

**COMPETENCY MODEL FOR
FIRE CAPTAIN
CLASS CODE 2234**

The following competencies have been identified as those that best separate superior from satisfactory job performance in the class of **FIRE CAPTAIN**. (Numbers refer to the order of competencies in the Competency Bank.)

- 3. Judgment and Decision-Making
- 8. Safety Focus
- 10. Physical Capability
- 20. Job Knowledge
- 38. Tolerance
- 42. Resolves Conflict
- 45. Oral Communication
- 53. Leadership
- 55. Community Relations

On the following pages are descriptions of each competency, including a definition, the level of the competency required for the class (*italicized*, **bolded**, and underlined), examples of behavioral indicators, and satisfactory and superior performance levels.

3. JUDGMENT AND DECISION MAKING . Accurately assesses situations, seeks new information if necessary, and applies all available information to reach sound conclusions/formulate effective response.

Level of Competency Required by Job:

Level 1: Training and guidelines needed to respond to immediate situations within very specific function are provided (or supervisor available to assist).

Level 2: General information and guidance to assist in responding to a variety of situations across a range of circumstances are provided.

Level 3: Little guidance available for responding to a wide range of complex situations with far-reaching and/or enduring consequences.

Examples of Behavioral Indicators:

- Effectively responds to atypical situations.
- Asks questions or otherwise obtains additional relevant information to make a decision.
- Formulates a decision and necessary actions based on available facts.
- Correctly infers appropriate response based on information provided and existing policies, personal experience, and/or consultation with others.
- Discusses conclusions/possible responses with others before taking action as necessary.
- Considers impact of decisions on all affected parties.

Performance Levels:

Satisfactory

Correctly assesses routine and unusual situations and reaches appropriate conclusions for actions needed. Obtains additional information and/or consults with others as necessary.

Superior

Evaluates new situations accurately to establish an appropriate response or plan of action. Recognizes the impact on all affected parties, as well as the possible ramifications and/or repercussions of setting a precedent.

8. SAFETY FOCUS . Performs work in a way that minimizes risk of injury to self or others.

Level of Competency Required by Job:

Level 1: Maintain awareness of unsafe conditions and actions to avoid injury.

Level 2: Follow safety rules/procedures; avoid known hazards in the work environment.

Level 3: Carefully follow safety rules and procedures and consistently use all necessary safety equipment.

Examples of Behavioral Indicators:

- Wears seat belt.
- Ensures safe physical work environment by taking actions such as eliminating unstable stacks of materials, closing drawers so filing cabinets will not tip over, and keeping pathways clear of tripping hazards.
- Reviews safety procedures before beginning each job with known hazards.
- Follows safety procedures while performing work even when it takes more time.
- Uses safety equipment such as goggles, gloves, and earplugs as required or warranted.
- Frequently checks safety equipment for proper condition and operation.

Performance Levels:

Satisfactory

Maintains awareness of personal safety to avoid injury or property damage during all work activities.

Superior

%Safety first.+ Places avoidance of injury or property damage above all other job requirements. Mentions the need to follow safe work practices to co-workers. Actively seeks ways to avoid injury.

