


Obtaining Minimum Qualifications for Command Staff

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Certification Statement

I hereby certify that this paper constitutes my own product, that where the languages of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed: 

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Date: 1/31/2019

Abstract

The problem was that the Bolingbrook Fire Department (BFD) did not have minimum qualifications for staff level positions. The purpose of this applied research project (ARP) was to develop the required minimum qualifications and core competencies for staff level positions. Action methodology guided four research questions: (a) What are the roles and responsibilities of the Shift Commander, Training Battalion Chief, EMS Director and the Deputy Fire Chief? (b) What are the current qualifications of the Shift Commander, Training Battalion Chief, EMS Director and the Deputy Fire Chief? (c) What are the minimum qualifications of comparable positions in comparable departments? (d) What skills and abilities have been identified by Village of Bolingbrook Human Resources through a job task analysis? The procedures used to collect data were: (a) a review of administrative regulations (AR), (b) job descriptions, (c) internal questionnaire, and (d) external questionnaire to MABAS Division 16 deputy fire chiefs. The results indicated opportunities for educational improvements, minimum core competencies, and a job task analysis performed by the training division, and coordinated through the Village of Bolingbrook Human Resources department, for battalion chiefs. The data suggests that the AR job descriptions do not meet the intent of command staff core competencies and educational requirements. As a result of the findings, the following recommendations were made. The first recommendation was to hire a one full-time human resource department (fire) with the skill set and capabilities of completing a job task analysis. Second recommendation was that the BFD should expand the curriculum to include more advanced competencies. Finally, the BFD should develop partnerships with other organizations for command staff development.

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Introduction

The Bolingbrook Fire Department (BFD) provides emergency services to the Village of Bolingbrook (VOB) that includes (a) fire suppression, (b) fire prevention, (c) technical rescue, (d) hazardous material abatement, (e) emergency medical services (EMS), and (f) transporting patients. Included under the fire department is the Emergency Management Agency (EMA) that responds to various incidents to aid emergency personnel and the public, as well as being the VOB weather spotters during severe storms. In today's fire service, certifications, licensure, and advanced degrees are requirements for command staff positions in many agencies, held compared to years ago when education and professional standards held less weight. The problem addressed in this research is the Bolingbrook Fire Department (BFD) does not have minimum qualifications for command-level staff positions. The purpose of this applied research project (ARP) was to identify the required, minimum qualifications and core competencies for staff level positions. Action methodology guided the following research questions: (a) What are the roles and responsibilities of the shift commander, training battalion chief, EMS director, and the deputy fire chief? (b) What are the current qualifications of the shift commander, training battalion chief, EMS director, and the deputy fire chief? (c) What are the minimum qualifications of comparable positions in similar departments? (d) What skills and abilities for command-staff level positions have been identified by the Village of Bolingbrook Human Resources through a job-task analysis?

Background and Significance

The Bolingbrook Fire Department (BFD) is an all career fire department, located approximately 30 miles southwest of Chicago, Illinois, with a current population of 76,272 people, within 27.3 square miles (Eastman, 2018, p. 2). The BFD provides emergency services

that include: (a) fire suppression, (b) fire prevention, (c) emergency medical services, (d) hazardous material abatement, and (e) technical rescue. The BFD currently has 86 career members operating out of five fully-staffed fire stations. In July of 2015, the BFD was evaluated to an Insurance Standards Office (ISO) rating of three (Ramirez, 2015, p. 7).

The 2017 population density in the Village of Bolingbrook (VOB) was 3,055.38 per square mile. Of this population, 89% lives in owner-occupied homes. This leaves 11% of the population living in rental properties. The Village of Bolingbrook consists of 17,553 single-family residences, 350 single-family attached residences (townhouses, duplexes) and 2,654 apartments and senior housing centers (Eastman, 2018).

The BFD responded to 7,678 calls in 2017. Of this, 175, or 2.28 % of the call volume consisted of fires; 256, or 3.33%, other hazards; 269, or 3.5%, false alarms; 1128, or 14.69%, non-emergency; 23, or .003%, special incidents; and 4,966, or 64.68%, emergency medical service (EMS) ambulance calls.

Within the next three years, the department is anticipating the retirement of six command-level positions including: (a) the deputy fire chief, (b) three shift battalion chiefs, (c) EMS director, and (d) the training and safety battalion chief. Although the departures could be staggered, four will reach their 30 years in 2021, and the other two are eligible for retirement in 2019. Potentially, three to four lieutenants will retire within the next two years.

The current command-level positions are all appointed and require residency; this is only identified requirement. The current command staff is concerned that there are not enough personnel at the lieutenant level that possess the education and experience necessary to fill these roles. There are no formal requirements posted so that member can formulate a plan to help them promote in the organization. The current command-level staff have been appointed to their

positions based on the location in which they live (in the Village of Bolingbrook) as opposed to a set of qualifications. Based on those concerns at bi-weekly staff meetings, discussions were held to focus on how to improve professional development, strategic planning, and adequate job descriptions to prepare our future leaders. This could possibly leave the organization with an unstable environment for command-level positions. It may take years until these individuals receive the experience needed to fill these command positions. While this could be a worse-case scenario, the department could regress professionally during this transition period. There could also be the possibility of not promoting from within the ranks, which could reduce movement in the organization.

In August 2003, the Bolingbrook Fire Department, along with every other fire department located in Illinois, has followed Illinois State Law, 50- ILCS742, Fire Department Promotional Act. This Act establishes the procedures and criteria for promotion to the rank of Fire Lieutenant. This law is incorporated in the collective bargaining agreement that was agreed upon with Bolingbrook Firefighters Local 3005 (“Ordinance 12-078,” 2015-2019). The Collective Bargaining Agreement, along with Administration Regulation – Administrative Policies, AR001-007: Job Description - Fire Lieutenant (Appendix I), establishes the qualifications candidates must meet to test for the rank of Lieutenant. There are also standards in place for candidates to obtain, prior to challenging the Lieutenant’s exam. These benchmarks are established in the Collective Bargaining Agreement between the Village of Bolingbrook and the Bolingbrook Firefighters Local 3005 (“Ordinance 12-078,” 2015-2019, expression VIII p. 16).

“The ordinance states:”

QUALIFICATIONS NEED TO TEST FOR LIEUTENANT

1. At least seven (seven) years as a Village of Bolingbrook Firefighter; or

2. At least five (five) years as a Village of Bolingbrook Firefighter with an Associate's Degree in Fire Science; or
3. At least five (five) years as a Village of Bolingbrook Firefighter with Fire Office I Certification (or provisional).
4. Shall successfully meet the testing requirements of the Village of Bolingbrook Board of Fire and Police Commissioners.

In the Illinois State Law, 50- ILCS742, Fire Department Promotional Act, Section IV - Rating, Factors, and Weights: The placement of employees on the promotional list shall be based on points achieved by the employee on the promotional examinations consisting of the following components weighted as specified:

1.	Written exam	45%
2.	Seniority	10%
3.	Ascertained Merit	10%
4.	Chief points	10%
5.	Local Assessment Center	20%
6.	Peer Review	5%

Through the implementation of the Illinois State Law, 50- ILCS742, Fire Department Promotional Act, the BFD has established a clear outline for firefighters wishing to test for the rank of Lieutenant. This outline defines the following requirements located in the Collective Bargaining Agreement, Article VIII - Promotions and the Administrative Regulations - Administrative Policies. The job description for Fire Lieutenant lists essential functions and the required physical demand for the position. The CBA describes the subjective portions of the process, including the assessment center, peer review, and chief points. Candidates are ranked on

their leadership, teamwork, performance under stress at an emergency, ethics, and values.

Candidates can also obtain ten additional points for Ascertain Merit's they qualify for,

("Ordinance 12-078," 2015-2019, Appendix I), which include:

Candidates shall be awarded points to a maximum of ten for ascertained merit as follows: (points are not cumulative within any single category). Candidates must have proof of degree and a school transcript.

Education (Appendix I):

Any Bachelor's Degree with a Major Field of study in a Fire Science field - 8 points

Any Associate's Degree with a Major Field of study in a Fire Science field - 5 Points

Any Bachelor's Degree in Emergency Medical Services - 5 points

Any Associate's Degree in Emergency Medical Services - 3 points

Bachelor's Degree in any other field - 4 points

Certificate of Applied Science: Fire Science - 2 points

Associate's Degree in any other field - 2 points

Certifications granted by OSFM, ISFSI, FSI, ILFCA, ILFIA, NFA issued by the State Fire Marshal or obtained through actual live classroom instruction in an accredited college as follows:

Fire Officer I (provisional or certified) - one point

Incident Safety Officer (Only the 40 hr. Class—Not State Certification) – one point

The candidates in the promotional process for Lieutenant, clearly know the requirements to receive the highest available points. The candidate knows where their focus should be to achieve the needed points to gain promotion. The establishment of clear-cut expectations, as

spelled out in BFD AR001-007, Fire Lieutenant - Job Description, further facilitates the point that a better-prepared candidate should make a better-prepared officer (Appendix H).

The relevance of the Executive Fire Officer Program, “Self-assessment and Awareness” taking stock of self-managing for new beginnings and planning action for the future (United States Fire Administration, 2015, p. SM 2-12-13). This research also incorporates several units from the National Fire Academy’s (NFA) Executive Leadership (EL) other objectives states, “context of organization, environment and culture, and develop plans for the exercise of adaptive leadership to meet identified opportunities” (United States Fire Administration, 2015). The answers that were provided by the NFA through the Executive Leadership (EL) pre-course 360° Multi-Rater Assessment, Adaptive Leadership Instrument (ALI) and Executive Leadership Assessment (ELA) (United States Fire Administration, 2015, p. SM 5-1- 6-1). These answers peaked my interest into looking into professional development, succession planning and credentialing for the members of my department. This would gauge the reactions of creating new job descriptions in the organization.

The strategic framework of the United States Fire Administration (USFA) outlines the five organizational goals of the foundation of a fire safe America (United States Fire Administration, 2014-2018, p. 9). The ability to develop revised minimum qualifications for command staff level positions to meet the needs of the BFD relates to the USFA Goal 4, “Advance the professional development of fire service personnel and of other people engaged in fire prevention and control activities” (United States Fire Administration, 2014-2018, p. 9).

The United States Fire Administration (USFA) has developed a strategic plan which covers the years 2014 through 2018 and contains the agencies long-term plan that outlines the vision, mission, values, and goals (United States Fire Administration, 2014-2018). The research

identifies with the fourth United States Fire Administration (2014) goal: “advance the professional development of fire service personnel and of other people engaged in fire prevention and control activities” (United States Fire Administration, 2014-2018, p. 13). The key points listed focus on the standard for professional development with higher education, “develop and deliver courses that improve leadership skills for accomplishing local change through effective policies, decision-making, financial management and community engagement” (United States Fire Administration, 2014-2018, para. 5).

Literature Review

A literature review was conducted to review past relevant sources that provided a foundation for developing the study. The sources could be used to guide other researchers to what has been published on the topics covered in the study. According to the International Association of Fire Chiefs (2010), the pursuit of the planned, progressive, life-long process of education, learning self-development and experience, the professional development committee and work group members would develop a clear path for aspiring officers with emphasis on leadership competencies to continue moving the fire service toward a professional status. Fire Officers have four levels to obtain: (a) Fire Officer - Supervisor, (b) Fire Officer II - Manager, (c) Fire Officer III - Administrator, and (d) Fire Officer IV – Executive, to achieve core competencies that would be considered the National Professional Development Model. Ideally, this career map would guide the firefighter to fire chief. This development model is an important tool in career development. The elements focus on education, learning, experience, self-development, and understanding realistic goals for oneself; it is also understanding that not everyone will become the fire chief (International Association of Fire Chiefs, 2010, p. 13).

Wingspread VI Statements of National Significance to the United States Fire and Emergency Services 2016 report, goes over the history of the fire service. Since 1966, statements of national significance focused on a couple key elements related with career and professional development for the past 50 years. The first Wingspread conference, Wingspread I, was held in 1966 with statements that reflected the importance of professional development in the fire service. Professional development through continuing education was a major focus. Ten years later, Wingspread II, was held in 1976. During this conference professional development was a major focus. There was a strong recommendation that fire departments should thoroughly analyze new demands being placed upon them before accepting their responsibilities. Ten years after Wingspread II, Wingspread III occurred in 1986. During this conference it was acknowledged that professional development in the fire service has made significant strides, but improvement is still needed, and public fire safety education will not achieve its potential until it is organized in a systematic manner based on human behavior (“Wingspread VI: Statements of National Significance to The United States Fire and Emergency Services,” 2016, p. 28-30).

Ten years later Wingspread IV was held in 1996. During this conference the focus shifted towards successfully advancing into the future, and the fire service needs leaders capable of developing and managing their organizations in dramatically changed environments, such as political realities, good labor/management and customer relations are crucial to ensuring that fire departments have maximum impact on decisions that affect their future. The fire service must continue to expand the resources, and fire service managers must increase their professional standing in order to remain credible to community policy makers and the public. This professionalism should be grounded firmly in an integrated system of nationally recognized

and/or certified education and training (“Wingspread VI: Statements of National Significance to The United States Fire and Emergency Services,” 2016, p. 31).

Ten years later Wingspread V was held in 2006. During this conference the following statements of national significance were noted: a) Professional Development: Significant strides have been made in fire service professional development, but improvement is still needed. The fire service needs to continue to evolve as a profession as other governmental entities have and operate in environments where we work as well as other government organizations and the private sector. These skills are as important in the volunteer and combination fire services as they are in the career fire service. b) The executive skill set of the Fire Chief will, to a large part, define the success of the organization. c) Firefighter Credentials: A standardized and simple system for providing credentials for qualified firefighters and fire officers is needed to ensure that qualified people are enlisted to support major emergency operations and regional emergencies. d) This would be the first year that the fire department is recognized and the public expects us to be an all hazard department. Leaders in the United States fire and emergency services must develop positive human relation skills, knowledge, and abilities to manage in current times. These skills, knowledge and abilities must be reflected in the organizations’ recruitment and hiring practices (“Wingspread VI: Statements of National Significance to The United States Fire and Emergency Services,” 2016, p. 32-34).

Another ten years Wingspread VI was in 2016. Wingspread VI Statements of National Significance to the United States Fire and Emergency Services, was once again held at the Wingspread Conference Center in Racine, Wisconsin. This location was selected to commemorate the 50th anniversary of the fire service Wingspread Conferences and a return to the site of the 1966 and 1976 Conferences. The statements of each Wingspread Conference are

summarized at the end of this report. The participants at Wingspread VI overwhelmingly voted to hold Wingspread VII in five years rather than ten years. This decision was based on the rapid changes taking place in the United States fire and emergency services compared to the last 50 years (“Wingspread VI: Statements of National Significance to The United States Fire and Emergency Services,” 2016, p. 1).

To summarize the 50 years, we continue to improve effective company officer’s, those properly prepared, promoted, trained, and educated to meet the predictable needs of his/her responsibility to the community. Chief officers (leaders) must focus on are improving interpersonal relationships, coaching, empowering, commending, and motivating members. Relationship improvements are both internal (between members) and external (with related agencies and with community organizations). The continued need for higher education is becoming more critical for leaders to obtain. Higher education prepares fire and emergency service leaders to more effectively interact with partners, stakeholders, customers, and members who have earned degrees. To that end, national professional development programs should be aligned with the Fire and Emergency Services Higher Education (FESHE) model. Fire and emergency services leadership must use educational experiences. There is general agreement regarding the critical need to improve fire service leadership. Leaders must be selected based on need and qualification, not based on popularity or elections, best person to get the job done (“Wingspread VI: Statements of National Significance to The United States Fire and Emergency Services,” 2016, p. 9-12).

The Stafford County model could be used to create a fire officer program for future leaders of the department that might include: (a) organize ideas, (b) update the mission statement and organizational chart with responsibilities, (c) create a motto, and (d) establish a company

officer development academy (CODA). The academy could be used to train individuals with very little incident command training (Lace, 2018, p. 49). The officer development program should seek help from surrounding department training divisions. These departments may have a similar program in place for their members and could shorten the research time to implement such a program.

