

**CITY OF DELAWARE  
CIVIL SERVICE COMMISSION  
MEETING TO BE HELD VIRTUALLY VIA CISCO Webex \*\*  
3:00 P.M.**

**AGENDA**

November 11, 2020

1. ROLL CALL
2. APPROVAL of the Motion Summary for the meeting held July 1, 2020 as recorded and transcribed.
3. UPDATE of Fire Lieutenant Promotional Process
4. UPDATE of Fire Captain Promotional Process
5. PUBLIC COMMENTS  
Due to the meeting being held virtually, public comment can be provided through written comment, no more than 500 words, or to request to join the meeting is requested to be received before noon the day of the meeting through email at [emccloskey@delawareohio.net](mailto:emccloskey@delawareohio.net). Comments received on Facebook may have to be addressed by staff subsequent to the meeting.
6. STAFF COMMENTS
7. COMMITTEE COMMENTS
8. ADJOURNMENT

This meeting will be a virtual meeting. Residents are encouraged to view online through the City of Delaware Facebook page. To comply with the CDC recommendation prohibiting group meetings, no in person attendance by Council, staff, or the public will be available.

**CIVIL SERVICE COMMISSION**  
**Motion Summary**  
**July 1, 2020**

ITEM 1. ROLL CALL

Chairman Rybka called the virtual meeting to order at 3:00 p.m.

Members Virtually Present: Mary Jane Santos and Chairman John Rybka

Members Absent: Vice-Chairman Eric Coss and Kent Shafer, City Council Liaison

Staff Virtually Present: Jessica Feller, Human Resource Manager, John Donahue, Fire Chief and Bruce Pijanowski, Police Chief

**Motion to Excuse:** Chairman Rybka motioned to excuse Vice-Chairman Coss, seconded by Ms. Santos. Motion approved by a 2-0 vote.

ITEM 2. APPROVAL of the Motion Summary for the Civil Service Commission meeting held November 6, 2019, a recorded and transcribed.

**Motion:** Chairman Rybka moved to approve the Motion Summary for the November 6, 2019 Civil Service Commission meeting. This motion was not seconded. Chairman Rybka moved to defer the Motion Summary for the November 6, 2019 Civil Service Commission meeting to the next scheduled meeting, seconded by Ms. Santos. Motion approved by a 2-0 vote.

ITEM 3. APPROVAL of the Motion Summary for the Civil Service Commission meeting held February 5, 2020, as recorded and transcribed.

**Motion:** Chairman Rybka moved to approve the Motion Summary for the February 5, 2020, as recorded and transcribed, seconded by Ms. Santos. Motion approved by a 2-0 vote.

ITEM 4. UPDATE of the Firefighter Certified List

Chairman Rybka reviewed the Firefighter Certified List from February and the list present to the Commission. Chief Donahue discussed the need for the date extension to the list due to COVID-19 and that this postponed the hiring process. Chief Donahue discussed that there were no confirmed cases of COVID-19 with staff.

**Motion:** Chairman Rybka moved to accept the Firefighter Certified List as presented, seconded by Ms. Santos. Motion approved by a 2-0 vote.

ITEM 5. REVIEW of Fire Captain Promotional Hold List

Chief Donahue discussed the promotional hold list. He informed the Commission that June 4 was when the scheduled test was to take place, and all candidates except for one were present. The candidates requested a one week extension to allow for all to be present as the absence was related to a death of a relative.

ITEM 6. PUBLIC COMMENTS

There was no public comment.

ITEM 7. STAFF COMMENTS

Mr. Shulman discussed a letter received by different members of the community requesting that the City review Civil Service processes to promote inclusion and diversity. Mr. Shulman discussed previous steps the City has taken to make it easier for applicants to apply.

ITEM 8. COMMITTEE COMMENTS

ITEM 9. ADJOURNMENT

**Motion:** Chairman Rybka moved to adjourn the Civil Service Commission meeting. The Civil Service Commission meeting was adjourned at 3:26 p.m.

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John M. Rybka, Chairman

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Elaine McCloskey, Clerk

# Promotional Process for Fire Lieutenant

*Revised: November 2020*

***Pursuant to CSC Rule IV, E.***

## **Minimum Requirements to Test**

Refer to the Fire Lieutenant job description for minimum requirements for the position.

1. If a certified list is unable to be developed from the qualified Firefighter/Paramedics, the testing process will be opened to Department members who have more than 4 years of full-time service with the Delaware Fire Department. (Firefighter/Paramedics who tested for this certified list and failed are not eligible to retest for this promotional process.)
2. If a certified list is unable to be developed from the Delaware Firefighter/Paramedics, the testing process will be opened to the outside and candidates must have a minimum of 5 years of full-time service with one Fire Department. (Firefighter/Paramedics who tested for this certified list and failed are not eligible to retest for this promotional process.)

## **Written Exam**

Standardized Examination from a reputable third party as determined by the Department of Administrative Services (DAS) and the Fire Chief.

The written exam will comprise of 100 possible raw score points. The passing score is 75%. The Exam is used to determine eligibility to proceed to the Fire Officer Interview and the Assessment Center.

## **Fire Officer Interview-**

An interview conducted by a panel made up of the Assistant Fire Chief and Fire Captains will be conducted for each of the candidates passing the Written Exam. Prior to the interview, the Officers on the panel will review the candidate's history and work capability from past records and experience. The candidate will be interviewed using established dimensions and benchmarking criteria. The panel will evaluate and rate each candidate's level of achievement through the interview based upon the prescribed desirable dimensions for a Lieutenant. The passing score is 75%. This evaluation and scoring will be done through consensus and all the rating Fire Officers will sign off on the score sheet. Interview panel members shall be provided appropriate training by DAS staff in interview and evaluation skills.

The Fire Officer Interview score will have a 40% weight in the total score, before additional points for seniority and education are added, in determining final ranking of candidates for the certified list.

## **Promotional Hold List**

If a Lieutenant's position is not currently open, the Lieutenant's promotional process will be placed on-hold at this point. All candidates passing the Written Exam and Fire Officer Interview will be placed on a Promotional Hold List. The Promotional Hold List will be presented to the Civil Service Commission, though not certified, and posted at all Fire Stations. The Promotional Hold List shall be used when an opening occurs within the rank of Lieutenant. If a position does not open within one (1) year from the effective date of the Promotional Hold List, the list can be extended for another year or the promotional process will expire and necessitate a new process to be initiated.

## **Assessment Center**

The top six (6) passing scorers from the Fire Officer Interview and candidates that tie with the sixth scorer will be invited to participate in the Assessment Center. If multiple positions are being filled at the same time, the Assessment Center shall be increased by the number of additional openings. (For example, filling two positions simultaneously results in an Assessment Center of seven (7) plus any ties.)