Safety Focus Areas

1. Knowledge of defensive driving techniques for emergency and nonemergency situations sufficient to use them when necessary and train others to use them.
2. Knowledge of hazards to company members, citizens, and property in various emergency (e.g., fires, automobile accidents, medical emergencies, and earthquakes) and nonemergency (e.g., tripping and slipping hazards at the fire station) situations sufficient to ensure the safety of self and others and to minimize property damage.
3. Knowledge of evacuation procedures for various occupancies including those involving high life hazards such as office high rises and crowded apartment buildings in order to direct various emergency operations and minimize loss of life.
4. Knowledge of agencies responsible for enforcement of fire and life safety codes not enforced by LAFD including those related to faulty wiring, overcrowding, substandard buildings, and unhealthful conditions in order to notify appropriate agencies of violations.
5. Knowledge of hazardous materials labels which contain information related to health hazards, fire hazards, specific hazards, and reactivity sufficient to direct emergency operations and fire prevention inspections.
6. Knowledge of how to properly use and maintain LAFD breathing apparatus sufficient to ensure the safety of self and others during various emergency operations.
7. Knowledge of first aid including cardiopulmonary resuscitation and treatment of shock, burns, and lacerations sufficient to direct various emergency operations.
8. Knowledge of triage sufficient to prioritize the medical treatment of sick and injured persons to minimize loss of life.
9. Knowledge of medical identification and information carried by citizens sufficient to ensure appropriate treatment of sick or injured persons with certain medical conditions such as diabetes, hypoglycemia, and high blood pressure.
10. Knowledge of the signs of possible alcohol and drug abuse sufficient to determine whether employees are fit for duty.
11. Knowledge of LAFD policies related to the Critical Incident Stress Debriefing (CISD) Program including recognizing signs of stress and evaluating necessary steps to assist employees (i.e., informal debriefing session versus formal CISD session).

10. PHYSICAL CAPABILITY . Strength, endurance, flexibility, and/or coordination.

Level of Competency Required by Job:

Level 1: Sitting and/or standing for extended periods of time.

Level 2: Awkward body position and/or precise motions required; and/or repeated lifting, carrying, and/or manipulation of objects; and/or walking for extended periods of time.

Level 3: *Continuous or extreme exertion of physical effort.*

Examples of Behavioral Indicators:

- Sits and may occasionally stand or walk for entire workday (except breaks).
- Walks for the duration of the workday.
- Repetitive motion required to perform task.
- Repeatedly lifts and carries heavy objects.
- Exerts maximal effort for extended periods of time.

Performance Levels:

Satisfactory

Performs tasks requiring physical capability satisfactorily and without undue physical stress or harm.

Superior

Performs tasks requiring physical capability correctly with relative ease. May be asked to perform the most physically demanding tasks or be sought by co-workers for assistance.

20. JOB KNOWLEDGE . Knows information required to perform a specific job. Includes both widely available courses of study (for example, chemistry, human resources management, graphic arts) and City-specific information (parking regulation and ticketing practices; purchasing procedures; provisions of the City Charter).

Level of Competency Required by Job:

Level 1: Knowledge is concrete, factual, and/or procedural and may be defined by the organization. Situations in which it is applied are quite consistent.

Level 2: Knowledge is substantive and may be defined by an external trade, field, or profession. Situations in which it is applied vary and, as such, require breadth and depth of understanding.

Level 3: Knowledge is abstract, conceptual, and/or complex and may be supported by a well-defined academic discipline or authoritative sources (e.g., laws, ordinances, government guidelines/regulations/ codes). Situations in which it is applied may vary greatly or be novel.

Examples of Behavioral Indicators:

- Performs work correctly/avoids technical (job content related) errors.
- Answers technical questions about work accurately.
- Asks few technical questions about the performance of routine work activities.
- Offers advice (coaching) to new employees regarding their work.
- Develops training programs for other employees.
- Sought out as a source of information by others.

Performance Levels:

Satisfactory

Sufficient job knowledge to perform work correctly independently. Answers technical questions about work correctly.

Superior

Expertise in technical job information sufficient to serve as a resource to others. May develop training manuals/ programs and/or give internal and/or external presentations related to work.