Education and training are identified in the Mission Statement that was created in 1994 by the Mission Statement Committee of the department. Assessing the organization and seeing what policies and job descriptions are currently in place will help decide the necessary requirements needed to make the program work for the members of the BFD (Mission Statement Committee, 1994).

According to Dunne (2017), an officer must accept the ramifications of the tactical duties to ensure what they are about to do will not adversely affect someone else (p. 71). An officer, must accept the fact that you are no longer functioning as a firefighter or paramedic. Critical thinking in circumstances such as: (a) reasoning, (b) evaluation, (c) clarification, (d) judgement, and (e) evaluation in limited time may leave the potential of a flawed decision (Elwood, 2016, p. 190). Elias (2008) posited that the department must prepare the officers for these tasks and split-second decision-making as well as prepare them for their leadership role. A leader possesses a strong in-group identification with his or her subordinates, he or she is unlikely to use coercive or caustic forms of power because such negative behavior directed at in-group members is, in effect, also directed at oneself. (Elias, 2008, p. 275) The interactions between leadership and subordinates can have several variables including organizational commitment, job satisfaction, absenteeism, burnout, productivity, and mentor-mentored relationships (Elias, 2008, p. 277). An understudied style of leadership is Followership.

The model's practical value lies in its usefulness for describing how leaders can best work with followers and how followers can best work with leaders (Bjugstad, Thach, Thompson, & Morris, 2006, p. 304). Bjugstad goes on to state that a reason that followers has not been researched is that there is a stigma associated with the term "follower." However, the information age has highlighted the need for more flexible leader-follower relationships (Bjugstad et al., 2006, p. 306). Followership is categorized into three areas including: (a) motivations, (b) values, (c) trust, and (d) characteristics. Kelley's followers' typology identifies five different follower's styles including: (a) alienated, (b) passive, (c) conformist, (d) pragmatic, and (e) exemplary (Zawawi, Kamarunzaman, Hussin, & Campbell, 2012, p. 2). Yet another form of leadership emphasized team-based organizations in collaboration and communication skills, replacing traditional leadership (Betts & Healy, 2015, p. 2). However, utilizing groups can bring in a danger of "social loafing" where individuals may not expend as much effort in a group setting as they would be working on their own.

Transformational leadership potentially increases higher levels of individual, team and organizational performance. Emphasizing shared values and inspiring leader's own self-sacrificing behavior to exceed personal interest for a collective purpose (Chun, Cho, & Sosik, 2015, p. 377). Chun goes on to state, the leader emphasizes work for the team, not for the leader. As a result, members may respect the leader as a representative of the team. Core competencies of an organization are defined as: collective learning in the organization, individuals develop competencies through social learning perspective, and by observing others who model effective competencies. Berdrow also suggest self-managed learning is an individual who takes responsibility for assessing their own competence deficiencies and finding development opportunities (Berdrow & Evans, 2014, p. 201). As with leadership, conflict resolution must be

addressed. It is important that a leader be able to foster negotiation and compromise in conflict situations, more specifically aiming toward group trust and mutual respect of opposing views (Ezziane, Mahiben, Gawn, Thompson, & Athanasiou, 2012, p. 2). When team members trust one another, they are more sensitive to their coworkers needs and more willing to help (Buvik & Tvedt, 2017, p. 7). Buvik and Tvedt (2017) described what individuals can feel about one another can be critical of sharing knowledge, because sharing knowledge is a social phenomenon that involves interpersonal relationships and social interactions (p. 5). The authors go on to state that knowledge can be considered as information, ideas and expertise relevant to perform tasks. Knowledge sharing is positively associated with team performance. Teams allow organizations to accomplish tasks that are too big for one person.

However, there are many potentially dysfunctional aspects of teams including control, social loafing, group thinking, diffused responsibility and waiting for someone else to take charge (Johnson, 2016, p. 118). Though leadership can be viewed as influential, a leader has the ability to influence his/her crew-members to complete the objective at hand and the ability to get others to do more. Defined expectations of different types of leadership styles should be at the forefront to prepare officers for their leadership role.

Members with higher education will set themselves apart from the rest. Higher education increases levels of critical thinking (Rhoades, 2016, p. 59). Benefits of higher education include: (a) the ability to write clearer and more effectively, (b) organization, (c) research, and (d) presentations. Professional education has its benefits too. According to Commission Safety Excellence Credentialing (CPSE), (Waldo, 2016, p. A-5), professional designations for fire service professionals are offered as the following:

1. Chief Fire Officer (CFO)

2. Chief Training Officer (CTO)
3. Chief EMS Officer (CEMSO)
4. Fire Marshal (FM)
5. Fire Officer (FO) (p. A-5)

These credentials differ from ordinary state certifications as the commission looks into a candidate's portfolio that is submitted and reviewed by peers. Training, education, professional contributions, and community involvement are evaluated. This leads to a well-rounded chief officer. Once the credential process is complete, and the individual is awarded the credentials, a renewal of the professional designation is required every three years. The International Association of Fire Chiefs (IAFC) and the International Association City/County Management Association (ICMA) believes that credentialing is the gold standard for fire service professionals (Waldo, 2016, p. A-5).

Requiring credentialing may create disequilibrium among the organization members if this becomes the new direction for a professional development process, the return on investment can be tremendous. Organizations that have started this certification process have seen their members become more energized, reengaged, and a new since proposed to the organization (Waldo, 2016, p. A-6).

In the book *The Practice of Adaptive Leadership Develop Leadership Capacity*, the development of leadership is a line manager's job. Within the fire service, the lieutenants' role would be to provide training, coaching, mentoring and a high quality of day-to-day supervision, but Heifetz suggests support from human resources and external sources can be invaluable (Heifetz, Grashow, & Linsky, 2009, p. 170). Without the help of a professional HR representative, the transition to a new road map can be bumpy. Human Resources forms an

important part of management and is an integral part to implementation of various organizational changes (Poell & Krogt, 2017, p. 180).

Human resource professionals make change happen successfully and seamlessly and is essential in any type of change within the organization. Their familiarity with the culture, employees and rules and regulations that apply to federal and local laws is a great asset in helping with the changes to the organization (Brisson-Banks, 2010, p. 242). To effectively make changes, management needs to be able to recognize when, where and what strategies to use in order for them to be most effective (Brisson-Banks, 2010, p. 247). Human resource works with department staff to formulate learning goals for training programs for members of the department, implement the training and following up to make sure the training is aligned with the department needs. Building a leadership road map is essential for long-term adaptability and growth of a quality leader. Human resource function within the organization is to help the members reach this goal.

The researchers found that during their research there are various paths to accomplish leadership abilities including: (a) succession planning, (b) career development, (c) officer development, and (d) risk management (Heifetz, Grashow, & Linsky, 2009, pp. 170-171). At this time, the Village of Bolingbrook does not have a dedicated individual detailed as human resource personnel. The function is being shared between three finance employees who have daily finance duties to complete as well as HR functions.

Promotions to officer positions in the fire department are done by promoting the next person on the promotional list. Due to labor contracts, individuals who are promoted, whether they are the right or wrong for the position, is complied with in accordance of the contract. If the wrong person is promoted and their performance is poor, perception is that a conflict will always

result (Froschheiser, n.d., p. 16). Having a performance management system in place will help to evaluate performance and eliminate potential for conflict by communicating an objective process to discuss strengths and weaknesses. Currently, the BFD has a monthly review process for probationary employees, but does not have a review process when a promotion is made to an officer position. An HR representative would be ideal for a newly promoted officer to seek guidance with employee problems. Froschheiser (n.d.) discusses leadership skills to hold individuals accountable, these include: (a) setting clear goals, (b) communicating performance expectations, (c) being specific and focus on results, (d) understand what good accountability is (e) model it effectively, (f) identify your weaknesses and determine what you need to develop and, (g) understand how to deal with conflict (p. 18-19). The importance of an HR representative is to guide the department in conducting a job task analysis to find work related competencies and basic skills involved to create level appropriate job specific curriculum (Burkhart, 1995, p. 2). Burkhart details the five competencies to include: (a) Resources – identifies, organizes, plans and allocates resources, (b) Interpersonal – works with others; (c) Information – acquires and uses information, (d) Systems – understands complex inter-relationships, and (e) Technology – works with a variety of technologies (Burkhart, 1995, p. 7).

In summary the literature review offered several valuable resources for this research. The authors support the idea of developing a career path for aspiring officers based on education, leadership and support from a Human Resources department.

The traditional role of the fire department is evolving. The fire service needs leaders capable of developing and managing their organization to move successfully into the future. Effectively implementing and offering standardized credentialing for firefighters and fire officers will ensure qualified individuals will meet the expectations of fire officers for the future.

Individuals with higher education have an increased level of critical thinking and write clearer and more effectively (Waldo, 2016, p. A5).

Leadership styles differ for every individual. The authors' styles of leadership include followership, transformational, and team-based. Each leadership style has their pros and cons, however each individual needs to find their right style to effectively manage and lead their crew (Chun, Cho, & Sosik, 2015, p. 376-378).

To help formulate learning and training goals for members, the Human Resource department is available to assist with these goals and support training for the department needs. Human Resource members can help accomplish leadership goals and abilities including succession planning, career development and risk management (Brisson-Banks, 2010, p. 242).

Professional status begins with education. The fire service is evolving and changing. The authors describe the need for individuals to continue to evolve with the profession through education, leadership and partnerships with other departments.

Procedures

The procedure section of this project discusses the steps taken to reach the final results of the research. This process started with the researcher's last class, R-125 Executive Leadership that was held at the National Fire Academy. While there the researcher visited the Learning Resource Center to conduct research that included searches in the electronic catalog, journal articles, and the review of EFO research papers related to the topic of fire department promotional policies and procedures that focus on qualifications.

The development of the internal and external questionnaires consisted of the researcher's reviewed objectives from the Executive Fire Officer program's fourth-year curriculum, the course syllabus from the Executive Leadership Course that consists of fifteen course objectives

and, the objectives listed in the Executive Leadership Course found in the table of contents (United States Fire Administration, 2015, p. iii-iv). Survey results from a pre-course 360° Multi-Rater Assessment that were part of the NFA class, Executive Leadership, Adaptive Leadership Instrument (ALI) and Executive Leadership Assessment (ELA) were also utilized in the formulation of the internal survey questions. (United States Fire Administration, 2015, p. SM 5-1-6-1). Research was also performed in relation on the topics of professional development, succession planning and credentialing. Specifically, how these concepts could be utilized to improve the promotional process for the Bolingbrook Fire Department. The focus was on how the creation of new job qualifications that centered around a job task analysis could improve the promotional process and the quality of command staff personnel.

Research was initiated through the gathering of information on how fire departments, in proximity to the Bolingbrook Fire Department, promoted command staff positions. The fire departments that participated in the research were the Lisle-Woodridge Fire Protection District, population served 70,000, emergency runs for 2018 of 7,655. The Downers Grove Fire Department, population served 49,473, emergency runs for 2017 of 6,352, The Warrenville Fire Protection District, population served of 45,000, emergency runs for 2018 of 4, 739.

Materials were acquired to help make a determination of what these departments did to create a successful professional development program, how they conducted succession planning and what the benefits of the credentialing were to the process of creating job descriptions. This information was then compared to the job descriptions and the promotional requirements of the Bolingbrook Fire Department. A review of the job descriptions for the Bolingbrook Fire Department revealed that job descriptions for command staff level positions did not exist.

Command-level staff positions that were considered for this research include (a) Deputy Fire Chief, (b) Battalion Chief, (c) Training Officer, (d) EMS Director and (e) Fire Marshal. Research also involved direct conversations with the Deputy Fire Chief's from the fire departments that participated in the research. The researcher asked if these departments had job descriptions in place for the above-mentioned command staff positions and whether or not they supported a material promotional process as opposed a promotional process that involved appointments. Copies of these job descriptions were obtained and considered to help assist in the formulation of the job descriptions for the command staff positions of the Bolingbrook Fire Department.

A questionnaire was then developed to query the members of the Bolingbrook Fire Department Command Staff along with the Deputy fire chiefs of the participating departments. The purpose of this questionnaire was to determine both the education level and certifications each participant had obtained prior to their promotion into their current position as well as what education and certifications each participant pursued post promotion. An explanatory email (Appendix A) accompanied the questionnaire to inform the staff of the purpose of requesting the completion of this questionnaire. The internal questionnaire was given to the following Command Staff positions; three Shift Battalion Chiefs, the EMS Director, the Training Battalion Chief and the Fire Marshal (Appendix A). The rationale used in determining which outside fire departments to include in the research was based on their similarities to the Bolingbrook Fire Department for the size of the population they served and the number their number of emergency responses (Appendix B).

This questionnaire was created to help identify and develop what the prerequisite minimum qualifications and core competencies should be for the promotion to a command staff

level position. The questionnaire was also developed to identify what educational and certifications command level staff acquired after assuming their new roles. An explanatory email (Appendix A) accompanied the questionnaire to inform the individuals of the purpose of the request for completing this questionnaire.

The internal questionnaire (Appendix A) was emailed to all Bolingbrook Fire Department Command Staff on October 1, 2018. This questionnaire was created to perceive the responsiveness Command Staff would have about the implementation of minimum required qualifications, as well as the formulation of core competencies for promotion to a command staff level position. The questionnaire also provided data that answered the question of how much each member continued to expand their knowledge base after being promoted. Classes and certification that each member of command staff felt were valuable enough to pursue while serving in their current position would prove to be valuable in the development of job descriptions and recommendations for career development for the members of the Bolingbrook Fire Department. An explanatory email (Appendix A) accompanied the questionnaire to inform the staff of the purpose of requesting the completion of this questionnaire. Participants were given eleven calendar days to complete the survey and a completed survey was received from every member of command staff.

The external questionnaire (Appendix B) was distributed on October 1, 2018 to the Deputy fire chiefs representing the following fire departments, the Naperville Fire Department, the Downers Grove Fire Department, the Lisle-Woodridge Fire Protection District and, the Warrenville Fire Protection District (Appendix B). This questionnaire was created to gauge what the Command Staff positions at comparable departments required as far as education, minimum qualifications, and core competencies for staff level positions. A question was asked of the

respondents as how Command Staff positions were filled; were they appointed or tested? The questionnaire was also developed to gauge what educational advances these individuals have made since their appointment to their position. This intent of this questionnaire was to gather data to support the thesis statement that the creation of job descriptions within the Bolingbrook Fire Department would help assure qualified candidates fill open positions. Participants were given eleven calendar days to complete the survey. Of the four questionnaires sent out three were returned.

A limitation to these procedures was to only survey comparable fire departments located in close proximity to the Bolingbrook Fire Department. Reliance on such a small set of data limits the variety in the data received of the researcher to conclusively prove the thesis statement. Another area that proved to be limiting is the assumption of the researcher that that respondents to the questionnaire possessed a general understanding of their organization's approach to professional development. This proved to be limiting in both the internal and external questionnaires. If it were established in the survey that the participants had a clear understanding what the meaning of professional development was the data could have been better applied when articulating the results and how they prove or disprove the thesis statement for this research paper; that the Bolingbrook Fire Department should develop minimum qualifications and establish core competencies for all command staff positions

Results

The results of this applied research project are based on the findings found in the literature review and well as the findings from the data collected from the internally and externally conducted questionnaire. The first thing the researcher needed to determine was what

the roles and responsibilities are for positions of Shift Commander, Training Battalion Chief, EMS Director and the Deputy Fire Chief.

The purpose of limiting the survey to the four departments in close proximity to Bolingbrook (Naperville Fire Department, the Downers Grove Fire Department, the Lisle-Woodridge Fire Protection District and, the Warrenville Fire Protection District) was to specifically limit the data so that it is consistent with Mutual Aid Box Alarm System Division 16 (MABAS 16). This division is specifically made up of the previously listed departments. The researcher narrowed the research specifically to this MABAS 16 with the intentions of creating job descriptions that reflect similar educational requirements along with identifiable core competencies as departments we operate with on a daily basis so as to promote interoperability. An established goal for the MABAS 16 division is for each of the five departments to have comparable standing operating procedures, administrative regulations and job descriptions to help facilitate operations.