An assessment center process will be utilized to assess the knowledge, skills and abilities of the candidates regarding position of Fire Lieutenant. The assessment will be contracted with and conducted by a reputable third party.

The Assessment Center will consist of multiple techniques selected by the fire department administration and the assessment center administration and may include: administrative competency, written and verbal communication skills, decisiveness, flexibility, human relations, management control and leadership, planning and organizing skills, problem analysis skills, stress tolerance and technical compliance. The third party facilitating the assessment center will score each candidate and provide a percentage score to Delaware. The assessment center score will have a 60% weight in the total score, before additional points for seniority and education are added, in determining final ranking of candidates for the certified list.

## **Additional Points Awarded**

Candidates are eligible to receive additional points for seniority and education. These additional points will only be added to the final score after the candidate has successfully achieved a 70% or higher total score from the Assessment center and Fire Officer Interview.

### **1. Seniority Points**

City of Delaware Firefighters with at least six years of service in the Fire Department

- 6 - 10 years - 1 additional point
- 11 - 15 years - 2 additional points
- 16 - 20 years - 3 additional points
- Over 20 years - 4 additional points

### **2. Education Points**

All Degrees shall be at accredited universities. The HIGHEST completed degree will be awarded points.

- Bachelor's Degree - 2 additional points
- Master's Degree - 3 additional points

## **Tie Breaker Certified List**

Once total scores are calculated and additional points are allocated, if two or more candidates have the same score and tie for the third ranking score, then all candidates receiving that same score shall qualify for selection under the "Rule of Three" regardless of the number of candidates.

## **List Certification**

Once all scores have been finalized, a rank order candidate list will be presented to the Civil Service Commission for certification.

**Appointment to Lieutenant**

Prior to appointment, the selected candidates will Interview with the Fire Chief and City Manager and they will determine the appointment based on, but not be limited to evaluating factors such as leadership style and overall work approach.

***Pursuant to CSC Rule III, C.***

The City of Delaware will seek a certified list of more than 3 candidates and use the "Rule of 3" for selection.

**Approved by the Civil Service Commission this 11th day of November, 2020.**

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John Rybka  
Chair, Civil Service Commission

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# Fire Lieutenant

Class Code:  
FD-LT

Bargaining Unit: IAFF

CITY OF DELAWARE  
Revision Date: Jun 1, 2020

## SALARY RANGE

\$82,402.00 Annually

## NATURE OF WORK, ESSENTIAL FUNCTIONS & KSA'S:

### NATURE OF WORK

Under the direction of the Unit Captain and Chief Officers, is responsible for planning, organizing and completing all activities of the fire station (to include the firefighters assigned to the fire station) and is responsible for supervising the emergency/non-emergency operations of the fire station. Individuals performing in this capacity also perform other duties as delegated or assigned by Unit Captain or Chief Officers. Responsible for the physical safety of personnel, equipment and apparatus. This position is part of the overall management team of the Fire Department and as such serves to support the mission of the Department in working collaboratively with other management team members to accomplish established goals and to support senior-level management directives.

An employee serving in this capacity shall, at all times (both on and off duty) conduct themselves in such a manner as to foster alignment and support for operational objectives and to represent the Fire Department and the City as a professional and dedicated public servant with the highest respect for self and others. As a ranked position within the Fire Department, a Fire Lieutenant shall conduct oneself in a manner that demonstrates the leadership commensurate with the rank of the position.

### ESSENTIAL FUNCTIONS

1. Supervises, evaluates, trains, directs and assists assigned personnel on a daily basis.
2. Participates in the development and training of personnel, as assigned by the Fire Chief or his designee.
3. Supervises, directs and assists firefighters with fire, EMS and rescue operations.
4. Supervises and assists firefighters while performing related life and property protection.
5. Provides decision making and planning during adverse conditions involving exposure to hazardous materials.
6. Supervises firefighters and helps with delivery of emergency medical care to individuals in need.
7. Responsible for delivering and upholding the mission, vision and organizational values of the Department with the highest ethical and moral standards.

### SKILLS

- Skill in the use of firefighting, emergency medical, paramedic, rescue and Hazmat materials, apparatus and equipment.
- Skill in the proper use of math and English.
- Skill in the proper use of both oral and written communication skills.

- Skill in the use of computers including fire department record management systems/software and Microsoft Office programs.
- Skill in managing time efficiently and effectively related to oneself and assigned personnel.
- Skill in establishing and maintaining effective working relationships with the public
- Skill in making sound judgments under emergency and/or stressful conditions and to respond immediately in crisis situations.

## **KNOWLEDGE**

- Knowledge of the City's geographical area, hydrants and water systems, target hazards and the Standard of Coverage.
- Knowledge of modern principles, methods and practices of fire protection, fire prevention, rescue operations and emergency medical aid.
- Knowledge of hazardous chemicals and incident command procedures.
- Knowledge of all City and departmental rules, regulations, and operating procedures/policies/guidelines.
- Knowledge of fire, hazardous materials, rescue and emergency medical equipment and its maintenance.
- Knowledge of the locations of streets, public buildings, manufacturing plants, restaurants, schools, patient care facilities and warehouses in the community.
- Knowledge of the chemistry of fire and of materials which will extinguish fires.
- Knowledge of conditions, which are most likely to increase the danger of fire, hazardous materials, rescue operations and the loss of life.
- Knowledge of the hazards which confront firefighters.

## **ABILITIES**

- Ability to maintain physical condition to perform essential duties as specified by firefighter certification.
- Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic; and natural and man-made disasters.
- Ability to communicate with others and to assimilate and understand information in a manner consistent with the essential job functions.
- Ability to establish and maintain effective working relationships with fire department personnel, City employees, other agencies and the general public.
- Ability to operate assigned equipment.
- Ability to make sound decisions in a manner consistent with the essential job functions.

# **ILLUSTRATIVE EXAMPLES OF WORK / PHYSICAL REQUIREMENTS & WORKING CONDITIONS:**

## **ILLUSTRATIVE EXAMPLES OF WORK**

- Responds to emergency/non-emergency incidents under the authority of the Unit Captain and Chief Officers; directs firefighters and equipment to control emergency/non-emergency incidents.
- Instructs and carries out directions necessary to extinguish fires, rescue victims, ventilate structures and to perform salvage and overhaul operations.