Job Knowledge Areas

I. EMERGENCY OPERATIONS

1. Knowledge of the types and amounts of apparatus, tools, equipment, and personnel that are necessary to properly and safely conduct various emergency operations sufficient to know when additional resources are needed or dispatched resources aren't needed.
2. Knowledge of the types, proper and safe use, and potential hazards of different extinguishing agents such as water, dry chemical, and carbon dioxide that should be applied to various types and sizes of fires sufficient to direct firefighting operations.
3. Knowledge of the behavior and characteristics of various types of fires including structure, wildland and/or vehicle sufficient to direct firefighting operations.
4. Knowledge of the reactivity and flammability of various materials and the products of combustion and their effects on life safety sufficient to direct firefighting operations.
5. Knowledge of fire cause determination procedures including observation of fire scene, color of smoke and flames, multi-sets (multiple fires in same structure), trails of combustible materials, and incendiary devices sufficient to determine whether the fire is of accidental or suspicious origin.
6. Knowledge of the types of information about emergency incidents which should be communicated to Metropolitan Fire Communications (MFC) including location, type, size, and construction of building, involvement of fire, exposure of surrounding buildings, and life hazards sufficient to provide size-up for incoming companies.
7. Knowledge of building construction and design as related to fires, earthquakes, and other emergency situations including changes in construction methods which have occurred over time sufficient to direct various emergency operations.
8. Knowledge of positive pressure ventilation including how and where heat, smoke, and gasses will move; the effects of backdraft conditions; and how to coordinate ventilation with other emergency activities sufficient to direct firefighting operations.
9. Knowledge of strategies for extinguishing various types of fires, such as opening the roof of a burning structure to release heat and smoke and allow firefighters to advance hoses through the uninvolved portion of the structure and push the fire out through the involved portion, sufficient to direct firefighting operations.
10. Knowledge of tactics for carrying out various firefighting strategies including use of breathing apparatus, proper ladder placement, proper use of nozzles, and

ensuring hose is loaded (filled with water) before entering a burning structure sufficient to direct firefighting operations.

11. Knowledge of LAFD Incident Command System (ICS) which specifies the management and control of emergency efforts at a given incident sufficient to direct various emergency operations within this organizational framework and to know limits of authority at emergency incidents.
12. Knowledge of fire scene overhaul procedures including salvaging valuables and separating burned and unburned materials sufficient to determine whether fire is fully extinguished and to ensure the fire scene is as safe as possible when firefighting personnel leave.
13. Knowledge of LAFD bomb incident procedures including keeping crowds back, not transmitting radio signals or driving vehicles near area, and letting Police Department remove bomb.
14. Knowledge of general helicopter safety operations including taking off and landing into the wind, remaining aware of rotor wash, and securing loose items sufficient to direct various air operations.

II. TECHNICAL

15. Knowledge of complex technical material, such as Apparatus Operators Training Manual (AOTM) or National Fire Prevention Association (NFPA) Handbook, which may contain charts and graphs.
16. Knowledge of the function, proper and safe operation, and routine maintenance of the apparatus comprising truck and engine companies sufficient to direct various emergency operations and to ensure all apparatus are maintained at top readiness status.
17. Knowledge of the types, proper, and safe use of tools and equipment normally carried by truck and engine companies sufficient to direct various emergency operations and to ensure that all station equipment and facilities are maintained at top readiness status.
18. Knowledge of LAFD Manual of Operation procedures pertaining to the use of fire hydrants including how hydrants work, which outlet should be used for an initial four-way valve connection, and steps for annual hydrant testing.
19. Knowledge of LAFD radio equipment and procedures for various emergency and nonemergency situations including the use of the 800 MHZ, UHF, and VHF radio systems.
20. Knowledge of LAFD pre-incident (pre-fire) planning procedures including knowing who should participate; noting specific characteristics and hazards of various structures and areas; preparing, maintaining, and using building inventories; and formulating emergency operation plans sufficient to ensure

efficient response to emergencies at major target hazards such as oil refineries, office high rises, and crowded apartment buildings.

