

South Lake Tahoe Fire Rescue

Career Development Guide



June 2017

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Career Development A Shared Responsibility

**The individual's
responsibilities**

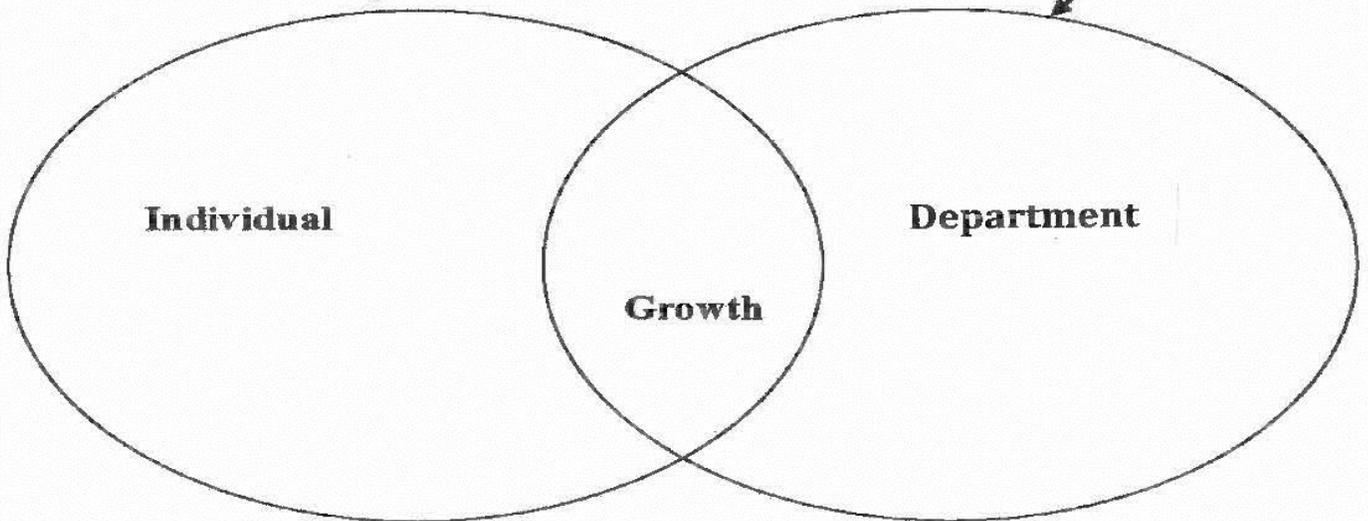
**Department
responsibilities**

Motivation

Opportunity

Preparation

Environment



BOTH GET BETTER!

Career Development

Career development provides employees with opportunities to increase their responsibility and authority, earn higher salaries, and ultimately grow to their full potential.

It also provides the Department with knowledgeable, effective and productive employees who are working to improve themselves and their jobs.

A well-planned career development program obviously benefits both the employee and the Department. These benefits are accompanied by certain responsibilities, best described as mutual obligations, which must be recognized and fulfilled by both the employee and the Department if career development is to occur.

The primary obligations are motivation and opportunity. The employee wishing to move ahead on the career path must have the motivation to prepare for and accept additional responsibilities and duties as provided by the Department. The Department, in turn, must contribute to an environment that fosters employee motivation, self-discipline and improvement. When established, this environment encourages participation, recognizes employer contributions and improvement efforts, and provides the opportunity for employees to develop and succeed. Recognizing and fulfilling these mutual obligations results in growth and development for the individual and the Department.

CAREER DEVELOPMENT GUIDE DEFINITIONS

The following words and acronyms appear in the text. Their definition is as follows unless otherwise indicated.

Battalion Chief: A member who has successfully promoted to the position of Battalion Chief through training, education and experience.

Acting Battalion Chief: A member who has successfully completed Captain probation and Acting Battalion Chief trainee task book

Acting Battalion Chief Trainee: A member who has successful completed Captain probation and is approved by the Fire Chief to start the Battalion Chief trainee task book.

Captain: A member who has successfully promoted to the position of Fire Captain through training, education and experience.

Acting Captain: A member who has successfully completed Engineer probation, or has been a Firefighter for five years, and acting as an Engineer for 2 years, completion of the Acting Captain task book.

Acting Captain Trainee: A member who has successfully promoted to Engineer, or has been a Firefighter for five years and acted as an Engineer for two years. Is approved by the Battalion Chief and Fire Chief to start the Acting Captain's trainee task book.

Engineer: A member who has successfully promoted to the position of Engineer through training, education and experience.

Acting Engineer: A member who has successful completion of 30 months of employment, and has successfully completed the driver operator Task Book.

Acting Engineer Trainee: A member who has successfully completed 18 month firefighter probation.

Firefighter EMT: A member that has all the qualifications, training, education and certifications to be a Firefighter EMT.

Firefighter Paramedic: A member that has all the qualification, training, education and certification to be a Firefighter Paramedic

310-1: The NWCG document known as the Wildland Fire and Prescribed Fire Qualifications and Systems Guide that defines job-specific requirements for education, experience, physical fitness and currency of experience. The CICCS adopted this guide as the foundation of the certification and qualification system in California.

CFSTES: California Fire Service Training and Education System which includes the courses and criteria to achieve professional certification.

Command Authority: A chief officer rank that also has the training and experience requisite to perform in command roles at emergency incidents.

CICCS: California Incident Command Certification System. The system adopted by the California Offices of Emergency Services (OES) and the SBFS as the certification and qualification system for mutual aid response. It is a voluntary system that is based on NWCG 310-1 with the exception that physical fitness of an individual is attested to by the local fire chief.

CSTI: California Specialized Training Institute. A provider of disaster and hazardous materials-related training under the Emergency Operations, Planning and Training section of the California Office of Emergency Services.

FSTEP: Fire Service Training and Education System which includes professional development courses that do not lead to certification.