- Demonstrates acceptable physical fitness as determined by established departmental standards; observes personnel for fatigue and proper use of protective clothing and equipment.
- Responsible for assigning, supervising and participating in building and apparatus maintenance. Reports any needed repairs; maintains equipment and apparatus in a state of readiness.
- Supervises operation of the paramedic units to insure effective Emergency Medical Services to the community.
- Enforces departmental rules, regulations, and standard operating procedures/policies/guidelines for members of the unit.
- Under the direction of the Chief Officers and Unit Captain, prepares, supervises, participates in and carries out training programs to fulfill the total needs of the department in accomplishing fire suppression, fire prevention, hazardous material incidents, rescue operations and EMS duties.
- Maintains accurate records; ensure that all forms and detailed reports for the days events including, but not limited to: rosters, emergency responses, repairs, training, details and incidents which occur during the tour of duty with regard to fires, emergency medical calls and other emergencies.
- In conjunction with the Chief Officers and Unit Captain, is responsible for the evaluation of crew members.
- In the absence of the Fire Captain, the lieutenant is in charge and assumes all duties and responsibilities of the Fire Captain as directed by Chief Officers.
- Prepares, supervises and conducts public education and relation details to the community.
- Responds to special emergency calls during off-duty hours, per call-in procedures.
- Participates in station drills or other training to keep up-to-date on necessary skills; performs duties such as watch, apparatus/equipment maintenance and general housekeeping.
- Performs related essential and non-essential duties and responsibilities as required.

#### **PHYSICAL REQUIREMENTS AND WORKING CONDITIONS**

1. The primary duties of this position are performed in a work environment in which the employee is subject to potential personal danger.
2. Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life threatening firefighting activities in an emergency situation; running, walking, crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing life-saving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.
3. Sufficient clarity of speech and hearing and other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively, including during emergency situations which may involve a high degree of noise.
4. Sufficient vision and other powers of observation, with or without reasonable accommodation, which permits the employee to effectively operate at a fire or related emergency scene.
5. Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate equipment used in firefighting.
6. Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to perform all duties involved in protecting life and property.

## **TRAINING, EXPERIENCE, AND QUALIFICATIONS:**

1. Any combination of training and experience which will indicate the possession of the skills, knowledge and abilities listed above with a minimum of five (5) years of continuous full-time service with a department.
2. Possession and maintenance of valid Ohio Firefighter II and Ohio EMT-P certifications.
3. Associate's degree required.
4. Must retain all certifications required of the position and the State of Ohio.
5. NIMS 300 (*within one (1) year of appointment*)
6. NFPA 1021 Fire Officer I (*within one (1) year of appointment*)

7. State of Ohio Certified Fire or EMS Instructor (*within one (1) year of appointment*)
8. State of Ohio – Certified Fire Safety Inspector (*within one (1) year of appointment*).
9. Must possess and maintain a valid Ohio Driver's license.

## **SUPPLEMENTAL INFORMATION / SPECIAL REQUIREMENTS:**

Positions are part of the International Association of Fire Fighters Local 606. Details about the compensation and benefits for this position can be found in the agreement by [clicking here](#).

*The class specification which appears above is intended to be sufficient merely to identify the class and be illustrative of the kinds of duties that may be assigned to the position allocated to the class and should not be interpreted to describe all of the duties which may be required of employees holding a position assigned to this class.*

*The City of Delaware is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act (ADA) and the Americans with Disabilities Act Amendment Act (ADAAA), the City of Delaware will provide reasonable accommodations, upon reasonable request, to qualified individuals with disabilities and encourages both prospective employees and incumbents to discuss potential accommodations with the employer.*

## **CLASS SPEC TITLE 6:**

### **RISK REDUCTION LIEUTENANT**

Under the direction of the Fire Chief or assigned Captain, is responsible for planning, organizing and completion of all activities of the Risk Reduction Division and is responsible for supervising the Risk Reduction personnel. Individuals performing in this capacity also performs other duties as delegated or assigned by the Fire Chief. The Risk Reduction Lieutenant is responsible for community risk abatement related to all hazards and regulatory fire code compliance. This assignment requires considerable initiative and independent judgement in recommending corrective measures and risk reduction practices. While assigned to the responsibilities of Risk Reduction Lieutenant, an employee must maintain combat firefighting readiness as he/she is subject to deployment in that capacity. They are responsible for the physical safety of personnel, equipment and apparatus. This position is part of the overall management team of the Fire Department and as such serves to support the mission of the Department in working collaboratively with other management team members to accomplish established goals and to support senior-level management directives. This assignment supports the Incident Commander and may be assigned to various capacities at an incident.

The Risk Reduction Lieutenant conducts research and analysis of current and future community risks, issues and trends to ensure the communities quality of life. In addition, the Risk Reduction Lieutenant assists with accomplishing established overall organizational goals through program management, provider and system evaluation, and quality assurance. The Risk Reduction Lieutenant must be an effective fire inspector, public educator and fire investigator. Performance is reviewed by observation of records, reports and conferences.

Tasks are of more than average difficulty and may include: occupancy, construction and follow-up compliance inspection, plan review; coordination and delivery of public education programs; technical and statistical analysis; investigation and determination of fire origin and cause; developing/reviewing fire exit plans; development of all-hazard and continuity of operations plans to reduce the impact of incidents and preparation of detailed reports related to work activities.

**ILLUSTRATIVE EXAMPLES OF WORK** (as related to the work performed under the the assignment of Risk Reduction Lieutenant)

- Responsible for the supervision, development and implementation of community all-hazard risk reduction programs including but not limited to: fire and life safety inspection of buildings and community education. This may include residential houses as part of various programs.

- Responsible for the review and processing of environmental requests.
- Works cohesively with various federal, state, and local agencies in providing risk reduction services to the community.
- Supervises and conducts plan reviews to ensure compliance with federal, state and local requirements.
- Responsible for special event planning including safety meetings. Responsible for notification of events to the Operations Division.
- Supervises and responsible for conducting fire investigations to identify the cause and origin; works with federal, state and local agencies in case development as necessary.
- Supervises and conducts public education programs for the community including but not limited to: Fire Prevention Week, school and elderly programs, juvenile firesetter, community emergency response team, nursing home, citizens academy, citizens fire school and the Safe Kids program.
- Supervises and responsible for the development of programs to ensure homes have working smoke detectors.
- Responsible for the Knox Box program
- Supervises and conducts training for personnel related to special features or protection equipment.
- Supervises and collects by obtaining/creating draft floor plans during inspections for existing and new buildings to allow development of pre-plans by the Operations Division.
- Responsible for the development, implementation and compliance of risk reduction programs that meet federal, state, local and Insurance Service Office (ISO) standards and requirements.
- Develops, implements and supervises an annual fire inspection and public education schedule for all facets of the Department's operations.
- Supervises, evaluates, trains, directs, assigns, and assists assigned personnel.
- Responsible for delivering and upholding the mission, vision and organizational values of the Department with the highest ethical and moral standards.
- Interprets fire and safety codes and ordinances; issues violations when necessary.
- Prepares fire code updates; prepares and issues technical appendices.
- Reviews and processes fire code permits.
- Addresses public complaints and questions concerning fire hazards and safety.
- Prepares and submits reports and studies; maintains records.
- Prepares and submits reports and studies.
- Participates in disaster preparedness, mitigation and recovery efforts.
- Performs other duties as assigned.