The research revealed that for the Bolingbrook Fire Department an internal job description for command staff positions have never been formalized and job descriptions for some positions, namely deputy chief, do not even exist. The job descriptions that do exist consist of an extremely vague explanation of the job responsibilities and lack any direction on what qualifications are required or desired for someone interested pursuing the job. A review of the results of the external questionnaire showed that all surveyed comparable fire departments had established job descriptions for command level positions. An email, with a link to a questionnaire, was sent to the deputy fire chiefs of those departments. This results from the external questionnaire clearly depicted that neighboring departments had defined the roles and

responsibilities for the positions at the command level through the implementation of clearly defined job descriptions.

Secondly, research was done to determine what the required qualifications are currently for the positions of Shift Commander, Training Battalion Chief, EMS Director and the Deputy Fire Chief at the external departments.

The Lisle-Woodridge Fire Protection District (LWFPD).

The position of Deputy Chief requires an extensive knowledge base in all things firefighting as well as a comprehensive knowledge in matters of budgetary and other clerical duties. Strong oral and written communication skills is another qualification listed. These requirements are vague and not defined and left up to an evaluator to determine competency. The defined requirements are as follows

- Must be rank of Lieutenant or higher.
- Twelve (12) years' experience in the fire service
- Three (3) years in a supervisory role
- Certified Fire Officer II
- Certified as a Health and Safety Officer, or ability to obtain in twelve (12) months of appointment
- Certified Incident Safety Officer, or ability to obtain in twelve (12) months of appointment
- Chief Fire Officer Designation (CFO)
- Master's Degree in Public Administration, Fire Administration, or related field.

The position of Battalion Chief is similar to deputy chief in the vagueness of the most of the qualifications. They are very similar to that of deputy chief. These are the defined requirements:

- There (3) years' experience as a captain with the Lisle-Woodridge Fire Protection District
- Licensed Emergency Medical Technician Basic (EMT-B)
- Bachelor's degree in Fire Science, Fire Administration, or Public Administration from an accredited institution.
- Certified Fire Officer II
- Certified as a Health and Safety Officer, or ability to obtain in twelve (12) months of appointment
- Certified Incident Safety Officer, or ability to obtain in twelve (12) months of appointment

The position of Training/Safety Officer has the following defined requirements:

- Certified EMT-B or EMT-P
- Fire Instructor II
- Completion of the NFA course "Training Program Management"

Recommended training for the position of Training/Safety Officer includes:

- Instructor III or IV Certification
- Bachelor's degree

Emergency Medical Services (EMS) Coordinator is responsible for all thing's EMS related. From training to risk management and planning. Record maintenance, medical billing and a competence of the legal system. Defined requirements are:

- Certified Firefighter III, Fire Officer I preferred
- EMT-P
- CPR Instructor
- Fire Service Instructor II

The Downers Grove Fire Department (DGFD).

The job description for the position of deputy chief of operations is broken down into six categories: Essential Job Functions, Examples of Major Duties, Knowledge, Skills, & Abilities Required, Equipment Used, Minimum Qualifications, and Licenses & Certifications.

The defined requirements are:

- Bachelor's degree in fire service management, public administration, or a related field.
- Five (5) or more years in the fire service with at least three (3) in a supervisory role
- Certified Firefighter III, Certified Fire Officer II, and a valid Illinois Driver's License.

The defined requirements for battalion chief are:

- Bachelor's degree in fire science, public administration or related field
- Four (4) to Eight (8) years fire service experience with three (3) in a supervisory role with any combination of education and experience which provided the required knowledge, skills and abilities.
- Certified Firefighter III
- Certified Fire Officer II

Training and Safety Officer has the following defined requirements:

- Bachelor's degree in fire science, public administration or related field
- Eight (8) years fire service experience with three (3) in a supervisory role with any combination of education and experience which provided the required knowledge, skills and abilities.
- Certified Firefighter III
- Certified Fire Officer II
- Instructor II
- EMT-B

The deputy chief of administration acts as the EMS Officer with the DGFD.

The defined requirements for this position are:

- A bachelor's degree in fire science, fire administration, or a related field
- Five (5) to Ten (10) years progressively responsible fire service experience with at least three of those in a supervisory management position.
- Certified Firefighter III
- Certified Fire Officer II
- Valid Illinois Driver's License

The Warrenville Fire Protection District (WFPD):

The job description for the position of assistant chief lists responsibilities, provides a summary of tasks, lists the requirements, and the preferred requirements. The defined requirements are:

- Twelve (12) years of fire service experience with at least three (3) years supervising multiple fire companies.
- Certified Fire Officer II
- Bachelor's degree related to the fire service from a regionally accredited institution or EFO certification from the NFA
- Ten (10) mile residency requirement

The position of Captain with the Warrenville Fire Protection District is equivalent to that of Battalion Chief in similar departments. The defined requirements per the job description are:

- Seven (7) years as a member of the WFPD and three (3) years as a lieutenant.
- Certified Fire Officer II
- EMT-P
- ICS 300-400 Certificate
- Associates degree from a regionally accredited university. Lieutenants promoted to captain are encouraged to obtain a bachelor's degree.
- EFO is encouraged

The defined requirements detailed in the job description for EMS Officer are:

- Ten (10) years full-time fire service experience with a minimum of seven (7) as a paramedic
- EMT-P
- Fire Officer II
- ICS 300-400 Certification
- Associates degree in fire science from a regionally accredited university
- Bachelors and Graduate work in EMS or a related field is preferred

Training and Safety Officer has the following defined requirements:

- Ten (10) years full-time fire service experience
- Fire Officer II
- Instructor III
- Safety Officer
- EMT-P
- ICS 300-400 Certification
- Associates in fire science from a regionally accredited university

Preferred:

- Bachelor's degree in fire science
- Teaching experience
- Company officer experience
- Completion of classwork through the NFA
- A related graduate degree

The third research question is how similar or different are the minimum qualifications for comparable positions in the comparable departments? The results vary. Required experience in the fire service for the position of assistant/deputy chief is twelve (12) years for the LWFPD and WFPD while it is only five (5) years for the DGFD. Three years of experience as a supervisor is consistent amongst all three departments.

Professional certifications and education are also a little different. All three departments require that candidates that are at least fire officer II certified and have a bachelor's degree in either fire science, fire administration or public administration.

Interestingly, only the WFPD requires the degree to be from a regionally accredited university. The LWFPD also requires the following certifications for the position of assistant/deputy chief, Health and Safety Officer, Incident Safety Officer, and EFO. EMS skills are referenced in all three job descriptions but only the LWFPD requires candidates to maintain EMT-B certification.

The experience requirements for battalion chief also vary for each department. All three departments require a minimum of three (3) years of experience in a supervisory capacity. The DGFD does not have a preference where that experience came from in contrast to the WFPD that requires that three years to come as a Lt. with their department. The LWFPD also requires that the three years of supervisory experience come from being a captain with the department.

Minimum education requirements are a Bachelor's degree in fire science, fire administration or public administration from an accredited institution for the LWFPD. The type of accreditation is not specified. A bachelors is also a requirement for the position at the DGFD. DGFD does accept a bachelor's degree from a related field but does not define what that encompasses. The WFPD will accept an associate's degree from a regionally accredited university but it does specify in what discipline. The DGFD and the LWFPD require candidates to be Fire Officer II. LWFPD goes on to require certifications in health and safety officer, incident safety officer, and chief fire officer (CFO). The only required certification listed in the WFPD job description is an ICS 300-400 certification.

Experience requirements for the EMS officer are not defined in the job description provided by the LWFPD. The DGFD requires candidates for the position to have five (5) to ten (10) years of progressively responsible experience. The WFPD's requirement is a minimum of

ten (10) years with seven (7) of those being a paramedic. The DGFDD also requires three years of experience in a supervisory/management position.

Education and certifications for the position are an associate's degree for the WFPD and a bachelor's degree for the DGFDD. There is not a college degree requirement for the LWFPD. The DGFDD and the LWFPD require fire officer II certification while the LWFPD will accept a fire officer I certification. The DGFDD does not require any current EMS certification requirements in its job description. Both the LWFPD and WFPD require paramedic certification. LWFPD goes on step further and also requires CPR instructor certification and fire instructor II.

The experience requirements for the position of training/safety chief are ten (10) years for the WFPD, eight (8) years for the DGFDD, and the experience level is not defined for the LWFPD. The DGFDD also requires candidates for the position to have three years of experience in a supervisory/management position.

Educational requirements for the DGFDD are a bachelor's degree in fire science, public administration or related field. Once again, this related field is not defined. The LWFPD does not require a degree but a bachelor's degree in an unspecified field is listed as a recommendation in the job description. The WFPD has both an associate's and bachelor degree as a requirement listed in the job description. Once again it is stated that they must come from a regionally accredited educational institution. DGFDD requires the following certification; firefighter III, fire Officer II, Instructor II, and EMT-B. The LWFPD requires certification as an EMT-B or P, fire instructor II, and the ability to complete the course of instruction from the National Fire Academy (NFA) entitled "Training Program Manager" The WFPD requires the following certification; fire officer II, fire department safety officer, instructor III, EMT-B or P, ICS 300-400 certificate.

The fourth research question is what skills and abilities have been identified by Village of Bolingbrook Human Resources through the implementation of a job task analysis? Presently, the Village of Bolingbrook Human Resource (HR) Department does not participate with the promotional or hiring processes. The HR department currently does not possess any personal with the required skill set to perform a job task analysis. The responses of the deputy chiefs from the surveyed neighboring departments was that none of their HR departments conduct a job task analyses to establish a job description. They did understand how a job task analyses could not only be beneficial in the creation of job descriptions but the central role they could play in the hiring and promotional process.

An internal questionnaire (Appendix A) was emailed to the members of the Bolingbrook Fire Department Command Staff. Question one asked: "Should there be a residency restriction? i.e. All command staff must reside in town or within 17 miles of town?" All respondents agreed that residency should be a requirement for any command staff position. The number one answer was that Command Staff should have the ability and responsibility to respond to requests of manpower during emergency calls. The results point out that the current residency requirement of being able to live 17 miles outside the Village limits would not benefit the residents, department, or other obligations due to response times (Appendix C). Command staff living in town gives the on-duty shift commander a sense of relief knowing help is only minutes away.

Respondent A: "I believe a residency program for command staff officers makes sense. Being part of the community, you serve allows for you to gain a perspective above the needs and problems that will require solutions. You are better able to relate to people's concerns when they feel that you have a vested interest in the community you and your family reside."

Respondent B: There should be residency if off duty response is required. A long-distance commute back to the village will affect the ability to manage staff response to emergency situations in a timely manner.

Respondent C: I feel that the commanding officer should live within the village of Bolingbrook. MABAS Division 16 requires a Chief Officer to respond to all box alarms levels and response times are something we always strive to do better with. Living 17 miles away does not due the on-duty BC any good at all when pulling a plan. We have a commitment to protect the village and respond to the box alarms in a timely fashion. As of right now, it is a requirement to live in town and all future candidates are aware of this. Individuals that seek to move up the chain of command have a choice to commit to the organization and this decision should not be taken lightly. It is a tough decision to make, and I speak from experience, as I had to make this decision. I do feel all candidates need a fair chance to be considered even if they currently live out of town.

Respondent D: Yes, there should be a residency restriction. I would make it surrounding communities. I believe that command needs to respond back to cover the town or assist at larger incidents whether in our town or one of the MABAS Division 16 requests. 17 miles in this area could be too long to drive to town or to a scene to be useful.

Respondent E: I think having a residency requirement in the Village of Bolingbrook is a consideration to keep. A residency requirement in the VOB increases the probability that chief officers are available to quickly back-fill and assist during time-periods when the shift Battalion Chief needs assistance (general alarms, plan 1, plan 2, etc.). Having a residency requirement will limit the talent pool; however, the history has been that internal candidates have always accepted the position.

The external questionnaire (Appendix D, E, F) asked the MABAS Division 16 departments if residency was a requirement for promotion. The Naperville Fire Department failed to respond, and the Downers Grove Fire Department has no residency requirement for any command staff level position, including Fire Chief. The Warrenville Fire Department does have a residency requirement for all command level positions with the expectation of the part-time Assistant Chief, who was given a waiver and received a 9.5-mile residency requirement. The Lisle- Woodridge Fire Protection District has a State of Illinois residency for all positions, except the Fire Chief is required to live in town.

Internal questionnaire (Appendix C) question two asked: Should command positions have to pass a standardized test?

Out of the six respondents, four were in favor for and two were against having a standardized testing process to promote to the command staff positions. Those in favor for the standardized tested focused on knowledge and skill. One respondent felt that experience and training should be the focus. Three respondents provided no explanation for their answers.

Respondent A: I have mixed feelings about this, some people are not good test takers but could make excellent command staff, based on experience and training.

Respondent B: Yes, some form of standardized test would be beneficial to access if candidates are qualified for the position they seek.

Respondent C: Yes, this would help to maintain a minimal level of knowledge and skills for the position.

Respondent D: A process is always a good thing. A structured test like the Lieutenant's promotional process makes it competitive. I know that back in the day there was a testing process but many of the individuals were unwilling to move into the Village of

Bolingbrook. I guess this would be a part of the requirement if the position was accepted from the candidate who scored number 1. The test would include a written test, oral interview, assessment center, and education, ISO, RIT, ASN, BSN fire administration/fire science, hazardous materials incident command, seniority, EFO, and NFA courses.

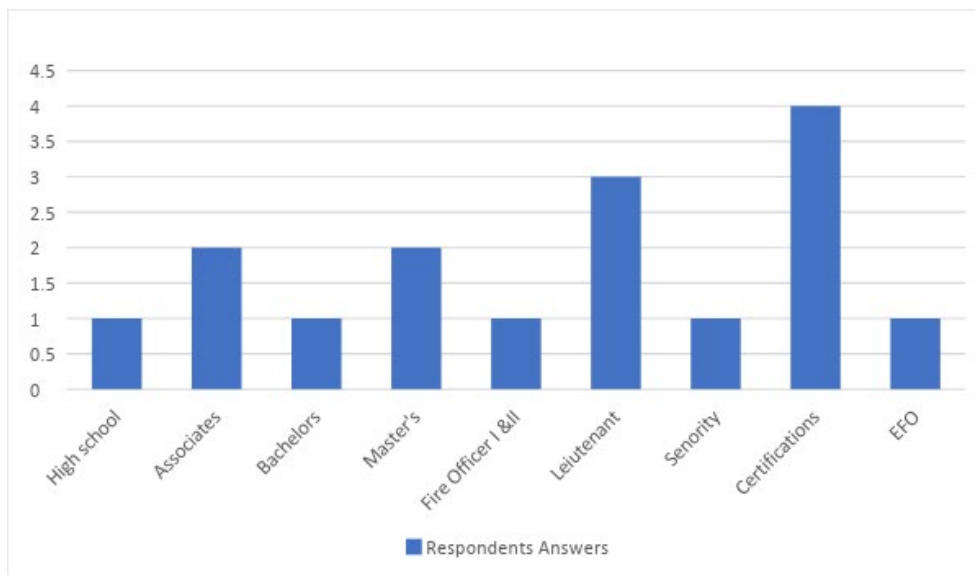
Respondent E: Yes

Respondent F: No

External questionnaire (Appendix D, E, F) question two asked: Do your command level positions have to pass a standardized test for command level positions? The Downers Grove Fire Department promotes all command staff by appointment and does not utilize any standardized test. Their only educational requirements are NIMS 100, 200, 700, and 800 for Battalion Chiefs. Upper level officers are required to obtain NIMS 300 and 400. The Warrenville Fire Protection District has no standardized testing process. Their promotions are usually internal, and any advancement to the rank of Lieutenant requires potential candidates to possess their Fire Officer I certification. The Lisle-Woodridge Fire Protection District does employ a standardized testing process that adheres to the Illinois Promotional Act and provisions found in the collective bargaining agreement with their firefighter union. The test is for the positions of Battalion Chief and higher. Division Directors (EMS, Training, and Safety) are required to have less education and are appointed by the Fire Chief and Board of Fire Commissioners.