NFPA: National Fire Protection Association

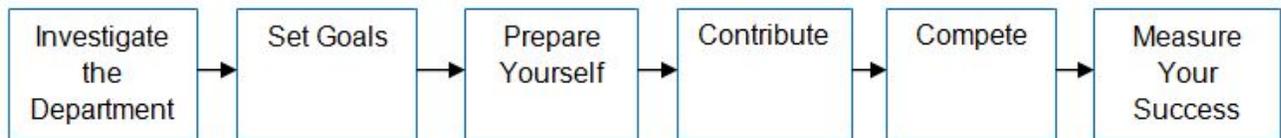
NWCG: National Wildfire Coordinating Group

SBFS: State Board of Fire Services

“S” Classes: Skill level classes as identified by the NWCG 310-1 document.

The Employee's Action Plan

A successful career is the result of careful planning and hard work. If you are interested in advancement you should begin planning a course of action early in your career. Developing a personal action plan can save much time and wasted effort in reaching career goals. A career development plan should include the following steps:



INVESTIGATE THE DEPARTMENT

Many times employees limit their career potential by failing to understand the Department as an organization. You should thoroughly investigate the Department to determine what we do, why we do it, and who is responsible for getting it done. While the answers to these questions may appear obvious, many employees fail to understand how each division of the Department contributes toward meeting the overall goal of providing the highest levels of life and property safety. You must know what is available within the Department before you can plan your career.

SET GOALS

Career goals should be established early in your employment. Ultimate career goals could be as high as you wish, but it's important that you establish a series of sub-goals that are realistic and attainable with adequate preparation and hard work. Reaching one sub-goal at a time, while keeping the ultimate goal in mind, provides forward movement along the career path, and establishes benchmarks of accomplishment. A series of individual successes is important in career development. Planning what you want to accomplish, making the necessary preparations, and following it through to a successful conclusion allows you to feel good about yourself and your abilities. Having a good self-image is important in career development and establishing a history of success will greatly enhance your self-image.

Proper guidance and counseling can be a valuable asset to you in career development planning. The person who has had a successful career often has many suggestions to offer and can serve as the best role model for you in your quest for success.

Many people in the Department possess experience and expertise in a number of areas and they should be consulted when making career plans. A role model, however, should be carefully selected on proven performance, overall understanding of the Department and knowledge of success. If you are interested in career development, you should spend time talking with people to find out how they prepared for their positions. Their successes (and failures) have been the result of their individual career development programs. The advice they have to offer is based on experience and success -- use it!

PREPARE YOURSELF

Self-development is a vital part of career development and should begin with you objectively assessing your personal strengths, weaknesses and abilities. Strengths should be capitalized on, and weaknesses should become the focal point of improvement efforts.

Education is essential to career development. Educational programs can be tailored to meet current needs, and still provide for long-range goals. Based upon career plans, you should develop an individual education plan that responds to both immediate and future needs.

College degree programs, training to achieve professional certifications, and specialized training subject areas can meet the parameters of promotional criteria and state certification areas beyond what is offered through Department training.

Other educational institutions serve as important resources to provide you with up-to-date knowledge on pertinent subject areas. Examples are the State Board of Fire Services Certification System for the California Fire Service (SBFS); the National Fire Academy in Emmitsburg, Maryland; and the California State Fire Academy system.

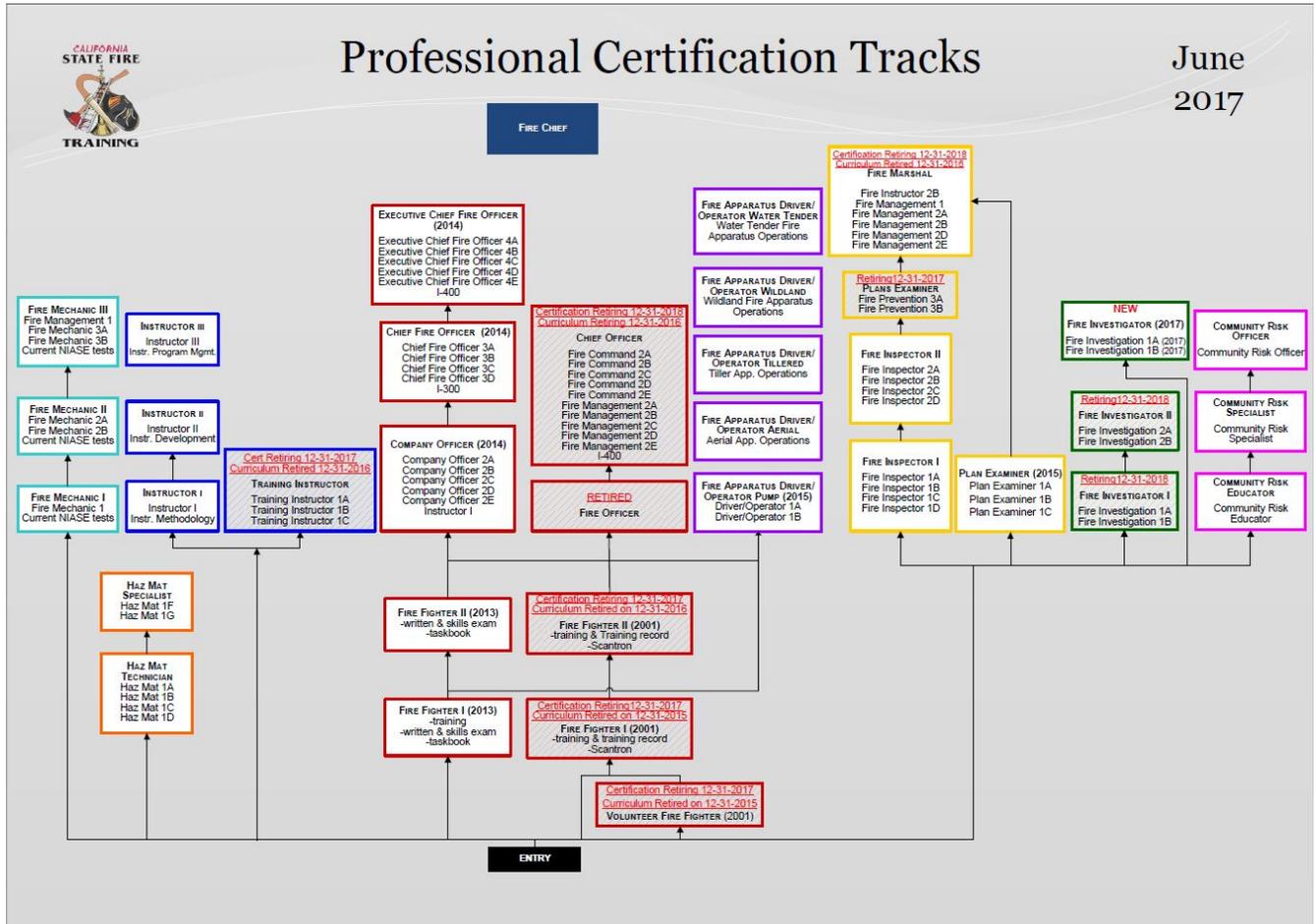
Fire Science/Fire Technology courses can provide the technical base of knowledge beneficial to all firefighters. These courses are career-oriented and should be considered as immediate goals in your education plan. Fire Science/Fire Technology courses will prove invaluable throughout your career, and they are of primary importance in the beginning steps of the career ladder. The community college system has an excellent Fire Science/Fire Technology program offering a two-year Associate degree which utilizes a statewide standardized curriculum.