## **SUPPORTING EDUCATION**

- State of Ohio – Certified Fire Safety Inspector
- NFPA 1032 – Fire and Life Safety Education I & II
- NFPA 1034 – Fire Investigator 1 & 2
- Plan Review Course
- Sprinkler Fundamentals
- Sprinkler Design and Installation

## **KNOWLEDGE REQUIREMENTS**

- Knowledge of the City's geographical area, hydrants and water system.
- Knowledge of modern fire prevention, training and extinguishing methods.
- Knowledge of fire code, building code, City Ordinances and regulations.
- Knowledge of building construction and materials.
- Knowledge of the principles of modern inspection, prevention and investigation techniques.
- Knowledge of supervised fire alarm circuits standpipe and sprinkler installations.

# **Proposed Promotional Process for Fire Lieutenant**

## ***Revised: January 2015***

*Pursuant to CSC Rule IV, E.*

### **Written Examination**

- Standardized examination from a reputable third party as determined by the Department of Administrative Services (DAS) and the Fire Chief.

The Written Examination will comprise of 100 possible raw score points. The passing grade is 75%. The examination is used to determine eligibility to proceed to the Fire Officer Interview and Review Panel and the Assessment Center.

### **Promotional Hold List**

In the event that a Lieutenant's position is not currently open, the Lieutenant's promotional process will be placed on-hold. All candidates that have passed the Written Examination will be placed on a Promotional Hold List. The Promotional Hold List will be presented to the Civil Service Commission and made effective upon posting at all Fire Stations. The Promotional Hold List shall be used when an opening occurs within the rank of Lieutenant. When a position does not open within one **(1)** year from the effective date of the Promotional Hold List, this promotional process will expire and necessitate a new process to be initiated.

### **Fire Officer Interview and Review Panel**

When a position becomes available, an interview and review panel consisting of the Assistant Fire Chief, Captain of Professional Development, Captain of EMS, and up to two (2) Lieutenants will be conducted for each of the candidates that have passed the Written Examination. Prior to the interview process, the Officers will review the candidate's history and work capability from past records and experience. The candidate will be interviewed using the established dimensions and benchmarking criteria. The panel will determine the candidate's level of achievement through the interview process based upon the prescribed number of desirable dimensions for a Lieutenant. This grading will be done through consensus and all the rating Fire Officers will sign off on the grading sheet. Interview and review panel members shall be provided appropriate training by DAS staff.

The Fire Officer Review Panel will have a 30% weight in the process in order to determine final ranking not including additional points for seniority and education.

### **Assessment Center**

The top six (6) scorers from the Written Examination and the candidates that tie with the sixth scorer will be invited to participate in the assessment center. If multiple positions are being filled at the same time, the Assessment Center shall be increased by the number of extra appointments. For example, filling two positions simultaneously results in an Assessment Center of seven (7) plus any ties.

An Assessment Center process will be utilized to assess the knowledge, skills and abilities of the candidates regarding position of Fire Lieutenant. The assessment will be contracted with and conducted by a reputable third party.

The Assessment Center will consist of multiple techniques selected by the fire department administration and the assessment center administration and may include: administrative competency, written and verbal communication skills, decisiveness, flexibility, human relations, management control and leadership, planning and organizing skills, problem analysis skills, stress tolerance and technical compliance. The certified list shall be in numerical order listed by percentage points received. This percentage will have a 70% weight in the process in order to determine final ranking not including additional points for seniority and education.

### **Additional Points Awarded**

Candidates are eligible to receive additional points for seniority and education. These additional points will only be added to the final certified score after the candidate has successfully achieved a 70% final score from the assessment center and Fire Officer Interview and Review Panel.

### **Seniority Points**

City of Delaware Employees with at least six years of service at the rank of Fire Fighter in the Fire Department

6 - 10 years = 1 additional point

11 - 15 years = 2 additional points

16 - 20 years = 3 additional points

Over 20 years = 4 additional points

### **Education Points**

All Degrees shall be at accredited universities

#### **ONLY ONE DEGREE WILL BE AWARDED POINTS:**

Associate Degree - 1 additional point

Bachelor's Degree - 2 additional points

Master's Degree - 3 additional points

### **Tie Breaker Certified List**

Once certified scores are accounted for and all points are allocated, if two or more candidates have the same score and tie for the third ranking score, then all candidates receiving that same score shall qualify for selection under the "Rule of Three" regardless of the number of candidates.

### **List Certification**


Once all scores have been finalized, a rank order candidate list will be presented to the Civil Service Commission for certification.

**Appointment to Lieutenant**

Prior to appointment, the selected candidates will interview with the Chief and City Manager and they will determine the appointment based on, but not be limited to evaluating factors such as leadership style and overall work approach.

***Pursuant to CSC Rule III, C.***

The City of Delaware will seek a certified list of more than 3 candidates and use the "Rule of 3" for selection.



Jack Hilborn  
Chairman, Civil Service Commission

# Promotional Process for Fire Captain

*Revised: November 2020*

***Pursuant to CSC Rule IV, E.***

## **Minimum Requirements to Test**

Refer to the Fire Captain job description for minimum requirements for the position.

1. If a certified list is unable to be developed from the Fire Lieutenants, the testing process will be opened to Firefighter/Paramedics who meet all the requirements and have 7 years of continuous full-time service with the Delaware Fire Department. (Fire Lieutenants who tested for this certified list and failed are not eligible to retest for this promotional process.)
2. If a certified list is unable to be developed from the Delaware Fire Lieutenants and Firefighter/Paramedics with 7 years of full-time service, the testing process will be opened to the outside and candidates must possess a minimum of 2 years in the first step of a supervisory Fire position or 7 years of full-time service with one Fire Department. (Fire Lieutenants who tested for this certified list and failed are not eligible to retest for this promotional process.)

## **Written Exam**

Standardized examination from a reputable third party as determined by the Department of Administrative Services (DAS) and the Fire Chief will be administered.

The written exam will be comprised of 100 possible raw score points. The passing score is 75%. The exam is used to determine eligibility to proceed to the Fire Officer Interview and the Assessment Center.

## **Fire Officer Interview**

An interview conducted by a panel made up of the Assistant Fire Chief and Fire Captains will be conducted for each of the candidates passing the Written Exam. Prior to the interview, the Officers on the panel will review the candidates' history and work capability from past records and experience. The candidates will be interviewed using established dimensions and benchmarking criteria. The panel will evaluate and rate each candidate's level of achievement through the interview based upon the prescribed desirable dimensions for a Captain. The passing score is 75%. This evaluation and scoring will be done through consensus and all the rating Fire Officers will sign off on the score sheet. Interview panel members shall be provided appropriate training by DAS staff in interview and evaluation skills.

