-Enz (1984) notes,

One of the difficulties in trying to measure the work of planners is that their output is primarily a plan of the future. By definition, we will not know for one, three or perhaps five years how accurate their predictions were. In addition, no one is capable of predicting future events and therefore it is not fair to blame the planner for unforeseeable events. It is impossible to measure the value of a long-term plan in the short term.

Works Cited in Appendix 2

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APPENDIX 3: Sample Succession-Management Plans

- Atlanta Fire Rescue Professional Development Handbook
- Lompoc Fire Development Succession Plan
- Wausau Fire Succession Management Process

Professional Development Handbook



Atlanta Fire Rescue Department

**1st Edition
2014**





Professional Development Handbook

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PREFACE



This Professional Development Handbook (PDH) is the result of a two-year work effort that was brought to realization by the Atlanta Fire Rescue Department Professional Development Team. The PDH supports the Atlanta Fire Rescue Department's vision to strive for excellence in emergency preparedness and response and its mission of enriching the quality of life through professional development.

The team members melded diverse points of view into a professional development planning tool that will serve both sworn and civilian members. The Atlanta Fire Rescue Department's Professional Development Team is committed to moving our organization forward and believes that the PDH is the right course of action.

I recommend this handbook with great confidence. The professional development handbook may be used to personally examine your practice, determine your professional goals, and build your professional portfolio. AFRD Members may also use this manual as a focus for collaborative discussions throughout the organization and professional learning communities.

The PDH can be a resource for sworn and civilian members that are working toward their professional development goals. The handbook may also serve as a resource for other organizations throughout the nation to assist their members with their individual professional development plans.

Remember, *Professional Development* is a life long journey. Realize and embrace the opportunities that are presented to you and strive for excellence in your professional development endeavors.

Kelvin J. Cochran

A rectangular box containing a handwritten signature in cursive script that reads "Kelvin J. Cochran".

Fire Chief



MISSION STATEMENT

To ensure that the Atlanta Fire Rescue Department and its members as a whole have the knowledge, skills, and abilities necessary to deliver required services and strengthened company-level training.

PROBLEM STATEMENT

The Atlanta Fire Rescue Department's current rate of attrition does not allow the Fire Training Academy to keep pace with the leadership and management training needs of the department. Training is our edge against failure. Taking a chance or guessing in an emergency can mean the difference between life and death. Our greatest assurance for providing prompt quality care is professional development.

PROFESSIONAL DEVELOPMENT GOAL

To integrate components of professional development as a planned, progressive career long process of education, training, self and professional development, and experience.

SCOPE AND AUTHORITY

Recognizing the obligation to provide a structured systematic approach for career planning and professional development, the Atlanta Fire Rescue Department defines a clear path for professional within our organization. A collaborative effort has identified recommendations pertaining to training, education, performance evaluation, job shadowing, job rotation, and mentoring future AFRD leaders, as defined within the International Fire Chiefs Officer Development Handbook.

Professional Development Handbook

By recommendation of AFRD, as represented by the Professional Development Committee, we believe a comprehensive Professional Development Handbook will serve as a guide for acquiring the necessary knowledge, skills, and ability for a successful career in the fire service. Herein, you will find a summarization of various levels to meet the objectives for Self Development, Training, and Education, regardless of position within the organization.

The AFRD Professional Development Handbook distinguishes between four different career levels for sworn and non-sworn personnel: entry, mid, senior, and executive for non-sworn; and Fire Officer I, II, III, and IV for sworn personnel. Descriptions of the various levels are provided on the following page.

Atlanta Firefighter I	Atlanta Firefighter II	Atlanta Firefighter III	Sergeant
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Fire Officer Level I	Fire Officer Level II	Fire Officer Level III	Fire Officer Level IV
Supervising Officer	Managing Officer	Administrative Officer	Executive Fire Officer
Sergeant Lieutenant	Captain Battalion Chief	Division Chief Assistant Chief Deputy Chief	Fire Chief Commissioner

Entry Level	Mid Level	Senior Level	Executive Level
Administrative Assistant	Administrative Assistant Senior	Administrative Assistant Analyst	Executive Assistant
Human Resource Assistant Fire Inspector I	Accounting Specialist Procurement Specialist Fire Inspector II & III	Budget Analyst Senior	Budget Manager Human Resource Manager Special Events Manager

It is recommended that AFRD personnel align their professional development track to include a culmination of higher level certified training and approved college-based curriculum courses as defined by the Atlanta Fire Rescue Department educational crosswalk. Each of the certified levels of instruction meets specific managerial criteria to prepare the future fire service personnel for the challenges of today's fire service community.

NFPA FIRE OFFICER I STANDARD SUPERVISING FIRE OFFICER

COMPONENT	CONTEXT
General	Firefighter II and Instructor I
General Knowledge	Organizational structure; procedures; operations; budget; records; codes and ordinances; IMS; social, political and cultural factors; supervisory methods; labor agreements.
General Skill	Verbal and written communication; report writing; incident management systems.
Human Resource Management	Use human resources to accomplish safely during emergency, non-emergency and training work periods; recommend action for member problems; apply policies and procedures; coordinate the completion of tasks and projects.
Community and Development Relations	Deal with public inquiries and concerns according to policy and procedures.
Administration	Implement departmental policy and procedure at the unit level; complete assigned reports, logs and files.
Inspection and Investigation	Determine preliminary fire cause; secure a scene; preserve evidence.
Emergency Service Delivery	Conduct pre-incident planning; develop incident action plans; implement resource deployment; implement emergency incident scene supervision.
Health and Safety	Integrate health and safety plans, policies and procedures into daily unit work activities; conduct initial accident investigations.

NFPA FIRE OFFICER II STANDARD MANAGING FIRE OFFICER

COMPONENT	CONTEXT
General	Fire Officer I
General Knowledge	Organization of local government; legislative processes; functions of related divisions, bureaus, agencies and organizations.
General Skill	Intergovernmental and interagency cooperation.
Human Resource Management	Evaluate member performance; maximize performance and/or correct unacceptable performance appraisal process.
Community and Government Relations	Deliver public fire and life safety educational programs.
Administration	Prepare budget requests; news releases; recommended policy changes; basic analytical reports.
Inspection and Investigation	Conduct hazard inspections; documentation of violations; fire investigations to determine origin and preliminary causes.
Emergency Service Delivery	Supervise multi-company emergency incident operations; hazardous materials responses.
Health and Safety	Review injury, accident and exposure reports; identify unsafe work environments or behaviors; initiate action to correct the

**NFPA FIRE OFFICER III STANDARD
ADMINISTRATIVE FIRE**

OFFICER COMPONENT	CONTEXT
General	Fire Officer II and Instructor III
General Knowledge	National and international trends related to fire service organization, management and administrative principles; public and private organizations that support the fire service.
General Skill	Evaluative methods; analytical methods; verbal and written communication; influence members.
Human Resource Management	Establish procedures for hiring, training, assigning and promoting members; promote professional development of members.
Community and Government Relations	Develop programs to improve and expand services; build partnerships with public to provide increased safety and enhanced quality of life.
Administration	Prepare and manage a budget; acquire resources through a proper competitive bidding process; direct the operation of an agency records management system; analyze and interpret records and data; develop a resource deployment plan.
Inspection and Investigation	Evaluate inspection programs and code requirements as to their effectiveness in ensuring the protection of life and property; evaluate pre-incident plans.
Emergency Service Delivery	Manage multi-agency planning, response, deployment and operations.
Health and Safety	Develop, manage and evaluate a department health and safety program; develop a measurable accident and injury prevention program.

NFPA FIRE OFFICER IV STANDARD, EXECUTIVE FIRE OFFICER

COMPONENT	CONTEXT
General	Fire Officer III
General Knowledge	Advanced administrative, financial, communications, political, legal, managerial, and analytical and information management.
General Skill	Effectively apply prerequisite knowledge.
Human Resource Management	Administer job performance; evaluate and improve department performance; appraise and direct a grievance program, training and education program, a member assistance program and incentive programs.
Community and Government Relations	Project a positive image of the department; assume a leadership role in community events; effectively interact with community leaders.
Administration	Coordinate long-range planning, fiscal projections; evaluate training systems requirements and establish goals.
Inspection and Investigation	No additional duties
Emergency Service Delivery	Establish an ongoing program of comprehensive preparedness for natural or human-made caused disaster incidents.
Health and Safety	Establish a comprehensive risk management program.

National FESHE Model Undergraduate Associate Curriculum

Core Courses

Fire Prevention (FP)
Fire Protection Hydraulics and Water Supply (FPHWS)
Fire Protection Systems (FPS)
Fire Behavior and Combustion (FBC)
Principles of Emergency Services (PES)
Building Construction for Fire Protection (BCFP)

Non-Core Courses

Legal Aspects (LA)
Hazardous Material Chemistry (HMC)
Introduction to Fire and Emergency Services Administration (IFESA)
Occupational Health and Safety (OHS)
Fire Investigation I (FII) (First Responders)
Fire Investigation II (F12) (Investigators)
Strategy and Tactics (ST)

Fire Prevention Concentrations

Fire and Life Safety Education (FLSE)
Principles of Code Enforcement (PCE)
Fire Plans Review (FPR)

Fire Protection Engineering Concentration

Advance Concepts in Structural Fire Protection Systems (ACSFPS)
Human Behavior in Fire
Performance-Based Design

Line-of-Duty Death Prevention

Principles of Firefighter Safety and Survival (PFFSS)

EMS Management (Lower and Upper Levels TBD)

Foundations of EMS Systems (FEMSS)
EMS Operations (EMSO)
Human Resources management (HRM)
Management of EMS (MEMS)
Quality Management and Research (QMR)
EMS Educator/Instruction (EMSEI)
Safety/Risk Management (SRM)

National FESHE Model Undergraduate Bachelor Curriculum

DDP/FESHE Model Courses

Fire Prevention Organization and Management (FPOM)
Fire Protection Structures and Systems (FPSS)
Fire Dynamics (FD)
Political and Legal Foundations of Fire Protection (PLFFP)
Managerial Issues in Hazardous Materials (MIHM)
Fire and Emergency Services Administration (FESA)
Personnel Management for the Fire and Emergency Services (PMFES)
Fire Investigation and Analysis (FIA)
Disaster and Fire Defense Planning (DFPD)
Fire-Related Human Behavior (FRHB)
Advanced Principles of Firefighter Safety and Survival (APFFSS)
Managerial Issues in Emergency Medical Services (MIEMS)

Competency-Related Course Recommendations for Associate's Curriculum (Reference: National Professional Development Matrix Competency)

Supervisory Fire Officer (Fire Officer I; Fire Prevention Officer I; EMS Officer I)

English Composition (SFO-01)
Public Speaking/Oral Communication (SFO-02)
Business/Written Communication (SFO-03)
Biology or Physical Science (SFO-04)
Chemistry (SFO-05)
Introduction to Sociology (SFO-07)
Beginning/Intermediate Algebra (SFO-08)
Basic Computer Applications (SFO-09)
Personal Health and Wellness (SFO-10)
American government (SFO-11)
Human Resource Management (SFO-12)
Fire Behavior and Combustion (FBC; SFO-13)
Building Construction for Fire Protection (BCFP; SFO-14)
Introduction to Fire and Emergency Services Administration (IFESA; SFO-15)

***Benchmark: Associate's in Fire Science, Fire Administration, Fire Technology**

*Competency-Related Course Recommendations for Bachelor's Curriculum
(Reference: National Professional Development Matrix Competency)*

Community Risk Reduction for the Fire and Emergency Services (CRRFES; SFO-07)

Political and Legal Foundations of Fire Protection (PLFFP; SFO-11)
Personnel Management for the Fire and Emergency Services (PMFES; SFO-12)
Fire Dynamics (FD; SFO-12)
Fire Investigation and Analysis (FIA; SFO-12)
Fire and Emergency Services Administration (FESA; SFO-15)

Managing Fire Officer (Fire Officer II; Fire Prevention Officer II; EMS Officer II) Associate's Curriculum

Statistics (MFO-01)
Public Speaking/ Oral Communication (MFO-03; SFO-11)
Research, Critical Reasoning (MFO-04)
Ethics and Values in the Workplace (MFO-05)
Report Writing (MFO-06)
Public Finance, Budgeting (MFO-07)
Fire Service Management (MFO-08)
Law (MFO-09)
Planning (MFO-10)
Prevention and Education (MFO-11)
Fire Protection Systems (MFO-12)
Fire Protection Hydraulics and Water Supply (MFO-13)

Managing Fire Officer (Fire Officer II; Fire Prevention Officer II; EMS Officer II) Bachelor's Curriculum

Analytical Approach to Public Fire Protection (AAPFP; MFO-01)
Application of Fire Research (AFR; AAPFP; MFO-04; PMFES; MFO-04)
Fire Prevention Organization and Management (PMFES; MFO-05)
Political and Legal Foundations of Fire Protection (PLFFP; MFO-09)
Fire and Emergency Services Administration (FESA; MFO-10)
Fire Prevention Organization and Management (FPOM; MFO-11)
Fire Protection Structures and Systems (FPSS; MFO-12)

Administrative Fire Officer (Fire Officer III; Fire Prevention Officer III; EMS Officer III)

Economics (AFO-01)
Principles of Management, Fire and Emergency Services Administration (AFO-02)
Management in the Public sector, Political Science, Public Administration; Political and Legal; Fire Prevention Organization and Management Foundations of Fire Protection (AFO-03)
History, Leadership (AFO-04)
Human Resource Management, Fire Prevention Organization and Management (AFO-05)
Risk Management, Fire Prevention Organization and Management, Community Risk reduction for the Fire and Emergency Services (AFO-06)

Organizational Behavior (AFO-07)

Statistics, Analytical Approach to Public Fire Protection (AFO-08)

Political and Legal Foundations of Fire Protection (AFO-09)

Managerial Budgeting and Accounting, Fire and Emergency Services Administration (AFO-10)

Organizational development or Behavior, Industrial Psychology, Personnel Management for the Fire and Emergency Services (AFO-11)

Professional Ethics, Decision Making (AFO-12)

***Benchmark: Bachelor's in Fire Science, Fire Administration, Fire Technology or Social Sciences**

Executive Fire Officer (Fire Officer IV; Fire Prevention Officer IV; EMS Officer IV) Graduate Curriculum

Public Management I (EFO-01)

Public Management II (EFO-02)

Decision Making for Public Managers (EFO-03)

Public Finance, Financial Management in the Public Sector (EFO-04)

Public Policy, Management of Policy Process (EFO-05)

Executive Leadership (EFO-06)

Legal Aspects of Public Administration, Public Administrative Law (EFO-07)

Ethics in Public Administration, Ethics and Public Policy (EFO-08)

Mediation and Negotiation (EFO-09)

Advanced Organizational Behavior, Organizational development in Public Agencies (EFO-10)

Program management or Evaluation (EFO-11)

Strategic Planning (EFO-12)

Strategic Planning or Plan Implementation (EFO-13)

Quantitative Analysis (EFO-14)

***Benchmark: Master's of Public Administration or Business Administration**

Airport Master Firefighter (A.M.F.) Program

The purpose of the A.M.F., first level of the ARFF Professional Designation Program, is to document that the Master candidate understands, to an acceptable degree, the ARFF Body of Knowledge essential to carry out the responsibilities to manage an airport fire department and also has a basic understanding of airport administration and management.

***Program Requirements for AMF**

Prospective A.M.F. candidates must meet the following requirements to be accepted into the program:

*Possess three years documented experience as an Airport Firefighter

(Candidates can substitute ARFF experience with four years of documented structural firefighting experience for every one year of ARFF experience sought, regardless of rank. All other prerequisites must be met in order to qualify)

*Completion of a 40 hour ARFF Training Program

*Completion of National Incident Management System (NIMS) 100/200/700

PUBLIC SAFETY TECHNOLOGY

GPSTC TRANSFER CREDITS

Atlanta Technical College Degree Courses	Georgia Fire Academy Equivalent Courses
FRSC 1110 Fire Science Supervision/Leadership	Acting Officer in Charge for the Fire Service PLUS - Fire Department Supervision
FRSC 1121 Fire Fighting Strategy and Tactics	MCTO I, II, III OR Strategy and Tactics for Initial Company Operations PLUS - Preparation for Initial Company Operations
FRSC 1132 Fire Service Instructor	Fire Service Instructor Course
FRSC 1141 Hazardous Materials	Hazmat Operations course given by the GFA or the NFA
FRSC 1151 Fire Prevention and Inspection	Georgia fire Inspector Level I Module I PLUS - Georgia fire Inspector Level I Module II
FRSC 1161 Fire Service Loss and Control	Incident Safety Officer, PLUS - Health and Safety Officer
FRSC 2100 Fire Service Management	Managing in a Changing Environment, PLUS Shaping the Future; OR Fire Department Management
FRSC 2120 Fire Protection Systems	Fighting Fires in Sprinkler Buildings, PLUS Alternate Water Supply Systems
FRSC 2130 Fire Service Building Construction	Principles of Building Construction: Non-Combustible PLUS - Principles of Building Construction: Combustible
FRSC 2141 Incident Command	NIMS-Basic Incident Command System (IS-200) PLUS - NIMS-Intermediate ICS (IS-300) PLUS - NIMS Advanced ICS Command and General Staff-Complex Incidents (IS-400)
FRSC 2170 Fire Investigations	Arson Detection for the First Responder, PLUS - another 30 hours of a course that pertains to the subject matter.



CAREER ADVANCEMENT

- FIREFIGHTER -

The purpose of this job is to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state to which the assigned department is accountable. Duties include, but are not limited to: assisting fellow firefighters; providing emergency medical care; performing rescue operations; utilizing all fire equipment and tools as prescribed in training; preventing disastrous incidents from occurring to lives and property; maximizing on the saving of lives and property when disastrous incidents occur; and maintaining files.

Has the ability to keep abreast of any changes in policy, methods, operations and equipment needs, etc. Is able to effectively communicate and interact with management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner.

Has good organizational, management, human relations and technical skills. Is able to use independent judgment and discretion in managing subordinates, including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations and is knowledgeable and proficient with fire equipment. Is able to read, understand and interpret fire and emergency reports and related materials.

Firefighter

Firefighter (Field Operations)

- NPQ Firefighter II
- NPQ HazMat Operations
- Nationally Registered EMT-A
- NIMS 100, 200, 700, 701, 702, 703, 704 & 800
- Car Seat Technician

Firefighter – Special Operations – HazMat (Stations 1 &2)

- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
- EMT-I/A / Paramedic*

Firefighter – Special Operations – Structural Collapse (Stations 14 & 21)

- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Trench Rescue
 - ◇ Confined Space Rescue
 - ◇ Structural Collapse Rescue
- EMT-I/A / Paramedic*

Firefighter – Special Operations – Swift Water (Station 11)

- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Watermanship Test
 - ◇ Swiftwater Rescue Technician I
 - ◇ Swiftwater Rescue Technician II
 - ◇ Boat Operator Certification
- EMT-I/A*

Firefighter – Special Operations (Squad 4)

- HazMat Technician
- Chemistry of Hazardous Materials
- Rescue Technician
 - ◊ Introduction to Technical Rescue
 - ◊ Core Technical Rescue Disciplines
 - ◊ Rope Rescue
 - ◊ Trench Rescue
 - ◊ Confined Space Rescue
 - ◊ Structural Collapse Rescue
- EMT-I/A*

Firefighter (Airport)

- NPQ Firefighter II
- NPQ HazMat Operations
- Airport Rescue Firefighter (ARFF)
- Nationally Registered EMT-A
- NIMS 100, 200, 700, 701, 702, 703, 704 and 800



CAREER ADVANCEMENT

- SERGEANT -

The purpose of this job is to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state to which the assigned department is accountable. Duties include, but are not limited to: driving and operating fire apparatus; transporting and assisting fellow firefighters; providing emergency medical care; performing rescue operations; utilizing and maintaining all fire equipment and tools as prescribed in training; preventing disastrous incidents from occurring to lives and property; and maximizing the saving of lives and property when disastrous incidents occur.

Has considerable knowledge of fire operations and practices, policies and procedures as necessary in the completion of daily responsibilities. Has considerable knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and vehicle operations and activities. Is able to effectively communicate and interact with subordinates, management, employees and members of the general public. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Has the ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with the operation of self-contained breathing apparatus (SCBA), firefighting equipment, hydraulic aerial devices and wedging equipment, tools and safety equipment. Is able to read, understand and interpret fire fighting reports and related materials.

Fire Sergeant

Fire Sergeant (Field Operations)

- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A / Paramedic*

Fire Sergeant – Command Technician (Field Operations)

- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

Fire Sergeant – Special Operations - HazMat (Stations 1 &2)

- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
- EMT-I/A / Paramedic*

Fire Sergeant – Special Operations – Structural Collapse (Stations 14 & 21)

- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Trench Rescue
 - ◇ Confined Space Rescue
 - ◇ Structural Collapse Rescue
- EMT-I/A / Paramedic*

Fire Sergeant – Special Operations – Swift Water (Station 11)

- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Watermanship Test
 - ◇ Swiftwater Rescue Technician I
 - ◇ Swiftwater Rescue Technician II
 - ◇ Boat Operator Certification
- EMT-I/A*

Fire Sergeant – Special Operations (Squad 4)

- HazMat Technician
- Chemistry of Hazardous Materials
- Rescue Technician
 - ◊ Introduction to Technical Rescue
 - ◊ Core Technical Rescue Disciplines
 - ◊ Rope Rescue
 - ◊ Trench Rescue
 - ◊ Confined Space Rescue
 - ◊ Structural Collapse Rescue
- EMT-I/A*

Fire Sergeant (Airport)

- Airport Rescue Firefighter (ARFF)
- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- Apparatus Operator Candidacy Program (AOCP) – Crash Truck**
- EMT-I/A*

Fire Sergeant – Med Unit (Airport)

- Airport Rescue Firefighter (ARFF)
- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- Paramedic

Fire Sergeant – Command Technician (Airport)

- Airport Rescue Firefighter (ARFF)
- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

Fire Sergeant – Logistics (Airport)

- Airport Rescue Firefighter (ARFF)
- NIMS 100, 200, 700, 701, 702, 703, 704 and 800
- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

Fire Sergeant – Assessment & Planning

- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

Fire Sergeant – Logistics Group

- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*



CAREER ADVANCEMENT

- LIEUTENANT -

The purpose of this job is to provide supervisory and managerial services for an assigned department. Duties include, but are not limited to: supervising staff; distributing assignments; enforcing codes; attending meetings; planning training; organizing work; conducting investigations; and writing reports.

Has considerable knowledge of the principles, practices and procedures of the City and the various department operations and functions. Has considerable knowledge of management and firefighting practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency.

Has considerable knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and inspection operations and activities. Is able to effectively communicate and interact with subordinates, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner.

Has good organizational, management, human relations and technical skills. Is able to use independent judgment and discretion in managing subordinates, including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret reports and related materials.

Fire Lieutenant

Fire Lieutenant – Field Operations

- NFPA Fire Officer I
- EMT-I/A / Paramedic*

Fire Lieutenant – Special Operations - HazMat (Stations 1 &2)

- NFPA Fire Officer I
- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
- EMT-I/A / Paramedic*

Fire Lieutenant – Special Operations – Structural Collapse (Stations 14 & 21)

- NFPA Fire Officer I
- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Trench Rescue
 - ◇ Confined Space Rescue
 - ◇ Structural Collapse Rescue
- EMT-I/A / Paramedic*

Fire Lieutenant – Special Operations – Swift Water (Station 11)

- NFPA Fire Officer I
- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Watermanship Test
 - ◇ Swiftwater Rescue Technician I
 - ◇ Swiftwater Rescue Technician II
 - ◇ Boat Operator Certification
- EMT-I/A*

Fire Lieutenant – Special Operations (Squad 4)

- NFPA Fire Officer I
- HazMat Technician
- Chemistry of Hazardous Materials
- Rescue Technician
 - ◊ Introduction to Technical Rescue
 - ◊ Core Technical Rescue Disciplines
 - ◊ Rope Rescue
 - ◊ Trench Rescue
 - ◊ Confined Space Rescue
 - ◊ Structural Collapse Rescue
- EMT-I/A*

Fire Lieutenant – EMS Logistics

- NFPA Fire Officer I
- Paramedic

Fire Lieutenant – Command Technician (Field Operations)

- NFPA Fire Officer I
- EMT-I/A*

Fire Lieutenant – Airport Operations

- Airport Rescue Firefighter (ARFF)
- Airport Master Firefighter (AMF) - Preferred
- NFPA Fire Officer I
- NIMS 100, 200, 700, 701, 702, 703, 704 and 800
- EMT-I/A*

Fire Lieutenant – Med Unit (Airport)

- Airport Rescue Firefighter (ARFF)
- Airport Master Firefighter (AMF) - Preferred
- NFPA Fire Officer I
- Paramedic

Fire Lieutenant – Inspections (Airport)

- Airport Rescue Firefighter (ARFF)
- NFPA Fire Officer I
- Inspector I
- 101 Life Safety Code
- EMT-I/A*

Fire Lieutenant – Office of Professional Standards

- NFPA Fire Officer I
- Peace Officer Certification
- Report Writing
- Interviews / Interrogations
- Internal Affairs Investigator
- EMT-I/A*

Fire Lieutenant – Inspections

- NFPA Fire Officer I
- Inspector I
- 101 Life Safety Code
- EMT-I/A*

Fire Lieutenant – Fire Investigations

- NFPA Fire Officer I
- Peace Officer Certification
- Arson I
- Arson II
- Interviews / Interrogations
- EMT-I/A*

Fire Lieutenant – Training

- NFPA Fire Officer I
- NPQ Instructor I
- NPQ Instructor II
- EMT-I/A*

Fire Lieutenant – Communications & Information Technology

- NFPA Fire Officer I
- EMT-I/A*



CAREER ADVANCEMENT

- CAPTAIN -

The purpose of the job is to provide higher level supervisory and administrative duties for an assigned department. Duties include, but are not limited to: supervising staff; delegating assignments; preparing reports and routine correspondence; developing operational plans and annual budget; and attending meetings. Has thorough knowledge of the principles,

practices and procedures of the City and the Fire Department operations and functions. Has thorough knowledge of management, fire, inspections, and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City.

Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner.

Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret inspection and budgetary reports and related materials.

Fire Captain

Fire Captain – Field Operations

- Associate Degree
- NFPA Fire Officer II
- EMT-I/A / Paramedic*

Fire Captain – Special Operations - HazMat (Stations 1 &2)

- Associate Degree
- NFPA Fire Officer II
- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
- EMT-I/A*

Fire Captain – Special Operations – Structural Collapse (Stations 14 & 21)

- Associate Degree
- NFPA Fire Officer II
- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Trench Rescue
 - ◇ Confined Space Rescue
 - ◇ Structural Collapse Rescue
- EMT-I/A*

Fire Captain – Special Operations – Swift Water (Station 11)

- Associate Degree
- NFPA Fire Officer II
- HazMat Technician
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Watermanship Test
 - ◇ Swiftwater Rescue Technician I
 - ◇ Swiftwater Rescue Technician II
 - ◇ Boat Operator Certification
- EMT-I/A*

Fire Captain – Special Operations (Squad 4)

- Associate Degree
- NFPA Fire Officer II
- HazMat Technician
- Chemistry of Hazardous Materials
- Rescue Technician
 - ◊ Introduction to Technical Rescue
 - ◊ Core Technical Rescue Disciplines
 - ◊ Rope Rescue
 - ◊ Trench Rescue
 - ◊ Confined Space Rescue
 - ◊ Structural Collapse Rescue
- EMT-I/A*

Fire Captain – EMS Supervisor

- Associate Degree
- NFPA Fire Officer II
- Paramedic

Fire Captain – Recruitment

- Associate Degree
- NFPA Fire Officer II

Fire Captain – Airport Operations

- Associate Degree
- NFPA Fire Officer I
- Airport Rescue Firefighter (ARFF)
- EMT-I/A*

Fire Captain – Inspections (Airport Operations)

- Associate Degree
- NFPA Fire Officer II
- 101 Life Safety Code
- Inspector I
- Inspector II
- Fire Educator I
- Airport Rescue Firefighter (ARFF)
- Airport Master Firefighter (AMF) - Preferred
- NIMS 100, 200, 700, 701, 702, 703, 704, and 800
- EMT-I/A*

Fire Captain – Inspections

- Associate Degree
- NFPA Fire Officer II
- 101 Life Safety Code
- Inspector I
- Inspector II
- Fire Educator I
- EMT-I/A*

Fire Captain – Fire Investigations

- Associate Degree
- NFPA Fire Officer II
- Peace Officer Certification
- Arson I
- Arson II
- Interviews / Interrogations
- EMT-I/A*

Fire Captain – Training

- Associate Degree
- NFPA Fire Officer II
- NPQ Instructor I
- NPQ Instructor II
- EMT-I/A*

Fire Captain – Capital Projects/Real Property

- Associate Degree
- NFPA Fire Officer II
- EMT-I/A*

Fire Captain – Logistics

Associate Degree
NFPA Fire Officer II
EMT-I/A*

CAREER ADVANCEMENT BATTALION/SECTION CHIEF



The purpose of this job is to perform higher-level supervisory and administrative duties for an assigned department. Duties include, but are not limited to: supervising staff; directing activities; coordinating budget requests; handling paperwork; monitoring expenditures; coordinating purchases; performing expenses; and preparing correspondence.

Has extensive knowledge of the principles, practices and procedures of the City and various Fire Department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities, and monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staffing plans and objectives for the expedience and effectiveness of specific duties of the City. Ability to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Ability to remain abreast of changes in policy, methods, operations, budgetary and equipment needs, etc. pertaining to departmental operations and activities. Ability to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Ability to assemble information, write reports, and draft documents in a concise, clear, and effective manner. Possess exceptional organizational, management, human relations, and technical skills. Ability to execute independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Has the ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Must be knowledgeable and proficient with firefighting equipment and office equipment; such as computers, printers, scanners, etc. Proficient in Microsoft Word, PowerPoint, Excel, and other programs used by the department. Ability to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and/or related materials.



Battalion / Section Chief

Battalion Chief – Airport Operation

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 100, 200, 300, 400, 700, 701, 702, 704, & 800
- EFO (Preferred)
- CFOD (Preferred)
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- EMT-I/A*

Section Chief – Airport Operation (EMS)

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 100, 200, 300, 400, 700, 701, 702, 704, & 800
- EFO (Preferred)
- CFOD (Preferred)
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- Paramedic

Section Chief – Airport Operation (Inspections)

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 100, 200, 300, 400, 700, 701, 702, 704, & 800
- EFO (preferred)
- CFOD (preferred)
- 101 Life Safety Code
- Inspector I and II
- Fire Educator I
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- EMT-I/A*

Section Chief – Office of Professional Standards

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (preferred)
- CFOD (preferred)
- Peace Officer Certification
- Report Writing
- Interviews / Interrogations
- Internal Affairs Investigator
- EMT-I/A*

Battalion Chief – Field Operation

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (Preferred)
- CFOD (Preferred)
- EMT-I/A*

Section Chief – Field Operation (EMS)

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (Preferred)
- CFOD (Preferred)
- Paramedic

Section Chief – Training

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (Preferred)
- CFOD (Preferred)
- NPQ Instructor I
- NPQ Instructor II
- EMT-I/A*

Section Chief – Downtown (Inspections)

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (Preferred)
- CFOD (Preferred)
- 101 Life Safety Code
- Inspector I
- Inspector II
- Fire Educator I
- EMT-I/A*

CAREER ADVANCEMENT

- ASSISTANT CHIEF -



The purpose of this job is to perform higher level supervisory, administrative and emergency response services overseeing the functions and operations of an assigned battalion of fire companies in an effort to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: supervising staff; directing activities: planning,

coordinating and administering firefighting and fire prevention activities; writing and administering policies and procedures; composing, reviewing and completing various reports, documents and correspondence; and processing paperwork.