A Baccalaureate degree provides a well-rounded education that contributes to personal growth and improvement. Some degree programs may prove more beneficial in terms of job relatedness than others, but the educational experience itself is extremely valuable. Although valuable at all levels, you should definitely consider a Baccalaureate degree if you aspire to promote to chief officer.

Certification The California certification system identifies the curriculum of the California Fire Service Training and Education System (CFSTES). This curriculum is established as the minimum standard that meets State and National (NFPA) Professional Qualification Standards.

For each major fire service career track there are specific CFSTES courses leading to certification. These courses are delivered regionally through Accredited Regional/Local Academies, community colleges and/or local sponsors. There are various levels of professional certification designed to support the needs of the California fire service. Table #1 below illustrates the various levels of certification and how they interact with one another.

Table #1



CFSTES has been undergoing a much needed rehabilitation in recent years. Therefore, you should frequently check the State Fire Training website for updates to the program.

Non-Certification FSTEP (Fire Service Training and Education Program) courses that, although not leading to a certification level, are available for regional delivery. Students successfully completing the course may receive a State Fire Marshal certificate of completion. Included are courses in Fire Command, Fire Management, Instructor Training, Fire Fighting, Technical Rescue, Fire Fighter Safety and Survival, and Incident Command System. These courses are delivered regionally through Accredited Regional/Local Academies, community colleges and/or local sponsors.

The adoption of the NWCG 310-1 (Wildland Fire and Prescribed Fire Qualifications System Guide) standard and the development of the California Incident Command Certification System (CICCS) has led to a new certification and qualifications systems for firefighters who respond to mutual aid incidents. While the system is built primarily around a wildland incident, it could have application to other scenarios as it is a system that outlines the experience, education and fitness that one must possess to function at specific ICS roles.

Seminars specifically related to fire science needs are available through the National Emergency Training Center (the Federal Emergency Management Agency's home of the National Fire Academy and the Emergency Management Institute), the State Fire Marshal and other fire related organizations.

The Training Officer maintains a current list of classes and will assist with scheduling. Postings of flyers for training opportunities are provided to all fire stations when they are received by the Department.

CONTRIBUTE

Everything that is accomplished by the Department is the direct result of employees striving to do their best work. Whether it is long-range planning or carrying out the day's assignments, the contributions of employees make it happen. You can have great influence on the direction of the Department if you are willing to contribute.

Get involved! All employees are urged to seek responsibility, both externally and within the Department. Sharing their experience and knowledge will improve the Department and the profession.

COMPETE

A career with the South Lake Tahoe Fire Rescue begins with hard work, and if you are to advance, hard work remains essential. The steps outlined in this guide will provide direction for you to plan your career, but there is no guarantee of success. You must compete in the promotional process if you are to move forward on a career path. If you don't compete, it's impossible to succeed.

MEASURE YOUR SUCCESS

Success should not be judged by position but by performance. If you do the best you can at whatever job you choose, you will have a successful career.

Finally, the organization has a responsibility to work with each employee who seeks career advancement. The process should be as conflict-free as possible.

South Lake Tahoe Fire Rescue Job Classification

Candidates shall meet the qualifications at the time of application unless otherwise stated or noted in the transition plan.

Classification and Qualifications

The City of South Lake Tahoe Fire Department supports the updated curriculum and certification requirements that California State Fire Training is implementing to bring certification consistent with IFSAC and Pro Board Requirements.

Certification requirements have been updated for the positions of Fire Fighter I, Fire Fighter II, Wildland Fire Fighter I, and Hazardous Material First Responder Operations, Fire Apparatus Driver/Operator Certification, Company Officer Certification, Chief Fire Officer Certification and Executive Chief Fire Officer Certification.

The City of South Lake Tahoe Fire Rescue will implement each revised course/certification track along the same timeline as the California State Fire Marshal's Office and this document will be updated to provide for consistency.

Classification and Qualifications

FIREFIGHTER/PARAMEDIC

The classification has responsibility for emergency medical technician paramedic services providing pre-hospital mobile emergency medical care, transportation and has responsibility for the provision of firefighting, fire prevention, and related activities.

QUALIFICATIONS

Possession of a High School Diploma or equivalent*.

Possession and maintenance of current EMT-Paramedic license from the State of California at the time of employment.

Must be accredited as an EMT-P by the County of El Dorado within 90 days of employment.

Possession and maintenance of a valid State of California Class B or A motor vehicle operator's license or a Class C FF Exempt or equivalent by the end of 18 months of employment.

Must have completed an approved CFSTES Fire Fighter I academy or its equivalent Firefighter I certification by the end of 12 months of employment and Firefighter II certification by the end of 18 months of employment.

- * A high school diploma or equivalent is required of all positions described in the Career Development Guide. The requirement is only mentioned in the Firefighter and Firefighter/Paramedic.