The Fire Officer Interview score will have a 40% weight in the total score, before additional points for seniority and education are added, in determining final ranking of candidates for the certified list.

## **Promotional Hold List**

If a Captain's position is not currently open, the Captain's promotional process will be placed on-hold at this point. All candidates passing the Written Exam and Fire Officer interview will be placed on a Promotional Hold List. The Promotional Hold List will be presented to the Civil Service Commission, though not certified, and posted at all Fire Stations. The Promotional Hold List shall be used when an opening occurs within the rank of Captain. If a position does not open within

one (1) year from the effective date of the Promotional Hold List, the list can be extended for another year or the promotional process will expire and necessitate a new process to be initiated.

### **Assessment Center**

The top six (6) passing scorers from the Fire Officer Interview and candidates that tie with the sixth scorer will be invited to participate in the Assessment Center. If multiple positions are being filled at the same time, the Assessment Center shall be increased by the number of additional openings. (For example, filling two positions simultaneously results in an Assessment Center of seven (7) plus any ties.)

An assessment center process will be utilized to assess the knowledge, skills and abilities of the candidates regarding position of Fire Captain. The assessment will be contracted with and conducted by a reputable third party.

The Assessment Center will consist of multiple techniques selected by the fire department administration and the assessment center administration and may include: administrative competency, written and verbal communication skills, decisiveness, flexibility, human relations, management control and leadership, planning and organizing skills, problem analysis skills, stress tolerance and technical compliance. The third party facilitating the assessment center will score each candidate and provide a percentage score to Delaware. The assessment center score will have a 60% weight in the total score, before additional points for seniority and education are added, in determining final ranking of candidates for the certified list.

### **Additional Points Awarded**

Candidates are eligible to receive additional points for seniority and education. These additional points will only be added to the final score after the candidate has successfully achieved a 70% or higher total score from the Assessment Center and Fire Officer Interview.

#### **1. Seniority Points**

City of Delaware Employees with at least eight years of service at the rank of Fire Fighter in the Fire Department:

- 8 - 10 years - 1 additional point
- 11 - 15 years - 2 additional points
- 16 - 20 years - 3 additional points
- Over 20 years - 4 additional points

#### **2. Education Points**

All Degrees shall be at accredited universities. The HIGHEST completed degree will be awarded points.

- Bachelor's Degree - 2 additional points
- Master's Degree - 3 additional points

### **Tie Breaker Certified List**

Once final scores are calculated and additional points are allocated, if two or more candidates have the same score and tie for the third ranking score, then all candidates receiving that same score shall qualify for selection under the "Rule of Three" regardless of the number of candidates.



### **List Certification**

Once all scores have been finalized, a rank order candidate list will be presented to the Civil Service Commission for certification.

### **Appointment to Captain**

Prior to appointment, the selected candidates on the Certified List will interview with the Chief and City Manager and they will determine the appointment based on, but not be limited to evaluating factors such as leadership style and overall work approach.

### ***Pursuant to CSC Rule III, C.***

The City of Delaware will seek a certified list of more than 3 candidates and use the "Rule of 3" for selection.

**Approved by the Civil Service Commission this 11th day of November, 2020.**

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John Rybka  
Chair, Civil Service Commission

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# Fire Captain

Class Code:  
FD\_CPT

Bargaining Unit: IAFF

CITY OF DELAWARE  
Revision Date: Jun 1, 2020

## SALARY RANGE

\$91,384.00 Annually

## NATURE OF WORK, ESSENTIAL FUNCTIONS & KSA'S:

### NATURE OF WORK

Under the direction of the Assistant Fire Chief or Fire Chief, a Fire Captain is responsible for managing, supervising and performing a variety of firefighting, hazardous materials, rescue, medical tasks, and incident management operations. The position is responsible for managing their assigned companies/division and supervising their immediate subordinates. Tasks are of more than average difficulty and include leading, managing, supervising and training personnel as required. This position requires considerable initiative and independent judgment. Regardless of assignment, the employee must maintain combat firefighting and EMS readiness as he/she is subject to deployment in that capacity. This position serves as the commanding officer of a shift and may be assigned to a staff support position to manage a division within the Department. Responsible for the physical safety of personnel, equipment and apparatus.

This position is part of the overall management team of the Fire Department and as such serves to support the mission of the Department in working collaboratively with other management team members to accomplish established goals and to support senior-level management directives. An employee serving in this capacity shall, at all times (on-duty and off-duty) conduct themselves in such a manner as to foster alignment and support for operational objectives and to represent the Fire Department and the City as a professional and dedicated public servant with the highest respect for self and others. As a ranked position within the Fire Department, a Fire Captain shall conduct oneself in a manner that demonstrates the leadership commensurate with the rank of the position.

### ESSENTIAL FUNCTIONS

*This classification encompasses both Shift Officer Captains as well as Division Officer Captains. In addition to the essential functions listed below, the Shift Officer Captain is responsible for shift deployment of personnel in fire stations assigned to perform fire suppression, emergency medical service, hazardous materials, rescue operations and other types of responses. The Division Officer Captain is responsible for the management, supervision, development and coordination of programs to which he/she is assigned. Specific position descriptions for Division Officer Captains may be developed by the Department for further clarification of duties relative to the particular assignment.*

1. Manages the daily operation of assigned personnel ensuring compliance with the department work plan and assigned responsibilities
2. Manages and supports an effective chain of command for flow of information from the divisions to the Fire Chief, and vice versa; considerable emphasis placed on keeping informed of all significant activity within the Department.
3. Manages the deployment of personnel to perform fire suppression, emergency medical service, hazardous materials, rescue operations and other types of responses.

4. Directs the Department at emergency and non-emergency operations, as required.
5. Assists in the development, maintenance and enforcement of policy and procedural changes needed within the Department.
6. Develops work plans for self and subordinates that focus on meeting goals and objectives.
7. Assists in the development and training of personnel, as assigned by the Fire Chief or his designee.
8. Responsible for delivering and upholding the mission, vision and organizational values of the Department with the highest ethical and moral standards.

## **SKILLS**

- Skill in applying standards of Advanced Life Support and principles of patient handling.
- Skill in the use of firefighting, emergency medical, paramedic and Hazmat materials, apparatus and rescue equipment.
- Skill in the proper use of math and English.
- Skill in the proper use of both oral and written communication skills.
- Skill in the use of computers including fire department record management systems/software and Microsoft Office programs.
- Skill in managing time efficiently and effectively related to ones self and assigned personnel.
- Skill in establishing and maintaining effective working relationships with the public.
- Skill in making sound judgments under emergency and/or stressful conditions and to respond immediately in crisis situations.