Internal questionnaire (Appendix C) question three asked: “What do you feel should be the minimum qualifications for the positions and why? Include both professional and educational.”

Qualifications for Command Staff education ranged from a high school diploma to being accepted into a Master's program or the Executive Fire Officer Program within two years of appointment to a Command Staff position. Education is ranked high on the requirement list, along with acquiring various certifications that focus on specific areas that provide insight for handling emergency situations.



Respondent A: Yes, our department has that covered. You need certain qualifications to get promoted to Lieutenant. No one should skip the rank of Lieutenant before going to command.

Respondent B: There should be a certain amount of time served before you could become eligible. What that number is, I have no idea, 10, 15, 20 years? I guess it depends. Educational requirements should be tailored to the position, higher education, Bachelor's/Master's should be given preference along with pertinent classes offered at respected institutions, such as the National Fire Academy.

Respondent C: High school education – At this level you should be able to communicate effectively, both verbally and in written form. Fire Officer I – at this level you would have a good understanding of firefighting principles and a basic understanding of management. ISO – is necessary for overall safety on the emergency scene. EMT- basic or paramedic - this will provide an understanding of EMS responsibilities.

Respondent D: Candidates should have or at least get while in the position: ASN/BSN Fire Administration or Fire Science, Incident Command/Blue card, Fire Officer II, Hazardous Materials Incident Command, RIC/RIT Operations, ISO, Labor relations course/contract.

Respondent E: Five years as a Lieutenant, work, leadership, and tactics experience. Advance Fire Officer from OSFM, guides and helps your complete tasks to assist you in becoming a better Officer. Mandatory leadership management program. To educate the Officer in proper management of personnel and how to handle personnel conflicts within the department.

Respondent F: Apply and be accepted into the NFA Executive Fire Officer program within 24 months of being promoted to the rank of Battalion Chief. If not, apply and be accepted into a Master's Degree program within 24 months of being promoted. EFO is preferred. Reason is these programs will develop the officer in leadership, command and administrative aspects.

MMS 300 and 400 within 24 months of being promoted. Similar reasons as to the above and requirement for MABAS Chief Officer positions. Fire Officer I (Certified) and II (Provisional) at time of promotion. Bachelor's degree at time of promotion. Reason: Shows ability to persevere and completeness.

NFA (Command/ Control at Target Hazards and Natural Disasters) at time of promotion. Two classes, each 1-week. These classes prepare the Chief Officer in IAP's and function in command positions for basic emergencies to large scale incidents such as gas leaks, tornadoes etc.

External questionnaire (Appendix D, E, F) question three asked: "What do you feel should be the minimum qualifications for the position of Battalion Chief, Training Battalion Chief and EMS Director/Battalion Chief? Included in this question are what professional certifications, as well as formal education, should be required." All respondents agree that there should be a minimum qualification for the position of Battalion Chief, Training Battalion Chief and EMS Director/Battalion Chief. The following is the agreed upon list: a) Office of the State Fire Marshal - Fire Officer II, b) Bachelor's in Fire Service, c) Chief Fire Officer Certification, d) NFA courses (Command and Control at Target Hazards and Natural Disasters), e) time in rank, minimum three years up to six years and (f) Emergency Medical Technician B or Paramedic.

Internal questionnaire (Appendix C) question four asked: "What qualification did you have when promoted?"

The results from question four varied depending what command staff position they were appointed to, with the only common qualification being that they all held the position of Lieutenant prior to being promoted.

Respondent A: Fire Officer I and II, Incident Safety Officer, and an Associate's Degree in Fire Service, Illinois Department of Public Health EMT- Paramedic license

Respondent B: Associate's Degree and numerous Office of the State Fire Marshal certifications, National Fire Protection Association certifications relating to fire prevention.

Respondent C: High school education, EMT-P, ISO.

Respondent D: ASN fire service, negotiator/steward with local 3005, Fire Officer II, RIC/RIT operations, ISO, other certifications, Arson/fire investigator, Juvenile fire setter interventionist, vehicle extrication specialist.

Respondent E: Lieutenant for 15 years, Fire Officer II, ISO, NIMS

Respondent F: Bachelor of Science Degree (Fire Science), Fire Officer I (Certified), and Fire Officer II (Provisional)

External questionnaire (Appendix D, E, F) question four asked: “What qualifications did you have when promoted (appointed)?” The results from question four varied depending upon the job descriptions associated with the position being appointed too. At the Command Staff position, they were all appointed and the common qualification was having an Associate’s Degree to Master’s Degree, Office of the State Fire Marshal - Fire Officer I and II, National Fire Academy classes and one had Certified Fire Officer (CFO).

Internal questionnaire (Appendix C) question five asked: “What qualifications do you currently have?”

The results from question five also varied dependent upon what command staff position they hold, as many only sought out training and education focused on their level of command. Three of the respondents acquired higher education and one achieved the Executive Fire Officer certification.

Respondent A: Fire Officer I and II, Incident Safety Officer, Associate’s Degree in Fire Service, Infection Control Officer, Lead Instructor, American Heart Association CPR instructor.

Respondent B: Licensed paramedic, Illinois Department of Public Health June 30, 1995

Fire Fighter II, Office of the Illinois State Fire Marshal. August 14, 1995

Fire Apparatus Engineer, Hazardous Materials operations, FF III, Instructor I, II, Certified Fire Inspector, Arson Investigator, Juvenile Fire setter Interventionist, Certified Fire Plan Examiner, Incident Safety Officer, Hazardous Materials Incident Command, Fire Officer II, Certified Fire Protection Specialist, Certified Fire Investigator, Principles of Firefighter Safety and Survival

Respondent C: High school education, EMT-P, FO I, ISO

Respondent D: ASN fire service, negotiator/steward with local 3005, Fire Officer II, RIC/RIT operations, ISO, blue card within first two years of appointment, Hazardous Materials Incident Command within two years of appointment, Arson/fire investigator, Juvenile Fire setter Interventionist, Vehicle Extrication Specialist.

Respondent E: Several leadership and management classes, program training manager, several emergency management certifications

Respondent F: Bachelor of Science Degree (Fire Science), Executive Fire Officer (EFO) from the National Fire Academy, Fire Officer (I and II) Certified Command/Control classes (several) from the NFA, and MMS 300/400

External questionnaire (Appendix D, E, F) question five asked: “What qualifications do you currently have after your appointment?” This question intends to see what respondents have accomplished since appointment. The results indicated that once promoted, some higher education was accomplished, based on suggested classes in rank. The results also indicate that a majority stay “status quo”, unless it specifically states you should attend further education.

The results of the study provided the data to develop job descriptions for Command Staff level positions within the Bolingbrook Fire Department (Appendix G). These job descriptions will detail expected education requirements as well as suggested educational requirements for each position, illustrative examples of work, significant responsibilities, training and experience and essential functions. The job descriptions will give an outline to those interested in promoting up the ranks to obtain a Command Staff position.

Discussion

This Applied Research Project was completed to attain minimum qualifications and core competencies required for command staff positions within the Bolingbrook Fire Department. A review of the results from the internal and external questionnaires (Appendix C-F) exposed the limited credentials that the current command staff of the department possess. The responses from the surrounding MABAS Division 16 departments, Deputy Fire Chief's (Appendix D, E, F), confirmed that the Bolingbrook Fire Department needs to develop a structured job description (Appendix G) for command staff positions to educate members who wish to be promoted to these positions in the future. Data was also obtained through researching fire departments with a similar organizational structure to Bolingbrook's job descriptions for command level positions (S. Demas, D. Kruzil, & D. Tasso, personal communication, October 10, 2018).

In the literature review, it was noted by the IAFC that the implementation of minimum qualifications and core competencies for all command staff level positions should occur (International Association of Fire Chiefs, 2010). This was also consistent in the job descriptions received from the surveyed MABAS 16 fire departments, these job descriptions were non-existent in the BFD.

The Wingspread VI Conference, Statements of National Significance to the United States Fire and Emergency Services 2016 report, detailed the history of the fire service up until the date of the conference. As far back as 1966, it was indicated that significance should be placed on a couple of key elements: career development, professional development, succession planning, and executive development. “The following experts represent what many fire service professionals still understand to be true.”

Over the past 50 years, the expectation of a chief officer has evolved to a wide variety of complex needs of an organization. The educational aspect of the chief officer can never stop in the real world. In my opinion, my vision would require a minimum knowledge of the following, in order to be well rounded: financial management/budgeting, political realities, collective bargaining, interpersonal relationships, and educational credentialing (“Statements of National Significance to the United States Fire and Emergency Services,” 2016, p. 28-32) This pattern of career development and succession planning continued to be a central theme throughout the conferences.

An organization’s success is linked by its ability to create new leaders that have the needed skill set and core competencies to complete the job task. These skill sets are essentially the same as those from 50 years ago. The fire service is dynamic, so year after year, the quest for knowledge should never stop. Education and technology are forever evolving. The continuation of learning, of furthering one’s education, has been a focus at the national level for many years now. The challenge is for every organization to figure out what methods to put in place in order to cultivate new leaders that will be prepared to replace departing command staff personnel. Future leaders of the fire service should know what is expected of them, long before

they assume the role of officer. The focus needs to be on preparing these new leaders through the establishment of a detailed guide or standardized procedure (Trout, 2017, p. 16-19).

The results recognized a need for the BFD to establish clear and standardize job descriptions for all of its command level positions. It is the department's responsibility, to its members, to develop a clear road map to follow for their professional development, including the need for higher education. This road map should start with preparing firefighters to be a Lieutenant; preparing Lieutenants to be a Shift BC (or Training BC or EMS Director or Fire Marshal), then preparing the Shift BC to be a Deputy Fire Chief (Appendix C, D, E, F). The responsibility should be shared amongst Firefighters, Lieutenants, Management, and the Bolingbrook Firefighters Local 3005 (firefighter union), Waldo suggest the common objective to provide a professional development program and credentialing plan in-line with today's fire service (Waldo, 2016, p. A4).

One method to ensure that the future leaders of the BFD are successful would be to integrate the theory of succession planning into the organization. The article, Succession Planning for Fire Service Officers, relates how the business world, in contrast to how the fire service operates, prepares its employees to tackle new positions and assignments. In the business world, such departures are generally classified by the "Four Ds"—death, disability, divorce and departure. Established businesses are careful to review and consider what would happen to key management positions if any of these four things happen. Rarely, if ever does the fire service take a proactive approach to the possibility of having to fill a vacancy because of an unforeseen emergency ("Succession Planning for fire service officers," 2011, p. 1).

Part of the reason for this is the fire service operates somewhat different from a normal business. Traditional businesses are concerned with pleasing stockholders, increasing profit

margins, and providing a return on investment. An employee's long-term performance is the key to their success. The fire service focuses more on immediacy, there is often very little attention given to the future. However, there are similarities between a traditional business and the fire service. The fire service does have stakeholders to consider. There is a responsibility for fire service leaders to guarantee continuity of government and to always be at operational readiness. As such, succession planning should be just as valuable to the fire service as it is to the business world.

Succession planning is analogous to raising and maintaining a family. How do you ensure your family will survive, generation after generation? You create and develop new members. Creating is easy; it is developing that requires more time, effort and focus.

The research has identified elements from succession planning that should support upward movement within the BFD:

- Provide a career development guide and appropriate prerequisite training and experience to all new firefighters.
- Pair firefighters with mentors.
- Use checklists and task books to train firefighters for each new position while observing and evaluating them.
- Guide the firefighter in the advancement to company officer.
- Once they have become a company officer, require them to obtain the Fire Officer designation from the Commission on Fire Accreditation International.
- As firefighters start to progress into mid-management, direct them to the National Fire Academy and upper-level academic classes; encouraging them to apply for Chief Fire Officer Designation.

- Follow recommendations found in the CFO designation and the Executive Fire Officer (EFO) designation. Assign special projects and programs designed to stretch and enhance a new officer's experience concurrently with the EFO process. This experience can include leadership in a nonprofit, community, or service group.
- When the candidate is prepared and mentally ready, they should be sufficiently challenged and taken out of their comfort zone. An example would be to encourage them to apply for positions in other organizations. This will test their abilities while also revealing their weaknesses. This should, in turn, accelerate growth helping them to make better decisions and become better officers
(“Succession Planning for fire service officers,” 2011, p. 2)

In the International Association of Fire Chiefs (IAFC), Officer Development Handbook (ODH), Second Edition, in pursuit of the planned, progressive, life-long process of education, learning self-development, and experience, the committee and workgroup developed a path for aspiring officers with an emphasis on leadership competencies facilitating in moving the fire service toward a professional status. The four levels that a fire officer should make every effort to obtain are:

- Fire Officer - Supervisor
- Fire Officer II - Manager
- Fire Officer III - Administrator
- Fire Officer IV – Executive

Promoting these core competencies, that are in-line with the recommendations of the International Association of Fire Chiefs will provide a delineated set of goals for the membership

to strive to attain. It is important for the BFD to provide the essential education, training, and professional development (guidance) that these aspiring leaders will require. Any guidance should focus on the following

- Enhance leadership skills chiefs want for chief and company officer
- Sharpen proficiencies in areas such as decision making and conflict resolution
- Meet with other company and chief officers to share solutions and new ideas
- Learn about the latest technology, apparatus, and gear available
- Meet with industry representatives to make purchasing recommendations

The Officer Development Program (NFPA 1021) provides a timeline that any aspiring company officer should be utilizing to advance to the level of executive chief officer. The timeline of nine years is an achievable goal. Fire Officer I and II certification should be accomplished within three years. It should take another two years to obtain the Fire Officer III and IV certification. During years seven through nine the focus should be on assembling the criteria for the Executive Chief Officer I, II, and III certifications (International Association of Fire Chiefs, 2010).

Professional development is an essential element for advancement in any organization. Review of the external questionnaires (Appendix D, E, F) shows that surrounding departments encourage professional development for any personal interested in a command staff position. It is imperative that personnel realize this professional development does come with some personal sacrifice on their part. A significant amount of time, energy and funds will be required to obtain the goal of chief officer. Members need to understand and buy into the premise that professional development last a life-time. It is a process that should last a career and be planned accordingly. A thirty-year career in the fire service may seem like plenty of time to

achieve these goals, but with the ever-changing landscape of the American fire service, the opportunity to learn to new things will never stop (Elwood, 2016, p. 3).

Numerous research sources on the topic of fire service officer development recommended attending any of the numerous programs and classes offered through the National Fire Academy (NFA). For executive development, the Executive Fire Officer Program (EFO) was highly endorsed. The EFO program is one of the most sought out qualifications by employers for future Fire Chiefs and other Chief Officer positions. These classes always come highly recommended by former students. Any serious career development plan should highly suggest that any current fire service officers, you wish to advance their careers, seriously consider applying for these programs.

The EFO program is designed to provide fire department command staff and others with key leadership roles within the fire service with the ability to understand the need to transform fire and emergency services organizations from reactive to proactive. The main curriculum of this program emphasizes leadership development, prevention, and risk reduction. The program also emphasizes the need for the fire and emergency services organizations to reflect the diversity of the communities they serve. It is also important that future leaders learn the value of research and its application to the profession of firefighting.

The opportunity to view issues that affect the fire service on a regional scale can provide perspective to fire service leaders looking for new and creative solutions to problems that they are facing. There is not another institution such as the NFA that can offer such an experience and bring fire service leaders from all over the country together to learn, discuss, problem solve, and ultimately, improve their abilities to supervise and manage their own organizations

Further analysis of the data received from the internal and external questionnaires (Appendix C, D, E, F) reveals that the Bolingbrook Fire Department is lacking “as compared to the departments in the questionnaires” at providing a clear outline for career advancement to its employees after the rank of Lieutenant is achieved. This absence of any minimum or suggested education requirements for promotion to open positions appears to be a deterrent for individuals to further their education. One obvious issue is that there are no formal job descriptions for the positions for any of the command level positions of battalion chief, EMS director, fire marshal and deputy fire chief. The surveys received from the external fire departments all indicated that these departments have detailed job descriptions for the above positions.