EXAMINATION

The evaluation of the position of Paramedic Firefighter consists of the following:

Skills Test (80% passing) Weighted 80% Possession of a current CalJAC Candidate Physical Ability Test (CPAT) or BIDDLE physical capabilities test at time of application.

Oral interview (70% passing) Weighted 20%

Prior to appointment:

Chief Interview

Psychological screening Pass/Fail

Pre-employment physical and drug screening

Employment background check

Department of Justice background check

INTERVIEW

Applicants who have successfully completed the examination process will be placed on an "Eligibility List." The department uses the Firefighter/Paramedic eligibility list to schedule applicants for pre-employment interviews. Psychological screening will be conducted and a pre-employment physical examination will be conducted when a position is offered. A complete background check will be completed by the Police Dept.

The eligibility list established from this selection process will be in existence for twelve months. The Fire Chief may extend the list in increments of six months for a total period of two years.

PREPARATION

Applicants for the position of Firefighter/Paramedic should be able to read and comprehend material encountered at the 12th grade level. In addition, beginning a regular physical conditioning program in advance greatly improves performance on the physical agility test. Applicants need to be certified to the State EMT-P standards and be able to obtain accreditation through El Dorado County at the time of employment. Possession and maintenance of current certifications as required by the County of El Dorado.

APPOINTMENT

Appointment will be made by the Fire Chief or his/her designee using the City's Personnel Rule of 5 candidates plus the number of openings.

PROBATIONARY PERIOD

18 months with 1-month personnel evaluations by supervisor.

Testing each 3 months on a variety of suppression and paramedic responsibilities, which will cover manipulative skills and technical knowledge specific to the job classification

Certification to State of California Firefighter I (12 months) and Firefighter II (18 months) before the probationary period is completed.

Acquisition of a valid State of California class B or a motor vehicle operator's license or class C FF Exempt or equivalent by the end of 18 months of employment.

Classification and Qualifications

ENGINEER TRACK

In an effort to allow prospective members to gain position-specific experience, the “acting” position is subdivided into trainee and fully certified components. A trainee is able to begin working as an actor with the agreed upon minimum acceptable level of training and experience to afford successful performance in the position. A mentor of a seated engineer will be assigned to the trainee to assist with training. The goal is that the individual will continue to accrue the remainder of coursework requisite to full certification.

The trainee must actively pursue full certification. The “trainee” designation is intended to be simply a transitional period designed to build the member’s knowledge and experience. Trainees must complete all requirements for certification and Driver Operator task book to participate in testing for a classification position*. For example, an acting engineer trainee must achieve full acting engineer certification to be eligible to take the classification engineer test.

Acting Engineer Trainee

QUALIFICATIONS

The member will have successfully completed the entry-level probationary period (Firefighter or Firefighter/Paramedic) and satisfied the requirements of CFSTES Firefighter I and II certification.

Successful completion of CFSTES Driver/Operator 1A and 1B.

Possession and maintenance of a minimum of a Class C FF Exempt Divers license or a commercial class A or B license or equivalent

EXAMINATION

Successful completion of the acting engineer test (D Step test) coordinated through the Training Officer. Testing components will include assessment of technical knowledge and manipulative proficiency including pumping and driving competencies.

Acting Engineer

QUALIFICATIONS

Completion of Acting Engineer Trainee qualifications and examination process

Successful completion of CFSTES Wildland Fire Apparatus Operations course.

Minimum of 30 months of employment with the Fire Department

Successful completion of internal Truck Training

Successful completion of the Engineers Task Book

Successful completion of driving and functioning in the Engineer role on 10 Code 3 responses in a Type I engine.

Fire Engineer

This classification has responsibility for the operation and maintenance of fire suppression equipment, rescue equipment, and fire apparatus, but also has responsibility for firefighting, lifesaving, fire prevention, and other fire service activities.

QUALIFICATIONS

Must be certified as an acting engineer at the time that applications to take the test are due as per the official test announcement.

Candidates for the position of Fire Engineers are required to have 30 months of full time firefighting experience with the South Lake Tahoe Fire Rescue.

Firefighter II certification.

Possession and maintenance of a valid State of California Class C FF Exempt or A or B commercial motor vehicle operator's license or equivalent.

Completion of all Acting Engineer Trainee and Acting Engineer qualifications and CFSTES Aerial Apparatus Operations course.

EXAMINATION

A total testing process will be used to competitively evaluate each candidate. A total combined score of 70% or higher will place the candidate on the eligibility list. Each segment will require a minimum score of 70% to qualify for the next phase.

The evaluation of the engineer will consist of the following:

Manipulative/Driving exam (70% passing) Weight 80%

External evaluators, oral interview (70% passing) Weight 20%

The eligibility list will be in existence for one year. The Fire Chief may extend the list in six month increments to a maximum of two years

PREPARATION

Candidates for Fire Engineer are encouraged to enroll and complete courses that relate to the position of Engineer.

Candidates for Fire Engineer should prepare for the position by operating apparatus under non-emergency conditions as frequently as possible.

APPOINTMENT

Appointment will be made by the Fire Chief or his/her designee using the City's Personnel Rule of 5 candidates plus the number of openings.

PROBATIONARY PERIOD

12 months with monthly personnel evaluations by supervisor.
Successful completion of an Engineer's academy
Completion of Acting Captain Trainee

Classification and Qualifications

FIRE CAPTAIN TRACK

In an effort to allow prospective members to gain position-specific experience, the “acting” position is subdivided into trainee and fully certified components. A trainee is able to begin working as an actor with the agreed upon minimum acceptable level of training and experience to afford successful performance in the position. The goal is that the individual will continue to accrue the remainder of coursework requisite to full certification.

The trainee must actively pursue full certification within one year. The “trainee” designation is intended to be simply a transitional period designed to build the member’s knowledge and experience. Trainees must complete all requirements for certification and Captain’s task book to participate in testing for a classification position*.