Has extensive knowledge of the principles, practices and procedures of the City and various fire department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities, and monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staffing plans and objectives for the expedience and effectiveness of specific duties of the City. Ability to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Ability to remain abreast of changes in policy, methods, operations, budgetary and equipment needs, etc. pertaining to departmental operations and activities. Ability to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Ability to assemble information, write reports, and draft documents in a concise, clear, and effective manner. Possess exceptional organizational, management, human relations, and technical skills. Ability to execute independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Must be knowledgeable and proficient with firefighting equipment and office equipment; such as computers, printers, scanners, etc. Proficient in Microsoft Word, PowerPoint, Excel, and other programs used by the department. Ability to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and/or related materials.



Assistant Chief

Assistant Chief – Field Operations

- Bachelor Degree
- NFPA Fire Officer III
- EFO (Preferred)
- CFOD (Preferred)
- EMT-I/A*

Assistant Chief – Special Operations

- Bachelor Degree
- NFPA Fire Officer III
- EFO (Preferred)
- CFOD (Preferred)
- HazMat Technician
- Chemistry of Hazardous Materials or Organic Chemistry
- Rescue Technician
 - ◇ Introduction to Technical Rescue
 - ◇ Core Technical Rescue Disciplines
 - ◇ Rope Rescue
 - ◇ Trench Rescue
 - ◇ Confined Space Rescue
 - ◇ Structural Collapse Rescue
 - ◇ Watermanship Test
 - ◇ Swiftwater Rescue Technician I
 - ◇ Swiftwater Rescue Technician II
 - ◇ Boat Operator Certification
- EMT-I/A*

Assistant Chief – Airport Operations

- Bachelor Degree
- NFPA Fire Officer III
- EFO (Preferred)
- CFOD (Preferred)
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- NIMS 100, 200, 300, 400, 700, 701, 702, 703, 704, and 800
- EMT-I/A*

Assistant Chief – Technical Services

- Bachelor Degree
- NFPA Fire Officer III
- EFO (Preferred)
- CFOD (Preferred)
- EMT-I/A*



JOB DESCRIPTION

DEPUTY CHIEF

The purpose of this job is to perform a higher level of management, and supervisory and administrative duties within an assigned division overseeing the functions and operations in accordance with all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: supervising staff; directing activities; managing field commands and operations; providing management support in planning, developing, interpreting, and implementing various division policies, goals, and objectives of the department; reviewing and preparing reports; overseeing interdepartmental relations; and processing paperwork.

Has extensive knowledge of the principles, practices and procedures of the City and various fire department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities, and monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staffing plans and objectives for the expedience and effectiveness of specific duties of the City. Ability to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Ability to remain abreast of changes in policy, methods, operations, budgetary and equipment needs, etc. pertaining to departmental operations and activities. Ability to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Ability to assemble information, write reports, and draft documents in a concise, clear, and effective manner. Possesses exceptional organizational, management, human relations and technical skills. Ability to execute independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Must be knowledgeable and proficient with firefighting equipment and office equipment; such as computers, printers, scanners, etc. Proficient in Microsoft Word, PowerPoint, Excel, and other programs used by the department. Ability to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and/or related materials.



Deputy Chief

Deputy Chief – Field Operations

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)
- EMT-I/A*

Deputy Chief – Fire Chief’s Office

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)
- EMT-I/A*

Deputy Chief – Airport Operations

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- NIMS 100, 200, 300, 400, 700, 701, 702, 703, 704, and 800
- EMT-I/A*

Deputy Chief – Technical Services

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)
- EMT-I/A*



CAREER ADVANCEMENT

- FIRE CHIEF -

The Fire Chief is to represent and to stand accountable for the fire department's actions to internal and external stakeholders. Duties include, but are not limited to: supervising staff; managing and coordinating the Fire Chief's Office, Operations, Airport Fire Services and Technical Services Divisions; enforcing all city and state fire codes, ordinances, laws and regulations; establishing rules and regulations; developing specifications; preparing plans; and processing paperwork.

Has extensive knowledge of the principles, practices and procedures of the City and various fire department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities, and monitor performance of subordinates against measured, established goals. Knows how to develop and administer operations and staffing plans and objectives for the expedience and effectiveness of specific duties of the City. Ability to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Ability to remain abreast of changes in policy, methods, operations, budgetary and equipment needs, etc. pertaining to departmental operations and activities. Ability to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Ability to assemble information, write reports, and draft documents in a concise, clear, and effective manner. Possess exceptional organizational, management, human relations, and technical skills. Ability to execute independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Must be knowledgeable and proficient with firefighting equipment and office equipment; such as computers, printers, scanners, etc. Proficient in Microsoft Word, PowerPoint, Excel, and other programs used by the department. Ability to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and/or related materials.

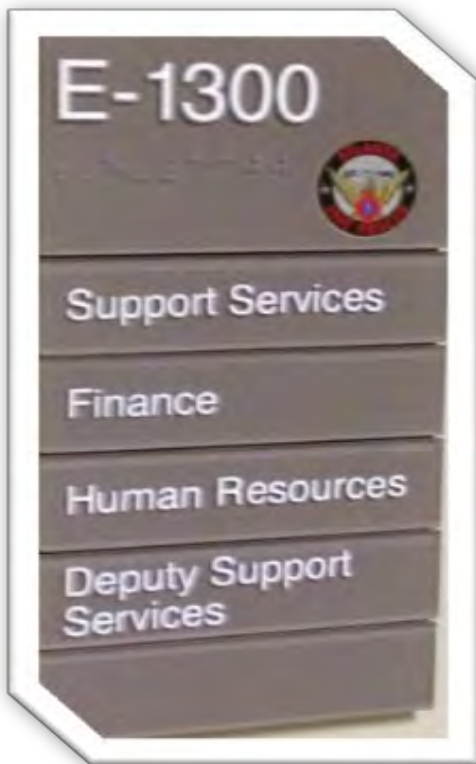


Fire Chief

Fire Chief

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)

ADMINISTRATIVE SUPPORT



The role of today's Administrative Support Professional in the organization requires a more sophisticated level of communication skills and customer service flair. Administrative Support personnel need much higher business acumen with a good understanding of business and key issues within the organization with a clear understanding of the mission within the organization. As administrative support roles continue to change and grow, individuals are empowered to take more responsibility for defining their work and making contributions to the bottom line. Core emphasis is placed on making decisions, participating on committees, scheduling and coordinating meeting invitations and space, maintaining confidentiality, remaining abreast of organization policies, SOPs, and City Ordinances. Administrative Support Professional must have the ability to see things from others' perspectives, including those of the manager, the City, organization, and the internal/external customers and communities served.

The Administrative Support Professional must be on the same wavelength with the manager in supporting her/his goals, with the ability to effectively and regularly communicate with the manager in a direct and positive manner. The Administrative Support Professional must learn how the organization works and master his/her best business strategies in alignment with those of the organization. As the Administrative Support Professional role progresses it is imperative that the Technical training of the individual advances along with it. Administrative Support Professionals are knowledgeable workers with multiple areas of expertise--being a specialist as well as a generalist. Administrative Support Professionals need a more sophisticated level of know-how in PC project management.

Administrative Support Professionals must master computers software; especially spreadsheets, databases, graphics and e-mail because they are expected to be the software troubleshooters for the office. Administrative Support Professionals must be organized and manage their time properly and effectively. The need for efficient time management and organizational skills are critical. Administrative Support Professionals should exercise initiative stretching beyond the job description determining hidden talents and making them known. Learning new skills related to balancing budgets, human resources or the marketing function of the organization is complimentary to the positions.

Administrative Support Professional Progression

Office Assistant, Sr.

- **Degree:** High school diploma/GED
- **Certifications:** Secretarial Science

Administrative Assistant

- **Degree:** Associate of Applied Science in Secretarial Science or Office Administration
- **Certifications:** Exceptional Office Professional Certificate, Certified Administrative Professional
- **Experience:** 4 years of experience in an administrative support role

Administrative Assistant, Sr.

- **Degree:** Associate of Applied Science in Secretarial Science or Office Administration
- **Certifications:** Certified Administrative Professional, Organization Management Certification, Microsoft Office Specialist
- **Experience:** 4-6 years of experience in an administrative support role

***Administrative Analyst, Sr.**

Executive Assistant

- **Degree:** Bachelor of Arts-Office Management, Bachelor of Arts
- **Certifications:** Project Management, Organizational Management, Microsoft Office Specialist
- **Experience:** 4-6 years of experience in an administrative support role; 2 years of experience supporting an executive

*Denotes a position not offered in Atlanta Fire Rescue Department. However, the position does exist in other City Departments.

Business and Fiscal Management

The purpose of the Business and Fiscal Management Section positions is to provide daily oversight and management of all financially related matters while functioning as the departmental liaisons to the Departments of Finance, Procurement, Human Resources and the Mayor's Office. Specifically, the Section manages financial planning and budgeting, procurement of goods and services, accounting, bookkeeping, expenditures, revenues, trust funding, grants oversight and management, in addition to records' maintenance.

Personnel in this section provide leadership and guidance on creatively implementing goals and objectives while following operational policies, procedure and guidelines detailed in the General Accepted Accounting Principles (GAAP). Personnel interact, mediate and respond to requests and complaints from vendors, contractors, internal and external stakeholders of the City to resolve problems and issues. The section administers the department's annual budget by monitoring and tracking expenditures for personnel, operations, equipment, supplies, contracts, capital expenditures, debt, etc.

Knowledge of principles and processes for providing customers and personal service, including customer needs assessment, meeting quality standards for services and evaluation of customer satisfaction; principles and methods for presenting, promoting and selling plans or services, including marketing strategy and tactics, plans demonstration, sales techniques; media production, communication and dissemination techniques and methods; business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods and coordination of people and resources.

Skills in using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions or approaches to problems; listening and communicating exceptionally to effectively convey information verbally and in writing; analytical thinking with demonstrated talent for identifying, scrutinizing, and improving and streamlining complex work processes.

Ability to apply general rules to specific problems to produce sensible answers; work on own initiative and be proactive in developing and improving the administrative functions; schedule activities, meetings and/or events; routinely gather, collate, and/or classify data; analyze data utilizing a variety of complex processes; operation equipment using a variety of standardized methods; work with a significant diversity of individuals and/or groups; develop and maintain positive working relationships; provide direction and leadership and set priorities.

Fiscal Career Progression

Accounting Technical Specialist/ Procurement Specialist

- **Degree:** High school diploma/GED
- **Experience:** 3 years of clerical accounting or budget experience

Budget Analyst, Sr

- **Degree:** Bachelor's degree in Finance, Accounting, Business/Public Administration
- **Experience:** 3 years of accounting experience

Business Manager

- **Degree:** Bachelor's Degree in business/public administration, finance, accounting or related field.
- **Experience:** 5 years' of direct management and procurement experience is required.
- **Certifications:** Certified Purchasing Manager (CPM) or procurement certifications; Grant Professionals Certification (GPCI) or a Grant Writing Certification for Public Grants/funding; Certified Financial Planner (CFP); or, any business, Human Resource, Accounting or Management certification associated with an accredited university while seeking either a Bachelor's or Master's degree.

Human Resources

The purpose of the Human Resources section is to provide professional and analytical support to department personnel by following standardized procedures and written instructions to accomplish assigned tasks.

HR personnel work to ensure the accurate and timely flow of personnel transactions from assigned operating unit. Runs reports to analyze and compile data identifying trends within operating unit. Collaborates with recruiting and candidate tracking and relationship management; offers development and on-boarding of new employees to assigned client group. Focuses on leveraging relationships with DHR to provide guidance to managers and supervisors when issues arise related to performance, disciplinary action or employee grievances. Provides guidance on the interpretation and implementation of City Code, workplace policies and practices and relevant federal and state laws and regulations. Provides support for investigations and collects and maintains information and documentation.

Knowledge of laws and regulations related to HR (e.g. FLSA, ADA, FMLA, and Title VII) and knowledge of two or more core areas of HR, i.e. talent management, compensation, etc.

Have the skills in communicating clearly and effectively, both orally and in writing, at all levels within and outside the organization. Has the ability to maintain professional composure when dealing with emotional or confrontational circumstances and to understand and interpret current City policies, practices, and procedures.

Human Resources Career Progression

HR Resources Representative

- **Degree:** High school diploma/GED
- **Experience:** 4 years' experience in an HR role with exposure to recruiting, training, compensation, benefits, employee development or performance management.

HR Resources Representative, Sr.

- **Degree:** High school diploma/GED
- **Experience:** 5-8 years' of experience in an HR role with experience to recruiting, training, compensation, benefits, employee development or performance management.

Human Resources Manager

- **Degree:** Bachelor's degree in business or public administration, human resources, industrial relations, industrial/organization psychology or a related field.
- **Experience:** 5-8 years' of experience in an HR role with experience to recruiting, training, compensation, benefits, employee development or performance management.
- **Certifications:** Professional in Human Resources (PHR), Senior Professional in Human Resources (SPHR).

Communication/Resource Management

Under direct supervision of the Deputy Chief of Technical Services, plans, supervises, and participates in the fire communications and participates in the communication activities of the Support Services Division of the Atlanta Fire Department.

Principal duties include supervising, training and evaluating necessary equipment and computer systems used throughout the department; and organizing, carrying out and maintaining records for communications purchasing and repairs. A significant degree of technical skill and independent judgment is required of incumbents to develop, maintain, and successfully perform in a community oriented, problem solving approach to policing.

The following duties are performed personally and/or in coordination with other City staff. Monitor station and communications security and surveillance; schedule communications equipment maintenance; inventory and order supplies;

Ensures Quality Assurance initiatives related to Atlanta Fire & Rescue and the communication center are adhered to through routine observation and oversight.

Reviews technology requests to ensure technical merit and alignment with overall City-wide strategy. Develops technical initiatives to enhance work environment for members of AFRD.

Has the skill in communicating clearly and effectively, both orally and in writing, at all levels within and outside the organization. Has the ability to maintain professional composure when dealing with emotional or confrontational circumstances and to understand and interpret current City policies, practices, and procedures.

Equipment Position Progression

***Equipment Operator**

Fire Equipment Service Technician

- **Degree:** High school diploma or GED
- **Experience:** One year in the maintenance and repair of equipment related to Fire Department apparatus
- **Requirement:** Valid GA driver's license

***Equipment Operator, Sr.**

Fire Equipment Service Technician, Sr.

- **Degree:** High school diploma or GED
- **Experience:** 3 years as a Fire Equipment Service Technician
- **Requirement:** Valid GA driver's license

Equipment Maintenance/Safety Officer

- **Degree:** High school diploma or GED
- **Experience:** 3 years of purchasing, safety and equipment maintenance experience
- **Requirement:** Valid GA Driver's License

***Equipment Maintenance/Safety Supervisor**

*Denotes a position not offered in Atlanta Fire Rescue Department. However, the position does exist in other City Departments.

Community Education/Prevention

The purpose and function of this section is to educate and prevent/mitigate incidents in their early stages of development making communities safer. In addition, an incident that does not occur, or happens with less severity, reduces risks to firefighters and communities.

Fire Inspections

The Atlanta Fire Rescue Department is responsible for administering a Fire Safety and Inspection Program for the citizens of Atlanta. The programs are designed to meet the responsibility of minimizing risk to life safety, ensuring proper storage and handling of hazardous material and the elimination of fire code violations through education and code enforcement. The Fire Inspection Section will also review architectural drawings for proposed construction and site development, along with issuing operations permits to include regulating special events and activities where large crowds and hazardous conditions exist.

Fire Investigations

The Fire Investigation Section functions as a division under the Office of the Chief of Risk Reduction. The Fire Investigation's personnel conduct cause and origin investigations in accordance with the industry standards. These industry standards are reflected the National Fire Protection Associations; (NFPA) 921, Guide for Fire and Explosion Investigations, NFPA 1033, Professional Qualifications for Fire Investigator, Kirk's Fire Investigation and the Atlanta Fire Rescue Department standard operating procedure for fire investigations (AFRD.SOP.01.18). The Atlanta Fire Rescue Department has a written agreement, with The Bureau of Alcohol, Tobacco and Firearms (ATF) The Metro Fire Investigative Task Force. The task force includes the ATF, Georgia Bureau of Investigations (GBI), Federal Bureau of Investigation (FBI), and eight surrounding agencies. The Atlanta Fire Investigation section also works with the Atlanta Police Department other local law enforcement agencies; this involvement includes joint investigations, serving warrants, and the sharing of vital communications. The information system in place now is adequate for basic documentation of fire investigation activities and provides sufficient data for analyzing the program results.

Community Affairs

The mission of the Atlanta Fire Rescue Department Community Affairs section is to empower all people to prevent fires, burns, stroke/heart attack prevention, and other unintentional injuries through knowledge, emergency preparedness, attitude, and action property, and the environment through education, training, and awareness campaigns while carrying out this mission of saving lives. These educational training and awareness campaigns include but are not limited to health and safety fairs, safety training for childcare facilities, smoke alarms installation and maintenance education. The Fire Educators of Community Affairs has established a program that will target and address juvenile fire setter intervention. This occurs through the public schools involvement in a national program, teacher/fire marshal workshops, fire extinguisher training, and last, the Atlanta Fire Rescue Department will provide an opportunity for practical application in the *fire safety house* where children can practice and utilize some of the fire safety information they receive through the various fire prevention programs.

Community Education/Prevention Career Progression

Fire Safety Specialist, Sr.

- **Degree:** High school diploma or GED
- **Experience:** 3 years of providing adult education, public speaking or related experience required
- **Certifications:** State Certified Life Safety Educator I, NIMS Professional Development Series
- **Requirement:** Valid Georgia driver's license

Fire Inspector

- **Degree:** High school diploma or GED
- **Experience:** 3 years of experience as a Fire Safety Specialist
- **Certification:** State Certified Fire Inspector 1
- **Requirement:** Valid Georgia driver's license

Fire Protection Engineer

- **Degree:** Bachelor's degree in Civil Engineering, Fire Protection Engineering or related field
- **Experience:** 3 years engineering experience in design applications and construction principles including proven knowledge of the Standard Building Code, Fire Prevention Code and Life Safety Code
- **Requirement:** Valid Georgia driver's license

Special Events Coordinator

- **Degree:** Associate's degree in Business/Public Administration
- **Experience:** 2 years of social service grants application and monitoring experience

Special Events Manager

- **Degree:** Associate's degree in Business Administration or related field
- **Experience:** 3 years of experience event planning, and fine art selection, logistics, contract administration or similar experience.

EMS Instructor

- **Degree:** Associate's Degree from an accredited and authorized agency to teach EMT and Paramedic Curriculum per AFRD specifications (per last, 90 credit hours and passing of State exam)
- **Experience:** 2 years of EMT Instructor and monitoring experience
- **Certifications:** EMT-P Instructor, EMT-I Instructor, BCLS, ACLS, PALS/PEC, PHTLS or any equivalent combination of education, training, and experience which provides the requisite knowledge of the job.

Project Manager

- **Degree:** Bachelor's degree in Business/Public Administration, Public Policy, Organizational Development or related field. Master's preferred.
- **Experience:** 5 years of process review management, public policy or organizational consultation experience required.

Community Affairs Director

- **Degree:** Bachelor's degree in Communications, Business/Public Administration, Public Policy, Organizational Development or related field. Master's preferred.
- **Experience:** 5 years of communications, media, public relations, management, public policy or organizational consultation experience required.

Communication/Resource Management Career Progression

***Communications Electronics Technician**

Communications Electronics Technician, Sr.

- **Degree:** Associates or Bachelor's Degree in a technology field
- **Experience:** 2-3 year of experience as Communications/Electronic Technician

Desktop Support Technician*

- **Degree:** Completion of appropriate technical course or associates degree in computer science.
- **Experience:** 2 years' of work experience in help desk and/or desktop support.

Electronic Communications Manager-Communications Electronics Supervisor*

- **Degree:** Associate's degree or vocational/technical school diploma in electronics, radio communications or related
- **Experience:** 2 years' of experience as a Senior Communications/Electronic Technician or related work and supervisory experience required; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this job.

Systems Analyst/ Programmer Analyst*

- **Degree:** Bachelor's degree in information systems, computer science, or a related area (equivalent professional).
- **Experience:** may be considered for substitution for the required degree on an exception basis).

Public Safety Manager, DIT

- **Degree:** Bachelor's Degree in Computer Information Systems, Database Management, or another field of information technology.
- **Experience:** 5 years' of direct management is required.
- **Certifications:** Certificate in Technology, Certificate in Computer Information Systems, or other related computer science.

Logistics/Fleet

The purposes of the Logistics/Fleet Section is to implement and direct a fleet program including the procurement, utilization, operation, repair, fueling, maintenance, and disposition of all Department vehicles and vehicle-related equipment.

Formulate, recommend, and administer policies and procedures governing fleet management operations. Coordinate the development of a consolidated fleet maintenance center. Coordinate a preventative maintenance program with user departments. Administer the City's Vehicle/Equipment Replacement program. Implement and direct a fleet management information system. Develop specifications necessary for the procurement of vehicles, parts, and equipment. Evaluate and implement warranted fleet size reductions. Develop and maintain a replacement reserve fund for replacing vehicle and vehicle-related equipment. Inspect and approve all vehicles and vehicle-related equipment before placement in service. Direct repair functions at various maintenance centers. Conduct financial and operational studies to streamline the fleet operations. Make spot checks at work sites to ensure compliance with proper methods, guidelines, and procedures.

Extensive knowledge of current trends and technological developments pertaining to procurement, utilization, operation, budget/cost allocation, and fuel/maintenance. Knowledge of principles and practices of automotive repair shop management of automotive and heavy equipment. Knowledge of applicable Federal and State Safety and Health Regulations. Knowledge of applicable fire safety codes. Skill in business practices applicable to fleet management (i.e., system analysis, computer utilization, and financial record keeping). Skill in directing the operation of the vehicle management information system. Skill in establishing and standardizing vehicle replacement policies and developing a preventative maintenance program. Skill in developing, planning, organizing, and managing a complex centralized fleet management program.

Logistics/Fleet Career Progression

Storekeeper

- **Degree:** High school diploma or GED.
- **Experience:** Six months of clerical, stocking, storekeeping operations or related experience
- **Requirement:** Valid GA driver's license

***Storekeeper, Sr.**

- **Degree:** High school diploma or GED.
- **Experience:** Six months of clerical, stocking, storekeeping operations or related experience
- **Requirement:** Valid GA driver's license

***Stores Supervisor**

***Warehouse Manager**

***Inventory Manager**

*Denotes a position not offered in Atlanta Fire Rescue Department. However, the position does exist in other City Departments.

EDUCATIONAL



CROSSWALK

EFO Component	Outcome	NFPA Standard	National Fire Academy Courses	Certifications / Designations	College Course (s)	Georgia Public Safety Training Center Courses	Center for Domestic Preparedness Courses	Work Related Experience	Personal Related Experience
EFO-1	Understand organizational life and key challenges / opportunities of managing public organizations; organizational mission, values, communication, culture, policy process, legislative-executive relations, and media relations.	1031, 1037		MIFireE, CEMSO, CTO, FM, CFO, EFO	Public Management I (G)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Member of local board	Hold local civic position
EFO-2	Understand organizational design, personnel, and management-driven organizations; this includes organizational design, networks, service delivery, managing for performance, and ethical leadership.	1037		MIFireE, CEMSO, CTO, FM, CFO, EFO	Public Management II (G)	Fire Department Executive; Fire Department Administrator; Executive Skill Series; Professional Ethics		COG Chairperson	
EFO-3	Understand decision-making from normative, perspective, and descriptive perspectives; individual decision-making and organizational decision practice; and decision analysis.		Executive Development (R123); Executive Leadership (R125); Executive Analysis of Fire Service Operations in Emergency Management (R306)	MIFireE, CEMSO, CTO, FM, CFO, EFO	Decision-Making for Public Managers (G)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Shadowing city/county manager, working with city council/county board of supervisors	
EFO-4	Understand managerial uses of accounting and financial management in the public sector; this includes fund accounting, cost accounting, asset accounting, internal controls, auditing, financial analysis and reporting.	1031	Fire Service Financial Management (R333)	MIFireE, CEMSO, CTO, FM, CFO, EFO	Financial Management in the Public Sector (G)	Fire Department Executive; Fire Department Administrator; Professional Ethics		Preparing budget reports for city/county council/board. Department budgeting process. Developing proposals. Developing performance measures.	
EFO-5	Understand the issues involved in the implementation of public policy and programs, the institutional and political constraints on policy making, and the skills needed to address them.	1035, 1037	Executive Leadership (R125); Executive Planning (R506)	MIFireE, CEMSO, CTO, FM, CFO, EFO	Management of Policy Process (G)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Serve on city/county-wide work teams/focus groups	Serve on NFPA technical committee
EFO-6	Understand the nature of public sector executive life, the function of leadership in implementing and changing policy, the implications of leadership styles, and the relation of leadership to its constituencies.		Executive Development (R123); Executive Leadership (R125); Executive Analysis of Fire Service Operations in Emergency Management (R306)	MIFireE, CEMSO, CTO, FM, CFO, EFO	Executive Leadership (G)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Serve on city/county-wide work teams/focus groups	
EFO-7	Understand the legal framework of administrative action, constitutional requirements, operation of the administration process, and the judicial review of administrative activity.		Command/Control of Man-Made/Natural Disasters (R308)	MIFireE, CEMSO, CTO, FM, CFO, EFO	Public Administrative Law (G)	Fire Department Executive; Fire Department Administrator		Grievance committee, expert testimony, Leadership Management Institute, International work travel	
EFO-8	Understand moral issues in public life and the integration of moral concerns into public discussion resulting in good policy without polarization.	1021	Command/Control of Man-Made/Natural Disasters (308)	MIFireE, CEMSO, CTO, FM, CFO, EFO	Ethics and Public Policy (G)	Fire Department Executive; Fire Department Administrator; Executive Skill Series; Professional Ethics		Officer of civic organization	
EFO-9	Understand value of mediation and negotiation techniques to resolve disputes and disagreements over public-policy issues.			MIFireE, CEMSO, CTO, FM, CFO, EFO	Mediation and Negotiation (G)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Grievance committee, expert testimony, Leadership Management Institute, International work travel	Union officer (past), serve on IAFIC Committee or Board position
EFO-10	Understand theories and models of behavioral science in organizational diagnosis and development (OD); review the OD approach; diagnosis, problem confrontation, and team building.			MIFireE, CEMSO, CTO, FM, CFO, EFO	Organizational Development in Public Agencies (G)			Serve on city/county-wide work teams/focus groups	
EFO-11	Understand theory, practice, and politics of program evaluation, from simple feedback mechanisms to evaluation of large-scale programs.	1021, 1035, 1037	Executive Planning (R506); Executive Analysis of Fire Service Operations in Emergency Management (R306); Executive Analysis of Community Risk Reduction (R274)	MIFireE, CEMSO, CTO, FM, CFO, EFO	Program Evaluation (G)		Pandemic Planning & Preparation		
EFO-12	Understand theory, practice, and politics of developing an organizational strategic plan and incorporating multiple, diverse stakeholders.			MIFireE, CEMSO, CTO, FM, CFO, EFO	Strategic Planning (G)			Serve on city/county-wide work teams/focus groups	Officer of civic organization, volunteer in religious organization.
EFO-13	Understand theory, practice, and politics of developing and carrying out an implementation plan for an organizational strategic plan.			MIFireE, CEMSO, CTO, FM, CFO, EFO	Strategic Planning Implementation (G)			Serve on city/county-wide work teams/focus groups	Officer of civic organization, volunteer in religious organization.
EFO-14	Understand how to formulate research questions, conduct research, and assess statistical tools or research methods to answer different types of policy or management questions.		Emergency Resource Deployment Planning: Standards of Cover (R492)	MIFireE, CEMSO, CTO, FM, CFO, EFO	Quantitative Analysis (G)			Respond to local government and citizen inquiries for information. Assignments of special projects. EMS / Fire data analysis of trends.	

AFO Component	Outcome	NFPA Standard	National Fire Academy Courses	Certifications/ Designations	College Courses	Georgia Public Safety Training Center Courses	Center for Domestic Preparedness Courses	Work Related Experience	Personal Related Experience
AFO-1	Understanding basic concepts of economic thinking and of the complex economic problems in modern society.		Fire Service Financial Management (R333)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Economics (B)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Departmental Budgeting process; experience with Municipal Budgeting - City/County budgeting	
AFO-2	Understanding the field of management; including planning, motivation, group dynamics, decision-making, organizing, and group organizational change.	1021, 1035, 1037	Executive Development (R123); Executive Leadership (R125); Executive Analysis of Fire Service Operations in Emergency Management (R306)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Principles of Management (B)	Fire Department Executive; Fire Department Administrator; Executive Skill Series; Professional Ethics		Involvement in city/county strategic planning process	
AFO-3	Understanding basic concepts of management and decision-making in a political environment and how these concepts relate to practical problems faced by public administration.	1021, 1031, 1037	Executive Development (R123); Executive Leadership (R125); Executive Analysis of Fire Service Operations in Emergency Management (R306)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Management in the Public Sector (B); Political Science (B); Public Administration (B)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Shadowing city/county manager, working with city council/county board of supervisors	
AFO-4	Understand the historical examples of leadership throughout history from medieval times to present day.		Executive Development (R123); Executive Leadership (R125)	MIFireF, CEMSO, CTO, FM, CFO, EFO	History (B); Leadership (B)	Fire Department Executive; Fire Department Administrator; Professional Ethics		Teach leadership/history classes	
AFO-5	Understand the theory and practice of personnel administration and human resource management, including recruiting, selection, compensation, performance appraisal, training, and labor relations.	1021	Executive Leadership (R125); Executive Planning (R506)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Human Resources (B)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Serve as assessor for non-fire department assessment centers, management or oversight of department HR assets.	
AFO-6	Understand the factors that shape risk and the strategies for fire and injury prevention, including risk reduction, education, enforcement, investigation, research, and planning.	1021, 1035, 1037	Executive Development (R123); Executive Leadership (R125); Executive Analysis of Fire Service Operations in Emergency Management (R306); Executive Analysis of Community Risk Reduction (R274); Executive Planning (R506)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Risk Management (B)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Shadowing Risk Management, management or oversight of health and safety office.	Serve on NFPA technical committee
AFO-7	Understand and implement organizational management in the fire service; finance; planning.	1021, 1035, 1037	Fire Service Financial Management (R333); Executive Planning (R506); Strategic Organizational Issues in Fire & EMS (R331)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Organizational Behavior (B)	Fire Department Executive; Fire Department Administrator		OEM assignment	
AFO-8	Understand the tools and techniques of rational decision-making in fire departments, including data, statistics, probability, decision analysis, modeling, cost-benefit analysis, and linear programming.	1035, 1037	Executive Planning (R506); Executive Analysis of Fire Service Operations in Emergency Management (R306); Executive Analysis of Community Risk Reduction (R274)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Statistics (B)	Fire Department Executive; Fire Department Administrator; Executive Skill Series; Professional Ethics		Respond to local government and citizen inquiries for information. Assignments of special projects. EMS data analysis of trends.	
AFO-9	Understand and function effectively in the legal, political and social aspects of government's role in public safety, including the legal system, department operations, personnel issues, and legislation.	1021, 1031, 1037	Executive Development (R123); Executive Leadership (R125)	MIFireF, CEMSO, CTO, FM, CFO, EFO		Fire Department Executive; Fire Department Administrator; Executive Skill Series		Grievance committee, expert testimony, Leadership/Management Institute, International work travel	Union officer (past), serve on IAFC Committee or Board position
AFO-10	Understand the principles of budgeting, financial reporting, and management in governmental organizations with an emphasis on the use of financial data in planning, control, and decision-making.	1021, 1035, 1037	Fire Service Financial Management (R333); Executive Planning (R506); Emergency Resource Deployment Planning: Standards of Cover (R492)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Managerial Budgeting & Accounting (B); Financial Management (B)			Preparing budget reports for city/county council/board. Department budgeting process. Developing proposals. Developing performance measures.	Officer of civic organization
AFO-11	Understand the psychological and social factors affecting human work behavior and performance, including communication, motivation, leadership, social influence, and group dynamics.	1037	Executive Planning (R506); Executive Analysis of Fire Service Operations in Emergency Management (R306); Executive Analysis of Community Risk Reduction (R274)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Organizational Development or Behavior (B)		Pandemic Planning & Preparation	Serve on city/county-wide work teams/focus groups	Officer of civic organization
AFO-12	Develop skills for moral decision-making in professional life; explore styles of moral reasoning based on the differing premises of duty and ethics.	1021	Executive Development (R123); Executive Leadership (R125)	MIFireF, CEMSO, CTO, FM, CFO, EFO	Professional Ethics (B)	Fire Department Executive; Fire Department Administrator; Executive Skill Series; Professional Ethics			Officer of civic organization, volunteer in religious organization.