These job descriptions clearly state what the expectations and minimum education requirements are for the position. The job descriptions also have suggestions on what educational classes and certifications would be beneficial for a promotional candidate. Detailing the requirements, early in the process, will help individuals know what is expected of them and how to achieve their goals.

Froschheiser (n.d.) discusses leadership skills as a way to hold individuals accountable. These include: (a) setting clear goals, (b) communicating performance expectations, (c) being specific and focus on results, (d) understand what good accountability is (e) model it effectively, (f) identify your weaknesses and determine what you need to develop and, (g) understand how to deal with conflict (p. 18-20). The importance of a Human Resource representative is to guide the department in conducting a job task analysis, to find work related competencies, and basic skills involved to create level appropriate job, specific curriculum (Burkhart, 1995, p. 6). Burkhart details the five competencies to include: (a) Resources – identifies, organizes, plans and allocates resources, (b) Interpersonal – works with others; (c) Information – acquires and uses

information, (d) Systems – understands complex inter-relationships, and (e) Technology – works with a variety of technologies (p. 11). In order for a detailed analysis of the Bolingbrook Fire Department promotional and career development program to be successful it would require input from a competent HR representative (Burkhart, 1995, p.

The corporate world relies on its HR professionals to hire it the best candidate for an open position, prepare those employees so they acquire the required skills for that position, and develop employees so they can move progressively throughout the organization (Hartley, 2004).

This corporate model for HR is desperately lacking within the Bolingbrook Fire Department. Utilizing a solid HR strategy will help in the identification of the critical skills necessary to be a first responder in potential new hires. The development of a consistent job description program will provide a path for firefighters that aspire to fill new roles on the fire department and challenge the promotional process. Include in the HR program a policy that encourages personnel in upper level management positions to continually seek out opportunities to learn and develop throughout their career. Better trained and educated management will assuredly result in better trained, motivated personnel (Zawawi, Kamarunzaman, Hussin, & Campbell, 2012).

There is a consensus within the Bolingbrook Fire Department that individuals are responsible for their career development. There does need to be a certain amount of motivation on the employee's part, most employees are looking for some direction from within the organization. They need to feel that their the effort is worth it, that it will lead to something. With no discernable laid out path, the lack of job descriptions and career development, the employee has to employ a guessing game as to what is the desired traits and educational

requirements are to seek upward mobility in the fire department. This leads to discouragement and apathy on the employees' part because the process is so conjunct and inconsistent.

A career development program would give members of the Bolingbrook Fire Department the guidance that is clearly lacking. A career development program should start with conducting a job task analysis (JTA). A JTA will identify the basic skills that are necessary for the employee to perform at their current level (Burkhart, 1995). The primary purpose for the JTA will is to provide an analysis into what skills are site specific to the unique job of first responders. A secondary benefit of the JTA is that it will identify the current needs of the organization. If the Bolingbrook Fire Department had access to an HR professional, they could perform the necessity tasks that are required for a JTA. These steps are as follows: the collection of data from interviews and observation from both front line personal and supervisors, analysis this data to find what the core competencies are for the position, outline the basic skills required for that position, and then organize it into a job specific curriculum (Burkhart, 1995). Recognition of the required skill-set will help tailor a career development program so that the participants are gaining the prerequisite knowledge for their current and future positions.

The absence of any tuition reimbursement for any employee who wishes to pursue a formal education outside of the fire department hinders employee development. Since the crux of any employee development program relies on the employee furthering their education the lack any finical aid conveys just the opposite. A tuition reimbursement program will help in changing the current culture within the organization will need to change from one where the appointment of command level positions is based on where one lives and connections to one that employees feel rewarded for hard work, and their continued dedication to personal improvement.

The culture of the Bolingbrook Fire Department needs to change. A career development program based off solid evidence obtained through a JTA will help solidify amongst the membership that education does matter and you can be rewarded for the effort (Wei & Salvendy, 2004). This cultural change has taken place with the implementation of the Fair Promotional Act. The benchmarks for the road to lieutenant are clearly spelled out. That and the transparency of the process has given the membership confidence in its legitimacy. Unfortunately, this transparency stops at the promotional process for lieutenant. The process for promotion to a command staff position is less clear (Sims & Sauser, 2013). This results in an apathy toward the process for promotion to a command staff position. The results are that the many talented individuals in the fire department who would be an asset to the organization through promotion to a command staff position choose to not pursue those positions.

For over fifty years, the culture in the fire service has evolved and the focus has shifted to career development, professional development, succession planning, and executive development. Evaluations of the internal and external questionnaires (Appendix C, D, E, F) obtained from the survey given to MABAS Division sixteen (16) fire departments, shows that the Bolingbrook Fire Department is lacking in its officer development programs. The implementation of a succession plan would help keep current officers at the same education level that is comparable with the surrounding departments. This can best be accomplished through the utilization of the International Association of Fire Chiefs leadership program, the recommendations found in the Wingspread Conference Reports, including the standards found in NFPA 1021, Standards for Fire Officer Professional Development, and attendance at the National Fire Academy. This along with the integration of a professional HR department who can assist with setting hiring standards and the establishment of job descriptions based off of a

JTA will give the Bolingbrook Fire Department the necessary tools to develop its members to becoming chief officers.

Recommendations

With over 7,500 responses on an annual basis the Bolingbrook Fire Department is one of the busier fire departments in Will County, Illinois. The knowledge gained from this research paper will be used to develop new administration regulation and job descriptions for the following positions: (a) battalion chief, (b) training battalion chief, (c) EMS director, (d) fire marshal, and (e) deputy fire chief. (Appendix G). A job task analysis will be performed for each position. The results from the JTA will pave the way for the establishment of well thought out job descriptions that involve solid career development recommendations. The establishment of a succession plan will minimize the negative effects that occur when personnel are not prepared to assume the responsibilities of command staff positions. Most of the surveyed departments have established HR departments that admittedly function in a rather limited capacity. The main reason they give for this the presence of a collective bargaining agreement (CBA). The responding departments had language in the CBA that adopted the promotional language set forth by Illinois State Law, 50- ILCS742, Fire Department Promotional Act. This act will negate any requirements for the positions of lieutenant, captains or battalion chief that an HR department would provide input. Furthermore, command staff promotions are not tested but appointed. These appointments are generally done by a mayor, or the board of the fire district. This municipalities and fire districts promote command staff positions under the management rights clause found in most CBA's. The consensus among the departments queried is that these positions are not filled based off of performance and educational requirements but mainly through the political process. If the management and union leaders could mutually agree upon

language to promote command staff positions to include in the CBA, a stronger promotional process could be put in place to make performance and education a necessity. The elimination of favoritism and political interference would go a long way to assure people's confidence in the promotional process and help attract better qualified candidates for open positions.

Additionally, the following recommendations are presented for consideration.

- Formulate a relationship with the human resource department (HR) and have a dedicated HR representative assist the fire department with the formation of job descriptions that make clear the required education and certification requirements for each position.
- Obtain feedback from current lieutenants and command staff officers to assist in the review of job descriptions. This should help identify the required minimum qualifications and core competency that should be the requirements for command staff level positions (Appendix G).
- Revisit the mission statement committee to re-evaluate the current mission statement and evaluate to see that it is still consistent with the department's vision for serving the community (Mission Statement Committee).
- Conduct further research to assess the pros and cons of appointed promotions versus tested promotions.
- Consideration should be given to seek credentialing through the Center for Public Safety Excellence (CPSE) for promotions to the rank of lieutenant up to deputy fire chief.
- To develop a culture that promotes the pursuit of higher education for the members of the Bolingbrook Fire Department. Recommendations to consider

would be: (a) conducting a needs assessment, (b) evaluating strategic planning, and (c) succession planning along with a proven professional development program.

The following recommendations are intended to provide a career roadmap for the employees that seek guidance on what is expected of them for the promotional process. It goes without saying that a better qualified candidate would be more prepared to assuming the demands of a command level position. Positions can become vacant in a variety of ways: (a) retirements, (b) duty disabilities, (c) personnel leaving for outside advancement, and (d) unforeseen circumstances. Time for a prospective candidate to gradually transition into a new role is not always guaranteed. A newly promoted officer may have to assume their new responsibilities and authority with little notification and almost no preparation. It is understood that the above recommendations will take time to develop and will not make an immediate impact. However, the importance of these recommendations should not be lost. Their implementation is crucial to the successful execution for a program that fills command level positions with competent and willing participants. Preparing predetermined required minimum qualifications and core competencies that can realistically be accomplished by personnel for command staff level positions will assist the Bolingbrook Fire Department in achieving its overall mission statement of serving the community with the most highly trained and competent personnel it can provide.

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Appendix A

Internal questionnaire command staff

I am Domingo Trinidad Garza, Deputy Fire Chief of the Bolingbrook Fire Department. Recently,

I returned from the National Fire Academy, Executive Fire Officer Program course on Executive Leadership. As part of my curriculum, the students are required to complete an Applied Research Project. To aid myself with research for the paper, I am requesting your assistance by asking you to completing a simple questionnaire that will identify the required, minimum, qualifications and core competencies for staff level positions. I thank you in advance for your assistance.

As we discussed at our last staff meeting, a majority of us will be retiring within the next 3 to 5 years. Please answer the attached five (5) question survey to help identify the required, minimum, qualifications and core competencies for staff level positions. I am looking for input specifically for these job titles: the three (3) Battalion Chief's (specific to their shift position), the training Battalion Chief, and the Battalion Chief (EMS Director). Please relate qualifications to the current job descriptions and provide any feedback on how to improve these job descriptions.

The Fire Marshal can respond to this request in regards to the duty Battalion Chief position. I ask that this questionnaire be completed as soon as possible.

If you should have any question, feel free to contact me.

Thank you again for your assistance.

Domingo Trinidad Garza

Deputy Fire Chief

Bolingbrook Fire Department

Appendix B

External questionnaire MABAS 16 Deputy Chiefs

Good morning,

I am Domingo Trinidad Garza, Deputy Fire Chief of the Bolingbrook Fire Department.

Recently, I returned from the National Fire Academy, Executive Fire Officer Program course on Executive Leadership. As part of my curriculum, the students are required to complete an Applied Research Project. To aid myself with research for the paper, I am requesting your assistance by asking you to complete a simple questionnaire that will identify the required, minimum, qualifications and core competencies for staff level positions, excluding Chief and Deputy Chief. I thank you in advance for your assistance.

Also, could you provide me with a copy of your job descriptions for Shift Battalion Chief,

Training Battalion Chief and EMS Chief. One questionnaire response from each department will suffice, however if you think your shift Battalions, Training Chief and EMS Chief would participate, by all means please send to them as well.

I ask that this questionnaire be completed by Friday, October 12.

If you should have any questions, feel free to contact me.

Thank you again for your assistance.

Domingo Trinidad Garza

Deputy Fire Chief

Bolingbrook Fire Department

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Domingo Trinidad Garza

Obtaining Minimum Qualifications for Staff Level Positions

MABAS 16 Questionnaire

1. Does your department have a residency restriction? i.e. All command staff must reside in town or within 17 miles of town?
2. Does your command level positions have to pass a standardized test? Specifically shift Battalion Chief, Training Battalion Chief and EMS Director/ Battalion Chief.

Appendix C

Internal Results from Command Staff

(Respondent A)

1. Should there be a residency restriction? i.e. All command staff must reside in town or within 17 miles of town? Yes. This gives to on duty commander a sense of relief knowing help is come with their own organization.
2. Should command positions have to pass a standardized test? I have mixed feelings about his. Some people aren't good test takers but could make excellent command staff. Based on experience and training.
3. What do you feel should be the minimum qualifications for the positions and why? Include both professional and educational. Yes, our dept. has that covered. you need certain qualifications to get promoted to lieutenant. No one should skip the rank of LT before going to command.
4. What qualification did you have when promoted? Fire officer 1 and 2. Incident Safety Officer. An associate degree in Fire science. IDPH paramedic
5. What qualifications do you currently have? Same as above plus Infection control officer. IDPH Lead EMT instructor. CPR instructor.

(Respondent B)

1. Should there be a residency restriction? i.e., All command staff must reside in town or within 17 miles of town? I believe a residency program for command staff officers makes sense. Being part of the community, you serve allows for you to gain a perspective about the needs and problems that will require solutions. You are better able to relate to people's

concerns when they feel that you have a vested interest in the community you and your family reside in.

2. Should command positions have to pass a standardized test? Yes, some form of a standardized test would be beneficial to access if candidates are qualified for the position they seek.
3. What do you feel should be the minimum qualifications for the positions and why? Include both professional and educational. There should be a certain amount of time served before you could become eligible. What that number is I have no idea. 10? -15? - 20? I guess it depends. Education requirements should be tailored to the position. Higher education, bachelors/masters should be given preference along with pertinent classes offered at respected institutions, such as the NFA.
4. What qualification did you have when promoted? Associates degree and numerous OSFM / NFPA certifications relating to fire prevention.
5. What qualifications do you currently have? Licensed Paramedic, Illinois Department of Public Health, June 30, 1995, Firefighter II, Office of the Illinois State Fire Marshal, August 14, 1995, Fire Apparatus Engineer, Office of the Illinois State Fire Marshal, April 6, 1996, Hazardous Materials Operations, Office of the Illinois State Fire Marshal, January 20, 1996
Firefighter III, Office of the Illinois State Fire Marshal, May 13, 1998, Instructor I, Office of the Illinois State Fire Marshal, December 17, 1999 Fire Investigator, Office of the Illinois State Fire Marshal, November 2007 Instructor II, Office of the Illinois State Fire Marshal, June 2008

Certified Fire Inspector I, National Fire Protection Agency, March 2008 Arson Investigator, Office of the Illinois State Fire Marshal, January 2009 Juvenile Fire Setter Intervention Specialist, Office of the Illinois State Fire Marshal, August 2009 Certified Fire Plan Examiner, National Fire Protection Agency, August, 2011 Incident Safety Officer, Office of the Illinois State Fire Marshal, 2012 Hazardous Materials Incident Command, Office of the Illinois State Fire Marshal, 2012 Fire Officer II, Office of the Illinois State Fire Marshal, May 29, 2013 Certified Fire Protection Specialist, National Fire Protection Agency, December 2013 Certified Fire Investigator, International Association of Arson Investigators, April 2015 Principles of Firefighter Safety and Survival, FEMA, January 2018.

(Respondent C)

1. Should there be a residency restriction? i.e. All command staff must reside in town or within 17 miles of town? There should be residency if off duty response is required. Long distance commute back to the village will affect the ability to manage staff response to emergency situations in a timely manner.
2. Should command positions have to pass a standardized test? Yes, this would help to maintain a minimum level of knowledge and skills for the position.
3. What do you feel should be the minimum qualifications for the positions and why? Include both professional and educational. High school education — At this level you should be able to communicate both verbally and in written form effectively. Fire Officer I — at this level you would have a good understanding of Firefighting principles and a basic understanding of management, ISO — necessary for overall safety on the

emergency scene, EMT basic paramedic — this will provide an understanding of EMS responsibilities.

4. What qualification did you have when promoted? High school Education, EMT-P, ISO
5. What qualifications do you currently have? High School education, EMT-P, FO 1, ISO.

(Respondent D)

1. Should there be a residency restriction? i.e. All command staff must reside in town or within 17 miles of town? I feel that a Commanding Officer should live within the Village of Bolingbrook. MABAS Division 16 requires a Chief Officer to respond to all Box Alarm Levels and response times are something we always strive to do better with. Living 17 miles away does not do the on-duty BC any good at all when pulling a plan 1. We have a commitment to protect the Village and respond to the box alarms in a timely fashion.

As of right now it is a requirement to live in town and all future candidates are aware of this.

Individuals that seek to move up the change of Command have a choice to commit to the organization and this decision should not be taken lightly. It is a tough decision to make and I speak from experience as I had to make this decision. I do feel all candidates need a fair chance to be considered though even if they currently live out of town.