*full certification includes attainment of an AA degree by January 1, 2017

Acting Captain Trainee

Completion of Firefighter I and Firefighter II Certification

Possession and maintenance of a valid State of California Class C FF Exempt license or Class A or B Commercial motor vehicle operator's license or equivalent

30 months as a South Lake Tahoe Firefighter or Firefighter/Paramedic

Fire Command 1A or Company Officer 2D: All Risk Command Operations

Acting Captain

In an effort to allow prospective members to gain position-specific experience, the “acting” designation is created to provide mutual benefit to the members and the Department. The Department fosters the interest and development of its personnel and the membership gains an opportunity to gain experience in another classification. A certified Acting Captain is qualified to act in the company officer role of Department Type I and III engines, and ladder truck. Members acting in this role are not entitled to staff the captain’s position on an out-of-county assignment (unless initial attack precludes staffing alterations).

QUALIFICATIONS

Completed Engineer Probation, or minimum of five years full time career fire service experience with 2 of those years in the South Lake Tahoe Fire Rescue.

Possession and maintenance of a valid State of California Class C FF Exempt license or Class A or B Commercial motor vehicle operator's license or equivalent.

Successful completion of the following Fire Officer Courses

1) Command 1A, Command Principles for Company Officers or Company Officer 2D: All Risk

Command Operations

2) Fire Management 1, Management and Supervision for Company Officers or Company Officer 2A: Human Resource Management and Company Officer 2B: General Administration Functions.

3) I300, Intermediate ICS

Successful completion of Company Officer Task Book.

Completion of a minimum of ten shifts of on the job training including the evaluation and successful completion of 10 emergency incident responses performing in the role of a Captain.

EXAMINATION

Successful completion of simulation problems and practical field test as outlined in the Acting Captain's Task Book and coordinated by Battalion Chiefs/Captains.

Fire Captain

This first-line supervisory classification supervises and participates in all the activities of a fire company or functions assigned to it, and participates in fire suppression, prevention, training and related tasks, as required.

QUALIFICATIONS

Must be certified as an Acting Captain at the time applications to take the test are due as per the official test announcement*

Full implementation June 1, 2016

Completed Engineer Probation, or minimum of five years full time career fire service experience with 2 of those years in the South Lake Tahoe Fire Rescue.

Possession and maintenance of a valid State of California Class C FF Exempt or a Commercial Class A or B Driver's License or equivalent .

Certified CFSTES Fire Officer or Company Officer Certification. Possession of CFSTES Driver/Operator 1A and 1B.

Internally certified as an Acting Engineer

Associate of Arts/Associate of Science Degree (fire related field highly desirable)

** Fully implemented January 1, 2017.

EXAMINATIONS

A total personnel assessment technique will be used to competitively evaluate each candidate. A total combined score of 70% or higher will place the candidate on the eligibility list.

The examination process for Fire Captain is:

Assessment lab (70% passing) Weighted 80%

Oral Interview 20%

Chief's oral interview

The eligibility list will be in existence for one year with the ability for the Fire Chief to extend the list by 6 month increments to a maximum of two years.

PREPARATION

Candidates for Fire Captain should begin to prepare for a supervisory position early in their careers. Active participation in all Departments programs as a Firefighter, Paramedic or Fire Engineer provides firsthand knowledge of the duties that a Fire Captain is responsible for supervising.

APPOINTMENT

Appointment will be made by the Fire Chief or his/her designee using the City's Personnel Rule of 5 candidates plus the number of openings.

PROBATIONARY PERIOD

Completion of Company Officers Training Academy
12 months with 1-month personnel evaluations by supervisor.

Classification and Qualifications

BATTALION CHIEF TRACK

In an effort to allow prospective members to gain position-specific experience, the “acting” position is subdivided into trainee and fully certified components. A trainee is able to begin working as an actor with the agreed upon minimum acceptable level of training and experience to afford successful performance in the position. The goal is that the individual will continue to accrue the remainder of coursework requisite to full certification.

The trainee must actively pursue full certification within one year of beginning the process. Failure to do so will result in revocation of the member’s ability to act in the position until all certifications are achieved. The “trainee” designation is intended to be simply a transitional period designed to build the member’s knowledge and experience. Trainees must complete all requirements for certification to participate in testing for a classification position. For example, an acting battalion chief trainee must achieve full acting battalion chief certification to be eligible to take the classification battalion chief test.*

Acting Battalion Chief Trainee

QUALIFICATIONS

Participation in the evaluation of member’s experience and performance by a Department Review Panel composed of the Battalion Chiefs to assess that sufficient depth of knowledge exists to successfully perform as a trainee.

Completion of a minimum of two years’ experience as a Captain in the South Lake Tahoe Fire Department

Successful completion of CFSTES courses:

Fire Command 2A, Command Tactics at Major Fires or FSTEP: Incident Command of Major Fires
Fire Command 2E, Wildland Fire Tactics (This curriculum is currently being updated by State Fire Training and will become an FSTEP course)

Fire Management 2A or Chief Fire Officer 3C: General Administration Functions

Successful completion of ICS 400, Advanced ICS

Successful completion of three shifts of performance in the role of a Battalion Chief under the oversight of a Battalion Chief.

EXAMINATION

Successful completion of simulation problems and practical field test coordinated by Battalion Chiefs and the Training Officer as outlined in the Acting Battalion Chief Task Book.

The Acting Battalion Chief trainee will only be assigned to shifts during the regular work week during normal business hours when other chief officers with command authority are present.

Acting Battalion Chief

QUALIFICATIONS

Completion of a minimum of two years' experience as a Captain in the South Lake Tahoe Fire Rescue
Successful completion of CFSTES courses:
Fire Command 2A, Command Tactics at Major Fires or FSTEP: Incident Command of Major Fires
Fire Command 2E, Wildland Fire Tactics (This curriculum is currently being updated by State Fire Training and will become an FSTEP course)
Fire Management 2A or Chief Fire Officer 3C: General Administration Functions
FSTEP: Incident Management of High Rise Fires
Successful completion of ICS 400, Advanced ICS
Completion of Acting Battalion Chief Task Book
Successful completion of remaining qualifications for Battalion Chief as identified in the Career Development Guide.