AFO Component	Outcome	NFPA Standard	National Fire Academy Courses	Certifications / Designations	College Courses	Georgia Public Safety Training Center Courses	Emergency Management Institute Courses	Work Related Experience	Personal Related Experience
MFO 1	Understanding and using statistical data for basic descriptive measures, statistical inference and forecasting.	1031, 1035, 1037	Strategic Organizational Issues in Fire & EMS (R331)	MFireE, CEMSO, CTO, FM, CFO, EFO	Statistics (300 / 400)	Fire Department Executive; Fire Department Administrator; Executive Skill Series		Budget Planning, writing Proposals for Equipment, Call Data Research Project, Training Management, Assignment to Logistics	Personal Business experience
MFO 2	Understanding and practicing basic interpersonal communication skills including perception, listening, and conflict resolution.	1033, 1037, 0141	Executive Development (R123); Executive Leadership (R125)	MFireE, CEMSO, CTO, FM, CFO, EFO	Interpersonal Communications (300 / 400)	Effective Communication EEMA12055	Effective Communications (IS242)	Participated in City/County related Grievance Process or Employee Appeal Board	Member of a peer mediation group, Church or youth group counselor, Sports Coach
MFO 3	Understanding American political philosophy, social justice, and systems of American politics.		Politics and the White Helmet (P121)	MFireE, CEMSO, CTO, FM, CFO, EFO	Philosophy (300 / 400)			Union Politics, Hosting Foreign Exchange	Jury/Duty, Political Activism and Campaigning
MFO 4	Understanding and using basic methods of critical analysis of arguments including inductive and statistical inference, scientific reasoning, and argument structure.	1031, 1033, 1037	Strategic Organizational Issues in Fire & EMS (R331)	MFireE, CEMSO, CTO, FM, CFO, EFO	Critical Reasoning (300 / 400)			Appearing before governmental board to request/justify need for additional funding	Debate or toast masters experience
MFO 5	Understanding ethical issues including whistle blowing, discrimination, social responsibility, honesty in the workplace, and setting appropriate workplace standards.			MFireE, CEMSO, CTO, FM, CFO, EFO	Professional Ethics (300 / 400)	Professional Ethics Training LPAA12340		Active involvement in EEO/ Discrimination related case, Draft of impeachment policy directed towards ethical behavior, Teaching EEO or Ethics class, EEO/HR Officer	Mentoring
MFO 6	Understanding and demonstrating analysis, research, problem solving, organization, and expression of ideas in typical staff reports.	1035, 1037	Strategic Organizational Issues in Fire & EMS (R331)	MFireE, CEMSO, CTO, FM, CFO, EFO	Professional Report Writing (300 / 400)			Writing/interpreting data collected to identify success or failure of a program or process or as a means to justify program. Assignment to training, Chair Committee	Household Management, Serving on a board of a civic or religious organization
MFO 7	Understanding accounting information as part of the control, planning, and decision-making processes.	1021, 1035, 1037	Command & Control Decision Making at Multiple Alarm Incidents (R297); Fire Service Financial Management (R333); Strategic Organizational Issues in Fire & EMS (R331)	MFireE, CEMSO, CTO, FM, CFO, EFO	Accounting Analysis (300 / 400)			Managing or overseeing internal program that has a budget, Staff assignment with budget responsibilities, Grant writing	Own or operate a business that incorporates business accounting practices
MFO 8	Understanding basic principles of organization and management as applied to fire service agencies; applying theories to management problems.	1037	Effective Skills for Fire & EMS Organizations (R332);	MFireE, CEMSO, CTO, FM, CFO, EFO	Management (300 / 400)	Fire Department Management FPAAL2584	Principal of Emergency Management (IS230)	Staff Assignment	Fire Chief in a volunteer Organization, serve as IAFF delegate as state and national level.
MFO 9	Understanding the basic legal system structures and contents as they affect local government and employers.	1031, 1037	Executive Development (R123); Executive Leadership (R125)	MFireE, CEMSO, CTO, FM, CFO, EFO	Law (300 / 400)			Shadow City Attorney or work closely with City Attorney on issues affecting the department. Assignment to fire marshals office or EMS	Holding Local Office, working for an election organization, union officer
MFO 10	Understanding and using the principles and techniques for effective project planning.	1035, 1037	Executive Planning (506); Strategic Organizational Issues in Fire & EMS (R331)	MFireE, CEMSO, CTO, FM, CFO, EFO	Planning (300 / 400)		Emergency Planning (IS235)	Oversee or Chair major project within department-from inception to implementation	Volunteer Project Activities
MFO 11	Understanding the basic philosophy, organization, and operation of fire and injury prevention programs.	1035, 1037	Leadership Strategies for Community Risk Reduction (R200)	MFireE, CEMSO, CTO, FM, CFO, EFO	Prevention and Education (300 / 400)	(Georgia Fire Inspector Level I and II Module		Health and wellness officer, safety officer, accident review board, fire marshals office assignment, safety committee appointment, CPAT Coordinator	Peer Fitness, Personal Trainer, Youth Sports Supervision/ Coaching
MFO 12	Understanding the basic design and operation of fire detection, alarm, and suppression systems.	1031, 1033, 1035		MFireE, CEMSO, CTO, FM, CFO, EFO	Fire Protection Systems (300 / 400)			Assignment to Fire Prevention Office, Code Enforcement experience, systems testing	Systems testing, fire prevention activism, outside employment in system testing installation
MFO 13	Understanding the theory and principles for the use of water in fire suppression activities; includes hydraulic principles.	1031, 1033	Command & Control Decision Making at Multiple Alarm Incidents (R297); Command & Control of Fire Department Operations at Target Hazards (R314)	MFireE, CEMSO, CTO, FM, CFO, EFO	Fire Protection Hydraulics (300 / 400)			Assignment to Fire Prevention Office, Code Enforcement experience, systems testing	Systems testing, fire prevention activism, outside employment in system testing installation

NFPA Standard	National Fire Academy Courses	Atlanta Fire Rescue Training Academy	Certifications / Designations	College Courses	Georgia Public Safety Training Center Courses	Work Related Experience	Personal Related Experience
1031, 1035, 1037	Communications for Emergency Services Success (R107); Effective Skills for Fire & EMS Organizations (R332)	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	English Composition (100 / 200)		Writing Incidents Reports, Employee Evaluations, Memo Writing, EMS Reports, Grant Writing, IAP's	Writing Music, Poetry, Blogging, Journals, Writing Letters, Writing Editorials., Published Articles
1021, 1033, 1035, 1037, 1041	Communications for Emergency Services Success (R107); Effective Skills for Fire & EMS Organizations (R332); Leadership I, II, III	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Public Speaking (100 / 200)	Leadership I, II, III	Teaching a Class, ACERT, Fire Prevention Activities, DEMOS, ICS	Toast Masters, Career Day, Open Forum Speaking, Theater, Choir/Band
1021, 1031, 1033, 1037, 1041	Communications for Emergency Services Success (R107); Effective Skills for Fire & EMS Organizations (R332)	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Business Communications (100 / 200)		Writing Incidents Reports, Employee Evaluations, Memo Writing, EMS Reports, Grant Writing, IAP's	Business Plan, Secretarial/Administrative Assistant Duties for another organization
1033, 1037	Chemistry for Emergency Response (R233)	Hazmat Awareness, Operations, and Technician	FOD / Fire Officer I, Fire Officer II	Biology (100 / 200)		NPU Involvement, Shadowing Power, Water, and Sanitation Employees	Volunteering and/or coordinating local boy/girl scout agency/environmental groups
1035, 1037	Chemistry for Emergency Response (R233)	Hazmat Awareness, Operations, and Technician		Chemistry (100 / 200)	Hazardous Materials Technician	HAZMAT Incidents and Inspections, Shadowing Water Treatment Plant Employee, MSDS Sheets	Developing film, organize and actively participate in Cleanwater action
1031, 1037	Cultural Competence in Risk Reduction (R394); Community Education Leadership (R353)	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Psychology (100 / 200)	Supervision I, II, III; Fire Department Supervision	Shadowing a Medic, Deputy Sheriffs, Police, Social Services, Hoarding (FM Office), CISM	Volunteering at Homeless Shelter, Big Brother/Sister Programs, Mentoring
1035, 1037	Cultural Competence in Risk Reduction (R394); Community Education Leadership (R353); Leadership I, II, III	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Sociology (100 / 200)	Leadership I, II, III	Special Events, Fire Prevention Services, Civic Association, Meetings	Fraternal Organization, Fraternities/Sororities, Union Work, Belonging to an Association
1031				Introduction to Finite Math (100 / 200); Algebra (100 / 200)		Budgeting, Pump Operation, Staffing, Grants	Being a Treasurer of a Committee, Taxes, Running your own Business, Household Budgets
1037	Effective Skills for Fire & EMS Organizations (R332)	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Business Computer Systems (100 / 200)		Data Management Systems, EMS Charts, Excel, Word, Mobile Data Browsers and social networking sites for recruitment and public education Shadowing resource Management	Web Design, Social Networking, Home/School Computing
1001, 1021, 1031, 1033, 1035, 1037	Safety Program Operations (R154); Leadership Strategies for Community Risk Reduction (R200); Health & Safety Officer	PEER Fitness Trainer	FOD / Fire Officer I, Fire Officer II	Health / Wellness (100 / 200)	Health & Safety Officer	Peer Fitness Trainer, CPAT Coordinator	League Sports, Organized Club for Running, Training for a marathon, gym membership
1035	Overview of Life Safety & Public Policy (R670)	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	American Government (100 / 200)	Fire Department Management	Shadowing Employee Relations Division, Observing or participating in City Council, County Board, State Assembly,	Observing or participating in City Council, County Board, State Assembly,
1031, 1035	Effective Skills for Fire & EMS Organizations (R332); Leadership I, II, III	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Human Resource Management (100 / 200)	Leadership I, II, III	Facilitate promotional tests, Shadow HR, CPAT, Training and Performance Evaluations, Panel Interview	Owning your own business
1031, 1037		NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Fire Behavior & Combustion (100 / 200)		Fire Investigator, Shadowing Fire Marshal, HAZMAT and Fire Incidents	Volunteer Firefighter
1031, 1035, 1037	Leadership Strategies for Community Risk Reduction (R200); Incident Safety Officer; Preparation of Initial Company Operations	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Building Construction (100 / 200)	Incident Safety Officer; Preparation of Initial Company Operations; Decision Making for the Initial Company Officer	Shadow Zoning, Code Enforcement, Company Drills, Building Familiarization, Training on Donated Structures	Building Contractor Home Improvements
	Effective Skills for Fire & EMS Organizations (R332); Leadership I, II, III	NFPA Fire Officer I, II	FOD / Fire Officer I, Fire Officer II	Administration I (100 / 200)	Leadership I, II, III; Fire Department Supervision; Supervision I, II, III	Shadowing a Higher ranking Officer, Chair a Committee, Training, Developing Lesson Plans	Volunteering Coordinator of a Social Program

NFPA Standard	National Fire Academy Courses	Atlanta Fire Rescue Training Academy	Certifications / Designations	College Courses	Georgia Public Safety Training Center Courses	Work Related Experience	Personal Related Experience
1031, 1035, 1037	Leadership I, II, III; ICS 100, 200, 700; Incident Safety Officer (ISO)			English Composition (100 / 200)	Leadership I, II, III; Incident Safety Officer (ISO)	Writing incident reports, work related rundowns	Writing music, poetry, blogging, journals, writing letter, editorials
1021, 1033, 1035, 1037, 1041	Leadership I, II, III; Preparation for Initial Company Operations (PICO); Strategy and Tactics of the Initial Company Officer (STICO)	NFPA Fire Officer I	Fire Officer Designation (FOD), NFPA Fire Officer I	Public Speaking (100 / 200)	Leadership I, II, III; Decision Making for the Initial Company Officer; Acting Officer In-Charge	Teaching a class, ACERT, fire prevention activities, demos, ICS, and public education	Toastmasters, Career day, open forum speaking, choir / band
1021, 1031, 1033, 1037, 1041	Leadership I, II, III; Incident Safety Officer (ISO)	NFPA Fire Officer I	FOD, NFPA Fire Officer I	Business Communications (100 / 200)	Leadership I, II, III; Incident Safety Officer (ISO)	Writing incident reports, work related rundowns	Business plan, administrative work
	Hazardous Materials Operating Site Practices (R229); Chemistry for Emergency Response (R233)			Biology (100 / 200)	Haz. Mat Operations - Core; Mat Technician	Working with local water and environmental services departments	Volunteer with local boy / girl scout agencies and environmental groups
1033, 1037	Hazardous Materials Operating Site Practices (R229); Chemistry for Emergency Response (R233)	Hazmat Awareness, Operations, and Technician	Hazmat Awareness, Operations, and Technician	Chemistry (100 / 200)	Haz. Mat Operations - Core; Haz. Mat Technician	Hazmat incidents, shadowing water treatment facility employees, MSDS sheets, Haz. Mat inspections, shadowing FM's, administering meds, riding with medics	
1035, 1037	Leadership I, II, III			Psychology (100 / 200)	Leadership I, II, III	Shadowing a medic, deputy sheriff, APD, social services, CISM	Volunteering at homeless shelters, big brother/sister organizations, mentoring
1031, 1037	Leadership I, II, III; Preparation for Initial Company Operations (PICO); Strategy and Tactics of the Initial Company Officer (STICO)			Sociology (100 / 200)	Leadership I, II, III; Decision Making for the Initial Company Officer; Acting Officer In-Charge	Special events program planning, fire prevention services, civic associations	Fraternal organizations, Union work, Red Cross volunteer
1035, 1037				Introduction to Finite Math (100 / 200); Algebra (100 / 200)		Budget / Finance, Pump Operations, staffing, Grants, station store	Being a Treasurer of a Committee
1031	Leveraging Technology for the Emergency Services (LTEES); Introduction to National Fire Incident Reporting System (NFIRS 5.0); Data Analysis and Problem Solving Techniques (NFIRS; DAPST)			Business Computer Systems (100 / 200)		Data management systems, EMBRS, excel, word, MDC, and social networking sites for recruitment and public education	Web design, Social networking, home / school computing
1037	Safety Program Operations (R154); Health and Safety Officer (HSO)	PEER Fitness Trainer	PEER Fitness Trainer	Health / Wellness (100 / 200)	Health and Safety Officer (HSO)	Peer fitness trainer, CPAT counselor	League Sports, organized clubs for running, biking, etc...
				American Government (100 / 200)		Observing or participating in City council committees	Observing or participating in City council committees
1021	Leadership I, II, III	NFPA Fire Officer I	FOD, NFPA Fire Officer I	Human Resource Management (100 / 200)	Leadership I, II, III	shadowing HR, CPAT, Training, panel interviews / hiring process	Owning / Working for a small business
1001, 1033, 1035	Preparation for Initial Company Operations (PICO); Strategy and Tactics for Initial Company Officer (STICO)	Firefighter I, II	Firefighter I, II	Fire Behavior & Combustion (100 / 200); Fire Dynamics (100 / 200)	Preparation for Initial Company Operations (PICO); Strategy and Tactics for Initial Company Officer (STICO)	Investigate fires, shadowing FM's, Haz. Mat and fire incidents	Volunteer Firefighter
1001, 1021, 1031, 1033, 1035, 1037	Incident Safety Officer (ISO)	NFPA Fire Officer I	FOD, NFPA Fire Officer I	Building Construction for Fire Protection (100 / 200)	Incident Safety Officer (ISO)	Shadowing zoning, code enforcement, training on donated structures	Building Contractor, Home Improvement
1021, 1035	Leadership I, II, III; Preparation for Initial Company Operations (PICO); Strategy and Tactics of the Initial Company Officer (STICO)	NFPA Fire Officer I	FOD, NFPA Fire Officer I	Fire and Emergency Services Administration (100 / 200)	Leadership I, II, III; Decision Making for the Initial Company Officer; Acting Officer In-Charge; Fire Department Supervision	Shadowing an officer, Develop a lesson plan, serve as a adjunct instructor	Volunteering, Coordinating a Social Group
1002, 1071, 1670		NFPA Fire Officer I	FOD, NFPA Fire Officer I			Investigate fires, shadowing FM's, Haz. Mat and fire incidents	Rock climbing, kayaking, rafting, diving, welding

		Training				Formal Education			Experience	
Position	Competencies	In-House Training	Specialized Training	On-Line Courses	College Courses (degree programs only)	Certifications / Designations/Degrees	Other	Work Related Experience	Personal Experience	
Office Support Asst, Senior	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency, time management and organization	Standard Operating Procedures; OPS Manual; Employee Work Rules; Oracle's General Inquiry, Self Service and I-Expense; Customer C.A.R.E.; Leadership I	Oracle: Learner Manager Training, Microsoft Word, Excel, PowerPoint, & Access; Project Management	Public Speaking; Communicating with Tact; Record Keeping and Documentation; ATS Tracking System Database		Degree: Associate of Applied Science in Secretarial Science; transcription, data entry functions, planning and scheduling Certifications: Secretarial Science		Two years progressively responsible clerical experience to include transcribing routine correspondence, letters, memoranda, forms, reports, petty cash, US mail services, and other similar tasks.	Language - the ability to read a variety of administrative documentation; Intelligence: the ability to learn and understand subject matter; Math Aptitude: basic arithmetic.	
Storekeeper	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Customer C.A.R.E.; Oracle's General Inquiry, Self Service and I-Expense	Report Writing; Inventory Tracking System; Proper storing of merchandise.	Method of Storage; Proper Identification of Hazardous Materials; Order Filling; Order Tracking System;	Storekeeping; Identifying Codes; Inventory Tracking; Proper Storage; Ordering Techniques	Certifications: Certificate in Technology		Two to three years of warehousing and store keeping services; distributing supplies loading and unloading trucks; stock record keeping.	Interpersonal Communications: exchange professional information to external and internal customers. Records and maintains receiving documents; maintains all records of material issued.	
Fire Equip Service Tech	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; Fire Equipment Policies and Procedures; Report Writing; Customer C.A.R.E.; Oracle's Self Service and I-Expense	Applicable Laws, Ordinances, Regulations, departmental preferences	Changes in Policy, methods, operations and equipment repair and maintenance, safety	Associate of Applied Science in Equipment Maintenance and Operations;	Certifications: Equipment Maintenance and Operations Certificate		Problem identification and solution: Take non operative equipment out of service; issue temporary substitute; perform preventative maintenance inspections and repairs; locate and inspect problem auxiliary equipment; detects leaks in breathing apparatus; make necessary repairs.	One to three years experience in repair and maintenance of SCBAs and/or other fire fighting support equipment	
Storekeeper, Senior	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency, supervisory skills	Standard Operating Procedures; OPS Manual; Employee Work Rules; Customer C.A.R.E.; Oracle's General Inquiry, Self Service and I-Expense	Report Writing; Inventory Tracking System; Proper storing of merchandise.	Method of Storage; Proper Identification of Hazardous Materials; Order Filling; Order Tracking System;	Storekeeping; Identifying Codes; Electronic Inventory Conversions; Proper Storage; Ordering Techniques	Certifications: Certificate in Technology	Principals in Accounting and Inventory Controls; Inventory Valuation/ Depreciation	Two to three years of warehousing and store keeping services; distributing supplies loading and unloading trucks; stock record keeping; and some supervisory experience.	Interpersonal Communications: exchange professional information to external and internal customers. Records and maintains receiving documents; keeps all records of material issued.	
Administrative Assistant	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Oracle's General Inquiry, Self Service and I-Expense; Leadership I; Record Retention Training; and Open Records	MS Office Suite (Advanced Training), KRONOS, EMBRS, COGNOS Training, NIMS		Bachelor of Applied Science in Organizational Leadership, Project Supervision	Certifications: Exceptional Office Professional Certificate		Serves on one or two committees in the department, Participates in interviewing process and make recommendations concerning employment • Maintains inventory of departmental supplies; initiates orders for new or replacement materials.	Upstanding resident in a community, member of a Civic Organization, Volunteer for Non-Profit Organization	
Fire Equip Service Tech Sr	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Oracle's Self Service and I-Expense; Record Retention; Customer C.A.R.E.	MS Office Suite (Advanced Training), EMBRS, COGNOS Training, NIMS		Bachelor of Applied Science in Technology Management	Certifications: Certificate in Technology, Certificate in Computer Information Systems		Planning and organizing, Communication, Fiscal Responsibilities, Quality Assurance, Problem Identification and Solution; Record keeping documentation	Upstanding resident in a community, member of a Civic Organization, Volunteer for Non-Profit Organization	
Administrative Assistant, Sr	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Family Medical Leave Training, Record Retention Training, Customer C.A.R.E.; Oracle's General Inquiry and I-Expense; and Open Records	MS Office Suite (Advanced Training), KRONOS, EMBRS, COGNOS Training, NIMS		Bachelor of Applied Science in Organizational Leadership, Project Supervision, Secretarial Science, Business Administration	Certifications: Exceptional Office Professional Certificate, Project Management Certificate, Six Sigma Green Belt Certificate, Management Certificate, NIMS Professional Development Series		Serves two or more committees in the department, Participates in interviewing process and make recommendations concerning employment, supervision of administrative staff.	Upstanding resident in a community, member of a Civic Organization, Volunteer for Non-Profit Organization	

		Training				Formal Education			Experience		
Position	Competencies	In-House Training	Specialized Training	On-Line Courses	College Courses (degree programs only)	Certifications / Designations/Degrees	Other	Work Related Experience	Personal Experience		
Fire Safety Ed Specialist	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Family Medical Leave Training, Record Retention Training, Customer Service and I-Expense	MS Office Suite (Advanced Training), NIMS	NFA Public Education Courses	Associates of Fire Science	Certifications: EMT Certification, State Certified Fire Inspector, NIMS Professional Development Series		Conducts fire safety programs and activities; demonstrates fire safety techniques; Prepares reports; working to achieve the highest level of cooperation and to enhance the effectiveness and efficiency of the Department.	Upstanding resident in community, member of a Civic Organization, Volunteer for Non-Profit Organization, public speaking experience		
Fire Safety Ed Specialist, Sr	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Family Medical Leave Training, Record Retention C.A.R.E., Oracle's General Inquiry and I-Expense	MS Office Suite (Advanced Training),	NFA Public Education Courses	Associates of Fire Science	Certifications: EMT Certification, State Certified Fire Inspector, NIMS Professional Development Series		Conducts fire safety programs and activities; demonstrates fire safety techniques; Prepares reports; working to achieve the highest level of cooperation and to enhance the effectiveness and efficiency of the Department.	Upstanding resident in community, member of a Civic Organization, Volunteer for Non-Profit Organization, public speaking experience		
Electronics Technician, Sr	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Oracle's Self Service and I-Expense; Record Retention; Customer C.A.R.E.									
Equip. Maintenance/Safety Inspector	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Oracle's Self Service and I-Expense; Record Retention; Customer C.A.R.E.	TBA			Associate's degree in Fire Science		One year of experience in the inspection, repair, and maintenance of fire safety equipment and systems	Knowledge of inspection, repair, maintenance, and testing techniques for fire safety equipment and systems.		
Accounting Technical Specialist	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Fiscal Section Manual; Oracle's General Inquiry, Self Service, I-Expense, Receiving Reports and Practices; Record Retention; Customer C.A.R.E; Ethics; and Open Records Retention		Target Safety: Time Management, Leadership		Associate's degree in Business Administration, Accounting or related fields		Three years' related accounting experience	Knowledge of accounting and bookkeeping practices and principles; Skill in maintaining and reconciling accounting and financial records		
Fire Inspector	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Comprehensive on-the-job training in inspection or attends a training academy	Fire Safety Inspection, Inspector 1			High school diploma and related experience in fire suppression		Three years of formal education in fire suppression education and have related experience	Working knowledge of fire safety practices, policies and procedures.		
Procurement Specialist	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Fiscal Section Manual; Oracle's General Inquiry, Self Service, I-Expense, Receiving Reports and Practices; Requirement to Purchase Order; Contracts and Compliance; Record Retention; Customer C.A.R.E; Ethics; and Open Records Retention	State of Georgia Public Procurement and Sourcing; General Services Administration; Devolution Planning (Emergency Preparedness); Mini MBA	Target Safety: Time Management, Supervising Staff, Leadership	Contracts and Compliance; Business Law Fundamentals	Bachelor's degree in Public Administration or a related field and one year of professional procurement experience		Five years' professional accounting experience	Reporting Skills, Attention to Detail, Deadline-Oriented, Reporting Research, Results, Confidentiality, Time Management, Data Entry Management		

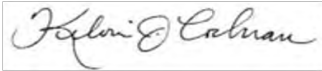
Position	Training					Formal Education			Experience		
	Competencies	In-House Training	Specialized Training	On-Line Courses	College Courses (degree programs only)	Certifications / Designations/Degrees	Other	Work Related Experience	Personal Experience		
Procurement Specialist	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Fiscal Section Manual; Oracle's General Inquiry, Self Service, I-Expense, Receiving Reports and Practices, Requestion to Purchase Order; Contracts and Compliance; Record Retention; Customer C.A.R.E; Ethics; and Open Records Retention	State of Georgia Public Procurement and Sourcing; General Services Administration; Devolution Planning (Emergency Preparedness); Mini MBA	Target Safety: Time Management, Supervising Staff, Leadership	Contracts and Compliance; Business Law Fundamentals	Bachelor's degree in Public Administration or a related field and one year of professional procurement experience		Five years' professional accounting experience	Reporting Skills, Attention to Detail, Deadline-Oriented, Reporting Research Results, Confidentiality, Time Management, Data Entry Management		
Budget Analyst, Senior	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Oracle's General Inquiry, Self Service, I-Expense, Projects and Grants; Record Retention; Customer C.A.R.E; Ethics; and Open Records Retention	Devolution Planning (Emergency Preparedness); Mini MBA; Grants Writing;	Target Safety: Time Management, Supervising Staff, Leadership	Finance for the Public Sector; Public Administration or Public Policy	Bachelor's degree in Finance, Accounting, Business/Public Administration		Three years of experience as a Budget Analyst required; or any equivalent combination of education, training, experience	Has good organizational, management, human relations, and technical skills.		
Special Projects Coordinator	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Standard Operating Procedures; OPS Manual; Employee Work Rules; Fiscal Section Manual; Oracle's General Inquiry, Self Service, I-Expense, Receiving Reports and Practices; Record Retention; Customer C.A.R.E; Ethics; and Open Records Retention		Time Management and Event Organization		Bachelor's degree Project Management or related field		Three years of Marketing and/or Project Management	Strong interpersonal, written and verbal communication skills, an attention to detail, an aptitude for logical thinking, a commitment to professional ethics, and experience		
Executive Assistant	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Family Medical Leave Training, Record Retention Training, Customer C.A.R.E., SOP's, Memorandums, Oracle	Project Management, Executive Education Programs	Project Management, Executive Education Programs, Target Safety	Business Management, Writing, Public Speaking	Degree: Bachelor of Arts Certifications: Certified Administrative Professional		Customer Service, Special Projects,	Volunteer work at non-profit offices		
Fire Protection Engineer	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Oracle's Self Service and Protection Training, Customer C.A.R.E.	NFPA, Fire Protection Engineering Technology, Fire Prevention Service, Architectural Technology, Building Design/Construction, or related field	Target Safety, Continuing Education, US Fire Academy/FEMA-Fire & Life Safety Plan Review, Water-Based Fire Protection Systems, Fire Inspection Procedures	Fire Science, Fire Science Technology, Engineering Technology, or related field Certifications: Fire Plans Review Certification	Degree: Bachelor of Fire Science, Fire Science Technology, Engineering Technology, or related field Certifications: Fire Plans Review Certification		Fire Prevention Code, Life Safety Code			
Special Events Manager	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency	Oracle's Self Service and I-Expense, Business Writing; Record Retention Training; Customer C.A.R.E., Standard Operating Procedures, OPS Manual, Memorandums	Public Speaking	Special Events Contingency Planning for Public Safety Agencies, Target Safety	Writing, Marketing, Concepts of Public Relations, Event Planning, Public Speaking	Degree: Bachelor of Arts-Public Relations Certifications: Certified Special Event Planner (CSEF)	Memberships: International Special Events Society, Event Planner Association	Respond to local government and citizen inquiries for special projects. EMS data analysis of trends.	Volunteer work with community work; event organizations		