2. Should command positions have to pass a standardized test? A process is always a good thing. A structured test like the Lieutenants promotional process makes it competitive. I know that back in the day there was a testing process but many of the individuals were unwilling to move into the Village of Bolingbrook. I guess this would be a part of the requirements if the position was accepted from the candidate who scored number 1.

Test could include:

Written Test

Oral Interview / Assessment Center

Education

0 ISO 0 RIT/RIC o ASN, BSN Fire Administration / Fire Science, Hazardous Incident

Command, Seniority / Others / EFO / NFA courses

3. What do you feel should be the minimum qualifications for the positions and why?

Include both professional and educational. Candidates should have or at least get while in the Position:

ASN / BSN Fire Administration / Fire Science

Incident Command at NFA / Blue Card

Fire Officer II

Hazardous Materials Incident Command

RIC /RIT operations

Incident Safety Officer

Labor relations course / Contract

4. What qualification did you have when promoted?

ASN Fire Science

Negotiator / Steward with Local 3005

Fire Officer II

RIC / RIT operations Incident Safety Officer Other Certifications:

Arson / Fire Investigator o Juvenile Fire Setter specialist o Vehicle Extrication Specialist

5. What qualifications do you currently have?

ASN Fire Science

Negotiator / Steward with Local 3005

Fire Officer II

RIC / RIT operations

Incident Safety Officer

Blue Card within First 2 years of appointment

Hazardous Materials Incident Command within 2 years of appointment Other Certifications:

Arson / Fire Investigator, Juvenile Fire Setter specialist, Vehicle Extrication Specialist.

(Respondent E)

1. Should there be a residency restriction? I.e. All command staff must reside in town or within 17 miles of town? Yes, there should be residency restriction. I would make it surrounding communities. I believe that command needs to respond back to cover the town or assist at larger incidents either in our town or one of the MABAS 16 request. 17 miles in this area could take too long to arrive in town or to a scene to be useful.
2. Should command positions have to pass a standardized test? Yes
3. What do you feel should be the minimum qualifications for the positions and why? Include both professional and educational.
 - * 5 years as a lieutenant: work, leadership, and tactics experience.
 - * Advance Fire officer from OSFM: guides and helps you complete tasks to assist you in becoming a better officer.
 - *Mandatory leadership/management program. To educate the officer in proper management of personnel, and how to handle personnel conflicts within the department.
4. What qualification did you have when promoted?
 - * Lieutenant for 15 years

- * Fire officer 11
 - * Fire Department Incident Safety Officer
 - * NIMS
5. What qualifications do you currently have?
- * Several leadership and management classes * Program Training Manager
 - * Several Emergency Management certifications

(Respondent F)

1. Should there be a residency restriction? i.e. All command staff must reside in town or within 17 miles of town? I think having a residency requirement in the Village of Bolingbrook is a consideration to keep. A residency requirement in the VOB increases the probability that Chief Officers are available to quickly back-fill and assist during time periods when the shift Battalion Chief needs assistance (General alarms, Plan #1/Plan #2 etc.).

Having a residency requirement will limit the talent pool; however, the history has been that internal candidates have always accepted the position.

2. Should command positions have to pass a standardized test? No
3. What do you feel should be the minimum qualifications for the positions and why? Include both professional and educational. Apply and be accepted into the NFA Executive Fire Officer program within 24 months of being promoted to the rank of Battalion Chief. If not, apply and be accepted into a Master's Degree Program within 24 months of being promoted. EFO is preferred. Reason is these programs will develop the officer in leadership, command and administrative aspects.

MMS 300 and 400 within 24 months of being promoted. Similar reasons as to the above and requirement for MABAS Chief Officer positions.

Fire Officer I (Certified) and Fire Officer II (Provisional) at time of promotion.

Bachelor Degree at time of promotion. Reason: Shows ability to persevere and completeness.

NFA (Command/ Control at Target Hazards and Natural Disasters) at time of promotion. Two classes each 1-week. These classes prepare the Chief Officer in IAP's and function in command positions for basic emergencies to large scale incidents such as gas leaks, tornadoes etc.

4. What qualification did you have when promoted?

- Bachelor of Science Degree (Fire Science)
- Fire Officer I (Certified)
- Fire Officer II (Provisional)

5. What qualifications do you currently have?

Bachelor of Science Degree (Fire Science)

Executive Fire Officer (EFO) from the National Fire Academy

Fire Officer (I and II) Certified

Command/Control classes (several) from the NFA.

MMS 300/400

Appendix D

External questionnaire from Lisle Deputy Chief (MABAS 16)

Domingo Trinidad Garza

Obtaining Minimum Qualifications for Staff Level Positions

MABAS 16

1. Does your department have a residency restriction? i.e. All command staff must reside in town or within 17 miles of town? No, for the exception of the Fire Chief who must reside within the District boundary. All other members of the command staff need only live in Illinois.
2. Does your command level positions have to pass a standardized test? Specifically shift Battalion Chief, Training Battalion Chief and EMS Director/ Battalion Chief.

Yes, the rank of Battalion Chief has a standardized testing process which follows the Illinois promotional act. Division Directors have a less formal process as determined by the Fire Chief and Board of Fire Commissioners

3. What do you feel should be the minimum qualifications for the position of Battalion Chief, Training Battalion Chief and EMS Director/Battalion Chief? Include both professional and educational.

See attached job descriptions. We have had recent discussions with Labor regarding eliminating the requirement of a Bachelor's degree. We have decided to maintain that requirement. We have no plans to alter the existing requirements for Division heads and Battalion Chiefs

4. What qualifications did you have at the time you were promoted to your position?
met all the requirements for the rank of Deputy Chief.

5. What qualifications have you received after you were promoted to your position?

have taken some NIMS related classes on unified command

Appendix E

External questionnaire from Downers Grove Deputy Chief (MABAS 16)

Domingo Trinidad Garza

Obtaining Minimum Qualifications for Staff Level Positions

MABAS 16

1. Does your department have a residency restriction? i.e. All command staff must reside in town or within 17 miles of town?

No residency.

2. Does your command level positions have to pass a standardized test? Specifically shift Battalion Chief, Training Battalion Chief and EMS Director/ Battalion Chief.

No. The ranks of BC and above are by appointment. We require NIMS 100, 200, 700, and 800 for all line personnel below BC. BC's and up are required to obtain NIMS 300 and 400.

3. What do you feel should be the minimum qualifications for the position of Battalion Chief, Training Battalion Chief and EMS Director/Battalion Chief? Include both professional and educational.

Minimum = OSFM Fire Officer 2 and bachelor's degree.

4. What qualifications did you have at the time you were promoted to your position?

At my appointment to BC of Training, I had my bachelor's degree, and FO2.

At my appointment to DC, I had my master's degree and CFO.

5. What qualifications have you received after you were promoted to your position?

After promotion to BC, I began working on my CFO and master's degree

I plan on applying to the NFA EFO program and obtaining my Chief Fire Officer credential through the CPSE.

Appendix F

External questionnaire from Warrenville Deputy Chief (MABAS 16)

Domingo Trinidad Garza

Obtaining Minimum Qualifications for Staff Level Positions

1. Does your department have a residency restriction? i.e. All command staff must reside in town or within 17 miles of town?

I am the only outsider; 9.5 miles. I would say yes.

2. Does your command level positions have to pass a standardized test? Specifically shift Battalion Chief, Training Battalion Chief and EMS Director/ Battalion Chief.

No. The career folks would promote up through the ranks. Legacy included the paid-on call with a minimum of FO 1. New job descriptions changed for the better moving forward.

3. What do you feel should be the minimum qualifications for the position of Battalion Chief, Training Battalion Chief and EMS Director/Battalion Chief? Include both professional and educational.

Educational for all: BA degree, Fire Administration; Chief Fire Officer Certification.

Professional for all: X amount of years through each rank experience. At least 6 years as a Bat Chief. Included is years as a medic.

NFA courses for Command and Control. Having the above will be a strong foundation and support additional goals for the organization.

4. What qualifications did you have at the time you were promoted to your position?

When at Lisle, had to have a minimum of Associates; FOI for LTs; FOII for Captains/Bat Chiefs.

1982-2011. Numerous NFA classes for Command & Control; Target Hazards; Multiple Incidents.

5. What qualifications have you received after you were promoted to your position?

2014, Appointed/landed at Warrenville with Chief Fire Officer Cert

Appendix G

Draft Job Descriptions Deputy Chief, Fire Battalion Chief, Fire Marshall, EMS Director and
Training and Safety Battalion Chief

AR 1-XXX: JOB DESCRIPTION – DEPUTY FIRE CHIEF Reports to: Public Safety Director

PURPOSE OF POSITION:

Senior level management position responsible for assisting in the administration and coordination of department operations and the general direction of fire suppression, rescue and EMS activities of the department, which encompasses planning, organizing and directing the programs of the department under the direction of the Fire Chief. Duties include the general administrative responsibility of assisting in the planning, developing and implementing of the department budget, strategic plan and agency accreditation process.

REQUIRED EDUCATION:

- Minimum of 10 years of fire service experience.
- Requires knowledge, skills and mental development equivalent to completion of four (4) years high school.
- Associates Degree or Bachelor's Degree in Public Administration or related field (within 5 years of appointment).
- OSFM Certified Firefighter Advanced (Firefighter III), Instructor II, Fire Officer I; Fire Officer II (Provisional); Incident Safety Officer
- NIMS 300 and 400 (within 2 years of appointment)
- IDPH EMT Basic or Paramedic

- Center for Public Safety Excellence, Commission on Professional Credentialing (CPC) – Chief Fire Officer (CFO) within 2 years of appointment
- Requires ability to render quick and accurate decisions in emergency street situations
- Must possess a valid Illinois Driver’s License

SUGGESTED EDUCATION:

- NFA – EFO
- Master’s Degree in Public Administration
- Hazardous Materials Incident Command
- NFA Command and Control at Target Hazards and Natural Disasters
- Center for Public Safety
- Meet qualifications of NFPA 1021, Fire Officer III and IV

EXPERIENCE:

- Six (6) years of progressively responsible professional experience in the fire service field with at least three (3) years in supervisory / management position or any combination of education and experience which provides the required knowledge, skills and abilities.

DUTIES AND RESPONSIBILITIES:

- Works under the direction of the Fire Chief and comprises part of the administrative staff.

- Under general direction, plans, directs, manages and supervises the daily operations of the fire department related to fire suppression, emergency medical, fire prevention, hazardous materials, heavy rescue and emergency preparedness.

Provides high-level technical and administrative staff assistance to the Fire Chief. Reports directly to the Fire Chief.

- Assumes command of the department in the absence of the Fire Chief. In the absence of the Fire Chief, represents the department in public meetings; makes presentations to elected officials as required; assists citizens with fire related problems, complaints or inquiries; participates as part of the city management team; performs other duties as required.
- Manage and administer the department budget. Liaison with the Finance Department in matters of finance including projection of future revenues and expenditures. Ensure appropriate fiscal policies are followed during procurement of department resources.
- When in command at the scene of an emergency, be responsible for the deployment of equipment and personnel at the scene of a fire or other emergency until relieved by a superior officer or until command is turned over to another officer pursuant to department procedure.
- Conduct periodic visits of each station in order to inspect personnel, equipment, apparatus, stations and records to see that directives, policy changes and general information are being followed.
- Attend and participate in staff meetings, officer meetings, all department training drills, Fire and Police Board and Public Safety Committee meetings, and at other meetings as requested by the Fire Chief or demanded by the Deputy's assigned duties.

- Coordinates with division areas to evaluate performance on a quarterly and annual program basis or as deemed necessary by the Fire Chief.

TASKS AND FUNCTIONS:

- Assists the Fire Chief in the development of goals, objectives, policies and priorities of the department and in the development of innovative municipal fire department practices.
- Assists in the preparation of the department budget; monitors budget activities; evaluates costs, projects expenses and projects revenues; maintains records and reports for the Operations Division.
- Supervises personnel by ensuring adequate staffing, evaluating training needs, evaluating performance and development, and coordinating with Battalion Chiefs in the daily operations of the fire department.
- Organizes the platoons of firefighters, assigns and supervises shift schedules and personnel. Responsible for the enforcement of all policy, rules, regulations, practices and procedures of the department's emergency services.
- Supervises the department Training and Emergency Medical Services Divisions.
- Coordinates emergency alarm dispatching, communications and response for emergency operations.
- Member of the Village of Bolingbrook Traffic Control Review Board (TCRB).
- Respond to alarms and special calls and assumes command of operations from subordinates as necessary.

- Develops and supervises the program of vehicle maintenance for all fire department apparatus and the responsibility to ensure that all department equipment is ready for use.
- Develops and supervises the program of building maintenance and supplies for all fire stations.
- In the absence of the Fire Chief, serves as a consultant to departmental managers and supervisors in the resolution of disputes and grievances.
- Serves as departmental personnel officer and liaison to the Human Resource Department. Investigates allegations of harassment by department personnel. Coordinates the promotion of improved intradepartmental, interdepartmental and community human relations.
- Represents the department in dealing with both public and private organizations, the community and the media.
- Coordinates specification writing, bidding and purchasing of major capital items.
- Responsible for the maintenance of complete and accurate records of all department activities and personnel.
- Periodically reviews and recommends changes when needed in department rules and regulations and standard operating procedures.

ILLUSTRATIVE EXAMPLES OF WORK:

- Supervise and coordinate the activities of all Battalion Chiefs.
- Fire Department liaison to Public Safety Director (PSD).
- WESCOM / Dispatch liaison

- Overseeing department budget throughout the fiscal year; day to day reviewing and approving requisitions, approving check requests, submitting requests for capital items and submitting P-forms for approval.
- Review and submit requests to the Public Safety Committee for approval.
- Review requests for records and ambulance billing daily.
- Review FOIA requests.
- Reviews equipment for department purchasing / safety including vehicle purchases, building maintenance, new equipment, tool committee requests.
- Monitor of Microwave communication system.
- Review of background investigation of new hires; submit to the PSD for presentation to the Fire and Police Board.
- Responding to emergencies at the General Alarm level or special circumstances.
- Oversees Training Division for proper training of personnel.
- Managing firefighter discipline.
- Ensuring that all department Administrative Policies and Standard Operating Procedures are followed by personnel.
- Assists the PSD in setting goals for the day in the Fire Department.

SCHEDULING:

The position involves regular and irregular shift work and shift rotations necessary to provide fire service 24 hours/day, 7 days/week, 52 weeks/year (weekends and holidays included).

Work shifts are normally 8 to 10 hours in duration, but may be extended in the event of emergency, disaster, manpower shortage, workload, or work-in-progress.

EQUIPMENT:

The position requires the ability to operate the following equipment:

- Motor vehicles: reasonably and safely under routine and emergency conditions, sometimes for lengthy periods of time
- Basic office equipment: including but not limited to copiers, telephones, computer terminals, etc.
- Writing implements and basic drawing templates: including the ability to write legible documents and produce simple diagrams
- Basic tools and equipment necessary to perform job tasks and functions: including but not limited to 2-way radios, first aid equipment, fire extinguishers.

WORKER CHARACTERISTICS:

The position requires the employee to have and maintain:

Physical condition needed to:

- Lift and carry equipment and injured/deceased persons
- Force entry into buildings
- Climb flights of stairs/ladders
- Walk, stand or sit for long periods of time (including driving)
- Endure exposure to extreme weather and disease
- Perform life-saving procedures (CPR, first aid, etc.)