## **KNOWLEDGE**

- Considerable knowledge of the City's geographical area, hydrants and water systems, target hazards and the Standard of Coverage.
- Considerable knowledge of modern fire suppression, hazardous materials, rescue, fire prevention and education, training, extinguishment methods and medical operations.
- Considerable knowledge in the care and maintenance of equipment and apparatus.
- Ability to become knowledgeable in the areas of fire department administration, City ordinances and regulations.
- Considerable knowledge, background and application of instructional methodology and incident command procedures.
- Knowledge of modern data processing equipment and audio/visual equipment.

## **ABILITIES**

- Ability to communicate tactfully, impartially and precisely.
- Ability to prepare and maintain clear and adequate records.
- Ability to establish and maintain effective working relationships with fire department personnel, City employees, other agencies and the general public.
- Ability to effectively deal with personal danger which may include exposure to fire encompassed surroundings, dangerous persons, dangerous animals; hazards of emergency driving; hazards associated with traffic control and working in and near traffic and natural and man-made disasters.
- Ability to communicate with others and to assimilate and understand information in a manner consistent with the essential job functions.
- Ability to operate assigned equipment.
- Ability to make sound decisions in a manner consistent with essential job functions.

# **ILLUSTRATIVE EXAMPLES OF WORK / PHYSICAL REQUIREMENTS & WORKING CONDITIONS:**

## **ILLUSTRATIVE EXAMPLES OF WORK**

1. Promotes and demonstrates positive and motivational behavior in the performance of duties and encourages the same of subordinate staff.
2. Counsels subordinates when necessary, using appropriate authority, and administers discipline in accordance with established standard operating procedures.
3. Serves as a liaison between subordinates and upper levels of management.
4. Responsible for understanding and interpreting rules, regulations, policies and procedures, contracts and standard operating guidelines.
5. Ensures the training and proficiency of subordinates in firefighting, rescue, hazardous materials and medical operations. Assesses need for special training and makes appropriate arrangements; conducts performance evaluations of subordinates and delegates assignments to subordinates.
6. Performs fireground command functions unless relieved by a higher authority.
7. Responsible for developing and achieving the goals and objectives at the shift and/or Division level.
8. Maintains records, reports and documents related to incidents and the performance of the Department.
9. Responsible for work assigned as part of the work management program of the Department.
10. Supervises and coordinates manning levels within the shift; authorizes leave while ensuring the effective and efficient level of service delivery.
11. Demonstrates acceptable physical fitness as determined by established departmental standards; observes personnel for fatigue and proper use of protective clothing and equipment.
12. Supervises maintenance and testing of equipment to ensure that proper methods/techniques are being utilized.
13. Discusses firefighting strategy with personnel, reviewing area maps and other available information for pre-fire planning; prepares and revises maps identifying travel routes, available water sources and other pertinent information; participates in building surveys to obtain information about assigned areas, particularly target and life hazards.
14. Participates in station drills or other training to keep up-to-date on necessary skills; performs duties such as watch, apparatus/equipment maintenance and general housekeeping.
15. Responsible for performing, assigning and overseeing specific department tasks and programs.
16. Maintains and purchases, when necessary, supplies, equipment, facilities and apparatus within areas of responsibility.
17. Performs related essential and non-essential duties and responsibilities as required.

## **PHYSICAL REQUIREMENTS AND WORKING CONDITIONS**

1. The primary duties of this position are performed in a work environment in which the employee is subject to potential personal danger.
2. Ability to maintain physical condition appropriate to the performance of assigned duties and responsibilities which may include performing life threatening fire fighting activities in an emergency situation; running, walking, crouching or crawling during emergency operations; moving equipment and injured/deceased persons; climbing stairs/ladders; performing life-saving and rescue procedures; walking, standing or sitting for extended periods of time; operating assigned equipment and vehicles.
3. Sufficient clarity of speech and hearing and other communication capabilities, with or without reasonable accommodation, which permits the employee to communicate effectively, including during emergency situations which may involve a high degree of noise.
4. Sufficient vision and other powers of observation, with or without reasonable accommodation, which permits the employee to effectively operate at a fire or related emergency scene.
5. Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate equipment used in firefighting.
6. Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to perform all duties involved in protecting life and property.

# TRAINING, EXPERIENCE, AND QUALIFICATIONS:

## REQUIRED TRAINING, EXPERIENCE, AND QUALIFICATIONS

1. Any combination of training and experience which will indicate the possession of the skills, knowledge and abilities listed above with a minimum of seven (7) years of related experience or a minimum of two (2) years experience as a Fire Lieutenant.
2. Associate's degree required.
3. Possession and maintenance of valid Ohio Firefighter II and Ohio EMT-P certifications.
4. Must retain all certifications required of the position and the State of Ohio.
5. Must possess and retain a valid Ohio Driver's license.
6. Mandatory Class/Certification Requirements (for new and existing personnel) include:
  - NIMS 400 (*within one (1) year of appointment*)
  - State of Ohio – Fire Inspector Certification
  - State of Ohio – Certified Fire or EMS Instructor
  - NFPA 1021 Fire Officer II (within one (1) year of appointment)

## SUPPLEMENTAL INFORMATION / SPECIAL REQUIREMENTS:

Positions are part of the International Association of Fire Fighters Local 606. Details about the compensation and benefits for this position can be found in the agreement by [clicking here](#).

*The class specification which appears above is intended to be sufficient merely to identify the class and be illustrative of the kinds of duties that may be assigned to the position allocated to the class and should not be interpreted to describe all of the duties which may be required of employees holding a position assigned to this class.*

*The City of Delaware is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act (ADA) and the Americans with Disabilities Act Amendment Act (ADAAA), the City of Delaware will provide reasonable accommodations, upon reasonable request, to qualified individuals with disabilities and encourages both prospective employees and incumbents to discuss potential accommodations with the employer.*

## CLASS SPEC TITLE 6:

### ASSIGNMENTS WITHIN RANK

The Fire Chief reserves the right to select, assign and remove personnel from any assignment within rank. Assignments within rank are generally for a minimum of three (3) years; removal or extension shall be authorized solely by the Fire Chief.

### EMS CAPTAIN

The assignment to EMS Captain within the rank of Fire Captain is done at the discretion of the Fire Chief. This assignment supports the Incident Commander and may be assigned to various capacities within rank. The EMS Captain is responsible for analyzing, planning, designing, implementing, and administering EMS programs as well as other department-wide and community oriented programs. These include Advanced

Life Support (ALS), Basic Life Support (BLS), Continuous Quality Improvement (CQI), liaison to the Firehouse Service Coordinator and focus on proactive community medical service.

In addition, the EMS Captain is responsible for providing input towards EMS training activities for effectiveness, with an emphasis on its impact on department service delivery. Other duties include: evaluating EMS data, identifying methods of providing effective emergency medical care, identifying methods to correct complex medical issues and patient care delivery situations, and designing quality assurance programs to measure program outcome and effectiveness. This assignment requires considerable initiative and independent judgment. While assigned to the responsibilities of EMS Captain, an employee must maintain combat firefighting readiness as he/she is subject to deployment in that capacity.