		Training			Formal Education		Experience		
Position	Competencies	In-House Training	Specialized Training	On-Line Courses	College Courses (degree programs only)	Certifications / Designations/Degrees	Other	Work Related Experience	Personal Experience
Training Officer	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency; Emergency Medical Technician (Basic and Advanced), Paramedic; Organization and time management, Presentations and public speaking;	Customer C.A.R.E.; Oracle; Self Service and I-Expense; Sexual Harassment; Ethics;	Emergency Medical Technician (Basic and Advanced); Paramedic Training; Paramedic Instruction and Practitioner	Target Safety: Supervising; Time Management; Developing Lesson Plans; Emergency Medical Technician (EMT) Refresher; Paramedic Refresher Course	Associate's Degree from an accredited and authorized agency to teach EMT and Paramedic Curriculum per AFRD specifications (per last, 90 credit hours and passing of State exam)	State of Georgia Paramedic Certification; National Registry Paramedic Certification; Level 3 Licensing for teaching Paramedic curriculum, Advanced curriculum, Advanced EMT, First responder Basic EMT	EMS Quality and Performance Management; Injury and Illness Prevention in the Community (FEMA), Discovering FESHE- red book)		
EMS Instructor	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency; Emergency Medical Technician (Basic and Advanced), Paramedic; Organization and time management, Presentations and public speaking;	Customer C.A.R.E.; Oracle; Self Service and I-Expense; Sexual Harassment; Ethics;	Emergency Medical Technician (Basic and Advanced); Paramedic Training; Paramedic Instruction and Practitioner	Target Safety: Supervising; Time Management; Developing Lesson Plans; Emergency Medical Technician (EMT) Refresher; Paramedic Refresher Course	Associate's Degree from an accredited and authorized agency to teach EMT and Paramedic Curriculum per AFRD specifications (per last, 90 credit hours and passing of State exam)	State of Georgia Paramedic Certification; National Registry Paramedic Certification; Level 3 Licensing for teaching Paramedic curriculum, Advanced curriculum, Advanced EMT, First responder Basic EMT	EMS Quality and Performance Management; Injury and Illness Prevention in the Community (FEMA), Discovering FESHE- red book)		
Project Manager	Professionalism, Record keeping and documentation, customer service, communications (oral/written), computer proficiency; time management and organization; presentations and public speaking; project coordination	Customer C.A.R.E.; Oracle; Self Service and I-Expense; Sexual Harassment; Ethics;		Target Safety: Time Management	Undergraduate: Core Science degree programs, Undergraduate concentration course;	Degree: Bachelor's Degree of Science or Arts. Certifications: Certified Project Manager/ Project Management Professional (PMP)	Areas of Concentration: Professional Development, Civilian Leadership in Public Safety; Time Management Disciplines; Risk Management and Worker's Compensation Policy and Execution; Insurance, Memberships;	Risk Management, management or oversight of health and wellness program	Experience in managing multiple projects from research to completion to close-out and after-action; occupational health and safety
Business Manager II	Professionalism, Record keeping and documentation, Customer service, Communications (oral/written), Computer proficiency, time management and organization; industry specificities; presentations and public speaking; information security/confidentiality.	Customer C.A.R.E.; Ethics; Sexual Harassment; Employee Rules/OPS Manual; Fiscal Section Manual; Open Records Request; Leadership I and II; Managing Difficult People; Organizational Development; Standard Operating Procedures; Oracle (Human Resources, Procurement, Projects and Grants, I-Expense; General Inquiry; Discovery Reports; Finance; Self-Service); PowerPoint; Access; Excel; Word; Pension; Insurance; Contracts and Compliance; Legislation and Minute-Trail; Kronos Timekeeping; EMBRS, Cognos	Team Building for Business Environments; Fiscal Management in the Public Sector; Government Procurement; Public Sector Budgeting and Planning; Devolution Planning (Emergency Preparedness); Mini MBA; Grants Writing.	Webinars for Federal Emergency Management Agency (FEMA) and General Services Administration (GSA). Devolution Planning: Introduction to Devolution Planning; Order of Response and Action; Emergency Management and Preparedness in Local Government	Undergraduate: Core Science degree programs and upper-level (300, 400); Accounting, Managerial Accounting, Public Finance and Budgeting, Performance Management and Resource Management; Business Law; Industrial Psychology; Management and Public Administration; Business Administration; Public Administration; Human Resources; The Law and Human Resources; Human Resources Administration; Human Resource Management; Information Systems; The Law and Technology; Business Analytics and Theory; Economics; Probability and Statistics; Communication; Applied research; etc.	Degree: Bachelor's Degree of Science in: Business; Legal Studies (Pre-Law); Management; Public Policy or Public Administration; Accounting; Economics; Human Resources; etc. Certifications: Certified Project Manager/ Project Management Professional (PMP); Grant Professionals Certification (GPC) or a Grant Writing Certification for Public Grants/funding; Certified Financial Planner (CFP); or, any business, Human Resource, Accounting or Management certification associated with an accredited university while seeking either a Bachelor's or Master's degree.	Areas of Concentration: Professional Development; Civilian Leadership in Public Safety; Planning, Prioritizing and Organizing; Business Writing and Communications; Time Management Disciplines; Memberships: National Association of Professional Women; The Association of Accountants and Professionals in Business; American Association of Budget and Program Analysis; Toastmasters; Enterprise Funding; Society for Human Resources (SHRM)	Business Management and analytical/theoretical applications; preparing departmental resource plans and budgets; develop, implement and manage strategic plans (Three, Five and Seven year Executive Plans), organizational performance and resource management reports and/or policies; Management and Administration; knowledge of public or municipal accounting, budgeting and procurement; Grants management, writing, reporting; Specialized funding, Enterprise funding and Capital Improvement Projects; Human Resource Management systems improvements and automated environment development, implementation; Supervising, developing and managing subordinates, etc.	Financial planning and retirement planning; knowledge of Business Law and legal fundamentals, Local Law application (Codes, Ordinances, regulatory bodies), Accounting and Bookkeeping; Managerial Accounting; Public Budgeting interest, logical progression and reasoning skills, superior writing skills, (grammar and diction), articulate and confident decision maker; policy writing and revisions; Emergency Management and Fiscal Response; small business owner; financial newsletter/periodical creator;



APPENDIX - A
STANDING
OPERATING
POLICY

ATLANTA FIRE RESCUE DEPARTMENT

Professional Development			205.08
Distribution:	All Department Personnel	Effective Date:	January 1, 2014
Pages:	5	Revision Date:	January 1, 2016
Approving Authority:			

Mission Statement:

The Atlanta Fire Rescue Department shall provide prompt quality service to our stakeholders that promotes safety and security, enhances sustainability, and enriches the quality of life through professional development and dedication to service.

1. REFERENCES

- FESHE Model
- AFRD Job Descriptions
- NFPA 1001, 1002, 1003, 1021, 1031, 1033, 1035, 1037, 1041, 1051, 472, 473, 1006, 1561, 750, 30, 15, 25
- Center for Public Safety Excellence
- IAFC Professional Development Handbook
- Alexandria Fire Department Professional Development Matrix
- National Professional Development Matrix
- City of Atlanta Ordinances #07-O-0272
- City of Atlanta Travel, Training and Relocation Expenses Policies and Procedures

2. PURPOSE

- 2.1. To provide direction and guidance for AFRD personnel seeking career enhancement and professional development.

3. POLICY

- 3.1. It shall be the policy of the Atlanta Fire Rescue Department to adhere to all procedures as stated in the policy.

4. CANCELLATION

4.1 This standard operating procedure does not cancel any preceding procedures.

5. SCOPE

5.1. All fire department personnel.

6. DEFINITIONS

Job Proficiency: Competence in skills relating to a specific job

Job Rotation: an approach to management development under which an individual is moved through a schedule of assignments designed to give him or her a breadth of exposure to the entire operation.

Job Shadowing: a work experience option under which personnel learn about a job by walking through the workday as a shadow to a competent worker. The job shadowing work experience is a temporary, unpaid exposure to the workplace in an occupational area of interest to the person to witness firsthand the work environment, employability and occupational skills in practice, the value of professional training and potential career options. Job shadowing is designed to increase career awareness and help model leadership behavior through examples.

Job Shadowing Request Form: form required to be completed by the mentee and approved by the mentor.

Mentee: one who is being mentored.

Mentor: a person looked upon for wise advice and guidance.

Proctor: the person responsible for providing guidance, direction and supervision to the member who shall be assigned to a job classification for the purpose of job shadowing and career development. The proctor's focus is to demonstrate the knowledge, skills and abilities necessary for this job classification being shadowed.

Task Book: a record-keeping booklet containing performance objectives used to track experiences and observations during probationary periods and job rotation, etc. The position task book is used to certify that the person to whom the task book belongs meets the position competencies by the standards recommended.

Skills Maintenance: ongoing training used to sustain core competencies in related job classifications to maintain required certifications/skills.

Skills Enhancement: training courses and conferences that heighten knowledge, skills and abilities within a job classification.

Career Advancement: professional development opportunities that aid in the member's upward or lateral mobility in rank/classification in the organization.

Career Enrichment: discretionary professional development opportunities that are beneficial to the member's growth which adds value to the department and stakeholders.

7. RESPONSIBILITIES

- 7.1. All AFRD personnel are responsible for familiarization and compliance with the policies and procedures outlined in this directive. Supervisory personnel will be charged with the responsibility of enforcing this directive.

8. ACTIONS

8.1 Job Rotation

8.1.1 Due to the dynamics of staffing resulting from promotions and reassignments, some members do not gain experience and/or exposure to other job classifications within their rank. In some instances, members remain in the same job classification and assignment from the time of promotion until advancement to the next rank. This practice limits the scope and capacity of members and their usefulness within the department. When subsequent promotions and reassignments are within the same division of labor, the transition is seamless. However, when the promotion takes the member to a career path in another division of labor, it presents performance challenges to the department, the division of labor and the newly promoted member.

8.1.2 In an effort to maximize the potential of each AFRD employee, it shall be the practice of the department to employ a strategy of job rotations. Job rotation needs shall be assessed every three (3) years. The criteria used to evaluate and determine the eligibility of a member for job rotation shall include:

- Natural attrition: Has attrition and reassignments created significant job rotation for most positions and the needs of the department?
- Performance improvement plans: Is job rotation an administrative solution to improve department and or employee performance?
- Technical knowledge and expertise requirements: Will the job rotation adversely affect the department, division, battalion or section?
- Professional certification: Are professional certifications required for the proposed assignment or the successor?

8.1.3 Job classes which are eligible for job rotation shall include deputy chief, assistant chief, battalion chief and section chief; however, some staff positions that are filled by captains, lieutenants, sergeants, firefighters and non-sworn personnel may also be included. Decisions for job rotation will provide, whenever possible, a six (6)- to twelve (12)-month notice allowing time for training, shadowing and transition planning before taking effect.

8.2 Job Proficiency

8.2.1 When members are assigned to various job classifications throughout AFRD for significant periods of time, they may lose proficiency in essential skills; which can include, but is not limited to, emergency response and incident management. For example, a member abruptly returning to Field Operations due to promotions and reassignments after years of absence from the field, may not be entirely proficient in dealing with multi-alarm fires and disasters. Personnel with special certifications such as inspections, investigations, airport operations and training may benefit from a job proficiency assignment to maintain skills and certifications.

8.2.2 In an effort to maintain a heightened level of job proficiency, preparedness and competence for all AFR members, job proficiency assignments shall be utilized to sustain the fundamental skills necessary to function efficiently throughout the divisions of field operations, command, general staff positions and specialized areas requiring certification.

8.2.3 A proctor shall be assigned to the member during the job proficiency assignment. The proctor shall be responsible for all documentation during the proficiency period, including the documentation of the task book.

8.2.4 Job proficiency policies shall be defined by each deputy chief and approved by the fire chief. Job proficiency assignment shall be made while on duty, through flexible work shifts or compensatory time. Overtime may be used for job proficiency assignments per the discretion of the Fire Chief. Once a job proficiency assignment is complete, members shall return to their regular assigned positions. The duration of the assignment shall be determined based on the nature and scope of the job class.

8.3 Job Shadowing

8.3.1 Members of AFRD who have established a career development plan shall be provided the opportunity to perform job shadowing in the classification which they have an interest in pursuing. Shadowing will allow personnel to observe, train and perform certain aspects of a specific job classification for the evaluation of task experiences, work conditions and standards of the work involved in a class beyond their regular duties. Job shadowing may occur in a classification at equal or next highest rank or position. Although there are exceptions, ideally, this should be limited to one rank.

- 8.3.2 Participation in job shadowing shall be made available to AFRD personnel at the discretion of the deputy chief or assistant chief of the division to which they are assigned. *Shadowing shall not be permitted for members during their probationary period or under a Performance Improvement Plan.* Prior to submitting a job shadowing request, the member must have completed a career development plan to include the signature of their immediate supervisor. The duration of the shadowing assignment shall be determined by the nature and scope of the job itself. Shadowing assignments shall be limited to one at a time and no more than two (2) per performance evaluation cycle.
- 8.3.3 Job shadowing assignments shall be conducted while on duty, through flexible work shifts or compensatory time. Overtime may be used for job proficiency assignments per the discretion of the Fire Chief.
- 8.3.4 A proctor shall be assigned to the member during the job shadowing assignment. The proctor shall be responsible for all documentation during the shadowing period, including the documentation of the task book and the personnel evaluation.

8.4 Qualifications of a Mentor

- 8.4.1 The mentor shall possess the following:
- 1) Desire to be a mentor
 - 2) Professional development
 - 3) Organizational knowledge
 - 4) Letter of recommendation from internal and external reference
 - 5) Internal and external involvement
 - 6) Two highly effective performance evaluations within the last two years
 - 7) Completion of Mentor Training
 - 8) A position equal to or above the mentee
 - 9) Six months in current position
 - 10) No adverse discipline in the past 24 months
- 8.4.2 Mentor should possess sound KSAs in his/her areas of expertise. This should be demonstrated by professional development, job performance and work history. The mentor should possess and demonstrate good interpersonal, communications and time management skills. The mentor should volunteer for participation in the program and should attend mentor orientation, and the mentee should be able to choose his or her mentor.

8.4 Training/Travel

- 8.4.1 All regular full-time employees are eligible for professional development training.
- 8.4.2 Professional development may be obtained via attending seminars hosted by the City of Atlanta, AFRD, and approved outside agencies. Educational on-line courses and degree programs once acquired will assist the employee in performing his or her essential job functions and increase the employee's contribution to the organization.
- 8.4.3 Other professional development expenses that are reimbursable under this policy are registration fees, conferences, workshops and seminars.
- 8.4.4 Employees must request permission from the Deputy Chief of the division for review and approval to attend and to receive reimbursement for desired training. The request must include applicable course of study, purpose, job relevance, cost, dates, times of coursework and name of the institution or source of training. All submissions must be requested 60 days prior to the start date of the training course. Exceptions must be approved by the Fire Chief.
- 8.4.5 Upon satisfactory completion of the training and/or coursework, the employee must provide documentation as provided by the institution to support successful completion.
- 8.4.6 Eligible employees are entitled to 10 working days of professional development per year to be approved at the discretion of management and the business needs.
- 8.4.7 As a matter of record, employees accepting the terms of this policy will be required to provide written authorization of the acceptance.
- 8.4.8 Employees requesting to take Professional Development courses must have received an overall rating of Outstanding, Highly Effective, or Effective on their annual Performance Evaluation.
- 8.4.9 If the Professional Development course occurs during the employee's regular work hours, the employee will be placed on Special Assignment. If the course occurs after the employee's regular work hours, the employee will NOT earn Compensatory Time, or overtime for attending.



APPENDIX - B

***ATLANTA FIRE
RESCUE DEPARTMENT
MATRIX***



AFRD CAREER MATRIX

<p align="center"><u>ATLANTA FIREFIGHTER I</u></p> <ul style="list-style-type: none"> •NPQ FF I&II •NPQ HazMat <p align="center">Awareness Operations</p> <ul style="list-style-type: none"> •Car Seat Tech •EMT-I/A* <p align="center">NON COMPETITIVE</p>	<p align="center"><u>ATLANTA FIREFIGHTER II</u></p> <ul style="list-style-type: none"> •ICS/NIMS 100,200,700 •Apparatus Operator Candidacy Program (AOCP) <p align="center">- Engine</p> <ul style="list-style-type: none"> •Probationary Manual •EMT – I /A* <p align="center">NON COMPETITIVE</p>	<p align="center"><u>ATLANTA FIREFIGHTER III</u></p> <ul style="list-style-type: none"> •AOCP –Truck •Atlanta Acting Officer Program (2017) •EMT – I/A* <p align="center">NON COMPETITIVE</p>
<p align="center"><u>FIRE SERGEANT</u> <u>(3 years)</u></p> <ul style="list-style-type: none"> •AOCP Engine •AOCP Truck •Atlanta Acting Officer Program(2017) •EMT – I /A* <p align="center">COMPETITIVE</p>	<p align="center"><u>FIRE LIEUTENANT</u> <u>(5 years)</u></p> <ul style="list-style-type: none"> •NFPA Fire Officer I (2017) •Atlanta FF III or Fire Sergeant (2017) •EMT – I /A* <p align="center">COMPETITIVE</p>	<p align="center"><u>FIRE CAPTAIN</u> <u>(2 years as a Lieutenant)</u></p> <ul style="list-style-type: none"> •Associates Degree (2018) •NFPA Fire Officer II (2018) •EMT – I /A* <p align="center">COMPETITIVE</p>
<p align="center"><u>BATTALION CHIEF</u></p> <ul style="list-style-type: none"> •EFO Preferred •NFPA Fire Officer III (2018) •Chief Officer Course (2014) •Bachelor Degree (2018) •EMT-I/A* 	<p align="center"><u>ASSISTANT CHIEF</u></p> <ul style="list-style-type: none"> •EFO Preferred •NFPA Fire Officer III (2018) •Bachelor Degree (2018) •EMT-I/A* 	<p align="center"><u>DEPUTY CHIEF</u></p> <ul style="list-style-type: none"> •EFO Preferred •NFPA Fire Officer IV (2018) •Masters Degree (2018) •EMT-I/A*



APPENDIX - C

Job Descriptions



Firefighter (E)

SALARY GRADE

12

PURPOSE OF CLASSIFICATION:

The purpose of this job is to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: assisting fellow firefighters; providing emergency medical care; performing rescue operations; utilizing all fire equipment and tools as prescribed in training; preventing disastrous incidents from occurring to lives and property; maximizing the saving of lives and property when disastrous incidents occur; and maintaining files.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Problem Identification and Solution:

- Identifies dangerous building conditions and electrical emergencies and applies appropriate procedures.
- Identifies need for and implements ventilation.
- Implements emergency techniques when trapped or disoriented.
- Identifies hazardous materials.
- Provides emergency medical care as a first responder or emergency technician; serves as a Fire Apparatus Operator and a Company Officer.
- Maintains and wears protective clothing and self contained breathing apparatus.
- Performs rescue operations, forced entries and fire suppression.
- Selects and properly operates fire service tools and equipment including fire hoses, nozzles, appliances and the components of sprinkler and standpipe systems.

- Identifies, maintains, places and operates ladders and uses ropes; identifies, selects and maintains fire streams.
- Carries out salvage and overhaul procedures.
- Performs miscellaneous duties including cleaning floors, sanitizing bathrooms, polishing station metal and beautifying station landscape.

Equipment Use and Maintenance:

- Operates various firefighting equipment including a tiller truck, engine, generators, chain and circular saws, etc.
- Utilizes a variety of firefighting tools including shovels, pry-bar, axe, etc.
- Dons bunker gear for protection such as helmet, gloves, pants, boots, coat, etc., while at emergency incidents.

Record-Keeping and Documentation:

- Maintains files on daily activity and monthly reports, on inspection, fire hydrant, training request and budget request forms, and on daily logs, sign-in sheets, grievances, leave requests and travel vouchers.
- Documents repair requests and makes recommendations.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Ability to keep abreast of any changes in policy, methods, operations, and equipment needs, etc. Is able to effectively communicate and interact with management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with fire equipment. Is able to read, understand and interpret fire and emergency reports and related materials.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license. Must complete departmental training. Must acquire certifications (National Professional Qualifications and National Registry Emergency Medical Technician-Intermediate) within six (6) months after completion of training. If requirements are not completed within the designated time, employee will be terminated.



Fire Sergeant (E)

SALARY GRADE

14

PURPOSE OF CLASSIFICATION:

The purpose of this job is to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: driving and operating fire apparatus; transporting and assisting fellow firefighters; providing emergency medical care; performing rescue operations; utilizing and maintaining all fire equipment and tools as prescribed in training; preventing disastrous incidents from occurring to lives and property; and maximizing on the saving of lives and property when disastrous incidents occur.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Problem Identification and Solution:

- Operates all power tools and equipment to check for defects/discrepancies ensuring apparatus is operational and ready for in-service emergency response.
- Identifies dangerous building conditions and electrical emergencies and applies appropriate procedures.
- Implements emergency techniques when trapped or disoriented.
- Identifies hazardous materials.
- Drives apparatus under emergency and non-emergency situations; transports personnel to an emergency scene in a safe and efficient manner.
- Selects proper location for apparatus function; identifies and selects appropriate water sources for incident; performs hydraulic calculations for proper water pressure.
- Provides emergency medical care as a first responder or emergency technician; serves as a Company Officer.
- Maintains and wears protective clothing and self contained breathing apparatus.

Problem Identification and Solution:

- Performs rescue operations, forced entries and fire suppression; performs firefighting duties.
- Selects and properly operates fire service tools and equipment including fire hoses, nozzles, appliances and the components of sprinkler and standpipe systems.
- Identifies, maintains, places and operates ladders and uses ropes; identifies, selects and maintains fire streams.
- Notifies shop when apparatus performance is not up to standard.
- Performs miscellaneous duties including cleaning and waxing fire apparatus and station floors, sanitizing bathrooms, polishing station metal and beautifying station grounds.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental operations, to promote improved job performance.

Planning and Organizing:

- Prepares territory maps for work station covering both first and second alarm territories.
- Assists with pre-fire plans for all buildings in first alarm territories.
- Inventories and maintains equipment and supplies.
- Directs personnel at work station or emergency incidents in the absence of an officer in charge.

Communication:

- Receives, responds to and documents radio communications.
- Receives direction, information and advice from supervisors and/or higher level management.
- Provides information, assists and guides the general public.

Employee Development:

- Gives directions, instructs and assists trainees/rookie firefighters.
- Assists in conducting training/school at the fire station.

Quality Assurance:

- Conducts and documents building inspection.
- Assist with general maintenance of fire hydrants.
- Places fire apparatus during emergency incident as directed by the officer in charge.

Record-Keeping and Documentation:

- Prepares proper documentation for equipment/apparatus functional check-out; forwards to company officer.
- Documents vehicle and equipment maintenance; completes vehicle check-off report; forwards both to the officer in command; maintains station fuel log
- Records all actions taken by company on incidents and completes NFIRS Incident Reports.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has considerable knowledge of fire operations and practices, policies and procedures as necessary in the completion of daily responsibilities. Has considerable knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and vehicle operations and activities. Is able to effectively communicate and interact with subordinates, management, employees, members of the general public. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with the operation of self-contained breathing apparatus (SCBA), firefighting equipment, hydraulic aerial devices and wedging equipment, tools and safety equipment. Is able to read, understand and interpret firefighting reports and related materials.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; three years experience as a Firefighter; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must be certified as a Firefighter. Must possess a valid Georgia driver's license.



Fire Lieutenant (NE)

SALARY GRADE

17

PURPOSE OF CLASSIFICATION:

The purpose of this job is to provide supervisory and managerial services for an assigned department. Duties include, but are not limited to: supervising staff; distributing assignments; enforcing codes; attending meetings; planning training; organizing work; conducting investigations; and writing reports.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, referring, disciplining and completing employee performance appraisals.
- Distributes assignments to subordinate personnel.
- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Supervises response to emergency operations.

Administrative Duties:

- Prepares letters to document inspections and to report any resulting violations for permanent file; forwards permanent files to supervisor for review.
- Writes reports on major fires in area; composes deficiency letters and letters on fire hydrant maintenance.
- Plans and schedules training programs for new recruits; conducts training in firefighting techniques, procedures, and equipment.

- May monitor the acquisition of equipment.
- Attends meetings, seminars, and training session as required to remain knowledgeable of departmental operations.
- Substitutes for supervisor or co-workers in temporary absence of same.
- Compiles various reports on a daily, monthly, and quarterly basis, including a daily log of all shift activities, equipment maintenance reports, fire and rescue reports, and other related documentation.
- Reviews fire protection test documents on fire retardants and fire safety materials and devices submitted to laboratory testing in an effort to determine fire causes and methods of fire prevention.
- Reviews and evaluates permit applications; issues and renews permits to attest to safe operating conditions when appropriate.
- Reviews, researches and studies city ordinances, reference materials and fire codes including National Fire Protection Association Codes, Life Safety Codes and Standard Fire Prevention and Building Codes, etc.
- Assists in designing and writing evacuation plans for businesses.
- Estimates time necessary to correct violations; compiles fire loss information.
- May research materials and compile data; may prepare Training Manual and schedule; may teach classes in specific area of expertise.
- Performs miscellaneous duties including maintaining clean appearance of vehicles, cleaning station floors, sanitizing bathrooms, polishing station metal, and beautifying station grounds.

Communication:

- Answers the telephone; provides information; returns calls, as necessary.
- Responds to complaints regarding code violations and fire hazards; follows-up with violator correcting deficiency via the telephone to advise and schedule re-inspection.
- Informs citizens and businesses of fire practices; makes safety recommendations to building owner/occupant.
- Receives advice, instructions and information from supervisor.
- Coordinates code compliance with other city departments; works with other city inspectors.
- Interacts with contractors, attorneys, court personnel and the general public to receive information and to advise, educate, direct, inform, etc.
- Conducts and critiques fire drills and building evacuation drills; performs public relations activities by providing safety information and education.

Planning and Organizing:

- Reviews, blueprints, files and records to gather background information prior to inspection.
- Contacts owner/occupant to establish inspection schedule.

Quality Assurance:

- Conducts fire safety inspections to determine compliance with the Standard Fire Prevention Code, Life Safety Code and N.F.P.A. Code.
- Performs re-inspections on site as needed to ensure violations have been corrected.
- Reads plans and blueprints for public assembly facilities to ensure correctness of plans/print.

Problem Identification and Solution:

- Observes conditions, determines if code violations exist and informs owner/occupant of deficiency; educates owner/occupant of methods to eliminate violations.
- Issues citations to habitual offenders or for noncompliance with fire codes; enforces code when owner refuses to cooperate; issues parking citations for obstructing access and equipment.

Productivity and Accountability:

- Gives court testimony in misdemeanor cases and civil actions.
- Obtains required signatures on checklist.

Record-Keeping and Documentation:

- Completes daily and monthly activity reports, inspection check lists, mileage and inspection reports, citations, vacant structure and day care facility forms, etc.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has considerable knowledge of the principles, practices and procedures of the City and the various department operations and functions. Has considerable knowledge of management and firefighting practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has considerable knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and inspection operations and activities. Is able to effectively communicate and interact with subordinates, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret reports and related materials.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; five years continuous service as a sworn member of the Fire Department required; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must meet all promotional eligibility requirements. Must be certified as a Firefighter/EMT by the State of Georgia. Must possess a valid Georgia driver's license.



Fire Captain (NE)

SALARY GRADE

21

PURPOSE OF CLASSIFICATION:

The purpose of this job is to provide higher level supervisory and administrative duties for an assigned department. Duties include, but are not limited to: supervising staff; delegating assignments; preparing reports and routine correspondence; developing operational plans and annual budget; and attending meetings.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals.
- Delegates assignments to subordinates; directs, expedites and reviews, either personally or through subordinate supervisors, the work of assigned staff.

Administrative Duties:

- Handles daily paperwork including signing various documents and composing routine correspondence.
- Substitutes for other supervisors or co-workers in temporary absence of same.
- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Manages and supervises plan review and fire permit processes.
- Receives, interprets and/or decides policy when necessary; participates in formulating policies and standard operating procedures for the division; prepares and oversees implementation of all policy changes.
- Reviews, researches and studies city ordinances, reference materials and fire codes including National Fire Protection Association (NFPA) Codes, Life Safety Codes and Standard Fire Prevention and Building Codes, etc.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental operations.

Communication:

- Serves as a consultant via the telephone or by visitation; responds to requests for advice and information.
- Provides information to department staff and the public.
- Consults with attorneys on legal matters and building officials, city personnel, architects, engineers, etc., on code requirements and problem areas.
- Informs citizens and businesses of fire practices; makes safety recommendations to building owner/occupant.

Problem Identification and Solution:

- Assists in preparation of legislative drafts concerning fire codes.
- Assist in developing new procedures and forms.
- Provides code interpretation and code clarifications for Fire Inspectors.

Planning and Organizing:

- Organizes work of staff; receives, interprets and imparts goals and objectives to staff.
- Develops short and long range operational plans; schedules manpower allocation and inspectors.

Employee Development:

- Directs the development of inspection training programs in efficient and methodical inspection techniques.
- Establishes goals and objectives for subordinate supervisors and employees.
- Informs and guides personnel on new or changed operating procedures.

Fiscal Responsibilities:

- Assists in preparing the annual budget and fiscal spending requirements.
- Reviews expenditures and monitors budget compliance.

Quality Assurance:

- Reviews fire protection test documents on fire retardants and fire safety materials and devices submitted to laboratory testing in an effort to determine fire causes and methods of fire prevention.
- Reads plans and blueprints for buildings and public assembly facilities to ensure correctness of plans/print.
- Observes conditions, determines if code violations exist and informs owner/occupant of deficiency.

- Develops specifications for fire equipment utilized by the department; coordinates purchase of all fueled motorized equipment.
- Receives, interprets and/or decides policy when necessary; participates in formulating policies and standard operating procedures for the division; prepares and oversees implementation of all policy changes.
- Substitutes for other supervisors or co-workers in temporary absence of same.
- Attends meetings, seminars and training sessions as required.

Communication:

- Contacts potential vendors for information on product and equipment test specifications; receives data from testing companies.
- Meets with various agency and intra-departmental heads to discuss the accomplishment of objectives.
- Converses with purchasing to coordinate procurement of equipment as per specifications.
- Provides information to the department staff.

Employee Development:

- Directs the development of training programs; provides fire apparatuses for training purposes.
- Establishes goals and objectives for subordinate supervisors and employees.
- Informs and guides personnel on new or changed operating procedures.

Fiscal Responsibilities:

- Assists in preparing the annual budget and fiscal spending requirements.
- Reviews equipment expenditures and monitors budget compliance.

Quality Assurance:

- Develops and implements problem solving documents; follows up on problem resolution.
- Performs pre-construction and pre-delivery inspections; monitors performance of equipment.
- Conducts Accident Review hearings and monitors adjudication.

Problem Identification and Solution:

- Informs appropriate personnel of equipment problems.
- Conducts accident adjudication; reports on and coordinates accident claims with C.A. and R.M.

Record-Keeping and Documentation:

- Maintains organizational chart; updates status of departmental goals and objectives in detail with quarterly and annual reports.
- Completes training reports.
- Documents daily activities and prepares report; logs and reports gas mileage; compiles inspection report advising inspection results.
- Prepares, maintains, and/or oversees the preparation of other records, reports and documents; completes or ensures completion of all reports.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has thorough knowledge of the principles, practices and procedures of the City and the Fire Department operations and functions. Has thorough knowledge of management, fire, inspections, and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret inspection and budgetary reports and related materials.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; two years continuous service as a Fire Lieutenant; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license.



Fire Battalion Chief (E)

SALARY GRADE

24

PURPOSE OF CLASSIFICATION:

The purpose of this job is to perform higher level supervisory and administrative duties for an assigned department. Duties include, but are not limited to: supervising staff; directing activities; coordinating budget requests; handling paperwork; monitoring expenditures; coordinating purchases; performing expenses; and preparing correspondence.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals.
- Delegates assignments to subordinates; directs, expedites and reviews, either personally or through subordinate supervisors, the work of assigned staff.
- Supervises the operation and maintenance of fire equipment, buildings and grounds.
- Supervises and directs the repair of self contained breathing apparatuses.
- Coordinates and directs installation of mobile radios and emergency devices.