- Communicate effectively, verbally and non-verbally
- Operate required equipment
- Perform required job tasks and functions
- Provide assistance to citizens and co-workers in distress

Effective audio-visual discrimination and perception needed to:

- Make observations
- Read and write
- Drive and operate equipment safely

Ability needed to:

- Observe analytically and objectively, analyze situations quickly, determine and take prompt, effective action
- Understand, interpret and apply applicable Federal and State statutes, local ordinances, court decisions and Fire Department and City rules and policies.
- Understand and respond quickly and accurately to written and oral directions, instructions, inquiries and requests
- Work independently and effectively within the confines of standard operating procedures.
- Initiate appropriate interpersonal and intra- and inter-agency communications
- Act quickly, calmly and decisively in emergencies and under stress
- Handle situations firmly, courteously, tactfully and impartially

- Express oneself clearly and concisely, orally and in writing
- Record information clearly and completely
- Facilitate effective conflict arbitration/resolution
- Maintain confidentiality in the performance of duties
- Assimilate, retain and effectively use geographic knowledge concerning the City and the surrounding vicinity

ENVIRONMENTAL FACTORS

The position involves exposure to and requires the employee to function in the presence of:

- Weather conditions: all and extreme weather conditions
- Lighting conditions: all and extreme lighting conditions, daylight and night light, with and without artificial light available, indoors and outdoors
- Fire, smoke, chemical leaks/spills: in close proximity as necessary to provide emergency services
- Personal danger: including but not limited to:
 - armed and/or dangerous persons/animals
 - persons and/or articles with contagious/communicable diseases
 - hazards associated with emergency driving, traffic control and working in and around traffic
 - hazards associated with natural and man-made disasters

EMOTIONAL AND PSYCHOLOGICAL STABILITY NEEDED TO:

- Work in a paramilitary environment.

- Accept constructive criticism in a mature fashion.
- Effectively communicate and interact positively with fellow employee and citizens.
- Tolerate stress.
- Function effectively under stress.
- Deal effectively with morbid, the macabre, the repugnant, the abnormal, the morose, the psychotic, the neurotic and otherwise unpleasant or unusual facets or results of human behavior.
- Be able to function as part of a team.

PHYSICAL DEMAND

- Very heavy lifting: Exerting force, in excess of 100 pounds occasionally; and/or in excess of 50 pounds frequently; and/or in excess of 20 pounds constantly to move objects.

Administrative Regulations

AR 1- Administrative Policies

AR 1-XXX: JOB DESCRIPTION - FIRE BATTALION CHIEF Reports to: Deputy Fire Chief

PURPOSE OF POSITION:

Under the immediate direction and supervision of the Deputy Fire Chief, the Fire Battalion Chief performs general supervisory duties as a Shift Commander.

REQUIRED EDUCATION:

- Requires knowledge, skills and mental development equivalent to completion of four (4) years high school.
- Requires three (3) – four (4) years progressive responsibility as a Lieutenant.
- Possess IDPH EMT – Basic License
- OSFM Certified Fire Officer I; Fire Officer II (Provisional); Incident Safety Officer
- NIMS 300 and 400 (within 2 years of appointment)
- Center for Public Safety Excellence, Commission on Professional Credentialing (CPC) – Fire Officer (FO) within 2 years of appointment
- Associates Degree or Bachelor’s Degree in Public Administration or related field (within 5 years of appointment)

SUGGESTED EDUCATION:

- NFA – EFO
- Master’s Degree in Public Administration
- Hazardous Materials Incident Command
- NFA Command and Control at Target Hazards and Natural Disasters
- Center for Public Safety
- Meet qualifications of NFPA 1021, Fire Officer III and IV

EXPERIENCE:

- Four (4) to eight (8) years progressively responsible for fire service experience with at least three (3) years in supervisory / management position or any combination of education and experience which provides the required knowledge, skills and abilities.

ILLUSTRATIVE EXAMPLES OF WORK:

- Directs all fire protection and emergency medical services for an assigned shift.
- Observes and evaluates work performance.
- Prepares daily reports noting all emergency calls and after-action status.
- Orders supplies.
- Ensures operational readiness of vehicles and equipment.
- May function in the capacity of Supply Officer, Training Officer or Maintenance Officer.
- For an assigned shift, directs all activities and personnel. Ensures all incidents are responded to in a rapid and efficient manner.
- Directs personnel and equipment in the extinguishment of fires and in the rendering of medical assistance.
- Schedules work and assignments of all staff, evaluates work performance; schedules routine facility and equipment maintenance, ensures the operational readiness of all vehicles and equipment.
- Prepares and maintains daily reports of shift activities, fire calls, emergency medical calls, and nonemergency assistance calls and after-action follow-up.
- Hears and resolves employee work problems and misunderstandings; informs the Deputy Fire Chief of problem solution.
- Attends staff meetings.

- When requested, engages in public relations activities, such as speeches and attendance at meetings.
- Takes active command of fire department responsibilities during major disasters, riots or other emergency situations, unless relieved by higher-ranking authority.
- Instructs subordinate officers as to work assignments and procedures.
- Explains new laws, ordinances, rules and regulations, and procedures for subordinate officers.
- Will plan and assign subordinate officers to positions as needed.
- Will instruct subordinates in AR's and SOP's of the department.
- Will assign work to subordinate officers and carefully evaluate their work.
- Will answer correspondence and prepare reports for the Deputy Fire Chief calling attention to defects and recommending corrective action.
- Will be responsible for assigned staff functions, attendance at required meetings and preparing monthly and quarterly reports.
- Will be required to perform various other department duties as assigned or directed.
- Will conduct general inspections of stations, personnel and in-service drills on a regular basis.
- Will hold meeting, as needed, with Company Officers.
- Shall inspect, or cause to have inspected, all station vehicles, hand tools, power tools, hydraulic and preventative tools to ensure that all are meeting the manufacturers' requirements and maintenance and safety.
- Shall recommend, or report, to the Deputy Fire Chief, new programs or procedures that will provide a proactive approach to safety for personnel, guest, or residents.

- Periodically reviews and recommends changes when needed in department AR's and SOP's.
- Will perform periodic employee evaluations of subordinate personnel.
- For an assigned shift, directs all activities and personnel.
- Ensures all calls are responded to in a rapid and efficient manner.
- Directs personnel and equipment in the extinguishment of fires and in the rendering of medical assistance.
- Schedules work and station assignments of all staff.
- Evaluates work performance.
- Schedules routine facility and equipment maintenance.
- Ensures the operational readiness of all vehicles and equipment.
- Prepares, reviews, and maintains daily reports of shift activities, fire calls, emergency medical calls, non-emergency assistance calls and after-action follow-up.
- Hears and resolves employee work problems and misunderstandings.
- Informs the Deputy Fire Chief and Public Safety Director of problem / solution.
- Conducts presentations for school and civic groups in fire protection and prevention.
- As the Supply Officer - inventories and orders all personnel firefighting equipment and clothing.
- Ensures clothing, equipment and supplies are in good condition.
- Conducts inspections as needed.
- As the Maintenance Officer - Develops, directs and participates in year-round preventative maintenance of all department physical plants, firefighting apparatus vehicles/equipment and emergency medical vehicles.

- Supervises the maintenance of pumpers and related hydraulic equipment.
- Conducts training for the care and maintenance of apparatus, vehicles and equipment.
- Periodically reviews and recommends changes when needed in department rules and regulations and standard operating procedures. • Perform other duties as required or assigned.

TRAINING AND EXPERIENCE:

- Requires extensive knowledge of modern firefighting methods and techniques.
- Requires extensive knowledge in training techniques, maintenance and/or supply and inventory procedures.
- Requires certification of Advanced Firefighter (Firefighter III). • Requires certification as an Emergency Medical Technician. • Requires possession of a Class “B” vehicle operator’s license.
- Ability needed to direct fire protection and emergency activities and personnel.
- Ability needed to prepare and maintain records and reports of work activities.
- Ability needed to develop and direct training, maintenance and equipment inventory programs.
- Ability needed to function effectively while under emergency stress situations.
- Observe analytically and objectively, analyze situations quickly, determine and take prompt action.
- Understand and respond quickly and accurately to written and oral directions, instructions, inquiries and requests.
- Work independently and effectively within the confines of standard operating procedures.

- Have an understanding of the organization and management as related to the fire protection administration.
- Have the ability to prepare and deliver platform speeches.
- Understands the process of management and how to apply the needed leadership skills to fire administration.
- Have an understanding of the command problems in large scale emergencies.
- Have an understanding of how to present a sound public relations program for employees, community organizations, other agencies and the general public.
- Have an understanding of how to develop and administer safety programs.
- Have an understanding of finance and budgeting procedures.
- Act quickly, calmly and decisively in emergencies and under stress.
- Express oneself clearly and completely.
- Maintain confidentiality in performance of duties.
- Retain and effectively use geographic knowledge concerning the Village and the surrounding vicinity.
- All those essential functions attributed to the position of firefighter.
- Responsible for tasks and personnel safety when assigned as sector officer.
- Accountable for all department record keeping assigned through Fire Department Administrative Regulations.
- Supervises assigned personnel's compliance with State Laws, Village Ordinances and Fire Department Standard Operating Procedures and Administrative Regulations.
- Read communications received and transmit orders and information to assigned personnel whether written or oral.

- Oversees the maintenance and care of assigned fire department property.

SCHEDULING

- The position involves regular and irregular shift work necessary to provide fire protection 24 hours a day, 7 days a week, 52 weeks a year.
- Platoon work is normally 24 hours in duration, but may be extended in the event of disasters, manpower shortages, workload or calls in progress.

EMOTIONAL AND PSYCHOLOGICAL STABILITY NEEDED TO:

- Work in a paramilitary environment.
- Accept constructive criticism in a mature fashion.
- Effectively communicate and interact positively with fellow employee and citizens.
- Tolerate stress.
- Function effectively under stress.
- Deal effectively with morbid, the macabre, the repugnant, the abnormal, the morose, the psychotic, the neurotic and otherwise unpleasant or unusual facets or results of human behavior.
- Be able to function as part of a team.

EQUIPMENT:

The position requires the ability to operate the following:

- Motor vehicles, reasonably and safely under routine and emergency conditions.
- Basic office equipment.
- Writing implements including the ability to write legibly.
- Basic tools and equipment necessary to perform job tasks.

- Radios - Ability to speak and understand the English language in a clear and understandable voice.

WORK CHARACTERISTICS:

This position requires the employee to have and maintain a physical condition needed to: • Lift and carry equipment.

- Lift and carry injured or sick persons.
- Force entry into buildings.
- Climb flights of stairs or ladders.
- Stand for long periods of time.
- Endure exposure to extreme weather conditions. • Communicate effectively, verbally and non-verbally • Operate required equipment.
- Provide assistance to citizens.

ENVIRONMENTAL FACTORS:

The position involves exposure to and requires the firefighter to function in the presence of: •

Weather conditions - all and extreme weather conditions.

- Fire, smoke, chemical leaks - in close proximity, as necessary to provide emergency services.
- Personal dangers - including but not limited to, persons and/or articles with contagious / communicable diseases.
- Hazards associated with emergency driving and working on and around traffic.
- Hazards associated with natural and man-made disasters.

PHYSICAL DEMAND

- Very heavy lifting: Exerting force, in excess of 100 pounds occasionally; and/or in excess of 50 pounds frequently; and/or in excess of 20 pounds constantly to move objects.

Administrative Regulations

AR 1- Administrative Policies

AR 1-XXX: JOB DESCRIPTION - FIRE MARSHAL Reports to: Deputy Fire Chief

PURPOSE OF POSITION

Under the immediate direction and supervision of the Deputy Fire Chief, the Fire Marshal:

- Plans, directs and coordinates the activities of the Fire Prevention Bureau.
- Supervises the inspection of commercial and public property, buildings and structures to ensure compliance with the Fire Prevention Code.
- Prepares reports of findings and violations.
- Recommends corrective action.
- Reviews specifications and plans of proposed commercial and residential development to ensure compliance with Fire Prevention Code.
- Supervises investigation into the origin and cause of all fires as well as any suspected arson cases.

- Prepares reports for the State Fire Marshal.
- Presents educational programs in fire prevention. • Performs other duties as required or assigned.

REQUIRED EDUCATION:

- Requires knowledge, skills and mental development equivalent to completion of four (4) years high school.
- Requires three (3) years progressive, professional experience in fire prevention, supervision and inspection.
- Extensive knowledge in fire prevention code enforcement and fire prevention techniques.
- OSFM Certified as an Advanced Firefighter (FF III), Instructor II, Fire Officer I, Fire/Arson Investigator, Incident Safety Officer and Fire Prevention Officer Basic.
- Associates Degree in Fire Science.
- Commission on Professional Credentialing (CPC) Fire Marshal (Center for Public Safety Excellence) within 2 years of appointment.
- Possession of a valid Illinois Driver's License.

SUGGESTED EDUCATION:

- Bachelor's Degree in Fire Science or related field.
- Fire Prevention Officer Advanced
- Fire Plan Examiner
- IAAI Certified Fire Investigator (CFI)
- NFA – Executive Fire Officer
- NFA – Command and Incident Target Hazards and Natural Disasters

ILLUSTRATIVE EXAMPLES OF WORK:

- Plans, directs and coordinates inspections and investigation activities of the Fire Prevention Bureau.
- Supervises subordinate staff in the ongoing inspection of commercial and public buildings, property and structures for compliance with the Fire Prevention Code.
- Recommends corrective action of violations and issues certificate for compliance.
- Reviews plans of specifications or proposed commercial development, remodeling, alterations and demolitions.
- Reviews development plans for Fire Department requirements.
- Attends development meetings with the Department of Public Services.
- Investigates suspected arson and pursues criminal complaints.
- Develops and conducts in-house training of fire prevention and detection techniques.
- Presents educational programs for schools, civic businesses and other interested groups.
- Confers with Chief of policy-making matters involving fire prevention and Fire Prevention Code enforcement.
- Develops proposals and recommendations of changes in the Village Fire Prevention Code.

SIGNIFICANT RESPONSIBILITIES

- Requires ability to direct and supervise personnel in the inspection and enforcement of fire codes and regulations. • Enforce the Village Fire Prevention Code.
- Supervises all fire origin and cause investigations.
- Prepares reports.
- Train and prepare personnel in fire prevention best practices and emerging technologies.

- Periodically reviews and recommends changes when needed in department rules and regulations and standard operating procedures.

SCHEDULING

- The position involves regular and irregular shift work necessary to provide fire protection 24 hours a day, 7 days a week, 52 weeks a year.
- Shift work is normally four (4) ten (10) hour days per week in duration, but may be extended in the event of disasters, manpower shortages, workload or calls in progress.

EQUIPMENT:

The position requires the ability to operate the following:

- Motor vehicles, reasonably and safely under routine and emergency conditions.
- Basic office equipment.
- Writing implements including the ability to write legibly and intelligently.
- Basic tools and equipment necessary to perform job tasks.
- Radios - Ability to speak and understand the English language in a clear and understandable voice.

WORK CHARACTERISTICS:

This position requires the employee to have and maintain a physical condition needed to: • Lift and carry equipment.

- Lift and carry injured or sick persons.
- Force entry into buildings.
- Climb flights of stairs or ladders.
- Stand for long periods of time.

- Endure exposure to extreme weather conditions. • Communicate effectively, verbally and non-verbally • Operate required equipment.
- Provide assistance to citizens.

ENVIRONMENTAL FACTORS

The position involves exposure to and requires the firefighter to function in the presence of: •

Weather conditions - all and extreme weather conditions.

- Fire, smoke, chemical leaks - in close proximity, as necessary to provide emergency services.
- Personal dangers - including but not limited to, persons and/or articles with contagious / communicable diseases.
- Hazards associated with emergency driving and working on and around traffic. • Hazards associated with natural and man-made disasters.

EMOTIONAL AND PSYCHOLOGICAL STABILITY NEEDED TO:

- Work in a paramilitary environment.
- Accept constructive criticism in a mature fashion.
- Effectively communicate and interact positively with fellow employee and citizens.
- Tolerate stress.
- Function effectively under stress.
- Deal effectively with morbid, the macabre, the repugnant, the abnormal, the morose, the psychotic, the neurotic and otherwise unpleasant or unusual facets or results of human behavior.
- Be able to function as part of a team.

PHYSICAL DEMAND

- Very heavy lifting: Exerting force, in excess of 100 pounds occasionally; and/or in excess of 50 pounds frequently; and/or in excess of 20 pounds constantly to move objects.