The EMS Captain conducts research and analysis of current and future EMS issues and trends to ensure quality medical services. In addition, the EMS Captain assists with accomplishing established overall organizational goals through program management, provider and system evaluation, and quality assurance. The EMS Captain must be an effective instructor who is capable of conducting training activities and classroom instructional sessions as needed. Performance is reviewed by observation of records, reports and conferences.

### **ILLUSTRATIVE EXAMPLES OF WORK (as related to work performed under the assignment of EMS Captain)**

- Directs the medical standard of care and level of clinical sophistication within the EMS program responding to and acting as the liaison between the Medical Director and the department.
- Oversees and reviews medical reports for accuracy and compliance with existing protocol and federal, state and local requirements. Forwards data to the State Bureau of EMS and other medical agencies as necessary.
- Designs, implements, and maintains an EMS Quality Assurance and Improvement Program.
- Works with the Medical Director to develop and update treatment protocols to ensure the department is practicing the most up-to-date emergency medicine using effective and efficient equipment and supplies.
- Serves as a liaison between the Fire Department, hospitals and other outside agencies.
- Develops and maintains relationships with state and local EMS agencies, hospitals, health departments, other City departments, and other agencies involved with EMS issues and concerns.
- Oversees the 12-hour program and employees to serve higher demand incident periods through flexible coverage and providing proactive and preventative emergency medical service as permitted through State law.
- Oversees the ordering of EMS equipment and supplies.
- Participates in field observation of EMS calls as needed.
- Provides educational programs to community groups and other agencies on topics related to emergency medical services.
- Under the direction of the Chief Officers, oversees the Department's EMS Committee.
- Produces and administers yearly budget requests for the EMS program including medical equipment and supplies.
- Makes recommendations and provides available support to the Professional Development Captain relating to the EMS training program.
- Serves as the Infectious Disease Coordinator in conjunction with the Department of Administrative Services and is responsible for Department infectious disease training.
- Serves as liaison to other prehospital providers, hospitals, and local, state and federal medical agencies.
- Serves as Department HIPPA compliance officer.
- Serves as a resource for paramedics/EMTs.
- Participates in disaster preparedness, response, mitigation and recovery efforts.
- Performs other duties as assigned.

### **RECOMMENDED SUPPORTING EDUCATION**

- Certified CPR Instructor
- Certified Cardiac Life Support Instructor
- Certified Life Support Instructor

- Certified Trauma Instructor
- Emergency Management Service: Quality Management

### **PROFESSIONAL DEVELOPMENT CAPTAIN**

The assignment to Professional Development Captain within the rank of Fire Captain is done at the discretion of the Fire Chief. This assignment supports the Incident Commander and may be assigned to various capacities within rank. This is technical, specialized work in the development of the fire department's personnel. This assignment is responsible for the direction, development, coordination, implementation and delivery of training for newly hired and promoted personnel; for continuing and in-service educational programs and for occupational safety and health programs. This assignment requires considerable initiative and independent judgment. While assigned to the responsibilities of Professional Development Captain, an employee must maintain combat firefighting readiness as he/she is subject to deployment in that capacity.

The Professional Development Captain conducts research and analysis of current and future Fire and EMS issues and trends to ensure quality services. In addition, the Professional Development Captain assists with accomplishing established overall organizational goals through program management, provider and system evaluation, and quality assurance. The Professional Development Captain must be an effective instructor who is capable of conducting training activities and classroom instructional sessions as needed. Performance is reviewed by observation of records, reports and conferences.

### **ILLUSTRATIVE EXAMPLES OF WORK (as related to work performed under the assignment of Professional Development Captain)**

- Responsible for the development, implementation and compliance of training programs that meet federal, state, local and Insurance Service Office (ISO) standards and requirements.
- Researches, develops, coordinates, and delivers training programs related to emergency services such as: fire suppression, apparatus driver/operator, EMS, hazardous materials, specialized hazards, vehicle extrication, fire inspection, occupational safety and health and implements modifications to training programs as required to ensure effectiveness and current technical or procedural compliance.
- Researches, develops, coordinates, delivers, oversees and coordinates the training of newly hired and promoted personnel, ensuring compliance with minimum qualifications and educational requirements for the position; oversees the periodic evaluation and completeness of their workbooks and provides a recommendation prior to the end of their probationary period.
- Develops an annual training schedule for all facets of the Department's operations.
- Evaluates and coordinates all training requests and scheduling for Department personnel to attend out-of-department schools, seminars and conferences.
- Ensures all training reports are accurate, complete and maintained in compliance with federal, state, local, National Fire Protection Association (NFPA) and OSHA requirements and assists, as necessary, with personnel recertification.
- Participates in identifying, developing, implementing and evaluating various methods, techniques, standards and instruments utilized in fire and emergency medical services training activities and recommends and assists in the implementation of goals and objectives.
- Ensures compliance with State requirements to maintain ability to issue fire and EMS continuing education programs.
- Develops and maintains proficiency standards for officers to develop and maintain their personnel's effectiveness.
- Prepares and recommends updates for the Department's standard operating guidelines based on training and operational procedures.
- Attends schools, conferences and other meetings to keep abreast of current trends in the field; represents the Department in a variety of local, regional, county, state and other organizations and committees.
- Performs quality assurance activities including monitoring the effectiveness of training programs by measuring outcomes, monitoring quality of service delivered, and providing recommendations for improvement or the addition of new programs.
- Serves as the Department safety officers, assessing processes and conditions, providing related training, drafting and implementing related policies or procedures, chairing the Department's Safety Committee, and participating in related meetings.
- Produces and administers yearly budget requests for training, schools, and supplies. Administers the Professional Development budget on an ongoing basis.

- Coordinates with the EMS Captain related to the EMS program, annual training schedule, training needs, EMS performance standards, and EMS Strategy.
- Prepares and submits reports and studies.
- Participates in disaster preparedness, mitigation and recovery efforts.
- Performs other duties as assigned.

#### **RECOMMENDED SUPPORTING EDUCATION**

- Certifies Incident Safety Officer
- Certified Health and Safety Officer

#### **ADMINISTRATIVE CAPTAIN – (Non-Bargaining Unit Position)**

Under the direction of the Fire Chief, the Administrative Captain is responsible for administrative and management responsibilities related to organizing and directing the activities of the Fire Department. This position serves to assist the Fire Chief by assuming administrative responsibility for the operations and resource management of the Fire Department in coordination with fire suppression, emergency medical services (EMS), fire prevention, training and related activities.

