



County of Louisa

Department of Fire and EMS

Assistant Fire and EMS Chief Core Competencies

Outlined below are the Core Competencies to which the Assistant Fire & EMS Chief aspires. These competencies have been divided into distinct skill-sets including physical/technical expertise, public service, communication, teamwork, and leadership.

PHYSICAL/TECHNICAL EXPERTISE

- **Oversees the operations division of the Fire & EMS Department.** Hold all team members responsible and accountable for all actions. Ensure all actions are executed with appropriate safety measures.
- **Manages emergency incidents.** Serve as Incident Commander of incidents. Apply standard ICS per SOG's, serves as a Section Chief, or as assigned on incident scenes. Manage operational areas of emergency services. Analyze and determine appropriate action for complex situations. Provide emergency service response.
- **Manages multi-agency emergency planning, deployment, and operations.** Prepare action plans so that the required resources are determined and the assignment and placement of the resources are designated in order to mitigate the incident.
- **Maintains a safe and healthy work environment.** Develop, manage, and evaluate departmental safety programs. Ensure that the results are evaluated to determine the program's effectiveness. Ensure personal and subordinate safety. Enforce all safety rules, wear PPE, and model safety practices for others to follow. Teach safety practices to all subordinates.
- **Participates in the operation of the EOC.** Participate at the Section Chief level of the County's Emergency Operations Center. Able to serve as EOC Director.
- **Develops and updates department policies.** On an annual basis, prepare and/or update standard department policies and departmental operating guidelines.
- **Demonstrates operational readiness.** Ensure deployment policies of department are monitored and implemented on a constant basis. Identify issues/problems and recommend strategies to address. Take immediate action to maintain readiness, constant staffing, fleet, etc.
- **Evaluates inspection programs.** Evaluate and identify construction, alarm, detection, and suppression features that contribute to or prevent the spread of fire, heat, and smoke throughout the building. Evaluate the development of a pre-incident plan for a variety of occupancies. Develop plans and facilitate approval for new programs, legislation, public education, or fire safety code to address safety problems.
- **Conducts Fire & EMS Department investigations.** Investigate allegations of service interruptions, rules, values, or procedural infractions. Make recommendations regarding corrective action on an organizational and individual level.
- **Administers contracts.** Establish legal contractual services and monitor the performance of the contractor. Report to supervisor any progress in terms of time and budget.

- **Demonstrates proper lifting, carrying, and other physical requirements.** Efficiently lift, push, pull, and handle packages, tools, and equipment. Use appropriate technique at emergency situations when assisting patients and using equipment.
- **Demonstrates knowledge of department services and resources.** Provide information about department-specific services and resources.
- **Operates safely.** Stay Safe, Act Safe, Be Safe. Wear all appropriate personal protective equipment. Follow and model safety rules. Know your work environment by understanding hazards of all work-related equipment, chemicals, and operations and positively reinforce them.

PUBLIC SERVICE

- **Develops community relations programs.** Prepare community awareness programs to enhance the quality of life, enhance service, and build partnerships by developing nontraditional services that provide for increased safety, injury prevention, and convenient public services.
- **Manages internal customer service efforts.** Continually seek feedback from internal customers regarding service levels, communication, and satisfaction. Share feedback with Fire & EMS Chief, Captain's and station Lieutenant's and staff. Initiate, delegate, and if needed coordinate efforts in response to customer suggestions.
- **Holds others accountable for identifying and implementing methods for improving customer service.** Ensure customer service enhancements are properly executed and maintained. Hold Captain's, Lieutenant's and staff responsible and accountable for thoroughly executing approved recommendations. Provide direction as needed.
- **Holds others accountable for identifying and implementing solutions to issues.** Ensure issues impeding efficiency or customer service are resolved in a timely and appropriate manner. Hold Captain's, Lieutenant's and staff responsible and accountable for thoroughly resolving issues. Personally address escalated issues.
- **Provides and demonstrates outstanding customer service.** Establish the example for staff to follow by using effective language, responding promptly, and following department procedures.
- **Promotes and ensures internal customer service throughout the County.** Promote outstanding customer service to other City departments and within the Fire & EMS Department by responding in a timely manner to requests and inquiries.

COMMUNICATION

- **Creates documentation for others to follow.** Write general correspondence, technical reports, policies, procedures, ordinances, and administrative philosophies.
- **Directs the record-keeping system.** Direct the development, maintenance, and evaluation of the department record-keeping system to attain completeness and accuracy. Analyze and interpret records and data to determine validity and recommend improvements.
- **Maintains records and creates reports.** Complete all required reports accurately and within required deadline. Complete all required documentation as per County Guidelines.
- **Effectively reads and interprets written documents.** Demonstrate ability to read general correspondence, memorandums, policies, procedures, laws, regulations,

various codes and ordinances, County General Plans, strategic plans, proposed ordinances, and state legislative bills.