Shift Battalion Chief

DEFINITION

Under the general direction of the Fire Chief, the Battalion Chief is responsible for the management of one of the Fire Department shift battalions and one significant administrative assignment. This position directs and supervises the emergency and nonemergency work activities of shift personnel and also interacts and coordinates activities with local and regional public safety agencies. The Battalion Chief works within the City on projects and assignments as assigned in coordination with other City Supervisors. Performs other additional duties as required.

Qualifications:

Must be certified as an Acting Battalion Chief at the time applications to take the test are due as per the official test announcement* Full implementation June 1, 2016

Experience: Seven years of full time fire fighting experience, including at least two years in the position of Fire Captain within the South Lake Tahoe Fire Rescue.

Education: A Bachelor's Degree from an accredited college or university completed. A Master's Degree is highly desirable.* Required December 31, 2017

Certification: Certification as a California State Board of Fire Services Chief Fire Officer, Strike Team Leader highly desirable

If an individual is selected for the Battalion Chief Position and has not completed the all California State Board of Fire Services Chief Officer courses they will be required to complete those within the 1 year probationary process. A Bachelor's degree will be required no later than December 31, 2017

License: Possession of a valid Firefighter Class C FF Exempt or Class B California or equivalent. Possession of an Emergency Medical Technician Certificate and CPR certificate

APPOINTMENT

Appointment will be made by the Fire Chief or his/her designee using the City's Personnel Rule of 5 candidates plus the number of openings.

PROBATIONARY PERIOD

Completion of a Battalion Chief academy
Training Assignment as designated by the Fire Chief.
12 months with monthly evaluations by supervisor.

HISTORY

On a recurrent basis, as promotional tests are given, personnel lose proof of certification for courses required by the Career Development Guide. While this responsibility is clearly that of the prospective candidate it is understood that at times these events will be unavoidable. It is also understood that Certification for Company Officer and other State certification levels does not occur in a timely fashion. The candidate should not be penalized for processing problems arising from outside certifying agencies.

BACKGROUND

The Career Development Guide is a very important document that leads the member through the promotional process and its associated education, experience and testing requirements. The Career Development Guide also creates a “level playing field”, for all members and as such proof of certification is the responsibility of each individual member.

RECOMMENDATIONS

There is some flexibility in the modification of proof of certain certifications that may adversely impact other members who apply for testing with proof of all required Qualifications. The following Qualification Alternatives have been deemed acceptable and fair by the South Lake Tahoe Fire Rescue and the South Lake Tahoe Firefighters Association.

Course equivalencies may be allowed if it can be proven that they meet the requirements of the certification in question. A typical method of granting equivalency will be through course comparison with the California State Fire Marshal, State Fire Training Policy and Procedure Manual or use of the CICCIS Recognition of Course Equivalencies document.

Career Development Training Philosophy

CAREER DEVELOPMENT GUIDE: CLASSES

The Department recognizes the positive benefits gained from personnel attending classes for the purposes of promoting within the organization. To this extent the Department has developed a “Career Development Guide” and through labor negotiations identified the experience, education and certification requirements for advancement for each position within the organization. Participation in Career Development classes is voluntary.

1. The Department will reimburse the employee for the cost of all books and tuition for classes that are required by the Career Development Guide.

Successful completion of the class is required for reimbursement. Time off and overnight accommodations to attend Career Development classes are the individual’s responsibility and not compensated by the Department except as noted in the Career Development Guide. In no case will personnel be given time off to attend these classes.

2. On Duty Attendance to Career Development Classes – In Department

When career development classes are offered within the Department, a good faith effort will be made to allow on duty personnel to attend the class. There is no guarantee that a given member will be able to attend a class while on duty. In all cases, Department priorities will guide the ability of personnel to attend the class. No disservice to the Department or public must arise from exercising this option. On duty members attending these classes will be available in a retrievable status should they be needed for Department incidents or coverage.

When possible, these classes will be scheduled on the Training Calendar far enough in advance to allow the opportunity to plan competing events around the class. Members desiring to attend and on duty the day of the class should give as much advance warning to their supervisor as possible to allow for scheduling.

Notwithstanding other priorities or staffing issues, seniority will be used when deciding which members may attend when requests for attendance exceed the number that can be accommodated. On duty members who are working a trade or a callback have the lowest priority for attendance.

3. Out of Department-Adjacent Agency

When a career development class is offered in an adjacent area, the Department may allow on duty members to attend by sending up to one engine. There is no guarantee that a given member will be able to attend a class while on duty. Members desiring to attend and on duty the day of the class should give as much advance warning to their supervisor as possible to allow for scheduling.

In all cases, Department priorities will guide the ability of personnel to attend the class along with staffing issues and appropriate levels of coverage for the Department. No disservice to the Department or public must arise from exercising this option. Distance of the class from the Department and return time will be carefully evaluated in each case. On duty members attending these classes will be available in a retrievable status should they be needed for Department

incidents or coverage.

Notwithstanding other priorities or staffing issues, seniority will be used when deciding which members may attend when requests for attendance exceed the number that can be accommodated. On duty members who are working a trade or a callback have the lowest priority for attendance.

4. Any classes added to the Career Development Guide that are requirements for promotional testing must be negotiated with the labor group, other than State Certification updates.

New classes added to the Career Development Guide will, whenever feasible, be provided in house and generally only on one occasion.

Some classes may be given more than once. However, this will generally be through an outside agency that may occasionally sponsor a class within the Department.

NON - CAREER DEVELOPMENT GUIDE: CLASSES, AND SEMINARS

The Department recognizes the positive benefits gained from personnel attending classes for the purposes of continuing their education. The Department also recognizes from time to time it will be necessary to request personnel to attend classes and seminars for the purpose of meeting Federal, State or Local mandates, obtain training the trainer status or research operational programs. Participation in classes not identified in the Career Development Guide is strictly voluntary unless the Department requests participation.