Administrative Duties:

- Handles daily paperwork including signing various documents and composing routine correspondence.
- Provides input to establish purchase orders; monitors expenditures.
- Coordinates and monitors purchases of self-contained breathing apparatuses and fire hoses.
- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Responds to major accidents to assist in investigation; responds to major fires for maintenance coordination.

Productivity and Accountability:

- Monitors project compliance.
- Coordinates and directs surplus and transfer of all equipment.

Record Keeping and Documentation:

- Prepares, maintains, and/or oversees the preparation of records and reports; completes or ensures completion of all reports; maintains attendance records.
- Reviews records of repair requests; executes and maintains files of maintenance coordination forms.
- Prepares accident adjudication documents.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has extensive knowledge of the principles, practices and procedures of the City and the various Fire Department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with firefighting equipment and office equipment such as computers. Is able to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and related materials.

MINIMUM QUALIFICATIONS:

This rank is a discretionary appointment and may be filled by any current, sworn member of the Atlanta Fire Service serving at the rank of Fire Lieutenant or above, who has a minimum of five (5) years of progressively responsible experience and, who, in the opinion of the Fire Chief, has the ability to perform the job duties of the position to be filled in an exemplary manner.



Fire Section Chief (E)

SALARY GRADE

24

PURPOSE OF CLASSIFICATION:

The purpose of this job is to provide higher level supervisory and administrative duties within a specific unit, or division, overseeing the functions and operations in accordance with all statutes, laws, ordinances and regulations for which the assigned department is accountable. Duties include, but are not limited to: supervising staff; directing activities; training personnel; planning, managing and teaching fire safety programs to educate citizens; preparing reports and routine correspondence; developing and monitoring annual budget; and processing paperwork.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals.
- Handles daily paperwork including signing various documents and composing routine correspondence.
- Substitutes for other supervisors or co-workers in temporary absence of same.
- Delegates assignments to subordinates; directs, expedites and reviews, either personally or through subordinate supervisors, the work of assigned staff.

Administrative Duties:

- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Approves, manages and supervises projects and programs.
- Receives, interprets and/or decides policy when necessary; participates in formulating policies and standard operating procedures for the division; prepares and oversees implementation of all policy changes.

- Reviews, researches and studies city ordinances, reference materials and fire codes including National Fire Protection Association Codes, Life Safety Codes and Standard Fire Prevention and Building Codes, etc.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental operations, to promote improved job performance and to stay current with changing state/municipal codes and criminal/civil law.

Planning and Organizing:

- Plans fire safety activities for a twelve month period.
- Organizes work of staff; receives, interprets and imparts departmental goals and objectives to staff.
- Develops short and long range operational plans; schedules manpower allocation.

Communication:

- Answers the telephone and returns calls; provides information.
- Meets with city personnel, attorneys, politicians, building contractors, architects, engineers, etc., to exchange information and advice.

Employee Development:

- Establishes goals and objectives for subordinate supervisors and employees.
- Informs and guides personnel on new or changed operating procedures.

Fiscal Responsibilities:

- Assists in preparing the annual budget and fiscal spending requirements.
- Reviews expenditures and monitors budget compliance.

Record Keeping and Documentation:

- Maintains organizational chart; updates status of departmental goals and objectives in detail with quarterly and annual reports.
- Reviews assignment sheets and vacation requests; discusses with employees.
- Documents purchases of equipment; logs and reports gas mileage.
- Maintains files on fire statistics compiled from fire reports for use in planning projects.
- Prepares, maintains, and/or oversees the preparation of other records, reports and documents; completes or ensures completion of all reports.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has extensive knowledge of the principles, practices and procedures of the City and the various department operations and functions. Has extensive knowledge of management, fire safety, and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with fire fighting/rescue equipment and general office equipment such as computers. Is able to read, understand and interpret safety and fire reports and related materials.

MINIMUM QUALIFICATIONS:

Minimum Training and Experience Required to Perform Essential Job Functions

This rank is a discretionary appointment and may be filled by any current, sworn member of the Atlanta Fire Service serving at the rank of Fire Lieutenant or above, who has a minimum of five (5) years of progressively responsible experience and, who, in the opinion of the Fire Chief, has the ability to perform the job duties of the position to be filled in an exemplary manner.



Assistant Fire Chief (E)

SALARY GRADE

27

PURPOSE OF CLASSIFICATION:

The purpose of this job is to perform higher level supervisory, administrative and emergency response services overseeing the functions and operations of an assigned battalion of fire companies in an effort to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: supervising staff; directing activities: planning, coordinating and administering firefighting and fire prevention activities; writing and administering policies and procedures; composing, reviewing and completing various reports, documents and correspondence; and processing paperwork.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals.
- Delegates assignments to subordinates; directs, expedites and reviews, either personally or through subordinate supervisors, the work of assigned staff.
- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Coordinates and directs firefighting operations for multiple alarm fires; determines plan of action of fire companies; directs emergency operations at other incidents such as hazardous materials, rescues, EMS, etc.
- Responds to all major emergency incidents to perform investigation and code enforcement duties.

Administrative Duties:

- Handles daily paperwork including signing various documents and composing routine correspondence; makes daily rounds to stations/division office.

- Substitutes for other supervisors or co-workers in temporary absence of same.
- Assists in the preparation and revision of policies and procedures; prepares fire safety codes and ordinances.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental operations, to promote improved job performance and to stay current with changing state/municipal codes and criminal/civil law.

Planning and Organizing:

- Receives, interprets and imparts goals and objectives to staff; prepares long and short range plans for fire safety sections.
- Plans and organizes work of staff involved in administrative and firefighting activities; plans training classes based on minimum company standards to meet certification requirements.
- Schedules manpower allocation.

Communication:

- Establishes verbal interaction with citizens and co-workers; issues commands to implement tactics and to assure safety.
- Exchanges necessary information with dispatch and other supervisory personnel.
- Provides information from command memoranda; conducts staff briefing sessions.
- Responds to questions and requests made by public and business sectors concerning Fire Department related matters.

Employee Development:

- Establishes goals and objectives for subordinate supervisors and employees.
- Informs and guides personnel on new or changed operating procedures.
- Develops and directs training and drill programs including in use of firefighting and rescue equipment.

Fiscal Responsibilities:

- Prepares the annual division budget and fiscal spending requirements; recommends purchase of new equipment, apparatus, etc., for use in rescue, first aid and firefighting operations.
- Reviews expenditures and monitors budget compliance.

Record Keeping and Documentation:

- Completes, submits and/or maintains files of monthly activity and run reports, inspection and vehicle accident reports, training reports, travel requests, project reports, etc.
- Compiles quarterly and annual reports summarizing activities; prepares annual budget forms.
- Reviews and/or approves sign-in sheets, personnel attendance, training and leave requests, reassignment requests, payroll, overtime use reports, etc.
- Maintains and files standard operating procedures for periodic reference.
- Reviews repair requests and vehicle maintenance documents.
- Prepares, maintains, and/or oversees the preparation of other records, reports and documents; completes or ensures completion of all reports.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has extensive knowledge of management, fire, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with firefighting equipment and office equipment such as computers. Is able to read, understand and interpret fire, emergency medical and budgetary reports and related materials.

MINIMUM QUALIFICATIONS:

This rank is a discretionary appointment and may be filled by any current, sworn member of the Atlanta Fire Service serving at the rank of Fire Lieutenant or above, who has a minimum of five (5) years of progressively responsible experience and, who, in the opinion of the Fire Chief, has the ability to perform the job duties of the position to be filled in an exemplary manner.



Deputy Fire Chief (E)

SALARY GRADE

35

Purpose of Job

The purpose of this job is to perform higher level of management, supervisory and administrative duties within an assigned division overseeing the functions and operations in accordance with all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: supervising staff; directing activities; managing field commands and operations; providing management support in planning, developing, interpreting, and implementing various division policies, goals, and objectives of the department; reviewing and preparing reports; overseeing interdepartmental relations; and processing paperwork.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals.
- Directs, manages, and administers, either personally or through subordinate supervisors, the day-to-day operations of field commands and operations including training and special operations.
- Responds to fire incidents, two alarm and above, and oversees operations.
- Assigns and transfers personnel; reviews and authorizes overtime and compensatory forms ensuring requirement is not frivolous and was necessitated by emergency.
- Remains on-call 24-hours/7-days to handle emergencies.
- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.

Communication:

- Meets with the Fire Chief and other City directors and department heads regarding major policies affecting the administration of the department and/or with other City departments regarding major policies, services, or business.
- Attends meetings to strategize on how to accomplish departmental goals; discusses operational and inter-divisional issues, problems and coordination with inter-agency managers and supervisors.
- Responds to questions, complaints and requests for information by telephone, in person, or by mail from citizens groups, the general public, attorneys, consultants, outside agencies, employees, and higher management.

Administrative Duties:

- Reviews, approves and/or forwards various reports, forms, requests, files, and records including incident and grievance reports, discipline files, training requests, payroll and personnel documents.
- Represents supervisor and/or substitutes for other supervisors and/or co-workers in temporary absence of same; performs flexible unit assignments as needed in emergency response; performs other administrative tasks as assigned.
- Reads literature to stay abreast of activities and projects of external agencies; reviews various trade and professional journals and publications.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental and city operations, to promote improved job performance and to stay current with changing state/municipal policies, procedures, codes and criminal/civil case law.
- Reviews and studies city ordinances, reference materials and fire codes including National Fire Protection Association Codes, Life Safety Codes and Standard Fire Prevention and Building Codes.

Planning and Organizing:

- Plans and schedules staff and management meetings, employee conferences and vendor meetings.
- Determines the manpower needs of the division and ensures that such needs are consistently met.
- Prepares annual and five year management plan compiled from project reports from all sections; prepares, reviews, and coordinates special programs and project development.

Employee Development:

- Directs the development of training programs and approves curriculum; establishes testing procedures for the testing of applicants and for promotions within the department.
- Establishes goals for employees on a regular basis; instructs and directs subordinates on proper procedures and protocol of the department; inspects personnel for compliance to guidelines and uniform requirements.
- Assigns tasks and projects to subordinates and monitors performance; provides technical assistance as needed.
- Reviews documents processed by subordinates to ensure accuracy; discusses errors and recommends method for corrective action.

Fiscal Responsibilities:

- Reviews each section's budget; sets priorities and makes cuts and revisions where necessary.
- Reviews travel requests and procurement requests for budgetary compliance.
- Prepares final budget for submittal to Fire Chief.
- Advises on each section's productivity; reviews submitted reports.

Record-Keeping and Documentation:

- Prepares, maintains, and/or oversees the preparation of records, forms, and reports including budget, management plans, operational studies, training lesson plans, statistical analyses, and personnel orders.
- Writes and revises standard operating procedures and directives.
- Maintains chain of command flow charts.
- Composes and prepares correspondence, letter, memoranda, and other documents associated with daily routine and Fire Deputy Chief duties.

Interpersonal Relations:

- Networks and interacts with personnel from other agencies and public officials from other cities in an effort to exchange ideas in areas of mutual interest and to discuss emerging trends in city government and fire services.
- Makes presentations and speeches at civic group and professional meetings.
- Cooperates with federal, state, and local law enforcement agencies and its officers or representatives when their activities or investigations are related to on-going investigations being conducted by the Atlanta Fire Department; works to achieve the highest level of cooperation and efficiency possible.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has extensive knowledge of the principles, practices and procedures of the City and the Fire Department operations and functions. Has extensive knowledge of management, fire and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Keeps abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret fire and budgetary reports and related materials.

Minimum Training and Experience Required to Perform Essential Job Functions

This rank is a discretionary appointment and may be filled by any current, sworn member of the Atlanta Fire Service serving at the rank of Fire Lieutenant or above, who has a minimum of five (5) years of progressively responsible experience and, who, in the opinion of the Fire Chief, has the ability to perform the job duties of the position to be filled in an exemplary manner.

(ADA) MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED

TO PERFORM ESSENTIAL JOB FUNCTIONS

PHYSICAL REQUIREMENTS: Must be physically able to operate a variety of job-related machines and equipment. Must be able to use body members to work, move or carry related objects or materials. Physical demand requirements are at levels of those for sedentary to active work.

DATA CONCEPTION: Requires the ability to compare and/or judge the readily observable functional, technical, structural, compositional or identifiable characteristics (whether similar to or divergent from obvious standards) of data, people, or things.

INTELLIGENCE: Requires the ability to learn and understand subject matter principles and techniques; to make independent judgments in absence of supervision; to acquire and be able to expound on knowledge of topics related to primary occupation.

VERBAL APTITUDE: Require the ability to record and deliver information such as in public speaking situation, to explain procedures, to follow verbal and written instructions.

NUMERICAL APTITUDE: Requires the ability to utilize mathematical formulas; add and subtract; multiply and divide totals; determine percentages; determine time and weight; and interpret as may be appropriate.

FORM/SPATIAL APTITUDE: Requires the ability to inspect items for proper length, width, and shape.

MOTOR COORDINATION: Requires the ability to coordinate body members in utilizing job related equipment.

COLOR DISCRIMINATION: May require the ability to differentiate colors and shades of color.

INTERPERSONAL TEMPERAMENT: Requires the ability to interact with people (i.e. staff, supervisors, general public and elected officials) beyond giving the receiving instructions. Must be adaptable to performing under minimal stress when confronted with an emergency.

MANUAL DEXTERITY: Requires the ability to handle a variety of office/law enforcement equipment items, control knobs, switches, etc. Must have the ability to use one hand of twisting motion or turning motion while coordinating other hand with different activities. Must have eye/hand/foot coordination.

PHYSICAL COMMUNICATION: Requires the ability to speak (talking, expressing or exchanging ideas by means of spoken words), hear (hearing perceiving nature of sounds by ear) and signal (using body members).



Fire Chief

SALARY GRADE

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PURPOSE OF CLASSIFICATION:

The purpose of this job is to represent and to stand accountable for an assigned department's actions to those outside the department. Duties include, but are not limited to: supervising staff; managing and coordinating the Administration, Operations, Airport Operations and Technical Services Divisions; enforcing all city and state fire codes, ordinances, laws and regulations; establishing rules and regulations; developing specifications; preparing plans; and processing paperwork.

EXAMPLES OF RESPONSIBILITIES & DUTIES:

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

- Supervises, directs and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, referring, disciplining and completing employee performance appraisals.
- Directs, either personally or through subordinate supervisors, the work of Fire and Rescue Department personnel in firefighting, pre-fire planning, hazardous material emergencies, rescue operations and other related emergencies.
- Responsible for ensuring the efficient and effective management of the operation and maintenance of fire stations and equipment.

Administrative Duties:

- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Designs and attends activities so as to maximize on accomplishing the Fire and Rescue Department's mission; makes necessary administrative decisions that affect the operations of the department.
- Establishes rules and regulations of the department, and controls and disciplines all officers and members of the department in accordance with established rules and regulations of the city and the department.
- Develops specifications for fire apparatus and equipment utilized by the department and is responsible for the purchase of such equipment upon approval.

Planning and Organizing:

- Prepares and implements a three and five year management plan compiled from project reports from all divisions including operations, prevention, rescue/medical, technical services, etc.
- Responsible for planning operations and activities so as to maximize on accomplishing the Fire and Rescue Department's mission.
- Prepares, plans, and implements standard operating procedures for the department.
- Responsible for coordinating mutual-aid fire protection plans with surrounding municipalities.

Communication:

- Attends meetings to strategize on how to accomplish Fire and Rescue Department goals.
- Responsible for ensuring that the Mayor and Chief Operating Officer remain current and abreast of all major policies affecting the administration of the department and/or with other City departments regarding major fire policies, services or business.

Employee Development:

- Directs the development of training programs; establishes testing procedures for the testing of applicants, fire-fighters and for promotions within the department.
- Establishes goals for employees on a semi-annual basis.
- Supervises and manages an employee performance problem-solving process.

Fiscal Responsibilities:

- Surveys buildings, grounds, and equipment to estimate needs of department in preparation of the departmental budget.
- Responsible for preparing, presenting and administering the annual budget to appropriate City officials.

Quality Assurance:

- Reviews, studies and interprets City ordinances, reference materials and fire codes including National Fire Protection Association Codes, Life Safety Codes and Standard Fire Prevention and Building Codes.
- Attends seminars, conferences, conventions and special educational meetings to stay current with modern techniques involving firefighting, rescue and hazardous material emergencies.
- Evaluates fire prevention and fire control policies by keeping abreast of new methods and conducting studies of departmental operations.

Marginal Job Functions

- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Bachelor's degree in Business/Public Administration, Fire Science or a related field; master's preferred; eight years of supervisory experience, five years of which must have been senior supervisory experience (i.e. Battalion Chief rank or above) in the management of fire operations, administration and/or technical services in a comparable jurisdiction; chief officer certification is a plus, such as Executive Fire Officer or Professional Designation Program for Chief Fire Officers; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for the job.

KNOWLEDGE OF JOB:

Has extensive knowledge of the principles, practices and procedures of the City and the Fire and Rescue Department operations and functions. Has extensive knowledge of public safety, fire science, management, budget and financial practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and human resource/personnel operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret fire operations and financial reports and related materials.

Non-Sworn Classifications





Storekeeper (D)

SALARY RANGE

PURPOSE OF CLASSIFICATION:

Receives, stores, and issues supplies and equipment for an assigned department. Duties include, but are not limited to: stocking supplies; preparing reports; issuing supplies; answering the telephone; operating equipment; and updating inventory cards.

EXAMPLES OF RESPONSIBILITIES & DUTIES:

- Stocks supplies and equipment in assigned storerooms.
- Prepares receiving reports in a timely manner.
- Maintains neat and orderly storerooms to promote efficient stock movement and storage.
- Prepares items for shipping as required.
- Issues tools and supplies to authorized personnel as necessary.
- Researches invoice cost received from finance department or vendor; prepares cost of inventory items.
- Directs distribution of goods to appropriate destination by checking requisitions and routing good to same.
- Conducts inventories and orders stock requisitions by physically accounting for equipment and supplies on hand.
- Keeps record of purchase items; researches invoice costs.
- Prepares various types of reports in performance of duties such as receiving report, accounts payable report, and inventory status report.
- Approves purchase of stock and supplies, such as tools, parts and machinery; assigns destination of stock.
- Prepares monthly accounts payable report; prepares follow-up on back ordered merchandise.
- Answers telephones; relays messages as necessary by phone or by two-way radio to field maintenance personnel; monitors two-way radio for possible emergency situations.

- Interfaces routinely with supervisor and other officials for assistance, advice, and direction.
- Operates forklift and pallet jack for efficient movement of merchandise to assigned delivery area.
- Forwards supply requisitions to Purchasing Division via input into computer system; verifies purchase order requests submitted by others.
- Prepares reports of materials received by vendors.
- Updates inventory cards on a regular basis.
- Verifies that supplies received are listed on requisitions, invoices, and delivery tickets.
- Inventories supplies and equipment at regular intervals or as necessary; counts stock, material, or merchandise on hand and posts totals to record books; prepares random checklist to ensure inventory totals agree with inventory cards.
- Receives billing invoices for use in drafting receiving reports required for vendor payment.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; six months of clerical, stocking, storekeeping operations or related experience; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license.

REQUIRED LICENSES & CERTIFICATES:

Has general knowledge of inventory, store keeping operations, and purchasing practices, policies and procedures as necessary in the completion of daily responsibilities. Has general knowledge of applicable policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Ability to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. Is able to effectively communicate and interact with management and employees. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, human relations, and technical skills. Is knowledgeable and skilled in the use of computers. Is able to read, understand and interpret various inventory and purchasing reports and related materials.



Storekeeper, Senior (D)

SALARY RANGE

PURPOSE OF CLASSIFICATION:

Provides warehouse and storekeeping services within the stores/supplies area of an assigned department. Duties include, but are not limited to supervising staff; monitoring inventory; coordinating shipments; maintaining records; and preparing reports.

EXAMPLES OF RESPONSIBILITIES & DUTIES:

May supervise, direct and evaluate assigned staff, handling employee concerns and problems, and directing work.

Monitors inventory through computer output and direct observation; orders parts, fittings and supplies from requisitions.

Coordinates shipment dates, payment delays, and price comparisons; prepares for storage of incoming orders.

Maintains records of supply orders and purchases for the purpose of tracking orders and completing budget reports.

Prepares various types of reports in performance of duties such as receiving report, annual inventory report, monthly expenditure report, etc.

Maintains financial records; ensures no overpayment to vendors by verifying payment invoice records.

Provides direct assistance to Store Supervisor and serve as supervisor in his/her absence.

Consults with public vendors to resolve shipment dates and payment showdowns.

Communicates both verbally and written with department personnel and outside professionals for the purpose of advising on and receiving information related to supplies and equipment.

MINIMUM QUALIFICATIONS:

High school diploma or GED; two years of clerical, stocking, storekeeping operations or related experience; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license.

REQUIRED LICENSES & CERTIFICATES:

Has considerable knowledge of warehouse, storekeeping and inventory practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities. Ability to monitor performance of subordinates against measured established goals. Has considerable knowledge of applicable policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Ability to keep abreast of any changes in policy, methods, operations, and equipment needs, etc. Is able to effectively communicate and interact with subordinates, management and employees. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to read, understand and interpret inventory, purchasing reports and related materials.



Fire Equipment Service Technician (D)

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to inspect, repair, and issue departmental auxiliary equipment including breathing apparatus, hose, and nozzle. Duties include, but are not limited to: repairing breathing apparatus, fire nozzles, and fire hoses; inspecting and issuing equipment; filling air bottles; maintaining files; and processing paperwork.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Administrative Duties:

- Repairs fire department auxiliary equipment such as breathing apparatus, hose and nozzle.
- Issues auxiliary equipment including breathing apparatus, fire hose and nozzle.
- Fills air bottles when necessary.

Communication:

- Communicates with supervisor regarding daily work schedule and assignments; discusses equipment problems.
- Discusses equipment problems with company officers and determines to determine type of repair required.

Quality Assurance:

- Inspects auxiliary equipment including breathing apparatus, fire nozzles, and fire hoses.

Record Keeping and Documentation:

- Prepares and completes vehicle checklist of preventive maintenance for assigned vehicle; forwards copy to supervisor.
- Maintains production reports and forwards to supervisor of amount of work performed daily.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Knowledge in the use of hand tools and repairing of small equipment; good mechanical ability and dexterity in using hand tools; ability to read and interpret schematics and technical manuals; ability to understand and follow written and oral instructions; capacity to learn the repair and maintenance of auxiliary firefighting equipment; ability to lift moderate to heavy equipment. Has the ability to compile, organize, prepare and maintain an assortment of records, reports and information in an effective manner and according to departmental and/or governmental regulations. Has the ability to communicate effectively with supervisors, and other staff members. Has the ability to use independent judgment in routine and non-routine situations. Has the mathematical ability to handle required calculations. Is able to utilize and understand computer applications and techniques as necessary in the completion of daily assignments. Has the ability to plan, organize and prioritize daily assignments and work activities. Is able to comprehend and apply regulations and procedures of the department. Is capable of working under a minimum degree of stress related to duties that require constant attention to detail and tight deadlines. Has good working knowledge of firefighting equipment repair procedures and methods as required in the performance of duties.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; one year experience in the maintenance and repair of equipment related to Fire Department apparatus; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license required.



Fire Equipment Service Technician, Sr. (D)

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to provide technical repair services for an assigned department. Duties include, but are not limited to: performing as lead worker in troubleshooting and repairing auxiliary equipment; tracking hours and dollars spent completing repairs; issuing equipment and filling air bottles; contacting vendors and ordering supplies; and processing paperwork.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Administrative Duties:

- Provides information to establish purchase orders.
- Issues new equipment.
- Prepares preventive maintenance program.
- Fills air bottles and maintains bottle regulator.
- Reads and studies repair and service manuals in order to properly troubleshoot equipment failures.
- Coordinates servicing of fire extinguishers.
- Serves as lead worker.
- Assists other technicians with problems or shows best method to accomplish a task.
- Trains other employees in the use of breathing apparatus.

Communication:

- Contacts vendors to discuss repair supply and equipment needs.
- Discusses work requests with officers, supervisors and co-workers.
- Receives instructions and direction from supervisor.

Planning and Organizing:

- Orders supplies and equipment to maintain repair and substitute equipment inventory as it is depleted.
- Reviews work requests and prioritizes order in which units are to be repaired.

Fiscal Responsibilities:

- Reviews billing invoices to verify receipt of repair materials.
- Tracks jobs completed by recording labor hours and materials used.
- Provides information for budget preparation.

Quality Assurance:

- Ensures all repairs are completed per specification before returning equipment to service.
- Examines fire extinguishers for current inspection date, hydrostatic test date or for possible replacement.
- Coordinates hydrostatic testing of breathing apparatus bottles.

Problem Identification and Solution:

- Takes non-operative equipment out of services; issues temporary substitute.
- Performs preventive maintenance inspection and repairs.
- Locates and inspects problem auxiliary equipment; detects leaks in breathing apparatus; makes necessary repairs.

Record-Keeping and Documentation:

- Compiles data for monthly production and activity reports; submits to supervisor.
- Maintains inventories of hoses, nozzles, appliances, tools and repair parts.
- Maintains files on work requests and various reports.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has considerable knowledge of fire equipment policies and procedures as necessary in the completion of daily responsibilities. Has considerable knowledge of applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, and equipment needs, etc. as they pertain to operations and activities. Is able to effectively communicate and interact with subordinates, management, employees and members of the general public. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, human relations, and technical skills. Is able to use independent judgment and discretion in making decisions affecting work assignments. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with portable test bench and post-check unit, hose coupling machine and small hand tools. Is able to read, understand and interpret fire equipment reports and related materials.

MINIMUM QUALIFICATIONS:

Minimum Training and Experience Required to Perform Essential Job Functions

High school diploma or GED required; three years as a Fire Equipment Service Technician or related experience required; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license.



Administrative Assistant (D)

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to provide administrative and clerical services to an assigned department. Duties and responsibilities include supervising administrative support staff; preparing memoranda, letters, and reports; attending meetings; planning and coordinating meetings and special projects; and maintaining files.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

Supervises and evaluates assigned staff, handling all employee concerns, directing work assignments, counseling and disciplining employees when necessary, and completing employee performance appraisals.

Plans and assigns tasks to subordinates which best suit employee's talents; shows best techniques to accomplish tasks.

Administrative Duties:

Composes and prepares routine correspondence, letters, memoranda, applications, reports and other documents.

Prepares budget to include preparing and collecting necessary data, analyzing and assessing needs, and making recommendation for budget items; performs necessary follow-up on budget requisitions.

Collates, binds, and stores computer generated reports.

Handles incoming inquiries and requests; answers the telephone; routes and returns telephone calls; filing; tying routine correspondence, applications, forms and reports.

Transcribes tapes and/or notes from meetings into prescribed format.

Substitutes for co-workers in temporary absence of same.

May coordinate calendar events to include planning/scheduling appointments, meetings, and interviews; updates on a regular basis; contacts parties involved, as appropriate.

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May prepare payroll and payroll change reports for each pay period for all personnel changes.

Communication:

Represents the Department and City with professionalism and courtesy as the liaison between Departments heads, the general public, other department staff, contractors, and vendors.

Produces and ensures proper distribution of documents, reports, forms and other notification material.

Answers the telephone; provides information; takes and relays messages and/or directs calls to appropriate personnel; returns calls, as necessary.

Responds to questions, complaints, and requests for information by telephone, mail, or in person.

Employee Development:

Establishes goals for employees on a regular basis; instructs and directs subordinates on proper procedures and protocol of the department.

Assign tasks to subordinates and monitors performance; provides technical assistance, as needed.

Assists others with tasks that require personal expertise, while instructing staff with directions for the next opportunity to apply said instructions.

Quality Insurance:

Examines reports, other draft material, purchase orders, vouchers and permit applications for errors; corrects errors before producing final copy.

Maintains a professional, courteous and cooperative attitude.

Problem Identification and Solution:

Monitors special events and projects to ensure plans are set-up in accordance with agreement.

Identifies and renders equipment or office material deficiencies; sends requests for repair, maintenance or replacement of equipment; orders new supplies.

Productivity and Accountability:

Works within department deadlines and production needs for purchase orders, invoices, vouchers, and reports that must be printed and distributed before scheduled meetings.

Utilizes knowledge of various software programs to operate a computer in an effective and efficient manner.

Maintains inventory of departmental supplies; initiates orders for new or replacement materials.

Attends meetings, seminars, and training sessions as required to remain knowledgeable of departmental operations.

Record-Keeping and Documentation:

Prepares and maintains departmental files; ensures that files are kept current and readily accessible.

Processes/posts and maintains logs and reports that must be signed or initiated.

Maintains confidentiality of reports, documents and correspondence of the assigned department and City.

Marginal Job Functions

Performs other related duties as required.

Knowledge of Job

Ability to compile, organize, prepare, and maintain an assortment of records, reports, and information. Ability to communicate with supervisors and other staff members. Ability to use independent judgment in routine and non-routine situations. Ability to perform the mathematical calculations required by the job. Knowledge of and proficient in the use of computers. Ability to plan, organize daily assignments, and work activities. Ability to comprehend and apply regulations and procedures of the department. Ability to work under a minimum degree of stress related to duties that require constant attention to detail and tight deadlines. Ability to read, understand and interpret financial reports and related material.

MINIMUM QUALIFICATIONS:

Associate's degree in Secretarial Science, Business Administration, Public Administration, or related field; and, two years of secretarial or general administrative experience; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills, and abilities for this job. Supervisory experience preferred.



Administrative Assistant, Sr. (D)

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job provides administrative and management support with general supervision to an assigned department. Duties include, but are not limited to: maintaining department employee personnel files; issuing purchase orders and payments for department supplies and services; compiling and preparing information necessary to produce periodic reports within set deadlines; and distributing and maintaining storage of periodic reports.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

Supervises and evaluates assigned staff, handling all employee concerns, directing work assignments, counseling and disciplining employees when necessary, and completing employee performance appraisals.

Provides direction and assistance to employees to maintain productivity and to ensure the accuracy and effectiveness of staff.

Directs the process of ordering and paying for office supplies and needed services.

Administrative Duties:

Organizes and prepares necessary documents to assist with production of budget, insurance and training reports.

Prepares financial and construction reports by gathering data and typing draft and final reports; distributes reports to appropriate personnel; files final reports.

Prepares time-keeping documents, daily schedules, and appointments; coordinates meetings.

May type transcribed letters and memoranda.

May attend, review, and monitor legislative committee meetings.

Processes, manages, advises, and instructs the supply and equipment purchases for an assigned department.

Sorts and prioritizes incoming mail, as assigned.

Reviews documents processed by subordinate personnel ensure accuracy; discusses errors that may arise; recommends method for corrective action.

May make travel arrangements for superiors.

Enters data into the computer system pertaining to departmental daily revenue and activities, and other governmental agencies, policies and procedures.

Assists in the administration and review of contracts and compliance with the requirements of those contracts.

Types routine forms, reports, correspondence and notices; answers telephones and directs messages and calls to appropriate persons; maintains files and records in the computer system, micro film and hard copy files.

Communication:

Delegates daily, weekly and monthly departmental objectives, duties and special projects to supervised employees.

Communicates professionally with all levels of staff, contractors, vendors and general public in a professional and courteous manner.