- **Makes presentations.** Deliver presentations to share information and make recommendations to staff and Fire & EMS Department Leadership Team focusing on work-related issues. Present to Board of Supervisors in an effort to inform and achieve successful consideration of Fire & EMS Department requests for approval.
- **Communicates consistently in the workplace.** Effectively share information on projects, purchases, and other organizational information in a clear, concise manner. Involve other work units and departments in the decision making process as appropriate. Ensure supervisor is aware of workplace issues and problems.
- **Effectively communicates with individuals outside the County.** Share ideas and learn from other's innovations and best practices. Work effectively and professionally with various local, state, and federal agencies. Call upon and utilize vendors and suppliers for information on supplies, products, and purchases, as appropriate.
- **Prepares for and actively participates in meetings.** Participate actively in meetings with customers, employees, and sales representatives. Attend meetings promptly, professionally represents Fire & EMS Department, voices ideas and concerns, and follows up as appropriate.
- **Leads effective staff meetings.** Share information and address issues through regular staff meetings. Consider knowledge and skill level of audience.
- **Listens actively.** Listen actively by maintaining focus, paraphrasing, and using open body language.
- **Extracts ideas from staff (Captains, Lieutenants, and Firefighters).** Consistently ask open-ended, probing questions to extract employee ideas and collaboratively develop solutions.
- **Uses effective verbal communication.** Demonstrate strong verbal communication skills by sharing information in a logical, clear, succinct manner.
- **Customizes communication style to address other's style.** Consider other's learning and communication style when coaching direct reports. Adjust approach based on the most effective way to influence others.
- **Openly accepts feedback from others.** Solicit feedback from staff and supervising chief to create and expand upon self-development plans.
- **Coordinates interview process for Captain and Lieutenant Positions.** Coordinate departmental interviews for needed Captain and Lieutenant positions. Demonstrate advanced interviewing techniques by asking critical questions, sharing specific position requirements/expectations, sharing next steps, and appropriately addressing interviewee questions.
- **Consistently communicates the department's values and philosophy.** Demonstrate knowledge of department's culture through modeling and discussion the values, philosophy, and message.

TEAMWORK

- **Leads teams.** Coordinate efforts of team projects, display leadership, contribute to team effort, and continually assess and address impact of individual actions on the team.
- **Encourages team development.** Build team cohesiveness within department by initiating on-going communication, frequent celebration of successes, and collaborative solutions to team issues. Recognize individual growth and

contributions which lead to the success of every effort. Foster collaboration by promoting cooperative goals and building trust.

- **Builds respect of staff.** Build respect from staff by contributing to the efforts of the department. Model expected behaviors to accomplish team goals.
- **Capitalizes on opportunities where team concept can be utilized.** Creatively identify team projects to accomplish departmental goals and tasks.
- **Builds relationships within the Fire & EMS Department Leadership Team.** Proactively network, share ideas, and build relationships within Fire & EMS Department Leadership Team.
- **Respects contributions of all County departments.** Learn and communicate about other County department's contributions by attending meetings, reading bulletins, and sharing information as appropriate.
- **Commits to the success of the County.** Participate actively in city-wide activities. Focus on the County's needs when making decisions and taking actions. Maintains confidentiality and acts ethically.
- **Supports department's goals/strategies.** Use department/team goals and strategies to guide decisions and actions. Consider needs and impact of actions on other departments.
- **Demonstrates flexibility.** Remain flexible and open to considering suggestions from internal and external sources for new work approaches and handling of functions.
- **Recognizes and addresses negativity towards other staff and departments.** Eliminate negative discussion or comments about other departments or staff. Address direct reports who engage in this behavior.
- **Resolves conflict as needed.** Intervene as appropriate to assist in the resolution of interpersonal conflict.
- **Considers impact of actions on others within department.** Prior to implementing decision/taking actions, identify and discuss impact action will have on other department employees.

LEADERSHIP

- **Directs departmental divisions.** Manage divisional operating plans, activities, and tasks. Adjust daily schedules as needed. Demonstrate knowledge of Core Competencies for all direct reports to model expected behavior — lead by example.
- **Prepares and reviews administrative studies of management problems and concerns.** Conduct investigation and analysis of departmental and County problems of a systemic nature. Evaluate far-ranging courses of action to determine the most appropriate solution.
- **Develops and implements strategic goals and objectives.** Work with other Assistants and Fire & EMS Chief to determine short- and long-term department objectives. Consider strengths, weaknesses, threats, and opportunities for each goal/objective. Clearly communicate and provide direction on goals and objectives with staff.
- **Establishes procedures for hiring, assigning, promoting, and encouraging professional development.** Establish personnel assignments to maximize efficiency in accordance with policies and procedures. Develop procedures for hiring and promoting members so that the process is valid and reliable. Facilitate and encourage professional development with members assisting them in achieving their full potential.