1. Participation in classes & seminars not identified in the Career Development Guide are considered voluntary. The Department will not cover any costs or time off associated with these classes but may, if available, provide a Department vehicle for transportation. Vehicles for transportation should be coordinated through the Battalion Chiefs.
2. When the Department requests participation in a class the Department will cover the cost of all books and tuition, travel expenses, meals, time off as well as paying the employee for participation on their days off for the time spent in class.
 - In this situation the employee may be expected to use the skills that they have learned
 - to teach others in the Department, develop a program for the Department or produce a
 - report based on what they learned from attending the class or seminar.
 - Successful completion of the class is required for reimbursement.
 - Motel rooms are only provided if the employee travels 75 miles or more from the Department to attend the seminar.
3. Participation requests must be made through the chain of command typically from a Captain to the Battalion Chief. The Battalion Chief will make the final decision regarding the request.

SEMINARS

Philosophy Statement for Participation in certain seminars.

The Department recognizes the positive benefits gained from personnel attending certain seminars and workshops specifically for new officers, new engineers, captains and personnel with certain administrative assignments.

1. The Department may make certain seminars and workshops available to all personnel on a voluntary basis.

Priority may be given to new officers, new engineers, captains and personnel with certain administrative assignments.

The Department will cover the cost of registration and if available provide a Department vehicle for transportation.

2. Motel rooms are only provided if the employee travels 75 miles or more from the Department to attend the seminar.
3. Time off will be the individual's responsibility.
4. The Department may occasionally request participation in a seminar or workshop.

In these cases the Department will cover the cost of all books and tuition, travel expenses, meals, time off and will pay the employee for participation on their days off for the time spent in class.

In this situation the employee may be expected to use the skills that they have learned to teach others in the organization.

Successful completion of the seminar or workshop is required for reimbursement.

Qualifications may be altered by mutual consent of the Fire Chief and Union due to fiscal or operational constraints.

The Promotional Examination Process

The purpose of this section is to help Department members better prepare themselves for taking a promotional exam.

Preparing for Examination

"Be prepared" is a good rule to follow when taking a promotional examination. It means being prepared for the type and scope of examination you are to take, and for **all** questions you may be asked, not just some of them. It means being mentally alert, emotionally stable, and well rested. If you have studied in the proper manner, preparing for the examination itself should not be an attempt to learn things you should have learned earlier. If, just before an examination, you are still reading material for the first time and making notes on it, you are already handicapped. You will be trying to do too many different things at once and in too short a time.

While studying, the best source of questions is yourself. Every time you see a chapter or paragraph heading, questions should come to your mind. Knowing these questions is an aid to study. Use the question technique in everything you study. Eventually the art of asking questions will become so ingrained that you will not have to stop to formulate them. They will flood in as you read along.

The period of final review before an examination need not be too long. If you work too hard reviewing a great deal of material, you may become confused and remember less than if you were doing a less strenuous final review. In reviewing a chapter or portions of the Operations Manual, try to recall the main ideas without referring to your notes. Check these recollections against the notes. If you have difficulty recalling or understanding something, reread the passage covering it.

Conclusion

The following outline should assist you in preparing for and taking an examination.

Preparing for the examination

1. Arrange a schedule for review of material previously studied.
2. Make a condensed summary of the material reviewed.
3. Predict questions that you think might be asked.
4. Review selectively. Give special attention to subjects in which you are weak.

Oral Interviews

Below are listed some thoughts, information and suggestions on oral interviews. These do not fully cover the subject and are not given as empirical rules, but are offered to give the candidate some ideas and explanations about this type of examination. What use is made of this information depends on the abilities, initiative and judgment of the individual.

Written tests and performance examinations determine the candidate's technical knowledge and proficiency in the necessary mechanical evolutions. The primary purpose of the oral interview is to evaluate those intangible qualities and characteristics that are essential for the rank for which the candidate is being examined.

Some of the intangible qualities would be listed as follows:

Attitude

Leadership

Compatibility

Loyalty

Dependability

Maturity

Integrity

Motivation

Initiative

Tenacity

The candidate is graded by each interviewer on these qualities in relation to other candidates. Interviewers consider the importance of each quality to the performance of the duties of the rank for which the exam is being held. As the interviewers are experienced in judging people, the margin of error is reduced to a minimum.

In preparation for the oral, the candidate should give thought to four basic categories of personal characteristics, and take steps to improve them. The four basic categories are:

- Emotional**
- Mental**
- Physical**
- Oral**

Emotional - When appearing before an oral board, some emotion is inevitable. By recognizing the fact, it can be controlled or minimized.

The most common emotional characteristic is fear. It is a rare person who does not experience some fear when confronted by an oral board, but it can be minimized by proper thought and effort beforehand. Fear is often brought on by a feeling of inadequacy. Sufficient study and reflection about all aspects of the fire service related to your department, your job and the job to which you aspire will give you self-confidence. Self-confidence is the best antidote for fear.

Another quality in this area is humor. Apprehension before the oral board may subdue a natural sense of humor. Don't let apprehension prevent a normal response to a humorous situation; it can alleviate tension. On the other hand, when the board presents a situation that may seem humorous, but is designed essentially to determine certain qualities, you should be able to recognize the intent of the board and respond accordingly.

There are other emotional qualities that will have a bearing on your performance before the oral board. Therefore, some effort should be made to understand them, and to learn to control or express them as necessary for a given situation.

Mental - Emotional and mental factors are closely related. For this purpose mental refers to your attitude, to your personal experience, and to the technical knowledge you must draw on to give the board concise and intelligent answers.

Developing a positive attitude is an important factor in preparing oneself mentally for the oral. Proper study and thinking can develop this. Discretion should be exercised though, so as not to overdo it and appear arrogant or cocky. Thorough knowledge of all phases of your job and the job you are seeking will automatically build confidence. The ability to practically apply your knowledge to a situation should be cultivated.

When confronted with a situation with which you are not familiar, give a definite and sincere answer. Bluffing can be dangerous. Also be prepared to concisely and definitely answer questions regarding the information you have written in your application.

Physical - This refers primarily to your overall appearance and not to your physical condition. Naturally good grooming is very important. Your clothes should be neat and clean. Dress your best, not your flashiest.