Assists, advises, and provides information to superiors, co-workers, other department heads, and the general public.

Employee Development:

Provides consultations, training and orientation for new and/or established employees to enhance the efficiency of the department.

Reviews employee performance appraisals with supervised employees and assists with goal setting and training to meet the goals and objectives for each employee.

Planning and Organizing:

Coordinates research and data information from the divisions within the assigned department in response to inquiries and special project requests from the general public.

Maintains schedules for meetings and project work deadlines.

Coordinates and schedules; training for employees, employee appraisals, and personnel disciplinary actions.

Quality Assurance:

Ensures that all policy and regulation changes are updated and employees are informed through verbal and/or written communications in a timely manner.

Fiscal Responsibilities:

Assists with the departments' budget accounts; performs account analysis and reconciliation.

Reviews monthly transaction ledger; provides comparative analysis of expenses for future budget preparation.

Maintains account analysis on contracts and lease purchase equipment; performs usage analysis.

Problem Identification and Solution:

Evaluates employee performance to assist employees in the prevention of incidents concerning conduct, policies and procedures and maintaining the goals and objectives of the department and/or bureau.

Monitors office expenditures to maintain preset budget.

Reviews documents and drafts for errors; corrects errors before typing final reports.

Productivity and Accountability:

Ensures that staff efficiently performs and completes required data entry, report production, and filing within set deadlines.

Ensures that departmental expenses and accounts payable are paid; revenues received from sales of plans and specification are deposited to ensure that all accounts are accurate and current.

Record-Keeping and Documentation:

Maintains employee files, payroll and Personnel Action Requests log.

Maintains files and reports for receiving goods and services for accounts payable, and requisitions for payments of advertisements, and office supplies.

Marginal Job Functions

Performs other related duties as required.

Knowledge of Job

Knowledge of the principles, practices and procedures of the operating department and the various department operations and functions. Knowledge of management and financial practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to follow policies, procedures, plans and activities, and to monitor performance of subordinates against measured established goals. Knows how to administer operations and staff plans and objectives for the expediency and effectiveness of specific duties of the City. Ability to implement long-term goals for the department. Knowledge of applicable policies, standards, and regulations pertaining to the specific duties and responsibilities of the job. Ability to keep abreast of any changes in policy, methods, operations, and equipment needs. Ability to utilize and understand computer applications and techniques.

MINIMUM QUALIFICATIONS:

Associate's degree in Business/Public Administration, Secretarial Sciences or related field required; three years of general administrative experience; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Supervisory experience required.



Communications Electronics Technician, Sr. (D)

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to maintain the communications systems used within an assigned department. Duties include, but are not limited to: providing electronic technical service for all radio, telephone, paging and alarm systems and personal computers and peripherals; troubleshooting and conducting a variety of electronic, mechanical and electromechanical tests on electronic systems, subassemblies and parts to ensure unit functions according to specifications or to determine cause of unit failure; and repairing and maintaining electronic equipment.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Productivity and Accountability:

- Installs and repairs a variety of electronic equipment including alarm and public address systems, pagers, portable chargers, mobile radios and data terminals, dispatch console, video monitoring system, microphones, personal computers and peripherals.
- Checks functioning of newly installed equipment to evaluate system performance under actual operating conditions.
- Maintains and repairs as needed comparators, repeater and base stations, generators, microwave transceiver and multiplex, satellite receivers, tower grounding, etc.
- Programs portable and mobile radios, alarm systems, code plugs, pagers, etc.; installs cables for computer networking.
- Troubleshoots equipment failures; reads test schedule, work orders, test manuals, performance specifications, wiring diagrams and schematics to determine testing procedure and equipment to be used.
- Connects unit to be tested to test equipment; reads dials or digital displays that indicate electronic characteristics such as voltage, frequency, distortion, inductance, and capacitance.

Makes repairs by replacing defective components and wiring and adjusting mechanical parts; records defects on tag, attaches to unit and sends unit to manufacturer for repair if necessary.

- Performs maintenance and repairs in a timely and efficient manner in order for minimum down time.

Planning and Organizing:

- Coordinates vehicle equipment repairs and new installations with City vehicle maintenance units.
- May draw sketches to clarify design details and functional criteria of electronic units and systems to prepare for efficient maintenance and repair down time.
- Inventories and orders supplies and equipment; arranges delivery of equipment; prioritizes repairs according to sworn and civil personnel.

Communication:

- Converses with equipment end-user such as operators, police personnel, etc., to ascertain problems with equipment before breakdown and to determine if breakdown is due to human error or mechanical problems.
- Confers with manufacturers' engineers, technicians and others regarding testing procedures and results and to resolve problems.
- Notifies supervisor of problems with communications equipment.
- Answers the telephone; provides information, advice and guidance; takes and relays messages and/or direct calls to appropriate personnel; returns calls as necessary.

Administrative Duties:

- Maintains current technical library of manuals, schematics and technical updates, policy and procedures, employee handbooks, various maps, etc., for reference and/or review.
- Substitutes for co-workers in temporary absence of same; performs flexible unit assignments as needed in emergency response; performs other administrative tasks as assigned.
- Reads literature to stay abreast of activities and projects of external agencies; reviews various trade and professional journals and publications.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental and city operations, to promote improved job performance and to stay current with changing state/municipal policies, procedures, codes and criminal/civil case law.

Quality Assurance:

- Aligns, adjusts and calibrates test instruments and equipment according to specifications.
- Tests faulty equipment, electronic components and circuits; applies knowledge of functional operation of electronic units and systems to diagnose cause of malfunction and to locate defects.
- Tests functional performance of systems, subassemblies and parts under specified environmental conditions such as temperature change, vibration, pressure, and humidity.

Problem Identification and Solution:

- Analyzes and interprets test data/results on defective units to determine cause of failure.
- Compares results with specifications and records test data.

Equipment Use and Maintenance:

- Utilizes various test equipment such as oscilloscope, frequency meter, power supply, capacitor tester and digital voltmeter, etc., to check and repair electronic equipment.
- Operates a computer, hand and power tools, etc., to perform maintenance and troubleshooting tasks and to enter, store and retrieve data to prepare and produce reports, compose routine correspondence and disseminate information to others on the system; uses knowledge of various software programs in an effective and efficient manner.
- Operates a photocopy machine to copy and a facsimile machine to transmit and receive correspondence, documents and reports; uses a typewriter to complete forms and documents; uses a calculator to compile and compute numbers for reports and statistics.
- Operates a vehicle to mobilize to sites to perform repair and maintenance tasks; inspects maintenance of vehicle prior to using and requests service and/or repairs as needed; operates and utilizes various radio devices for communications.

Record-Keeping and Documentation:

- Maintains records of equipment in need of repair, installations, removals, repairs, calibrations, and tests; maintains statistics on radio repair inventory.
- Prepares parts lists for procurement of replacement parts for repairs; completes maintenance requests for equipment needing service and/or repair.
- May write technical reports and develop charts, graphs or schematics to describe and illustrate system's operating characteristics, malfunctions, deviations from design specifications and functional limitations.
- Completes daily time sheet and activity reports, weekly unit report, vehicle sign-out and maintenance requests, travel time sheet and mileage log, and various other documents, forms and reports; maintains files and records.

Interpersonal Relations:

- Assists alarm and switch board operators, dispatchers, officers and other personnel with technical problems.
- Cooperates with federal, state, and local law enforcement agencies and its officers or representatives when their activities or investigations are related to on-going investigations being conducted by the Atlanta Police Department; works to achieve the highest level of cooperation and efficiency possible.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has general knowledge of the principles, practices and procedures of the City, Police Department and the various department operations and functions. Has general knowledge of electronic theory, equipment and technology, communication systems and local law enforcement practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to follow policies, procedures, plans and activities and to perform to established goals. Knows how to perform operations and comply with staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to implement long-term goals for the department in order to promote effectiveness and efficiency. Has general knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, equipment needs, etc. as they pertain to departmental operations and local law enforcement activities. Is able to effectively communicate and interact with supervisors, elected officials, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, human relations, and technical skills. Is able to use independent judgment and discretion in the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has comprehensive knowledge of the terminology, principles and methods utilized within the department. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret reports and related materials.

MINIMUM QUALIFICATIONS:

High school diploma or GED required, vocational/technical school diploma in Electronics, Radio communications or related field preferred; with one year experience as a Communications/Electronic Technician; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.



Equipment Maintenance Safety Officer (D)

SALARY RANGE

PURPOSE OF CLASSIFICATION:

Coordinates, manages and plans for the equipment maintenance and safety functions for an assigned department. Duties include, but are not limited to: supervising staff; directing activities; inspecting equipment; investigating accidents; maintaining inventory; preparing budgets for equipment; coordinating training associated with equipment use; and processing associated paperwork.

EXAMPLES OF RESPONSIBILITIES & DUTIES:

- Supervises, directs, and evaluates assigned staff, handling employee concerns and problems, directing work, counseling, disciplining and completing employee performance appraisals.
- Directs activities of personnel engaged in providing equipment maintenance and safety functions for an assigned department.
- Assists in budget preparation particularly where equipment costs are concerned.
- Reviews accident reports; makes recommendations for corrective actions for same.
- Develops safety program for Department to include required training for equipment operators.
- Coordinates equipment maintenance and safety functions for the Department.
- Prepares written specifications for equipment purchases; maintains accurate inventory records.
- Communicates effectively both orally and written with division personnel, outside professionals, officials and the general public.
- Handles complaints, questions and concerns from citizens, industrial users, general public, division personnel, etc.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; three years of purchasing, safety and equipment maintenance experience; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license.

REQUIRED LICENSES & CERTIFICATES:

Has considerable knowledge of management, inventory and safety practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities. Ability to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has considerable knowledge of applicable policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Ability to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. Is able to effectively communicate and interact with management, employees, and members of the general public. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational and technical skills. Is able to use independent judgment and discretion in the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Is knowledgeable and skilled in the use of computers. Is able to read, understand, and interpret safety and equipment maintenance reports and related materials. Must maintain knowledge of the use, operation and maintenance of various technical equipment requirements.



Accounting Technician, Sr.

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to provide accurate accounting, clerical and administrative services with general supervision for an assigned department. Duties include, but are not limited to: maintaining logs and records; sorting account information; auditing invoices, purchase orders and vouchers; posting and reconciling ledger accounts; preparing invoices and vouchers; maintaining stockroom inventory; typing correspondences; answering the telephones; screening calls and taking/relaying messages.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Administrative Duties:

Performs generally accepted accounting procedures to audit accounts for purchase orders, invoices and departmental vouchers.

Verifies and reconciles account information and posts in general ledger accounts then files or prepares documents for storage on microfilm.

Compiles and verifies information within set deadlines as needed to prepare daily, monthly, quarterly and annual financial and activity reports; i.e. monthly expense reports, project findings and surplus reports.

Files reports, vouchers, purchase orders, and prepares documents for permanent storage on microfilm or in bound books.

Posts details of business transactions such as allotments, disbursements, pay and expense vouchers, and checks.

Periodically reviews records to balance accounts and to identify suspense items or delinquent account for further action.

Analyzes, researches and interprets accounting status to include invoicing and making appropriate adjustments; ensures accountability (audit trail).

Balances general ledger, accounts payable and/or accounts receivable journal entries.

Updates employee, client, and vendor or contract files using data entry into various computer programs and logbooks.

Types routine correspondence, notices, routine forms and reports, and distributes reports and documents to appropriate personnel via mail, FAX or hand delivery.

Communication:

Dispenses information that is accurate in a timely and professional manner to employees, department managers, vendors, clients and other miscellaneous persons.

Greets visitors; ascertains nature of business; assists and/or directs visitors to appropriate person.

Answers telephone, screens and directs calls and messages, makes photocopies; performs other related duties as directed, maintains office supplies inventory.

Employee Development:

Occasionally trains new employees or student interns how to manage the various duties of the position.

May train summer staff in processing payroll, filing documents, and issuing checks.

Quality Assurance:

Ensures that all requests and inquiries are handled efficiently, timely and with accurate information.

Corrects errors and verifies account information for funds, billing and monthly expenses, purchase orders, vouchers and adjustments entered by self or other departments.

Examines and reviews vendor's applications, and ensures that information is corrected and application form is completed.

Productivity and Accountability:

Compiles information to assist department with producing timely reports according to deadlines.

Reconciles and posts accurate information to all accounts on time.

Record-Keeping and Documentation:

Calculates monthly expenses and posts additions and changes to ledger accounts.

Prepares and updates daily activity log, vendor maintenance report and/or audit report.

Marginal Job Functions

Performs other related duties as required.

Knowledge of Job

Has considerable knowledge of financial and accounting practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for expediency and effectiveness. Has considerable knowledge of all applicable policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Has the ability to keep abreast of any changes in policy, methods and operations. Is able to effectively communicate and interact with subordinates, management, employees and members of the general public. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, supervisory, human relations, and technical skills. Is able to use independent judgment and discretion in supervising subordinates including setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and skilled in the use of computers. Is able to read, understand, and interpret financial reports and related materials.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; three years of clerical accounting or budget experience; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills, and abilities for this job.



Fire Inspector

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: inspecting buildings to detect fire hazards and code violations; responding to code violation complaints; informing citizens and businesses of fire safety practices; completing reports and documentation of inspections and any resulting violations; and processing paperwork.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Administrative Duties:

- Appears in court to give testimony on citations issued to code violators.
- Locates property owner concerning abandoned building.
- Substitutes for co-workers in temporary absence of same.
- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Inspect installation and removal of underground tanks.
- Reviews, researches and studies city ordinances, reference materials and fire codes including National Fire Protection Association Codes, Life Safety Codes and Standard Fire Prevention and Building Codes, etc.

Administrative Duties:

- Assists in designing and writing evacuation plans for businesses.
- Estimates time necessary to correct violations; compiles fire loss information.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental operations, to promote improved job performance and to stay current with changing state/municipal codes and criminal/civil law.
- Collects fees for permits issued on site, past due fire permits, etc.

Planning and Organizing:

- Reviews, blueprints, files and records to gather background information prior to inspection.
- Contacts owner/occupant to establish inspection schedule.

Communication:

- Responds to complaints regarding code violations and fire hazards; follows-up with violator correcting deficiency via the telephone to advise and schedule re-inspection.
- Informs citizens and businesses of fire practices; makes safety recommendations to building owner/occupant.
- Receives advice, instructions and information from supervisor.
- Coordinates code compliance with other city departments; works with other city inspectors.
- Interacts with contractors, attorneys, court personnel and the general public to receive information and to advise, educate, direct, inform, etc.
- Conducts fire drills and building evacuation drills.
- Cooperates with federal, state, and local law enforcement agencies and its officers or representatives when their activities or investigations are related to on-going investigations being conducted by the Atlanta Fire Department; works to achieve the highest level of cooperation and efficiency possible.

Quality Assurance:

- Conducts fire safety inspections to determine compliance with the Standard Fire Prevention Code, Life Safety Code and N.F.P.A. Code.
- Performs re-inspections on site as needed to ensure violations has been corrected.
- Reads plans and blueprints for public assembly facilities to ensure correctness of plans/print.

Problem Identification and Solution:

- Observes conditions, determines if code violations exist and informs owner/occupant of deficiency; educates owner/occupant of methods to eliminate violations.
- Issues citations to habitual offenders or for noncompliance with fire codes; enforces code when owner refuses to cooperate.

Record-Keeping and Documentation:

- Prepares letters to document inspections and to report any resulting violations for permanent file; forwards permanent files to supervisor for review.
- Writes reports on major fires in area; composes deficiency letters and letters on fire hydrant maintenance.
- Maintains log of upcoming inspection dates; keeps inspection records and prepares reports for use by administrative or judicial authorities.
- Completes daily and monthly activity reports, inspection check lists, mileage and inspection reports, citations, vacant structure and day care facility forms, etc.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has considerable knowledge of fire safety practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Has considerable knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental fire safety operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret fire safety reports and related materials.

MINIMUM QUALIFICATIONS:

High school diploma or GED required; three years experience as a Fire Safety Specialist required; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license.



Accountant

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to perform entry level accounting work. Duties include, but are not limited to: communicating and clarifying pertinent information to supervisor (s); analyzing financial information; researching accounting discrepancies; and preparing reports.

EXAMPLES OF RESPONSIBILITIES & DUTIES:

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Administrative Duties:

- Performs generally accepted accounting procedures to audit accounts for fixed assets, purchase orders, invoices, and departmental vouchers.
- Verifies and reconciles account information and posts in general ledger accounts; files or prepares documents for storage on microfilm.
- Assists supervisor with special projects as requested.
- Reads and reviews various trade and professional journals and publications to stay abreast of accounting techniques and financial systems.

Communication:

- Communicates regularly with supervisor regarding the status of projects; ensures that supervisor is well informed of potential problems with projects and/or deadlines.
- Responds to questions and requests for information relating to financial accounts, various transactions, reports, documents, and any other accounting issues which may be of particular concern to departmental personnel, management and City employees.
- Attends meetings, seminars, workshops and/or training sessions as required to remain knowledgeable of departmental operations, to promote improved job performance and to stay current with changing policies, procedures, and codes.
- Answers the telephone; provides information; takes and relays messages and/or directs calls to appropriate personnel; returns calls as necessary.

Fiscal Responsibilities:

- Reviews requests for and/or creates new funds, accounts, and centers as they relate to ordinances, charter transfers, budget adjustments, and expenditure transfer requests once determined to be in compliance with proper accounting controls.
- Performs numerous accounting related duties including closing balance sheet monthly, preparing journal entries, releasing wire transfers of funds, and verifying and reconciling various accounts.
- Reviews ordinances, charter transfers, budget adjustments, and expenditure transfer requests to ensure accuracy.
- Verifies and reconciles payroll deductions and prepares request for checks per payroll period.
- Analyzes financial information on detailing assets, liabilities, and capital to summarize current and projected financial position; monitors accounts for budget compliance.
- Allocates interest earnings and gain on sale of investments.
- May perform accounting duties associated with grants and contracts as well as providing support for a non-profit sector within the City's organization, depending on assignment within an assigned department.

Productivity and Accountability:

- Researches accounting discrepancies; reviews overdrawn expense accounts, petty cash, operational and financial records; takes appropriate steps to correct errors.
- May perform duties relating to support of City's financial systems including selection, documentation, training, security, and maintenance.

Record-Keeping and Documentation:

- Composes and prepares correspondence, letters, memoranda, and other documents associated with daily routine and other duties; maintains files and records of reports, forms, and requests.
- Assists in the preparation formal financial statements, financial plans and reports, and budget development and cost-benefit analysis.

Marginal Job Functions

- Performs other related duties as required.

MINIMUM QUALIFICATIONS:

Bachelor's degree in Accounting, Business/Public Administration or related field required; one year of professional accounting experience; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.

KNOWLEDGE OF JOB:

Has knowledge of the principles, practices and procedures of the City and the various department operations and functions. Has knowledge of accounting, payroll and financial practices, policies and procedures as necessary in the completion of daily responsibilities. Has knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Ability to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and accounting operations and activities. Is able to effectively communicate and interact with management, employees, and members of the general public. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, human relations, and technical skills. Has the ability to comprehend, interpret, and apply regulations, procedures and related information. Is knowledgeable and skilled in the use of computers. Has working knowledge of accounting and auditing procedures. Is able to read, understand and interpret financial and accounting reports and related materials.



Budget Analyst, Sr.

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to prepare and formulate the City's Operating Budget, Capital Improvement Program and related documents. Duties include, but are not limited to: preparing budgets; analyzing fiscal functions; preparing highly complex analysis; troubleshooting mathematical errors; preparing reports; and processing associated paperwork.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Fiscal Responsibilities:

Participates in budget preparation, formulation, and presentation hearings.

- Analyzes on a quarterly basis appropriations, expenditures, and encumbrances for the purpose of processing of Transfer of Appropriations, Equipment Request and/or Administrative Budget Adjustment upon request by department.
- Prepares highly complex analysis of General Fund, Internal Service Fund, and departmental request during the formulation and execution of the City's Operating Budget, Capital Improvement Program and related documents.

Administrative Duties:

- Provides recommendations based on the preparation and constant monitoring of quarterly management plan, expenditure projections reports for current departmental Operating Budget.
- Troubleshoots mathematical errors such as formulas, addition, subtraction, etc., computer errors, printing errors, and narrative errors through follow-up analysis, proofing, and teamwork and exercises corrective measures.

Planning and Organizing:

- Plans and organizes schedule on a weekly basis. Prepares quarterly reviews/reports, annual budget, and ten years budget plan according to requirements.

Planning and Organizing:

- Develops, prepares, and forwards all supporting documentation by participating in departmental public budgetary hearings, quarterly expenditure review, and quarterly management planning sessions. Researches relevant information required for the preparation and forecast of projections for the development of future budgets.
- Performs extensive research, prepares analysis, and forwards recommendations to appropriate parties regarding specific projects.

Record-Keeping and Documentation:

- Prepares various financial documents such as budgets, expenditure recommendations, estimates, Transfers of Appropriation, Equipment Request, changes, and related reports using financial data.
- Maintains accurate files of work performed.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has considerable knowledge of departmental and budgetary policies and procedures as necessary in the completion of daily responsibilities. Has knowledge of the City's budget process. Has knowledge of applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Ability to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. Is able to effectively communicate and interact with elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations using statistical calculations. Is knowledgeable and skilled in the use of computers. Is able to read, understand and interpret financial reports and related materials.

MINIMUM QUALIFICATIONS:

Bachelor's degree in Finance, Accounting, Business/Public Administration or related field required; three years of experience as a Budget Analyst required; or any equivalent combination of education, training, experience which provides the requisite knowledge, skills, and abilities for this job. Supervisory experience preferred.



Special Projects Coordinator

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to perform administrative support duties within the Department. Duties include, but are not limited to: supervising staff; directing activities; providing administrative assistance with departmental planning and development for special events; assisting with the research and writing of proposals for grants; offering other administrative support as needed; and processing associated paperwork.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

- Supervises and evaluates assigned staff, handling all employee concerns, directing work assignments, and counseling and disciplining employees when necessary.
- Plans and assigns tasks to subordinates that best suit employees' talents; shows best techniques to accomplish tasks.
- Reviews work completed by subordinates to ensure accuracy of work and compliance with established standards; discusses errors which may arise and recommends method for corrective action.
- Monitors the budget in the office of the Commissioner.

Planning and Organizing:

- Researches and analyzes information for preparation of proposals, grants and other documents for the Commissioner.

Administrative Duties:

- Answers the telephone; provides information about projects; takes and relays messages and/or directs calls to appropriate personnel; returns calls as necessary.
- Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental operations, to promote improved job performance and to stay current with changing state/municipal policies, codes and laws.
- Attends meetings on behalf of the Commissioner in absence of same.

Productivity and Accountability:

- Researches and analyzes information for preparation of grants.
- Uses knowledge of various software programs to operate a computer in an effective and efficient manner.

Record-Keeping and Documentation:

- Prepares reports, proposals, grants, correspondence, memoranda and other documents for the Commissioner.

Equipment Use and Maintenance:

- Operates a computer, printer, etc. to enter, store and retrieve data to prepare and produce reports, compose routine correspondence and disseminate information to others on the system.
- Uses a calculator to compile and compute numbers for reports and statistics.

Interpersonal Relations:

- Assists departmental supervisors and employees, co-workers, City and other agency officials, personnel from other departments, and the general public as needed with their requests for information, guidance, advice, etc.
- Cooperates with federal, state, and local law enforcement agencies and its officers or representatives when their activities or investigations are related to on-going investigations being conducted within the City of Atlanta; works to achieve the highest level of cooperation and efficiency possible.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has general knowledge of the principles, practices and techniques used in grant preparation and planning. Knowledge of the methods of conducting research and statistical analysis and on the evaluation of research data. Ability to monitor and evaluate programs. Ability to compile, organize, prepare and maintain an assortment of records, reports and information in an effective manner and according to departmental and/or governmental regulations. Has the ability to communicate effectively with supervisors, other staff members, the general public and other groups involved in the activities of the City relative to area of responsibility. Has the ability to use independent judgment in routine and non-routine situations. Has the mathematical ability to handle required calculations. Is able to utilize and understand computer applications and techniques as necessary in the completion of daily assignments. Has the ability to plan, organize and prioritize daily assignments and work activities. Is able to comprehend apply regulations and procedures of the department. Is capable of working under a minimum degree of stress related to duties that require constant attention to detail and tight deadlines. Has good working knowledge of administrative procedures and methods as required in the performance of duties.

MINIMUM QUALIFICATIONS:

Associate's degree in Business/Public Administration required, Bachelor's degree preferred; two years of social service grants application and monitoring experience; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.



Fire Protection Engineer

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: reviewing and evaluating technical reports and architectural drawings; advising and assisting organizations, builders and representatives; conducting building inspections and materials field testing; preparing written reports and legislation drafts.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Administrative Duties:

- Enforces all city fire codes, ordinances and fire laws and regulations of the state in order to protect life and property.
- Reviews and studies city ordinances, reference materials and fire codes including National Fire Protection Association Codes, Life Safety Codes and Standard Fire Prevention and Building Codes.
- Receives and evaluates technical reports from testing laboratories to determine if interior finish materials by be used for construction.
- Conducts research and tests on fire retardants and fire safety of submitted materials and devices and to determine fire causes and methods of fire prevention.
- Makes studies of industrial, mercantile, and public buildings, homes, and other property before and after construction, considering factors such as fire resistance of construction, usage or contents of buildings, water supplies and water delivery, and egress facilities.
- May recommend materials, equipment, or methods for alleviation of conditions conducive to fire.

Planning and Organizing:

- Assists in monitoring plan review process.
- Schedules architectural drawings review; locates approved architectural drawings.
- Schedules meetings and site inspections.

Communication:

- Cooperates with federal, state, and local law enforcement agencies and its officers or representatives when their activities or investigations are related to on-going investigations being conducted by the Atlanta Fire Department; works to achieve the highest level of cooperation and efficiency possible.
- Consults with developers, architects, general contractors and business owners concerning fire code requirements.
- Answers numerous questions from the general public regarding life safety code via both the telephone and in person.
- Discusses projects, requests for exemptions and buildings' violations with immediate supervisor
- Meets with representatives from city departments including building, planning, plumbing and water to discuss project issues and to clarify code applications.

Quality Assurance:

- Reviews automatic sprinkler systems, fire alarm systems, and restaurant suppression systems and associated documentation.
- Conducts joint site inspections with area inspectors on complex buildings.
- Inspects buildings after a fire to determine extent of fire code deficiencies in the property; prepares written report regarding findings.
- Reviews construction documents for compliance with applicable code for places of public assembly, site development and installation of flammable liquids tanks.

Problem Identification and Solution:

- Assists in preparation of legislative drafts concerning fire codes.
- Assists in developing of new procedures and forms to improve inspection process.
- Provides code interpretation and code clarifications for fire inspectors.

Productivity and Accountability:

- Responds to written inquiries, complaints and requests for interpretation concerning fire codes.
- Ensures drawing reviews and reports a completed in a timely manner to meet building schedules, inspections and committee conference dates.

Record-Keeping and Documentation:

- Maintains files including reports and documentation on interior and exterior building materials submitted for review for code compliance.
- Compiles reports on findings of building inspections after construction and after fires indicating fire code deficiencies in the property.
- Retains architectural drawings on file; researches codes to ensure correct application, designate required signs and evaluate means of egress.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has thorough knowledge of the principles, practices and procedures of the City and the various department operations and functions. Has knowledge of fire protection practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has thorough knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Knows how to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and human resource/personnel operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with drafting instruments and computers. Is able to read, understand and interpret fire protection and engineering reports and related materials.

MINIMUM QUALIFICATIONS:

Bachelor's degree in Civil Engineering, Fire Protection Engineering, or related field; three years engineering experience in design applications and construction principles including proven knowledge of the Standard Building Code, Fire Prevention Code and Life Safety Code; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid Georgia driver's license.



Fire Protection Engineer

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to direct and organize City activities and other sponsored special events. Duties include directing major music festivals and special events, managing contracts and requests for payment. Preparing legislation and proclamations, coordinating services with other bureaus and departments, coordinating logistics for special events, coordinating program advertising, and performing related duties as required.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Work Delegation:

Administering program activities associated with the presentation of music festivals and special events.

Authorizes contracts and requests for payment.

Directs production and rehearsal activities.

Manages support services from vendors, agencies and other City departments.

Directs logistics, advertising and promotion, and site planning.

Planning and Organizing:

Organizes and prioritizes daily work assignments.

Plans and organized major music festivals and special events.

Communication:

Responds to questions, complaints and requests for information by telephone, in person or by mail from customers, employees and superiors.

Administrative Duties:

Assists in the distribution of information and documentation.

Makes copies and faxes information.

Provides clerical support to the performing arts division.

Record-Keeping and Documentation:

Organizes and maintains files.

Maintains logs and records.

Marginal Job Functions

Performs other related duties as required.

Knowledge of Job

Has thorough knowledge of the policies, procedures, and activities of performance of duties relating to the position of a Special Events Manager. Has the ability to prepare and maintain an assortment of records, reports and information in an effective manner and according to departmental and/or governmental regulations. Has comprehensive knowledge of the terminology used within the department. Has the ability to communicate effectively with supervisors, and other staff members. Has the ability to use independent judgment in routine and non routine situations. Has the mathematical ability to handle required calculations. Is able to utilize and understand computer applications and techniques as necessary in the completion of daily assignments. Has the ability to plan, organize and prioritize daily assignments and work activities. Is able to comprehend and apply regulations and procedures of the department. Is capable of working under a minimum degree of stress related to duties that require constant attention to detail and tight deadlines. Has good thorough knowledge of administrative procedures and methods as required in the performance of duties.

Minimum Training and Experience Required to Perform Essential Job Functions

MINIMUM QUALIFICATIONS:

Associate's degree in Business Administration or related field; and three year of event planning; and, fine art selection, logistics, contract administration or similar experience; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.



Emergency Medical Technician-P Instructor

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to conduct and coordinate training for Emergency Medical Technicians at the first responder, EMT-B, EMT-I, and EMT-P Levels. Conduct administrative support, performance measures, and tracking duties within the Atlanta Fire Rescue Department.

EXAMPLES OF RESPONSIBILITIES & DUTIES:

Instructs classes for new and existing staff; directs and coordinates training activities; providing administrative assistance with departmental planning and development for special programs; assists with the research and writing of proposals for grants; and processes associated documents for certifications and programs. Supervises and evaluate students on continuous basis, handle student concerns, directing work assignments, and counseling and disciplining students when necessary. Plans and assigns tasks to students which best suit' talents; shows best techniques to accomplish tasks, and create a positive and productive learning environment. Reviews work to ensure accuracy of work and compliance with established standards; discusses errors which may arise and recommends method for corrective action. Monitors student performances and communicates with the Chief of Training or designee. Researches and analyzes information for preparation of proposals, grants and other documents for the Commissioner. Prepare and submit lesson plans to the Chief of Training or designee. Attends meetings, seminars and training sessions as required to remain knowledgeable of departmental and industry operations, to promote improved job performance and to stay current with changing state/municipal policies, codes and laws. Attends meetings on behalf of the Chief or Training or designee in absence of same.