- **Prepares and manages budgets.** Develop budgets so that capital, operating, and personnel costs are determined and justified. Develop budget management systems in order to stay within the budgetary authority. Solicit and award bids in order to assure competitive bidding.
- **Develops model plans.** Given the demographics, hazards, geographic area, and established maximum utilization of resources, develop model plans for the maximum utilization of resources.
- **Approves or rejects policies and procedures.** Consider current policies, standards, and precedents to approve or reject highly important policies and procedures. Clearly communicate policy and procedural changes to staff.
- **Participates on the FEMS leadership team.** Work to ensure all departmental divisions are focused on one mission, one team, and one success for all. Develop a consensus team voice from the team.
- **Leads projects with departmental and County-wide implications.** Lead process improvement and/or task teams to improve County's functions. Lead regional cooperative subcommittees composed of partnering fire and/or related agencies.
- **Addresses staffing needs.** Evaluate and approve staffing needs to ensure Fire & EMS Department goals and services can be addressed.
- **Initiates actions to maximize member performance.** Using Human Resource policies and procedures, initiate actions to maximize member performance, so that member and/or unit performance improves or the issue is referred to the next level of supervision. Proactively document performance issues, and share appropriate information with Fire & EMS Department Leadership Team and Human Resources. Write progressive supervisory and counseling documents. Use performance reviews to guide individual growth and change.
- **Builds in performance measurements and accountability.** Ensure performance measures are built into all programs, processes, and systems before they are implemented. Determine method or process for managing accountability throughout the program, process, or system.
- **Mentors subordinate personnel.** Work with staff members to identify professional goals and develop action plans. Provide guidance on business acumen. Constantly look for mentoring opportunities to develop personnel to advance to chief officer ranks.
- **Demonstrates and coaches others on professional etiquette.** Influence others and build relationships through demonstrating sensitivity to others concerns and using appropriate and effective language. Respect others time and coaches others on professional etiquette.
- **Coordinates employee development plans.** Coordinate developmental plans for staff members by scheduling on-the-job training, classroom training, and seminars.
- **Develops employee skills.** Train and mentor subordinates for increasing capacity. Provide effective feedback and guidance with a focus on performance improvement. Expose subordinates to work experiences that develop their capacity. Direct unit members during a training evolution so that the evolution is performed safely, efficiently, and as directed.
- **Evaluates job performance of assigned members.** Ensure each member's performance is evaluated accurately and reported according to Human Resource policies and procedures. Consistently assess employee performance, ask probing questions to identify underlying causes for performance issues/successes, and provide focused feedback.
- **Outlines performance expectations.** Clearly outline expectations to all direct

reports and provide appropriate feedback on performance. Promote mastery of Core Competencies.

- **Writes clear and effective performance reviews.** Consider employee's performance throughout the year. Utilize documentation, employee's input, and customer's input to develop a meaningful summary of employee's performance.
- **Participates in the department strategic planning process.** Participate actively in the strategic planning process by providing input to improve the department's service delivery. Seek to develop a broad perspective while providing operational perspective to the process.
- **Acts professionally.** Serve the customers. Treat everyone with respect. Stay focused on the mission. Demonstrate, model, and incorporate the tenants of trustworthiness, respect, responsibility, fairness, caring, and citizenship.
- **Learns, embraces, and markets the Fire & EMS Department's message.** Model the message by your actions. Reinforce the message with your words and written communication.
- **Demonstrates strong ethical standards.** Ensure decisions and actions are in the best interest of the County and are not in favor of any individual, group, or self. Is mindful of representing the County at all times.
- **Demonstrates initiative.** Self-directed. Shows commitment through actions. Pursues personal growth in every endeavor.
- **Models a strong work ethic.** Demonstrate strong work ethic by remaining focused until the project is complete; assist direct reports when needed, go beyond the scope of regular job duties. Understand impact on the team. Understand importance of professional conduct at all times while on duty.
- **Applies professional judgment when solving problems.** Assess a situation, identify possible options, apply standard practices and procedures, and maintain accountability for decision.
- **Displays a positive attitude.** Display a positive attitude by focusing on opportunities and solutions and reducing negative discussion within department. Maintain composure during crisis situations.
- **Takes responsibility for actions.** Readily accept responsibility for his/her actions by recognizing issues, focusing on solutions, and avoiding blame.
- **Manages time.** Model time management by timely response to requests, prompt attendance to meetings, and consistent meeting of deadlines.
- **Builds trust and respect within department.** Maintain commitments, hold true to word, and work with direct reports to strike a balance between personal goals/values and departmental goals.
- **Commits to self-development.** Accept responsibility for managing own self-development plan and commit to continuous improvement of skills and knowledge.
- **Collaborates with colleagues in other departments.** Solve issues and complete special projects through working with peers in other departments to arrive at mutually advantageous and agreeable solutions addressing current and future issues.
- **Makes professional contributions.** Work with professional organizations to advance the profession of Fire Chiefs and the fire service.