Tasks require the application of considerable independent judgment and discretion in carrying out daily duties and operations. This position provides effective, professional leadership, positioning the Fire Department to meet the community's current and future needs through appropriate technologies and services. Work is performed and reviewed through conferences, staff meetings, oral and written reports, and observation of records and reports.

This position is part of the overall management team of the Fire Department and as such serves to support the mission of the Department in working collaboratively with other management team members to accomplish established goals and to support senior-level management directives. An employee serving in this capacity shall, at all times (on-duty and off-duty) conduct themselves in such a manner as to foster alignment and support for operational objectives and to represent the Fire Department and the City as a professional and dedicated public servant with the highest respect for self and others. As a ranked position within the Fire Department, the Administrative Captain shall conduct oneself in a manner that demonstrates the leadership commensurate with the rank of the position.

#### **ILLUSTRATIVE EXAMPLES OF WORK (as related to work performed under the assignment of Administrative Captain)**

- Develops and evaluates the effectiveness of department operations fairly and impartially; considers and evaluates potential for possible promotion/training.
- Responsible for the revision, development, administration and enforcement of the Department's standard operating guidelines.
- Counsels subordinates when necessary, using appropriate authority, and administers discipline in accordance with established standard operating procedures.
- Conducts meetings to keep personnel informed of current City and Department policies, procedures, regulations and benefits pertaining to them.
- Plans, directs, assigns, manages, supervises, and reviews the work of the Department's personnel for effectiveness and efficiencies.
- Addresses public complaints and questions concerning department operations and conduct.
- Assures the proper use of equipment and adherence to procedures.
- Maintain liaison with all City Departments.
- Directs activities of firefighters at emergency incidents, when necessary.
- Directs and coordinates the maintenance and repair of facilities, equipment and apparatus.
- Authorizes and/or prepares special orders and memoranda; reviews reports of subordinates.
- Assists the Fire Chief in researching, developing, preparing, presenting and monitoring the Fire Department budget; advises Fire Chief of budgetary concerns and identifies future needs and writes or assists in writing specifications for new apparatus, vehicles, equipment and supplies.
- Participates in disaster preparedness, response, mitigation, and recovery efforts.
- Assumes administration and command of the Department during the absence of the Fire Chief.
- Provides after hours/on-call assistance for continuity of operations as required by the Fire Chief.



- Proactively seeks out and participates in seminars, conferences, and training courses to keep abreast of the latest methods and materials found in the field.
- Responds to significant emergency incidents during and after regular work hours as required by the Fire Chief.
- Performs related essential and non-essential duties and responsibilities as required.

# **Proposed Promotional Process for Fire Captain**

## ***Revised: January 2015***

*Pursuant to CSC Rule IV, E.*

### **Written Examination**

- Standardized examination from a reputable third party as determined by the Department of Administrative Services (DAS) and the Fire Chief.

The Written Examination will comprise of 100 possible raw score points. The passing grade is 75%. The examination is used to determine eligibility to proceed to the Fire Officer Interview and Review Panel and the Assessment Center.

### **Promotional Hold List**

In the event that a Captain's position is not currently open, the Captain's promotional process will be placed on-hold. All candidates that have passed the Written Examination will be placed on a Promotional Hold List. The Promotional Hold List will be presented to the Civil Service Commission and made effective upon posting at all Fire Stations. The Promotional Hold List shall be used when an opening occurs within the rank of Captain. When a position does not open within one (1) year from the effective date of the Promotional Hold List, this promotional process will expire and necessitate a new process to be initiated.

### **Fire Officer Interview and Review Panel**

When a position becomes available, an interview and review panel consisting of the Assistant Fire Chief and up to five (5) of the current department Captains will be conducted for each of the candidates that have passed the Written Examination. Prior to the interview process, the Officers will review the candidate's history and work capability from past records and experience. The candidate will be interviewed using the established dimensions and benchmarking criteria. The panel will determine the candidate's level of achievement through the interview process based upon the prescribed number of desirable dimensions for a Captain. This grading will be done through consensus and all the rating Fire Officers will sign off on the grading sheet. Interview and review panel members shall be provided appropriate training by DAS staff.

The Fire Officer Review Panel will have a 30% weight in the process in order to determine final ranking not including additional points for seniority and education.

### **Assessment Center**

The top six (6) scorers from the Written Examination and the candidates that tie with the sixth scorer will be invited to participate in the assessment center. If multiple positions are being filled at the same time, the Assessment Center shall be increased by the number of extra appointments. (For example, filling two positions simultaneously results in a Assessment Center of seven (7) plus any ties.

An Assessment Center process will be utilized to assess the knowledge, skills and abilities of the candidates regarding position of Fire Captain. The assessment will be contracted with and conducted by a reputable third party.

The Assessment Center will consist of multiple techniques selected by the fire department administration and the assessment center administration and may include: administrative competency, written and verbal communication skills, decisiveness, flexibility, human relations, management control and leadership, planning and organizing skills, problem analysis skills, stress tolerance and technical compliance. The certified list shall be in numerical order listed by percentage points received. This percentage will have a 70% weight in the process in order to determine final ranking not including additional points for seniority and education.

### **Additional Points Awarded**

Candidates are eligible to receive additional points for seniority and education. These additional points will only be added to the final certified score after the candidate has successfully achieved a 70% final score from the assessment center and Fire Officer Interview and Review Panel.

### **Seniority Points**

City of Delaware Employees with at least eight years of service at the rank of Fire Fighter in the Fire Department

- 8 – 10 years = 1 additional point
- 11 – 15 years = 2 additional points
- 16 – 20 years = 3 additional points
- Over 20 years = 4 additional points

### **Education Points**

All Degrees shall be at accredited universities

**ONLY ONE DEGREE WILL BE AWARDED POINTS:**

- Associate Degree – 1 additional point
- Bachelor's Degree – 2 additional points
- Master's Degree – 3 additional points

### **Tie Breaker Certified List**

Once certified scores are accounted for and all points are allocated, if two or more candidates have the same score and tie for the third ranking score, then all candidates receiving that same score shall qualify for selection under the "Rule of Three" regardless of the number of candidates.

### **List Certification**

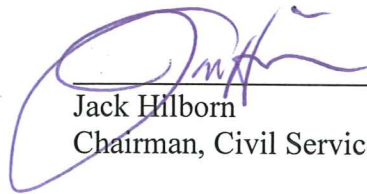
Once all scores have been finalized, a rank order candidate list will be presented to the Civil Service Commission for certification.

### **Appointment to Captain**

Prior to appointment, the selected candidates on the Certified List will interview with the Chief and City Manager and they will determine the appointment based on, but not be limited to evaluating factors such as leadership style and overall work approach.

*Pursuant to CSC Rule III, C.*

The City of Delaware will seek a certified list of more than 3 candidates and use the "Rule of 3" for selection.



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Jack Hilborn  
Chairman, Civil Service Commission