Researches and analyzes information for course preparation. Uses knowledge of various software programs to operate a computer in an effective and efficient manner. Prepares reports, correspondence, memoranda and other documents for the Chief of Training or designee. Operates a computer, printer, etc. to enter, store and retrieve data to prepare and produces reports, compose routine correspondence and disseminate information to others on the system. Uses a calculator to compile and compute numbers for reports and statistics. Assists departmental supervisors and employees, co-workers, City and other agency officials, personnel from other departments, and the general public as needed with their requests for information, guidance, advice, etc. Cooperates with federal, state, and local public safety agencies and its officers or representatives when their activities related to training or program being conducted within the City of Atlanta; works to achieve the highest level of cooperation and efficiency possible.

MINIMUM QUALIFICATIONS:

Associate's degree in Emergency Management/Operations or related field required, Bachelor's degree preferred; two years of EMT instructor and monitoring experience; Instructor Certifications: EMT-P Instructor, EMT-I Instructor, BCLS, ACLS, PALS/PEC, PHTLS or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.

KNOWLEDGE OF JOB:

Has general knowledge of the all levels of Emergency Medical Technicians, principles, practices and techniques used in training and applications. Knowledge of the methods of conducting training, research, and statistical analysis and on the evaluation of research data. Ability to monitor and evaluate programs. Ability to compile, organize, prepare and maintain an assortment of records, reports and information in an effective manner and according to departmental and/or governmental regulations. Has the ability to communicate effectively with students, supervisors, staff members, the general public and other groups involved in the activities of the City relative to area of responsibility. Has the ability to use independent judgment in routine and non-routine situations. Has the mathematical ability to handle required calculations. Has the ability to plan, organize and prioritize daily assignments and work assignments.



Project Manager

SALARY RANGE

PURPOSE OF CLASSIFICATION:

The purpose of this job is to perform or monitor high level management and process reviews to develop recommendations, which improve City operations and management systems. Duties include, but are not limited to: monitoring or conducting productivity studies; overseeing and directing reviews of City operations and management systems; performing special projects; preparing productivity information and workload evaluations; implementing the results of process reviews and responding to stakeholders concerning City operations and productivity.

Essential Duties and Responsibilities

The following duties are normal for this job. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.

Administrative Duties:

- Monitors a team of consultants, city employees and other stakeholders in conducting operational reviews and productivity studies of City operational departments for efficiency; compiles and presents a final report of findings and suggested recommendations for improvement to the appropriate department or parties; follows through to insure proper and effective implementation.
- Monitors, directs or personally performs special projects such as management audits, process analyses, quality circles, consultations and assessments; responsible for developing and scoping projects.
- Monitors the preparation, presentation, and maintenance of documentation on process analysis findings, training manuals, policy and procedure manuals, flow charts, implementation plans, milestones, progress charts and graphs.
- Reviews, monitors and evaluates the analysis and assessment of operational activities and recommends actions which change organizational culture, structure, staffing allocation or other dynamics to insure optimum utilization of the City's resources.
- Monitors or conducts stakeholder analysis to insure all stakeholders voice concerns regarding desired outcomes, processes, requirements and other issues necessary to have successful project support
- Utilizes various financial flow charts, statistical reports, and management reports for the purpose of analyzing and compiling studies or recommendations.
- Upon request may perform special projects such as management or financial reviews. Writes and reviews ordinances and legislative papers as needed to support improvement initiatives.

Communication:

- Develops communications plans and works with key stakeholders, including City departments, City Council, civic organizations and other governmental entities.
- Responds to public inquiries and questionnaires concerning the operational efficiency of the City and the progress of operational and management reviews.
- Communicates results of studies and recommendations to the Program Management Officer.

Planning and Organizing:

- Plans and organizes daily work routine including responding to employee suggestions. Plans and schedules short term projects on a monthly basis and three to six months for long term projects.
- Accepts responsibility for meeting deadlines.

Productivity and Accountability:

- Performs or monitors troubleshooting activities within departments with poor productivity to improve efficiency.
- Maintains high standards of accuracy in performing assigned duties and responsibilities.
- Exercises immediate remedial action to correct any quality deficiencies that occur in area of responsibility.
- Responsible for developing and managing project implementation efforts on an on-going basis.

Quality Assurance:

- Utilizes action research model in exercising duties and responsibilities.
- Maintains professional communication and interacts with all departments and divisions, co-workers, and the general public.
- Monitors or provides technical advice and performs follow-up work to ensure recommendations are implemented in a manner which will maximize efficiency and productivity.

Marginal Job Functions

- Performs other related duties as required.

Knowledge of Job

Has considerable knowledge of process management, organizational development and change, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer organizational reviews, plans and activities and to monitor performance of departmental operations against measured established goals. Ability to develop and administer operations and staff plans and objectives for the expediency and effectiveness of specific duties. Is able to develop and implement long-term goals for the City in order to promote effectiveness and efficiency. Ability to keep abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to City operations and activities. Is able to effectively communicate and interact with elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the City. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in handling emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures, and related information.

MINIMUM QUALIFICATIONS:

Bachelor's degree in Business/Public Administration, Public Policy, Organizational Development, or related field, Master's preferred, and five years of process review management, public policy or organizational consultation experience required; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.





City of Lompoc Fire Department

Developmental Succession Plan



Executive Summary

Members of our Fire Department Team are our most valuable asset. The department is committed to being a leading edge, dynamic, flexible, customer service-driven organization made up of dedicated, well trained, “can-do” professionals. We recognize that recruiting, developing, and preparing personnel for advancement throughout the organization, especially in supervisory and management positions, is essential to maintaining a professional, cohesive, and effective all-risk emergency service agency. Our organizational health and readiness depends primarily on developing our firefighters for greater leadership responsibility, a process that begins when an individual steps into the department as a Recruit Firefighter.

This plan has been developed in consultation with the membership of the department to provide a clear pathway along the continuum of professional development to all members from Recruit Firefighter to Fire Chief, and to provide every available resource necessary for success.

Plan Elements

- 1) Organizational Positions
- 2) Recruitment
- 3) Training, Certification, and Education
- 4) Mentoring and Coaching
- 5) Position Task Books
- 6) Promotional Examinations

These elements taken in total and applied consistently provide a comprehensive, valid, and measurable system from which to produce the highest quality Firefighters, Engineers, Fire Officers, and Chief Officers. Through their application, we intend for the organization to thrive and expand operationally, grow professionally and collegially, become increasingly exemplary in Santa Barbara County and California, and, for the services we provide to our citizens to continue to be delivered at an outstanding level. Our most important duty, and the driving force behind this plan, is to maintain the public’s trust in us as service professionals.

1. Organizational Positions

- A. *Auxiliary Firefighter*: An operational position that supports full-time personnel during emergencies and program administration under the direct supervision of a Company Officer. The Auxiliary Firefighter is responsible for engaging in training, working a minimum of one 24-hour shift per month, and maintaining basic qualifications. The Auxiliary Firefighter is subordinate to the Firefighter and directly responsible to the Captain.
- B. *Firefighter*: An operational position on an engine company, squad, or multi-use vehicle. Work involves fire suppression, administration of emergency medical service, equipment maintenance, and station duties. The Firefighter is subordinate to the Engineer and directly responsible to the Captain.
- C. *Engineer*: An operational position on an engine company, squad, or multi-use vehicle. Work involves driving/operating apparatus, fire pump operation, and equipment maintenance and repair. The Engineer is directly responsible to the Captain.
- D. *Captain*: An operational and supervisory position on an engine company. Work involves emergency and non-emergency supervision of a crew, program management, and direction of daily station operations. The Captain is directly responsible to the Battalion Chief.
- E. *Fire Marshal*: An administrative staff/supervisory position responsible for overseeing the Life Safety Division that includes all building inspection and code enforcement, weed abatement, plans checks, public education, and other related fire prevention duties. The position is held by a Battalion Chief who is directly responsible to the Fire Chief.
- F. *Battalion Chief*: An operational and administrative position responsible for emergency management and shift supervision. Work involves emergency scene command, implementation of mission goals and objectives, and implementation/oversight of operational programs. The Battalion Chief is assigned to a shift and has specific program responsibilities. The Battalion Chief is directly responsible to the Fire Chief.
- G. *Fire Chief*: An administrative position responsible for providing vision, leadership, and direction to the department. Work involves short- and long-term strategic planning, goal-setting, organizing, and directing staff in carrying out the mission of preventing and reducing life and property loss. The Chief is directly responsible to the City Administrator.

2. Recruitment

Maintaining a strong organizational foundation begins with the recruitment process. Firefighting has become an extremely technical and competitive profession, driving candidates to achieve considerable pre-employment educational and experiential qualifications. The pool of candidates from which we draw our future firefighters is greatly enhanced by this fact.

We additionally consider the size of our organization, high performance expectations, operational work tempo, city demographics, and service demands in applying our recruitment strategy to ensure that we select the candidates who are best-suited for carrying our mission into the future. The recruitment process is designed with flexibility that allows for selecting candidates best suited for our organizational needs at the time of hire. The department may choose to recruit highly qualified (lateral) candidates needing minimal training for duty, less qualified (entry level) candidates who the department will train more extensively for the job, or employ a combination of hiring both entry level and lateral candidates. The department and city will determine the most appropriate method at the time of recruitment.

3. Training, Certification, and Education

To aid in professional development, the following matrices outline a balance of qualifications, including formal education, that are expected to be achieved in a given rank. In planning for their professional futures, personnel are strongly encouraged to acquire courses in advance of actual promotion.

AUXILIARY FIREFIGHTER – Personnel hired in this capacity are expected to maintain required certifications and participate fully in the auxiliary program as designed. The department actively recruits full-time firefighters from this position.

Curriculum	System	Hours	Modality
Firefighter 1	CFSTES	Min. 6 mo.	Academy/ In-service
Hazardous Materials First Responder - Operations	OES	-	Academy
California Driver License	DMV	-	
EMT Accreditation in Santa Barbara County	EMSA		
CPAT or Biddle Agility Test		-	
24-hour shift per month.	LFD	24	In-service
	Total	24+	

FIREFIGHTER - The primary focus during the probationary period is successful completion of the in-house Academy and all quarterly examinations.

Courses	System	Hours	Modality
OSFM Firefighter 1	CFSTES	348	Academy
OSFM Firefighter 2	CFSTES	Varied	In-service
Hazardous Materials First Responder - Operations	FSTEP	16	Academy
LARRO	CFSTES	40	Academy
Rescue Systems 1	CFSTES	40	In-service
Confined Space Rescue Awareness	CFSTES	16	In-service
Trench Rescue	CFSTES	40	In-service
I-200 Basic ICS	NWCG	16	Academy
ICS-700.A Introduction to NIMS	FEMA	2	Online
S-215 WUI Operations	NWCG	32	In-service
S-190 Introduction to Wildland Fire Behavior	NWCG	8	Academy
	Total	558	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
Mandated and In-Service Training	LFD	Varied	In-service
Optional Skills EMT Certification	LFD	86	In-service
Additional Education/Certification			
OSFM Firefighter 1 and 2 Certificates	CFSTES	NA	In-service
Complete Succession Engineer Task Book	LFD	Varied	In-service

ENGINEER - Personnel aspiring to the Engineer position will have a minimum of two years of career, full-time paid fire service experience at the time of application.

Courses	System	Hours	Modality
Driver/Operator 1A	CFSTES	40	In-service
Driver/Operator 1B	CFSTES	40	In-service
Rescue Systems 2	CFSTES	40	In-service
S-234 Ignition Operations	NWCG	32	In-service
S-270 Basic Air Operations	NWCG	16	In-service
S-290 Intermediate Wildland Fire Behavior	NWCG	15	In-service
IS-800.B The National Response Framework	FEMA	4	Online
	Total	187	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
Mandated and In-Service Training	LFD	Varied	In-service
Optional Skills EMT Certification	LFD	86	In-service
Additional Education/Certification			
OSFM Driver/Operator Certificates	CFSTES	NA	In-service
Complete Succession Captain Task Book	LFD	Varied	In-service

CAPTAIN - Personnel aspiring to the this position will have a minimum of five years of career, full-time paid fire service experience at the time of application.

Courses	System	Hours	Modality
Company Officer 2A: HR Management	CFSTES	40	In-service
Company Officer 2B: General Admin. Functions	CFSTES	20	In-service
Company Officer 2C: Inspections and Investigation	CFSTES	40	In-service
Company Officer 2D: All-Risk Command Operations	CFSTES	40	In-service
Company Officer 2E: Wildland Incident Operations	CFSTES	40	In-service
I-300 Intermediate ICS	NWCG	24	In-service
Hazardous Materials Incident Commander	CalEMA	24	In-service
	Total	228	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
Mandated and In-Service Training	LFD	Varied	In-service
Optional Skills EMT Certification	LFD	86	In-service
IAFC Officer Development Program - COLS 1, 2, 3	IAFC	63	In-service
AR-330 Strike Team Leader - Engine	NWCG	40	In-service
Additional Education/Certification			
OSFM Company Officer Certificate	CFSTES	NA	In-service
Associate of Art or Science Degree		NA	In-service
Complete Succession Battalion Chief Task Book	LFD	Varied	In-service

FIRE MARSHAL - Personnel aspiring to this staff position will have a minimum of five years of career, full-time paid fire service experience as a Company Officer at the time of application.

Courses	System	Hours	Modality
Fire Management 1: Supervision for the Comp. Officer	CFSTES	40	In-service
Fire Instructor 2B: Group Discussion Techniques	CFSTES	40	In-service
Fire Management 2A	CFSTES	40	In-service
Fire Management 2B	CFSTES	40	In-service
Fire Management 2D	CFSTES	40	In-service
Fire Management 2E	CFSTES	40	In-service
Certified Plans Examiner (*2018 requirements)	CFSTES	160	In-service
	Total	400	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
IAFC Officer Development Program - Chief 1 and 2	IAFC	42	In-service
Additional Education/Certification			
OSFM Fire Marshal Certification	CFSTES	Varied	In-service
Associate of Art or Science Degree		Varied	In-service
Complete Succession Fire Chief Task Book	LFD	Varied	In-service

BATTALION CHIEF - Personnel aspiring to the Battalion Chief position will have a minimum of five years of career, full-time paid fire service experience as a Company Officer at the time of application.

Courses	System	Hours	Modality
Chief Fire Officer 3A: Human Resources Management	CFSTES	26	In-service
Chief Fire Officer 3B: Budget and Fiscal Resp.	CFSTES	18	In-service
Chief Fire Officer 3C: General Admin. Functions	CFSTES	24	In-service
Chief Fire Officer 3D: Emergency Service Delivery	CFSTES	24	In-service
I-400 Intermediate ICS	NWCG	16	In-service
Hazardous Materials Assistant Safety Officer	CalEMA	16	In-service
	Total	124	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
Mandated and In-Service Training	LFD	Varied	In-service
IAFC Officer Development Program - Chief 1 and 2	IAFC	42	In-service
Additional Education/Certification			
OSFM Chief Officer Certificate	CFSTES	NA	In-service
Strike Team Leader - Engine Certification	CICCS	NA	In-service
Bachelor of Art or Science Degree		NA	In-service
Complete Succession Fire Chief Task Book	LFD	Varied	In-service

FIRE CHIEF – Qualification for this executive leadership position are a culmination of knowledge, skills, and experience developed over a service career; a minimum of five years of career, full-time paid experience as a Chief Officer at the time of application.

Courses	System	Hours	Modality
Executive Chief F.O. 4A: Human Resource Mgmt	CFSTES	28	In-service
Executive Chief F.O. 4B: Community and Govt Relations	CFSTES	10	In-service
Executive Chief F.O. 4C: Administration	CFSTES	30	In-service
Executive Chief F.O. 4D: Emergency Service Delivery	CFSTES	40	In-service
Executive Chief F.O. 4E: Health and Safety	CFSTES	14	In-service
	Total	122	
Supplemental Training			
Mandated and In-Service Training	LFD	Varied	In-service
NFA Executive Fire Officer Program (EFOP)	NFA	Varied	In-service
Additional Education/Certification			
OSFM Executive Chief Fire Officer Certificate	CFSTES	NA	In-service
Master of Art or Science Degree		NA	In-service

In addition to the above, this position requires additional management and leadership competency at the executive level, which may be obtained through a variety of educational and experiential means obtained throughout one's service career. At a minimum:

- A vision of the future and an ability to set/achieve strategic goals and objectives to reach it;
- Political acumen and fostering of functional, collegial relationships with community groups, council members, city staff, outside agency personnel, and media to build consensus around and buy-in to the department's vision;
- Certification as a Fire Chief by the Center for Public Safety Excellence;
- A Master of Science or Art degree in Public Administration, Business, Fire Science or other related field (desired);
- Active membership in the International Association of Fire Chiefs, Cal-Chiefs, and the Fire Chiefs Association of Santa Barbara County.

4. **Mentoring and Coaching**

A vital aspect of developing and preparing personnel for advancement is to provide for observation and learning directly alongside a mentor. Through the mentoring process, existing leaders identify and develop personnel (emerging leaders) via demonstration, observation, co-performance, and evaluation. The existing leadership of the department (Chief, Chief Officers, and Company Officers) is committed to investing in personnel leadership development and will engage directly in mentoring.

Personnel desiring to promote may select a mentor to aid and guide them toward his/her goals. A mentor may also be assigned based on the needs of the organization. The expectation of the mentor/mentee relationship is one of mutual interaction in which the mentor's skills and resources are shared, and by which the mentee develops and expands his/her skills. To be selected as a mentor is an honor and those selected are expected to treat the privilege as such by making themselves open and available to their mentee as often as possible and to the degree sought.

Such direct involvement also provides an opportunity for coaching members toward successful advancement. Direct input into the positive and negative performance aspects of an individual is an essential tool in developing skills and abilities. Coaching is expected not only of a mentor, but also of all department personnel as they interact and influence those seeking promotion. *This process is so vital to our future that the department is committed to focusing 25 - 30% of its operational time to leadership development.*

5. **Position Task Books**

Task Books are associated with each position in the department and are designed to guide personnel in achieving competencies necessary for success in a given position. To be eligible for competitive promotional examinations, personnel will open and complete the task book for the position sought by the time of application.

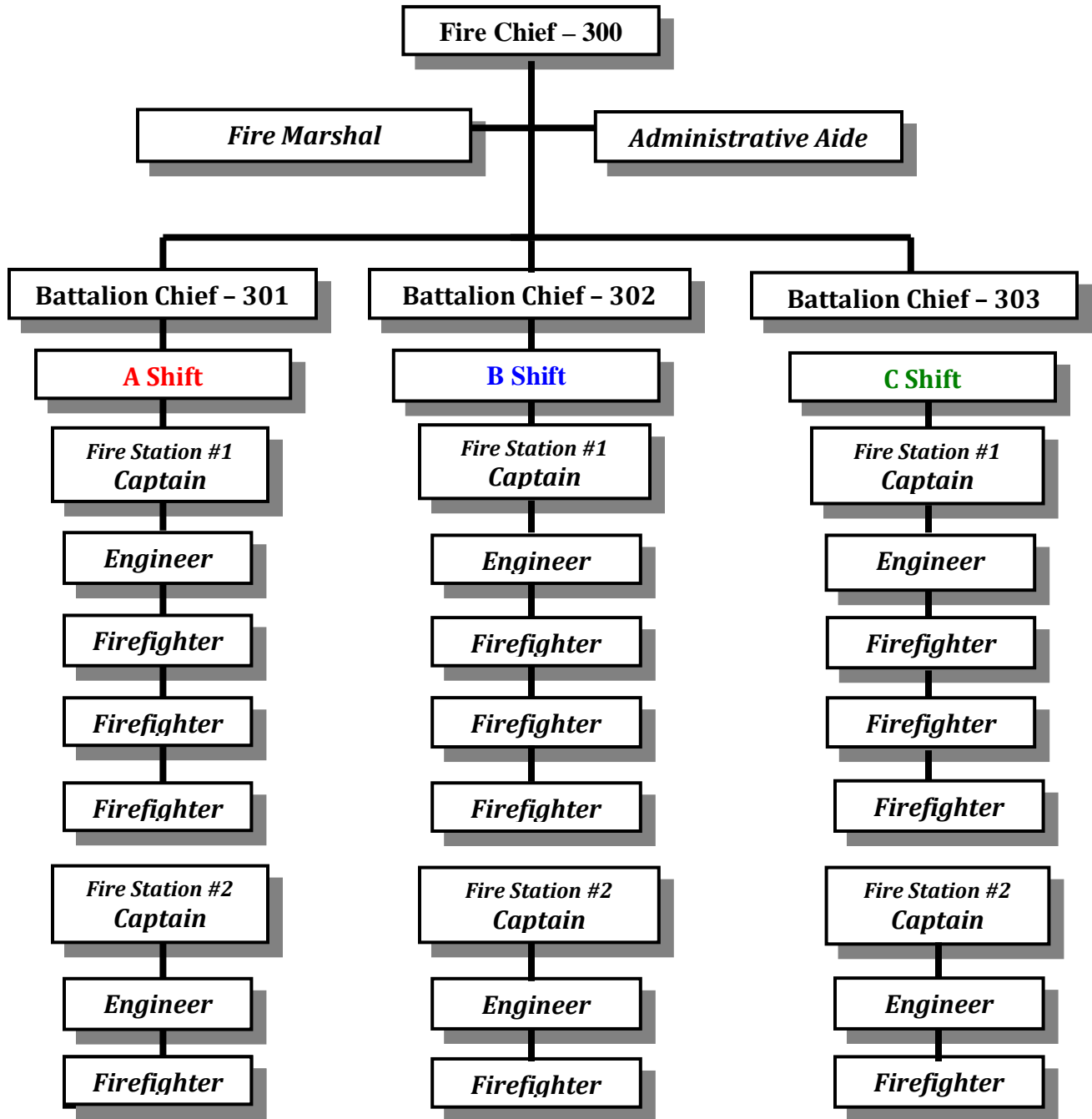
Acting certification is granted upon successful completion of position task books, completion of respective testing and evaluation, and final approval of company and chief officers.

6. Promotional Examinations

When position vacancies arise, personnel will participate in competitive examinations, the passing of which will result in placement on a promotional eligibility list. Candidates on an eligibility list will be equally and fairly considered for promotion by the department's leadership team, with the final decision made by the Fire Chief. Eligibility lists are valid for a minimum of six months, and may be extended per department needs.

To aid in maximizing promotional readiness, the organization may maintain active eligibility lists regardless of position vacancies via recurrent promotional testing. Working closely with the city Human Resources department, promotional testing may be conducted to establish perpetual eligibility lists from which the department will draw to fill vacancies when they arise. Testing frequency can be tailored to meet department needs by planning ahead of anticipated retirements, resignations, and other causes of vacancy. Additionally, such testing recurrence elevates the operational and promotional readiness of our people by requiring them to remain astute and competitive in their skill sets.

Organizational Chart



Job Descriptions

Auxiliary Firefighter –

- Observes and participates in hands-on training to develop and maintain Firefighter 1 skills under the direct supervision of a Company Officer.
- Performs basic firefighting duties during emergency operations under the direct supervision of a Company Officer.
- Assists the department in an administrative capacity during fire prevention inspections, public demonstrations, CERT training, CPR instruction, and any other department program where such assistance is needed.
- As a department member, is given additional consideration during the hiring process for vacant positions.

Firefighter –

- Performs fire control, victim rescue, exposure tactics, ventilation, fire containment and extinguishing fires while fighting structural, residential, commercial, industrial, chemical, petroleum, vehicle and wild lands fires;
- Inspects and maintains nozzles, appliances, fittings, fire extinguishers, hand and power tools, ropes, emergency lighting equipment, generators, rescue, first aid and related equipment;
- Operates cutting, boring and sawing tools, lighting, lifting and air moving equipment, various types of extinguishers, appliances, elevators, fire protection and escape systems, radio equipment and meters
- Uses a variety of tools, ropes, knots, ladders, life lines, belts and couplings;
- Loads, unloads and carries hoses; connects nozzles and valve fittings; extends and reduces hose lines; lays single and multiple hose lines; lays hoses and operates hose streams above and below street level;
- Raises, climbs, and works from a variety of ladders;
- Provides emergency care and treatment of fire and accident victims; lifts, carries and transports victims;
- Engages in public information activities; conducts fire drills and demonstrates fire equipment; assists in the maintenance of fire station and grounds; conducts inspections of dwellings, public assemblies and commercial, industrial and government buildings; interprets fire and building codes; issues orders to comply with such codes; inspects and tests fire protection systems; examines the storage, handling and use of flammable and combustible liquids and of other hazardous materials; makes recommendations regarding the correction of hazards;
- Assists in the investigation of fires; responds to complaints and requests for information from the public;
- Performs related work as required.

Engineer –

- Responds to alarms; drives fire equipment to fires; operates a pumping engine engaged in regulating water pressure from street mains, or draft, through hose lines to nozzle; studies the geography of the City and knows all streets and 100 blocks;

- Uses hydraulic theory and mathematics to figure correct pump pressure to ensure required water pressure at the nozzle; assumes responsibility for operation of pumps;
- Cleans, washes, and services equipment; inspects equipment and motor of pump; cleans and maintains hose carried on equipment;
- Places truck in appropriate position at the scene of a fire or in other emergencies; performs a full range of fire fighting duties;
- Conducts inspections of public assemblies and commercial, industrial or governmental buildings and other public establishments to secure compliance with codes and regulations pertaining to fire safety; issues orders to comply with codes; inspects and tests fire protection systems; examines the storage, handling and use of flammable liquids and other hazardous materials; makes recommendations regarding correction of hazards;
- Assists in the investigation of fires;
- Assumes charge of an engine company in the absence of the Captain;
- Performs related work as required.

Captain –

- Responds to fire alarms and emergencies; gives direction to personnel and personally assists in the work of extinguishing fires and in performing related life and property protection;
- Maintains discipline on calls and in company quarters; assigns daily work to staff; prepares performance evaluations; recommends commendations and discipline; records company activities in daily journal;
- Prepares reports of company activities for chief officers; inspects personnel, equipment and company quarters; performs or assists in company inspections, classroom instructions and in the preparation of sketches, charts, and instructions for fire suppression purposes;
- Drills and instructs personnel in the use of hoses, nozzles, ladders and other portable fire fighting equipment; instructs personnel on location of public buildings, their fire hazards, and the methods of combating fires in such places, conforming in training and instructional work with department policy and procedures;
- Performs fire investigation duties;
- Arranges public information programs;
- Maintains records and prepares reports;
- Assumes duties of the Battalion Chief during periods of absence;
- Performs duties of fire fighter and fire engineer as required and as licenses and certifications permit;
- Performs related work as required.

Fire Marshal –

- Plans, directs, develops and manages comprehensive programs relating to building inspection, code enforcement and fire prevention activities falling within the Division;
- Develops, implements, and monitors policies, goals, objectives, and priorities in compliance with governing laws, regulations, and guidelines;

- Reviews building plans to determine compliance with codes, regulations and ordinances; calculates fees and issues permits;
- Coordinates building activities with other City divisions and outside agencies;
- Prepares reports and recommendations to the City Council, makes recommendations to the Fire Chief, City Administrator, and public officials;
- Provides technical advice to builders and the general public;
- Investigates complaints of code and ordinance violations and other unsafe conditions; may conduct field inspections of building projects; evaluates existing fire safety conditions and federal, state, and local codes applicable to fire safety; recommends policies, procedures, and ordinance revisions as necessary;
- Prepares and administers division budget; develops and directs the building services work plan;
- Assigns work activities, projects, and programs; monitors work flow; reviews and evaluates work products and procedures;
- Meets with architects and builders to discuss plans, code compliance;
- Supervises, trains, and evaluates staff;
- Performs related work as required.

Battalion Chief –

- Performs incident command functions at multi-unit emergencies;
- Assumes administrative responsibility for assigned department-wide functions and programs;
- Makes or recommends decisions regarding hiring, promotions, terminations, discipline or other change in status;
- Conducts fire, safety, health and related inspections, issues notices of violation and follows-up inspections; reviews and recommends modification of codes, regulations and ordinances; evaluates building plans, determines code requirements and conducts on-site construction inspection;
- Plans, organizes, and implements staff training programs presented by the department; schedules personnel to attend training; develops and presents training programs for personnel; conducts drills;
- Prepares functional and department budget; purchases budget items; directs the maintenance of buildings and equipment; prepares administrative studies and reports;
- Assumes responsibility for the operation of the department on an assigned shift; prepares personnel performance evaluations;
- Develops and implements community relations and information programs;
- Assumes the duties of the Chief, as assigned;
- Performs related work as required.

Fire Chief –

- Plans, organizes, directs and reviews activities of personnel performing fire-fighting, fire inspection, and fire prevention;
- Makes recommendations for the establishment and maintenance of an adequate fire defense organization;
- Makes assignments and supervises subordinate officers in the development and operation of fire training and fire prevention programs;

- Initiates and advises on the development of ordinances and regulations;
- Reviews reports on departmental activities; prepares reports to City Council and City Administrator;
- Prepares plans for improving the City's Insurance Services Office rating;
- Prepares department budget estimates;
- Supervises the preparation and maintenance of records and reports;
- Prepares long-range plans for the development of the Department;
- Approves personnel time sheets;
- Meets with community groups and officials to explain and improve the program of the Department;
- Coordinates activities of the Department with those of departments responsible for water service or problems relative to fire prevention;
- Performs related work as required.

Task Books

- Auxiliary Firefighter
- Firefighter
- Engineer
- Captain
- Fire Marshal
- Battalion Chief
- Fire Chief

Succession Management Process



The succession management process is a unique tool to help ensure sustained organizational effectiveness and survival.

Wausau Fire Department

606 E Thomas Street

715.261.7900

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10/1/2016

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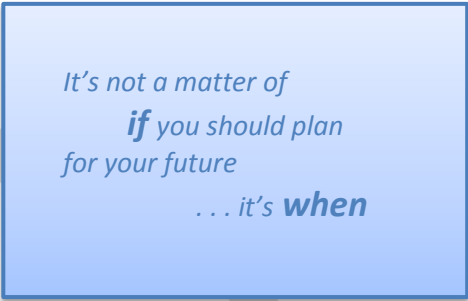
Executive Summary

The ability of the Wausau Fire Department to achieve and maintain a safe, healthy, economically viable environment for our community is contingent on our ability to plan. As the saying goes, “Failing to plan is planning to fail.” Developing and implementing a comprehensive succession management process that supports our strategic plan represents the Department’s desire to develop a road map for the future success of the communities we serve.

Although most people would agree that succession management is an endeavor that ensures effectiveness and sustainability and should be pursued, very few fire departments have a formal process in place. This point is clear: as baby boomers continue to retire, leadership and institutional knowledge continue to walk out the door with them, and gaps in our work force continue to widen, we continue to neglect succession management at our own peril. This is why the Wausau Fire Department is making a concerted effort to develop and implement a formal succession management process. Almost 40% of our Department members have fewer than five years of service, and about 25% have more than 20 years of service. The recent recession seriously hampered our Department’s ability to maintain the level of excellence that our stakeholders have come to expect from us, and to which we aspire. With the safety, health, and economic viability of our community at stake, we developed a three-pronged set of initiatives to ensure our success: strategic planning, succession management, and department accreditation.

Because every organization’s needs vary, succession management, like a strategy, must be tailored to the uniqueness of that particular department. However, what can and should be shared are the processes developed to address the elements of succession, which are transferable and adaptable. Succession management often is envisioned as planning for the replacement of a top individual or most senior individuals, such as an assistant chief, chief or deputy chief. Our process, however, is more expansive: it focuses on all key positions crucial for achieving the Department’s mission and realizing its vision for the community. For public safety sustainability, Department positions characterized as “crucial or critical” must be staffed. Without appropriate planning and support, many can be difficult to fill effectively and efficiently as needed.