AR 1-XXX: JOB DESCRIPTION - FIRE BATTALION CHIEF TRAINING / SAFETY

OFFICER Reports to: Deputy Fire Chief

PURPOSE OF POSITION:

Under the immediate direction and supervision of the Deputy Fire Chief. The Fire Battalion Chief Training / Safety Officer works cooperatively with administration, line and staff personnel, outside agencies and the public in order to build, maintain and continually improve a culture of safety. The Training / Safety Officer maintains a learning environment that fosters continuous improvement and high levels of readiness in all members with emergency response duties. Develops and implements training programs for fire department personnel including company officers, EMTs, firefighters and paramedics; researches and develops lesson plans; schedules all personnel for routine and specialized training programs and testing; and maintains comprehensive training records of all personnel.

REQUIRED EDUCATION:

- Requires knowledge, skills and mental development equivalent to completion of four (4) years high school.
- Requires three (3) – five (5) years progressive responsibility as a Lieutenant.

- OSFM Certified as and Advanced Firefighter (FF III), Instructor II, Fire Officer I, and Incident Safety Officer.
- OSFM Certified as a Fire Officer II (within 2 years of appointment).
- NIMS 300 and 400 (within 2 years of appointment).
- Associates Degree or Bachelor's Degree in Fire Administration (within 5 years of appointment).
- Possesses IDPH EMT-Basic certification.
- Center for Public Safety Excellence – Commission on Professional Credentialing (CPC) Chief Training Officer (CTO) within 2 years of appointment.
- Possession of a valid Illinois Driver's License.

SUGGESTED EDUCATION:

- NFA EFO
- NFA Command & Incident Target Hazards and Natural Disasters
- Master's Degree in fire related field.
- Hazardous Materials Incident Command
- Meet the qualifications of N.F.P.A. 1021, Fire Officer III and IV

ILLUSTRATIVE EXAMPLES OF WORK:

- Is able to perform all of the essential functions of both a firefighter and a company officer.
- During emergency or hazardous operations, participates in the Incident Command System as assigned by Command.
- Assesses training needs, researches material, develops and implements job-related training plans and programs for fire personnel. Develops job performance related training objectives for all lesson plans.
- Develops job performance requirements.
- Develops lesson plans, makes all audio and visual preparations for class and instructs fire personnel in appropriate programs.
- Maintains all departmental personnel training records; keeps track of training courses and time; ensures all files are updated and current.
- Coordinates testing dates for certification classes with State Fire Marshal; schedules personnel to attend outside classes.
- Attends professional seminars and meetings to bring new ideas and training methods into the department.
- Develops and maintains a training library of videotapes and other materials to use in conjunction with regular daily training practices.
- Fiscal management of the approved training / safety budget.
- Accountable for all department record keeping assigned through Fire Department Administrative Regulations.
- Supervises assigned personnel's compliance with State Laws, Village Ordinances and Fire Department Standard Operating Procedures and Administrative Regulations.

- Read communications received and transmit orders and information to assigned personnel whether written or oral.
- Oversees the maintenance and care of assigned fire department property.

SIGNIFICANT RESPONSIBILITIES:

- Develops and recommends annual goal and objectives, along with budgetary needs in order to carry out the training function.
- Maintains a close working relationship with all components and functions within the fire department.
- Evaluates personnel while in training; makes recommendations to management regarding retention of probationary firefighters.
- Takes active command of fire department responsibilities during major disasters, riots or other emergency situations until relieved by higher-ranking authority. Functions as Incident Safety Officer.
- Attends required training and safety meetings.
- Performs various other department duties as assigned or directed.
- Periodically reviews and recommends changes when needed in department rules and regulations and standard operating procedures.

DISTINGUISHING FEATURES OF WORK:

- Knowledge of fire, rescue and emergency medical services delivery systems.
- Knowledge of training principles and techniques.

- Knowledge of all policies and procedures of the Office of the State Fire Marshal certification program. • Knowledge of appropriate village and departmental guidelines, SOP's/AR's and budgetary process.
- Knowledge of all applicable NFPA standards.
- Knowledge of accepted incident command, management and supervisory principles and practices.
- Skill in developing training programs which meet the needs of the trainees.
- Skill in communicating orally and in writing with subordinates, peers, and management.
- Skill in presenting and teaching educational courses.
- Skill in general office and record keeping procedures.
- Skill in the use of personal computers, word processing, spreadsheets and other appropriate software.

SCHEDULING:

- The position involves regular and irregular shift work necessary to provide fire protection 24 hours a day, 7 days a week, 52 weeks a year.
- Shift work is normally four (4) ten (10) hour days per week in duration, but may be extended in the event of disasters, manpower shortages, workload or calls in progress.

EMOTIONAL AND PSYCHOLOGICAL STABILITY NEEDED TO:

- Work in a paramilitary environment.
- Accept constructive criticism in a mature fashion.
- Effectively communicate and interact positively with fellow employee and citizens.
- Tolerate stress.
- Function effectively under stress.

- Deal effectively with morbid, the macabre, the repugnant, the abnormal, the morose, the psychotic, the neurotic and otherwise unpleasant or unusual facets or results of human behavior.
- Be able to function as part of a team.

EQUIPMENT:

The position requires the ability to operate the following:

- Motor vehicles, reasonably and safely under routine and emergency conditions.
- Basic office equipment.
- Writing implements including the ability to write legibly.
- Basic tools and equipment necessary to perform job tasks.
- Radios - Ability to speak and understand the English language in a clear and understandable voice.

WORK CHARACTERISTICS:

This position requires the employee to have and maintain a physical condition needed to: • Lift and carry equipment.

- Lift and carry injured or sick persons.
- Force entry into buildings.
- Climb flights of stairs or ladders.
- Stand for long periods of time.
- Endure exposure to extreme weather conditions. • Communicate effectively, verbally and non-verbally • Operate required equipment.
- Provide assistance to citizens.

ENVIRONMENTAL FACTORS:

The position involves exposure to and requires the firefighter to function in the presence of: •

Weather conditions - all and extreme weather conditions.

- Fire, smoke, chemical leaks - in close proximity, as necessary to provide emergency services.
- Personal dangers - including but not limited to, persons and/or articles with contagious / communicable diseases.
- Hazards associated with emergency driving and working on and around traffic. • Hazards associated with natural and man-made disasters.

PHYSICAL DEMAND

- Very heavy lifting: Exerting force, in excess of 100 pounds occasionally; and/or in excess of 50 pounds frequently; and/or in excess of 20 pounds constantly to move objects.

AR 1-XXX: JOB DESCRIPTION - FIRE BATTALION CHIEF EMS DIRECTOR Reports to:

Deputy Fire Chief

PURPOSE OF POSITION

Under the immediate direction and supervision of the Deputy Fire Chief. The Battalion Chief

EMS Director manages all activities associated with the delivery of medical services.

These activities are generally categorized as (but may not be limited to) management of personnel issues specific to medial services, management of medical exposure and workers compensation program, management of medical surveillance and wellness program, record keeping, planning, patient billing, budget preparation and management, emergency response, and medical services liaison with outside organizations.

REQUIRED EDUCATION:

- Requires knowledge, skills and mental development equivalent to completion of four (4) years high school.
- Requires three (3) years progressive, professional experience, and supervision.
- Extensive knowledge of EMS SOP's and techniques.
- Center for Public Safety Excellence, Commission on Professional Credentialing (CPC) - Chief EMS Officer (CEMSO) (obtained within two (2) years of appointment).
- OSFM Certified as an Advanced Firefighter (FF III), Instructor II, Fire Officer I, and Incident Safety Officer.
- NIMS 300 and 400 (within 2 years of appointment) • Possess IDPH EMT – Paramedic License.

- Possession of a valid Illinois Driver's License.

SUGGESTED EDUCATION:

- Associates Degree or Bachelor's Degree in Fire Science or related field
- OSFM Certified Fire Officer II Provisional (within 2 years of appointment)
- CPR Instructor

ILLUSTRATIVE EXAMPLES OF WORK:

- Insures a high readiness level and availability of all personnel, vehicles, equipment and supplies in order to meet performance expectations.
- On-going assessment of medical services to evaluate performance and identify areas that may benefit from changes in the delivery system.
- During emergency or hazardous operations, the EMS Officer participates in the Incident Command System as assigned by Command.
- Insure compliance with all applicable laws, regulations and rules specific to the delivery of medical services.
- Insure best practice compliance with all reporting and record keeping.
- Fiscal management of approved Emergency Medical Service budget.
- Investigate near-miss and actual health and well-being incidents considered serious in nature.
- Maintains a good understanding of mandated requirements, issues and trends related to medical services delivery in fire service organizations.

SIGNIFICANT RESPONSIBILITIES:

- Requires ability to direct and supervise personnel in an EMS setting.
- Prepares Reports
- Train personnel in EMS policies and procedures.
- Periodically reviews and recommends changes when needed in department rules and regulations and standard operating procedures.

TRAINING AND EXPERIENCE:

- Requires two (2) years of supervisory experience.
- Requires extensive knowledge in training techniques, maintenance and/or supply and inventory procedures.
- Ability needed to direct fire protection and emergency situation activities and personnel.
- Ability needed to prepare and maintain records and reports of work activities.
- Ability needed to develop and direct training, maintenance and equipment inventory programs.
- Ability needed to function effectively while under emergency stress situations.
- Observe analytically and objectively, analyze situations quickly, determine and take prompt action.
- Understand and respond quickly and accurately to written and oral directions, instructions, inquiries and requests.
- Work independently and effectively within the confines of standard operating procedures.
- Have an understanding of the organization and management as related to the EMS administration.

- Have the ability to prepare and deliver platform speeches.
- Understands the process of management and how to apply the needed leadership skills to fire administration.
- Have an understanding of the command problems in large scale emergencies.
- Have an understanding of how to present a sound public relations program for employees, community organizations, other agencies and the general public.
- Have an understanding of how to develop and administer safety programs.
- Have an understanding of finance and budgeting procedures.
- Act quickly, calmly and decisively in emergencies and under stress.
- Express oneself clearly and completely.
- Maintain confidentiality in performance of duties.
- Retain and effectively use geographic knowledge concerning the Village and the surrounding vicinity.

ESSENTIAL FUNCTIONS

- All those essential functions attributed to the position of firefighter.
- Responsible for tasks and personnel safety when assigned as sector officer.
- Accountable for all department record keeping assigned through Fire Department Administrative Regulations.
- Supervises assigned personnel's compliance with State Laws, Village Ordinances and Fire Department Standard Operating Procedures and Administrative Regulations.
- Read communications received and transmit orders and information to assigned personnel whether written or oral.
- Oversees the maintenance and care of assigned fire department property.

- Schedules routine equipment maintenance.
- Ensures the operational readiness of all vehicles and equipment.
- Attends staff meetings.
- Perform other duties as required or assigned.

SCHEDULING

- The position involves regular and irregular shift work necessary to provide fire protection 24 hours a day, 7 days a week, 52 weeks a year.
- Platoon work is normally 24 hours in duration, but may be extended in the event of disasters, manpower shortages, workload or calls in progress.
- Shift work is normally four (4) ten (10) hour days per week in duration, but may be extended in the event of disasters, manpower shortages, workload or calls in progress.

EMOTIONAL AND PSYCHOLOGICAL STABILITY NEEDED TO:

- Work in a paramilitary environment.
- Accept constructive criticism in a mature fashion.
- Effectively communicate and interact positively with fellow employee and citizens.
- Tolerate stress.
- Function effectively under stress.
- Deal effectively with morbid, the macabre, the repugnant, the abnormal, the morose, the psychotic, the neurotic and otherwise unpleasant or unusual facets or results of human behavior.
- Be able to function as part of a team.

EQUIPMENT:

The position requires the ability to operate the following:

- Motor vehicles, reasonably and safely under routine and emergency conditions.
- Basic office equipment.
- Writing implements including the ability to write legibly.
- Basic tools and equipment necessary to perform job tasks.
- Radios - Ability to speak and understand the English language in a clear and understandable voice.

WORK CHARACTERISTICS:

This position requires the employee to have and maintain a physical condition needed to: • Lift and carry equipment.

- Lift and carry injured or sick persons.
- Force entry into buildings.
- Climb flights of stairs or ladders.
- Stand for long periods of time.
- Endure exposure to extreme weather conditions. • Communicate effectively, verbally and non-verbally • Operate required equipment.
- Provide assistance to citizens.

ENVIRONMENTAL FACTORS

The position involves exposure to and requires the firefighter to function in the presence of: •

Weather conditions - all and extreme weather conditions.

- Fire, smoke, chemical leaks - in close proximity, as necessary to provide emergency services.

- Personal dangers - including but not limited to, persons and/or articles with contagious / communicable diseases.
- Hazards associated with emergency driving and working on and around traffic.
- Hazards associated with natural and man-made disasters.

PHYSICAL DEMAND

- Very heavy lifting: Exerting force, in excess of 100 pounds occasionally; and/or in excess of 50 pounds frequently; and/or in excess of 20 pounds constantly to move objects.

Appendix H

Lieutenant Job Description:

AR 1-007: JOB DESCRIPTION - FIRE LIEUTENANT

PURPOSE OF POSITION

Under the immediate direction and supervision of the Battalion Chief/Shift Commander, the fire lieutenant engages in work consisting of combating, extinguishing and preventing fires. He/She is required to answer emergency calls and provide emergency medical assistance in a pre-hospital setting as authorized and directed by a physician. The fire lieutenant supervises a crew of firefighting personnel at the scene of an emergency and while in the station. This includes maintenance of department property, budget preparation, and report writing. This person initiates the disciplinary process and makes sure that all applicable laws, rules, and regulations are followed.

Reports to: Shift Commander (Battalion Chief)

POLICY

A. QUALIFICATIONS FOR POSITION

5. At least seven (7) years as a Village of Bolingbrook Firefighter; or

6. At least five (5) years as a Village of Bolingbrook Firefighter with an Associate's Degree in Fire Science; or
7. At least five (5) years as a Village of Bolingbrook Firefighter with Fire Office I (or provisional) status.
8. Shall successfully meet the testing requirements of the Village of Bolingbrook Board of Fire and Police Commissioners.

B. ESSENTIAL FUNCTIONS

1. All those essential functions attributed to the position of firefighter.
2. Responsible for tasks and personnel safety when assigned as sector officer.
3. Accountable for all department record keeping assigned through Fire Department Administrative Regulations.
4. Supervises assigned personnel's compliance with State Laws, Village Ordinances and Fire Department Standard Operating Procedures and Administrative Regulations.
5. Conducts assigned company training requirements or any training deemed necessary by the Administrative Battalion Chief to maintain state certification of Advanced Firefighter skills.

6. Initiates discipline of assigned crew members and investigates personnel complaints against members under their supervision according to the current labor agreement and state law.
7. Read communications received and transmit orders and information to assigned personnel whether written or oral.
8. Oversees the maintenance and care of assigned fire department property.
9. Fills in as the Shift Commander Upgrade as assigned.
10. Conducts a minimum of four (4) company level training evolutions with the Battalion Chief or Battalion Chief of Training.
11. Covers lessons learned and Tactical Scenario Answers with their crew on a monthly basis.
12. Completes training as assigned by the Training Bureau.

C. PHYSICAL DEMAND

Very heavy lifting: Exerting force, in excess of 100 pounds occasionally; and/or in excess of 50 pounds frequently; and/or in excess of 20 pounds constantly to move objects.

Appendix I

Local 3005 contract:

APPENDIX E

ASCERTAINED MERIT

Candidates shall be awarded points to a maximum of ten (10) for ascertained merit as follows

(points are not cumulative within any single category). Candidates must have proof of degree and a school transcript

Education:

Any Bachelor's Degree with a Major Field of study in a Fire Science field 8 points

Any Associate's Degree with a Major Field of study in a Fire Science field 5 Points

Any Bachelor's Degree in Emergency Medical Services 5 points

Any Associate's Degree in Emergency Medical Services 3 points

Bachelor's Degree in any other field 4 points Certificate of Applied Science: Fire Science 2 points

Associate's Degree in any other field 2 points

Certifications granted by OSFM, ISFSI, FSI, II-FCA, ILFIA, NFA issued by the State

Fire Marshal or obtained through actual live classroom instruction in an accredited college as follows:

Fire Officer I (provisional or certified) 1 point

Incident Safety Officer 1 point (Only the 40 hr Class—Not State Certification)