Oral - This phase is probably the most important of the four. In this instance oral refers to oral fluency, or how well and in what manner you express yourself. Three things are involved here: social ease, facial expression, and verbal expression. As verbal expression is increased, the other two will be easier to acquire, but effort on your part will still be required.

One's verbal expression can be improved by reading, studying grammar and familiarizing oneself with all phases of one's job. It is also wise to practice speaking before groups. Taking a course in public speaking is a good way to improve oneself in this area.

There is much more that could be discussed concerning the oral interview, but the foregoing seems to be the meat of the matter. It should give you, the candidate, some useful guidelines.

Here is a summarized list of suggestions, thoughts and comments that may aid you:

1. The oral interview is not to recheck you on your technical knowledge. It is to determine your sense of values, your judgment, what you have learned from your service (experience) in the fire department, how you react to the questions, how you express yourself, and something of your general personality.
2. Your interpretation of a question is important. You should answer the question from the viewpoint of the rank for which you are being examined. Don't answer a question in the Captain's oral from the viewpoint of a firefighter. Answer it as a Captain.
3. When you are brought into the interview room, remember to be courteous and dignified.
4. A closing statement by the candidate is not necessary or particularly expected. If you think you have made a good impression, it's better to get out while you are ahead. If, at the end of the interview, you believe you have something to add that will help your cause, this is the time to say it.
5. Dress your best; avoid looking flashy.
6. If given a situation problem, answer the question in exactly the same manner as you would handle it if confronted with the situation. Put simply, be yourself.
7. Don't be too hasty in answering the questions. Taking a moment to size up may save you considerable mental anguish and embarrassment.
8. Be sure that you understand the question. Ask for clarification or additional information you think is necessary.
9. Look the board members in the eye, or at least in their direction.

10. Give concise, but complete answers. Giving excessive details or superfluous information takes up time and doesn't particularly add to your score.
11. No one is perfect. Don't be reluctant to admit your shortcomings, but don't alibi.
12. Be prepared to tell the board why you are qualified for the promotion.
13. Do not be antagonistic. You are trying to make a good impression on the board.
14. The board's opinion of your qualifications will probably not be determined by your answer to any single question. It will be based upon the overall picture you give them of your training, experience, and personal fitness for the job you seek.
15. Remember, every person taking the exam is essentially asked the same questions and goes through the same procedures. You can do as well as they.

A Guide for Preparing Your Resume

What is a resume?

It is an inventory you submit to an employer.
It tells what you have to offer a particular employer for a particular job.
It is a job-hunting tool, a personal cataloguing of your job qualifications.
It "gets you on paper," briefly and accurately, for the prospective employer to see.
Its main purpose is to get you an interview with an employer by interesting him in your abilities.
It does this by presenting, attractively and systematically:

**-who you are -what kind of work you want -what you know -
why you should be hired -what you have done**

Why a resume?

The resume has proven itself one of the most effective job-hunting tools. Preparation of a resume, in itself, will help to organize your job campaign. It will start you thinking methodically about your job qualifications and job opportunities. Having all the facts about yourself at your fingertips will increase your self-assurance, and build your confidence for the make-or-break personal interview with an employer. You can discuss your capabilities with an employer without fumbling for dates and significant facts. You can avoid both overselling and understating. After you have concluded your job interview, your resume can remain with the employer as a visual reminder of what you covered in the interview.

Your first step: your asset list

You have decided a resume can help you in your job campaign. The first step then is to total the score- to prepare a list of your "job assets" under these headings:

-work history -education -resources

This list will become the raw material you will use in developing your basic resume, so evaluate yourself realistically and in terms of the job you are seeking. Try to put yourself in the place of the employer. In his place, what would you want to know?

Work History

(List all of your employment. Ask yourself the following questions about each job.)

- What was my job title?
- What were the details of my job duties?
- Why was I hired for the job?
- What did I like about the job? Why?
- What did I dislike about the job? Why?
- What part of the job did I do best? Why?
- What part least well? Why?
- What experience did I gain that I can apply to another job?
- What special skills or talents did I develop on the job?
- How long did I work on the job?
- Why did I leave the job?
- What references can I obtain if necessary?

-What personality factors helped make me successful on the job?

Education

(Of prime importance if you have little or no work experience.)

-Schools attended, dates -Courses taken, degrees, dates -Subjects liked least and why -Subjects excelled in, grades, honors -Extracurricular activities, athletics, clubs -Scholarships, honors -Special skills such as languages, stenography, computers, business machines

Resources

(List all possible resources; that is, leads, sources of information, contacts and aids you may want to use in planning your job campaign.)

Firms that may have the kind of job you want, business associates, personal friends and acquaintances, school friends and instructors, employment agencies: public, private, and school -Trade directories

Planning Your Resume

Preliminary Analysis of Your "Job Asset" List

You have prepared your asset list. The information it contains must now be analyzed: graded for importance, selected for effectiveness, rejected when it is not to the point. From the data in your asset list, you design your basic resume. Start by asking yourself these questions:

- What kind of job am I seeking?
- Which parts of my training and experience related to the job I am seeking?
- What parts, if any, shall I minimize?
- Which details will help me get an interview?

Organization of Data

There is no one best way to organize a resume. The best format for you is one that highlights your job capacity in terms of the job you are seeking. Generally most resumes are arranged in one of two ways:

By work experience

You start with the most recent job; going back in time, give the employer, type of firm and work performed for each of your jobs.

By function or specialization

You start with the most relevant function you can perform (relevant from the prospective employer's point of view) and continue with other functions, in the order of their pertinence. You describe how each function was performed and the scope of your responsibility. You give specific illustrations of your skills and knowledge, and any outstanding results achieved.

The functional method is particularly effective in those occupations where the work is varied, or there are frequent changes of assignment--such as public relations, construction engineering, and free-land commercial art.

Brevity

Remember that your resume will usually go to the assessors who must read many resumes. So organize your resume; keep it as brief as possible, but still tell your story adequately and accurately. If possible, keep your resume to a single page.