With this formal commitment to develop all employees throughout their careers, the Wausau Fire Department demonstrates and reinforces the value we place on our employees and their contributions to our community’s safety, health, and economic viability. Additionally, we strengthen our recruitment of new employees and our retention of those who currently are employed. Our community suffers if/when hundreds of years of institutional knowledge and expertise walk out the door, lost forever. These are just a few examples of the benefits to the community of implementing a dynamic succession



*It's not a matter of
if you should plan
for your future
... it's when*

management process that enables us to sustain the level of excellence that our stakeholders expect of their Wausau Fire Department.

Underlying Assumptions

In April 2016, the Wausau Fire Department embarked upon a succession management process. This journey was undertaken to fortify several areas of weakness that hamper our ability to keep our community safe, healthy, and economically viable. We began by developing the following underlying assumptions. It is important to recognize that because assumptions have expiration dates, our success in protecting our community depends in part on periodically reviewing this list and revising it as needed.

1. The City of Wausau and the Wausau Fire Department desires to recruit and hire the best qualified entry level external candidates.
2. The City of Wausau and the Wausau Fire Department desires to retain, develop and promote qualified personnel from within the agency whenever possible.
3. Enabling the Fire Department to achieve its mission and vision successfully requires a comprehensive succession management process that has a broad training component that goes beyond professional development and is applicable to all employees throughout the agency.
4. The Fire Department's ability to keep the community safe, healthy and economically viable will be heightened through the objectives set forth by the succession management process and its integration with our strategy and accreditation processes.
5. The succession management process is designed to provide a systematic structure to support the achievement of the goals outlined in the Fire Department's strategy. However, the door remains open to our taking expedient action when there are opportunities that, while perhaps not aligned with the Department's strategy, add value to the community and endorse our mission and vision. For example, mobile integrated health care was not addressed in the strategy but does align with both our mission and vision and therefore will be incorporated into our succession management process.
6. To assist the Fire Department reach a sustainable level of the service excellence to which we aspire and which the community deserves, we anticipate that it will have the on-going commitment to, and support of, the succession management plan outlined in this document from our City's elected and appointed officials, our Mayor, our Police and Fire Commission, our Fire Chief and all of our Fire Department personnel.
7. Our stakeholders understand that succession management is an on-going process that evolves over time to meet and exceed the expectations and changing needs of the community.
8. Although this document includes all elements of a comprehensive succession management process that will help advance the community's safety, health, and economic viability, stakeholders understand that realistically, not all of them are attainable in the near-term. Analogous to the incident command system, this process is designed to be flexible and readily adaptable to the needs of the community and the availability of resources necessary to address them.

*Why plan for the worst case scenario,
when you want the best case
scenario? Plan for what you want!
~ A Monika*

Introduction to Succession

Succession management is an on-going, long-term, systematic **process** to develop talent throughout the organization so that there is a readily available, qualified pool of candidates to fill critical positions as they become vacant. The key is to put systems in place to make

certain that members are well prepared and can be successful in filling mission-critical positions, performing critical functions and/or supplying critical skills. A position/function/skill is considered *critical* if the failure to staff/perform/provide it results in the agency's inability to achieve its mission. For example, the payroll function of the Department is considered critical because if this task is not performed, the Wausau Fire Department would be unable to accomplish its mission of "providing rapid, professional emergency services to protect and enhance the community."

Similar to a strategy, succession management is a forward-looking process that considers both current and future needs. True succession planning takes time; it is a thoughtful, dynamic process, not an event. To ensure their success, the objectives of this process will be embedded in the Department's strategic plan. Although succession often focuses only on senior-level positions, the Wausau Fire Department will avoid the costly errors that result from taking such a short-sighted view by expanding this model to include vulnerable positions, functions and skills throughout the organization. It is a near certainty that positions, functions or skills that are necessary today will lose their value or be replaced with a more effective model in the future. A viable succession management process allows us to monitor and address these issues continuously and proactively so the Department will be successful in achieving its mission of providing rapid, professional emergency services to protect and enhance our community.

With the development and implementation of an effective succession management process, the Wausau Fire Department is fortifying our ability to sustain our community's safety, health, and economic viability. The following list identifies some of the ways in which the community will reap the benefits of a comprehensive succession management process:

- Optimization of scarce resources by developing employees in a systematic, coordinated way.
- A heightened level of safety for our members and the community because the right people are in the right jobs, and those in critical positions and performing critical functions are well prepared for their duties.
- Elevated level of efficiency by providing a process for collecting, sharing, and preserving valuable and irreplaceable institutional knowledge.
- Enhanced productivity when advancement opportunities are tied to performance.
- Continued readiness of all staff by providing for on-going professional development.
- Achievement of our Department's mission by providing support for its strategic plan and goals.
- Continual improvement by raising the performance bar and thereby accelerating the achievement of the Department's accreditation initiatives.

- Reinforcement in the connection between performance and promotion by communicating expectations and tying advancement to performance.
- Heightened and sustained public confidence that comes with knowing the Department is being led in a manner that is professional, visionary and intentional.
- Maximized return in the community’s investment in public safety.
- Workplace that inspires employees to do their best because there is a clear line of sight from each person’s job to the agency’s vision and mission.
- An effective risk management tool that prevents or mitigates the effects of premature or ill-advised promotions or hires.
- Cost containment tool that over time boosts the retention of good performers by providing a definitive direction to members who want to advance.
- High levels of trust and confidence in staff and the public because the process is transparent and tied directly to the safety, health, and economic viability of the community.

Succession Management Process Steps

- Step 1: Determine key elements of succession to be included in the process (Size-up)
- Step 2: Perform a vulnerability assessment and prioritize the listed elements (Triage)
- Step 3: Develop a written succession management process
- Step 4: Develop a written implementation plan
[include estimated return on succession management investment]
- Step 5: Execute the succession management process through utilization of the implementation plan
- Step 6: Evaluate the process and its elements; revise as needed
- Step 7: **Lessons learned**

Step 1: Determine key elements of succession to be included in the process (Size-up)
Taking into account the mission, vision and core values of the organization, determine what elements of succession should or need to be addressed within the process. Although, most often succession emphasizes professional development in the managerial ranks, the Wausau Fire Department has expanded their process to include many ancillary processes that can directly influence or impact the development of talent within the organization. It has been determined that this method will best meet the needs of the Department today and into the future.

Step 2: Perform a vulnerability assessment and prioritize the listed elements (Triage)
The term “vulnerability” refers to potential threats to the agency’s ability to achieve its mission. Through the triage process, determine the degree of vulnerability that the

Department and the community is being exposed to specific to each element on the list and prioritize appropriately.

- Step 3: *Develop a written succession management plan***
Data gathered in steps 1 and 2 will enable you to identify where there are gaps or weaknesses between what's needed and what's available in order to achieve the organization's mission. Create a written document to address those gaps in the short-term and the long-term. The plan must support, and be aligned with, the organization's mission, vision, values, and strategy.
- Step 4: *Develop a written succession management implementation plan***
The purpose of the implementation plan is to spell out the details of how to turn the succession management plan into action. Like a recipe, it describes in detail the desired outcomes as well as how to achieve them. Consulting internal and/or external subject matter experts will save time and resources in the long run.
- Step 5: *Implement the succession management process***
Once the written succession management plans are approved, it's time to take action!
- Step 6: *Evaluate the process and its elements; revise as needed***
Both the succession management plan and the related implementation plan must be monitored regularly and updated as needed. Maintain situational awareness of the elements that affect the agency's ability to achieve its mission so you can take appropriate action as needed in a timely manner.
- Step 7: *Lessons Learned***

Background Information

Situation Assessment

The mission of the Wausau Fire Department (WFD or Department) is to provide rapid, professional emergency services to protect and enhance the community. The vision and core values reflect our commitment to going "above and beyond" in providing service excellence by achieving performance standards established through best practices and community expectations. The strategic planning process has certainly helped set a positive direction for the future of public safety in our community; however, several underlying issues threaten to negatively impact that forward momentum if we allow them to go unaddressed. For example, after years of hiring freezes, the number of members retiring easily outpaces the number of people qualified to step up to do their jobs, and the Department's previous history of inattentiveness to educational requirements for all positions as well as the recent recession's resultant resource management pressures have highlighted the urgency of remedying these impediments to public safety.

A succession management process that tackles those issues will help ensure that the delivery and quality of service we provide our community is not compromised. As a result, the Wausau Fire Department amended our strategy to include the development and implementation of a comprehensive succession management process. Here are specific examples of some of the anticipated outcomes of this decision.

With the astounding number of recent and anticipated retirements, our community stands to lose decades of experience, institutional and subject-matter knowledge and expertise. Through scheduled retirements during the next five years, nearly 25% of our fire and rescue workforce will exit, as well as 66% of our supervisory and managerial staff (i.e., Lieutenants and Battalion Chiefs). Currently, the WFD has no process to minimize disruptions and ensure the smooth continuity of service by capturing, retaining, and using their collective, invaluable knowledge and expertise. Failure to address this stark reality would be irresponsible, and a grave disservice to our community. A succession management process will mitigate the impact of this deficiency in the short-term and largely eradicate it in the long-term by creating and institutionalizing a robust knowledge management process. Elements of succession that support such a process, some of which exist currently, include the Department's identification of, and immediate attention to, mission-critical positions, functions, and skills, as well as the alignment of its hiring and promotional processes and apprenticeship/mentorship program with our commitment to the community's safety, health, and economic viability.

Training and education within the fire service is mission-critical. Given that their jobs require our fire and rescue professionals to make life and death decisions on a daily basis, it is not surprising that proficiencies in the tactical components of emergency response have been the top priority for our members' training and education. While this focus has obvious and direct benefits to the community, our stakeholders' expectations that the Wausau Fire Department provide a wider range of services while maintaining or enhancing our level of service excellence, together with the new economic realities that constrain our collective resources, generate greater degrees of responsibility and an understandable demand that the Department conduct business in a more effective and efficient manner. It is clear that there is a "new normal" in our community that is shifting public safety dynamics and triggering unique challenges and additional responsibilities for fire and rescue professionals. This reality cannot be ignored: every decision, no matter how small, is impactful, and there is less and less room for error. The community now requires its public safety professionals to be strong leaders, possess critical thinking skills, communicate diplomatically, collaborate effectively and be financially astute. Because any deficiencies in these areas could be detrimental to the community's safety, health, and economic viability, the Wausau Fire Department has chosen to establish a succession management process so we can do a better job of identifying training and development needs, standardizing our content, and systematizing our training and educational programs as well as creating and supporting a formal career path that includes professional development for all of our members. Elements of succession management that support this direction include gathering and analyzing workforce data, establishing rigorous and relevant knowledge/skills/abilities/competencies requirements, identifying sources of educational funding, setting high performance expectations and holding ourselves accountable through a robust performance management process, and establishing a systematic professional development program accessible to all members.

Resource management is defined as “the process of using a company’s resources in the most efficient way possible. These resources can include...goods and equipment, financial resources, and labor resources such as employees.” The recent economic environment has foisted additional financial and other burdens upon local governments, requiring officials to make tough budget decisions in the face of competing legitimate needs. Once protected by a “hold harmless” provision, public safety budgets now must compete for municipal dollars on the same bases as other agencies. Constraints such as this have had a negative impact on the level of public safety that is attributable directly to the reduction in training dollars, the delay of capital projects and the backlog of deferred maintenance. The succession management elements specific to resource management include educating stakeholders, providing excellent customer service, identifying sources of educational funding, increasing our currently inadequate staffing levels, and forging and nurturing new, mutually beneficial partnerships that will enhance the safety, health, and economic viability of our community.

Addressing our community’s new reality is both essential and urgent. A continued failure to tackle succession-related issues will leave the Department insufficiently prepared to meet our community’s needs and expectations effectively and efficiently. The issues cited above are a few of the critical success factors for maintaining and improving the level of public safety in our community. For these reasons, the City of Wausau Common Council fully supported the Department’s request to solicit the leadership and expertise of Dr. Pat Lynch for this initiative. Dr. Lynch agreed to educate the Department staff on the “how to” of succession management with the goal of successfully initiating the process and then sustaining it over the long-term so that we may reverse the damage already done and, over time, overcome or mitigate the obstacles to ensuring a safe, healthy, economically viable environment for our community.

Preparation

In preparation for the launch of this strategic initiative, Chief Kujawa and her staff provided Dr. Lynch with background documents that allowed her to assess the Department’s current status relative to where it needs to go. In preparation for a four-day on-site visit, Dr. Lynch customized a number of succession management tools for the Department and developed a training program to educate internal and external stakeholders about how to develop and implement an effective, sustainable process.

On-site Visit

During her visit to the Wausau Fire Department April 18-21, 2016, Dr. Lynch met with Chief Kujawa and her staff, board members of Wausau Firefighters Local 415, and all Department members. She also visited each station, attended the Police and Fire Commission meeting, met newly elected Mayor Robert Mielke, and conducted a half-day training session for the Succession Management Committee, whose attendees included both Department members and outside stakeholders.

Following the all-crew meetings held on April 18, 19, and 20 to explain the succession management initiative, Dr. Lynch met personally with all station crews to solicit members’ ideas about what elements they would like to include in their succession management process. Based on their responses and input

from the Committee, the Succession Management Committee identified an initial set of elements to include in the Department’s succession management process. (See Elements of the Wausau Fire Department Succession Management Process Elements section below.).

The initial meeting of the Succession Management Committee, facilitated by Dr. Pat Lynch, was held on Wednesday, April 20, 2016. Its purposes were to (a) provide an overview of the succession process as well as some sample tools and additional resources, (b) report on the feedback provided during the meetings with crew members, (c) begin to identify elements of the Department’s succession management process, and (d) identify next steps. Department attendees included Administrative Assistant Mindy Walker, Firefighter/Paramedic Cody Wiesman, Lieutenant Chris Barber, Firefighter/Paramedic Marc Hill, Firefighter/Paramedic Caroline Kraeger, Firefighter/Paramedic Brian Bauknecht, Lieutenant Mike Tulisari, Firefighter/Paramedic Matt Brockman, EMS Division Chief Scott Habeck, Deputy Chief Josh Klug, Chief Tracey Kujawa, and Battalion Chief Al Antolik. External stakeholders who attended included Don Ryder, City Council President Lisa Rasmussen, community member Brian Gumness, and Captain Ben Bliven of the Wausau Police Department.

Follow-up

Since the on-site visit, Chief Kujawa, her staff, and Dr. Lynch have engaged in regular conference calls to ensure the successful development and implementation of the Department’s succession management process. Progress to date is described in the Current Status section below.

Elements of the Wausau Fire Department Succession Management Process

The list below represents the elements selected by the Succession Management Committee for inclusion in our Department’s succession management process. Going forward, the Committee members, in collaboration with Wausau Fire Department employees, will add to, or otherwise modify, this list. To illustrate specifically how the succession management elements support the Department’s strategy, they are categorized according to our eight strategic initiatives. Note that all elements support multiple initiatives, and several support all eight; however, each element is listed in only one category.

Strategic Initiatives	Succession Management Elements
1. Recruitment and retention	Marketing the Department’s public safety “big picture” Integration of mission, vision, and core values Workforce analysis (on-going) Procedurally fair promotional process Effective external hiring process Accurate, complete current position descriptions Professional development Written career path that covers rookie through fire chief ranks and includes civilian staff
2. Community/Relationships	Community of advocates for public safety

	Communication of the value the WFD provides to the community
	Synergistic internal and external partnerships
	Effective team work with external stakeholders
	On-going stakeholder education
	Feedback mechanisms that assess stakeholder expectations/needs
	Openness to giving and receiving information
3. Maintenance of equipment, software, and facilities	Infrastructure assessment and alignment
	Outcomes-based measurement systems
	Assessment of resource availability
	Resource prioritization process
	Feasible and fiscally sound equipment/facilities maintenance and replacement plan
4. Financial	Results-based perspective/Department's value to the community
	On-going communication with and among relevant parties
	Internal and external educational funding sources
	Financial literacy
	Mindset: succession management enhances community's safety, health, and economic viability
	Procedural fairness embedded in all processes
	Alignment with Department's strategy and City's mission
5. Organizational – City	Political process awareness and literacy
	Language skills that frame context appropriately
	Continuous connection of the value "dots"
	Compelling public safety "big picture"
	Updated, complete, and accurate community risk assessment
	Identification of viable options for resource allocation decisions
	Communication of impact of options on public safety
6. Organizational – Departmental	Written succession management plan
	Written succession process implementation plan
	Healthy, collaborative labor-management relations
	Effective team work within the Department
	Culture of leadership throughout the Department
	Organizational readiness assessments
7. Operational	Consistent, standardized training content
	Documentation methods, tools, and systems
	Accessibility
	Infrastructure in place
	Connect the value "dots"
	Stakeholder education (internal and external)
	Measurement

	Accountability mechanisms
	Impact on public safety
	Provide options
8. Training and development	Easy accessibility to training and development opportunities
	Assessment of workforce readiness
	Evaluation processes that identify programs' effectiveness
	Individual career paths
	Formal and informal mentoring programs
	Leadership development opportunities for all members
	User-friendly infrastructure that supports multiple learning methods and media
	Apprenticeship program
	Accurate, current list of internal and external training and professional development opportunities

Current Status and Where We Go from Here

Current status: Progress between on-site visit in April and January 1, 2017:

- Established a baseline for workforce risk assessment
- Began collection of workforce data
- Improved productivity by developing templates for several processes (e.g., workforce data)
- Met with crew members on a regular basis with the intent to update members and solicit involvement with succession projects i.e. knowledge brief
- Increased effectiveness and efficiency by developing a matrix to show the alignment of, and interaction among, the three major initiatives: strategy, succession, and accreditation
- Launched the knowledge management process by developing several knowledge briefs
- Conducted performance management training for all staff
- Annual performance appraisals completed
- Job description review by line personnel
- Developed draft succession management plan
- Began drafting succession implementation plan

In addition, the Department's previously scheduled Lieutenant promotional process and new recruit process provided opportunities to address a number of elements of the succession management process. As a result, both processes were strengthened by completing the following tasks:

- Review and revise the Lieutenant's promotional process, including criteria, evaluation criteria, rating forms, interview questions
- Review and revise the recruit hiring process, including interview questions, evaluation criteria, rating forms
- Review and revise the requirements of the probationary period for the new recruit, including evaluation criteria, rating forms, probationary handbook and communication cycle
- Review existing performance evaluation forms and suggest improvements

Where We Go from Here

Elements of the succession management process may be prioritized as immediate, intermediate, or long-term. Those that represent processes appear in more than one category. For example, we identify/define a need in the immediate term, develop a way to address it in the intermediate term, and implement and evaluate the solution(s) in the long-term. Because succession management is a dynamic process, priorities may shift due to factors such as resource availability and opportunities that arise. The Succession Management Committee's role is to review our priorities regularly and to revise the elements as necessary.

The elements addressed in each of the categories are defined in the Appendix C of this document. The elements listed in the Immediate category are those items the Wausau Fire Department find necessary to successfully initiate a succession management process. The Intermediate and Long-term categories are suggestions to sustain the succession management process and to ensure positive forward momentum.

Although the future of a Department is not predictable, forward-thinking will assist in creating the future that is desired and needed to ensure success.

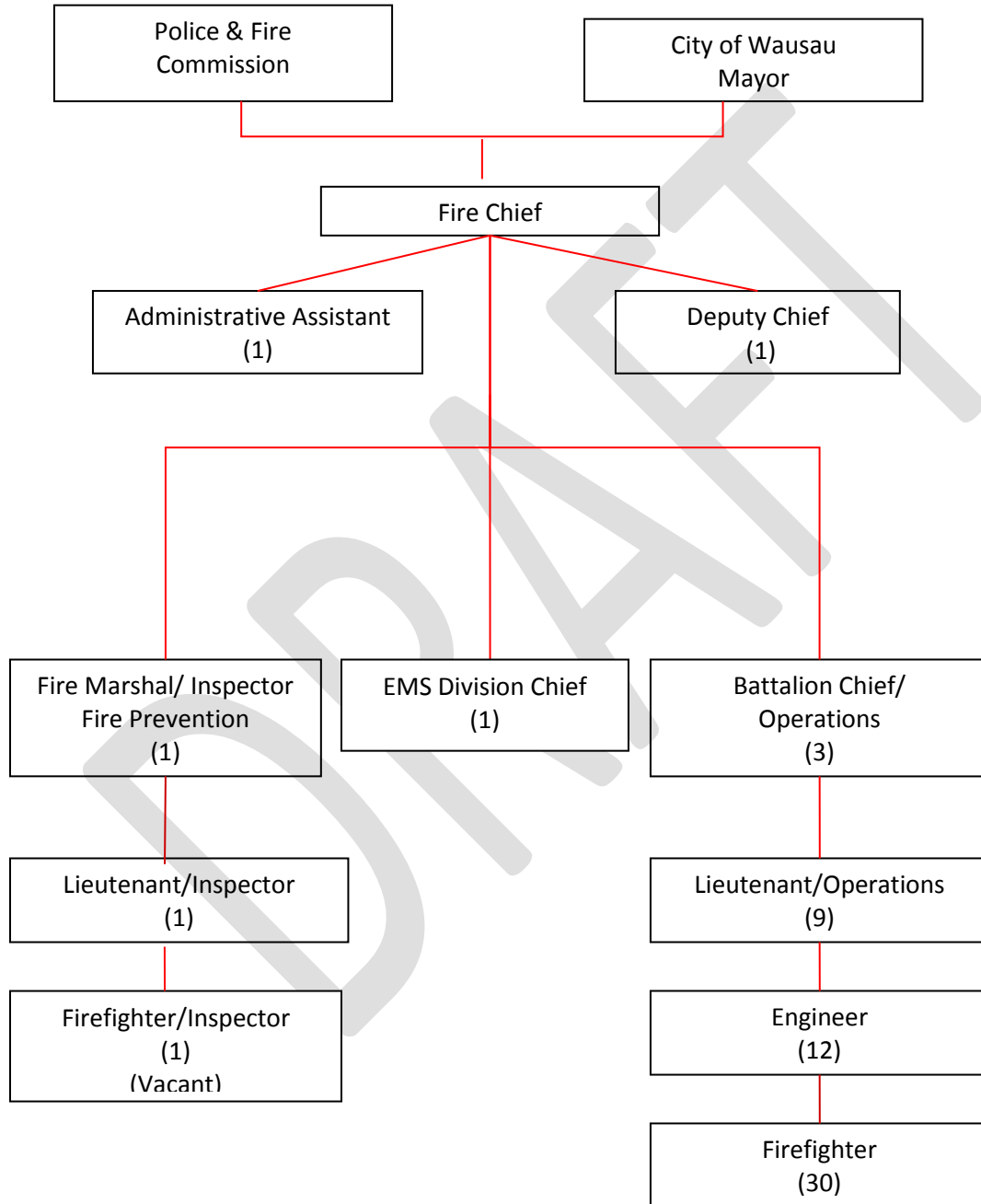
Summary

The succession management process has the overarching goal of advancing the safety, health and economic viability of the Wausau community. In order to ensure a successful outcome several steps need to be accomplished and have been identified within this document. It is important that the succession management process be incorporated into the department's strategy so that there is a deliberate and systematic effort within the strategic document on sustaining the workforce. Although the succession management process is unique to each department and one size does not fit all, the processes used to address these identified weaknesses should be transferable and adaptable. Hence, the need for an implementation plan, or the "recipe" for many of the different elements that can be part of a successful succession management process.

Appendix A (under review)
Organizational chart:

January, 2016

Wausau Fire Department
Organizational Chart



Appendix B
Mission, Vision, Values, Guiding Principles

VISION

Excellence in service to our community through best practices, innovation, and a positive attitude, the Wausau Fire Department strives to operate under these guiding principles:

- ❖ *Our philosophy is excellence in every aspect of our work. We strive to be a positive role model and leader in the fire service as well as maintaining community involvement.*
- ❖ *Our employees are inspired to cultivate a lasting and rewarding career. This is accomplished through recognition of outstanding contributions made by employees. In addition, every employee has the opportunity to develop and thrive professionally and personally.*
- ❖ *Community partnerships are vital to short and long term success. We will nurture and develop constructive relationships with business owners, residents, and officials, as well as our public safety partners.*
- ❖ *Every day, and at every opportunity, we will be THE positive influence in the lives of others.*
- ❖ *We are a highly effective, efficient, and adaptive organization. We are responsible, make a difference, and will contribute our efforts toward building a sustainable community.*
- ❖ *We will serve our community with pride, which is reflected in our high quality service and commitment to excellence.*

MISSION STATEMENT

The Wausau Fire Department exists to provide rapid, professional, emergency services to protect and enhance our community.

CORE VALUES

Professionalism

We choose to take pride in our work, communicate effectively, project a positive image, and deliver service at the highest standards every time, in every situation.

Accountability

We accept responsibility and take ownership for our actions.

Integrity

We act ethically, honestly, and lead by example by having our actions reflect our word.

Respect

We choose to treat everyone the way we would like to be treated.

Compassion

We recognize individuals stricken by misfortune and take action to alleviate their pain as we serve them with kindness and understanding.

SLOGAN

“Above and Beyond”

Appendix C List of Elements

Implementation Plan

Elements of Succession

Immediate

1. Flesh out the list of elements to be included in the Department’s succession management process. Include suggestions from crew meetings held in April, and continue to solicit suggestions from employees and stakeholders.
2. Prioritize the elements using the triage process discussed.
3. Gather workforce planning data.
4. Create a structure and format for how the Committee members will operate. Include issues such as how the committee will work, how it will communicate among its members and with its stakeholders. Develop templates for reporting the agenda and results.
5. Ensure the process remains inclusive of all stakeholder groups and that all meet and confer issues are being addressed properly and in a timely manner.
6. Begin to address documentation needs. Identify what information is needed, in what format(s), for what audience(s)/user(s). Develop templates to the extent possible. Provide easy to follow instructions for how to use the templates, including who has responsibility for providing given information.
7. Establish realistic time frames and document them in the implementation plan
8. Delegate responsibilities: the person responsible for deliverables and outcomes doesn’t necessarily have to perform the tasks; however, he/she retains the responsibility for achieving the designated outcome(s) on time and as described. Every employee has a stake in the success of this process, and must be involved personally. (Failure to delegate invites bottlenecks that delays forward momentum. It also leads to unnecessary stress.)
9. To keep the momentum going for this process, Identify ways to obtain quick “wins.” Give everyone tasks to complete to keep them engaged.
10. Design measurement systems into all programs/processes/systems/initiatives – i.e., every aspect of the succession management process.
11. Review all job descriptions for accuracy and completeness and currency
12. Create a “big picture” of the outcomes of a successful succession management process. Then consider where you are now, and how to get from here to there.
13. Identify the necessary resources to achieve that big picture, and the investments associated with them. Record them in the implementation plan.
14. Consider where you will find the necessary resources (even if you don’t know how yet).
15. Once the succession plan is written, develop the “recipe” (implementation plan) that enables the Department to implement it effectively and efficiently.
16. Ensure that procedural fairness is embedded in every aspect of the programs, processes, systems, and decisions - i.e., stakeholders perceive them as transparent, unbiased, relatively objective, consistent, and as providing meaningful opportunities for input by those affected.
17. Develop a transparent and widely communicated career path that shows clearly what’s needed to be fully successful in current position and to become proficient in all the KSACs necessary for promotion (i.e., non-technical as well as technical).

Intermediate (develop programs/processes/policies)

- Ensure the alignment of the succession management elements with each other as well as with the infrastructure and the other strategic initiatives.
- Develop and sustain a mindset that supports that succession management process (e.g., think of succession management as a way to enhance the safety, health, and economic viability of the community)
- Ensure that procedural fairness is embedded in the succession process: i.e., stakeholders perceive it as transparent, unbiased, relatively objective, consistent, and as providing meaningful opportunities for input.
- Ensure the process remains inclusive of all stakeholder groups, and that all meet and confer issues are being addressed properly and in a timely manner.
 - Note: Consider making a review and discussion about each employee's career path part of the performance evaluation meeting and process. Even employees who don't want to promote can set developmental goals for their current jobs.
- Apprenticeship program
 - Note: Be sure to address how staffing issues affect this and other programs.
- Educational funding
 - Explore external sources of funding
 - Address who is responsible for paying for education (and training and development)
- Resources – programs timed to work
 - One goal of the process is to develop ways to schedule employees so they are able to obtain the training and development they need
- Educating stakeholders
 - Identify the skills needed to engage in marketing efforts for the Department
 - Consider each stakeholder group and its interests before developing materials and approaches
 - Identify the roles that various people/groups can play in educating external stakeholders – i.e., the Fire Chief can do/say things that others cannot, and the same is true of individual employees as well as the union
- Establish effective feedback mechanisms that enable assessment of internal and external stakeholders' needs and expectations (e.g., customer satisfaction surveys).
- Assess the effectiveness of measurement systems.
- Develop and nurture synergistic internal and external partnerships that enhance the safety, health, and economic viability of your community
- Ensure the on-going assessment of procedural fairness in every aspect of our programs, processes, systems, and decisions.
- Transparent and widely communicated career path that shows clearly what's needed to be fully successful in current position and to become proficient in all the KSACs necessary for promotion (i.e., non-technical as well as technical). Develop the document, update it as needed, and make its easily accessible.

Long-term (implement and evaluate programs, policies, processes)

- Ensure the process remains inclusive of all stakeholder groups, and that all meet and confer issues are addressed properly and in a timely manner.
- The succession process must support the Department's strategy. To do that, all its elements must be aligned with the strategy. The infrastructure also must be aligned with, and support, the succession process, strategy, and accreditation initiatives. Aligning all parts of the infrastructure (e.g., performance management process, technology, resource availability, promotional process) is likely to take time: some cannot be changed quickly or easily, and/or must go through the meet and confer process.
- Develop and sustain a mindset that supports that succession management process (e.g., think of succession management as a way to enhance the safety, health, and economic viability of the community).
- Procedural fairness is embedded in the succession process: i.e., stakeholders perceive it as transparent, unbiased, relatively objective, consistent, and as providing meaningful opportunities for input.
- Maximize the opportunities provided by the existing apprenticeship program. Be sure to address how staffing issues affect this and other programs.
- Explore external sources of educational funding. Communicate those to all members.
- Maintain staffing levels and work schedules that enable employees to obtain the training and development they need in a timely manner.
- Engage in on-going education of internal and external stakeholders.
- Use the results of on-going feedback mechanisms that assess internal and external stakeholders' needs and expectations (e.g., customer satisfaction surveys) to make changes as appropriate.
- Over time, tie results of employee and customer satisfaction surveys to performance evaluation.
- Integrate department strategy, succession management, and accreditation initiatives into everyday operations.
- Measurement systems – on-going assessment of succession management and other strategic initiatives: are they aligned with and do they still support the strategy and accreditation initiatives?
- Develop and nurture synergistic internal and external partnerships that enhance the safety, health, and economic viability of your community.
- Ensure procedural fairness remains embedded in every aspect of the programs, processes, systems, and decisions.
- Update the organizational career path document as needed so it remains accurate, complete, and up to date.

Appendix D
Career Path

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