21. Knowledge of applicable laws and LAFD crowd and traffic control procedures including methods for keeping unauthorized people away from emergency operations and directing vehicles around emergency scenes.
22. Knowledge of which emergency incidents are the LAFD's responsibility.
23. Knowledge of the proper agency(s) to notify in general when an emergency is not a LAFD responsibility.
24. Knowledge of Chief's Regulation #4 in general, which outlines fire safety equipment testing requirements for various types of systems.
25. Knowledge of rescue equipment and techniques including using extrication tools to remove people from wrecked vehicles and using ladders to rescue people from burning buildings sufficient to direct various emergency operations.
26. Knowledge of LAFD civil disturbance procedures (tactical alert) including use of protective equipment, keeping apparatus and facility doors and windows locked, using buddy system and alternate response routes, and positioning apparatus to protect personnel and facilitate a rapid exit.
27. Knowledge of LAFD policies related to fire prevention inspections including procedures for hazard correction and brush clearance and the appropriate records and reports which must be completed.
28. Knowledge of the Los Angeles City Fire Code sufficient to recall commonly used information and to locate less commonly used information.
29. Knowledge of various LAFD materials such as maps, bulletins, and building inventories and be familiar with important information such as locations of fire hydrants, major geographical areas, streets, structures, and landmarks; physical factors which could change response patterns such as street closures and shut off water mains; general layout of major target hazards such as oil refineries, high rises, and crowded apartment buildings; and locations and major routes traveled by other task forces and engine companies sufficient to develop complete familiarity with first-in, first-alarm, and greater-alarm districts and to be able to recall necessary information when responding to emergencies.

III. SUPERVISION/ADMINISTRATIVE

30. Knowledge of Memoranda of Understanding (MOUs) of subordinate employees as related to issues such as discipline, promotion, hiring, vacation, and sick time, in order to ensure that personnel matters are handled according to the appropriate employee representative MOU.

31. Knowledge of City and Fire Department Personnel Rules concerning subordinate employees including those related to discipline, promotion, hiring, vacation, and sick time in order to ensure that personnel matters are handled according to City personnel policies.
32. Knowledge of LAFD policies related to sick and injury leaves including procedures to be followed when injury or illness occurs on duty, steps to take in obtaining medical treatment, who to notify, and procedures for returning to duty.
33. Knowledge of LAFD timekeeping policies including procedures related to Scheduled Overtime Duty (SOD), Emergency Overtime Duty (EOD), Administrative Overtime Duty (AOD), and exchange of time privileges.
34. Knowledge of LAFD journals and forms including company journal, apparatus logbooks, personnel records, and timekeeping forms sufficient to accurately document fire station activities.
35. Knowledge of LAFD procedures for requisitioning supplies and services including how and where to obtain supplies and maintenance and repair service for apparatus, equipment, and facilities.
36. Knowledge of Worker's Compensation laws and procedures as they apply to sworn employees sufficient to administer medical leave policies.
37. Knowledge of LAFD medical records and reporting procedures sufficient to ensure proper maintenance of employee medical records.
38. Knowledge of comprehensive training plans including conducting a needs assessment, establishing short and long term goals, and developing a program consistent with these goals.
39. Knowledge of LAFD dress and grooming standards including proper maintenance and wearing of uniforms and standards for hair length.
40. Knowledge of standards of conduct for court appearances including proper dress code and demeanor and providing requested information.

38. TOLERANCE . Accepts all forms of diversity, including different, even contrary, points of view.

Level of Competency Required by Job:

Level 1: Accepting of co-workers, other employees, and members of the public regardless of their stated beliefs or assumptions that might be made based on their appearance or status.

Level 2: Work well with others regardless of their stated beliefs or affiliations, appearance, or idiosyncrasies. Recognize the value of different points of view among members of a work group or team.

Level 3: Embrace a diverse work group as a possible means of advancing objectives of the organization. Encourage airing of different, even contrary, points of view as a means of ensuring that all possible factors are considered and alternatives explored.

Examples of Behavioral Indicators:

- Works well with a diversity of others.
- Provides comparable service to all members of the public.
- Accepts differences in others even with respect to factors that would not be acceptable personally.
- Recognizes that judging others on a personal basis/displaying intolerance is inappropriate in the workplace.
- Encourages all others to openly state their views on work-related matters.

Performance Levels:

Satisfactory

Works well with a diverse array of other people. Provides service or otherwise interacts with others in a manner that is consistent and fair.

Superior

Recognizes the potential for diversity to strengthen the organization. Welcomes and fully considers diverse points of view, and makes every effort to ensure others do the same.

42. RESOLVES CONFLICT . Acknowledges and takes action to eliminate ineffective/disruptive interpersonal relationships.

Level of Competency Required by Job:

Level 1: Recognize that conflict is inappropriate in the workplace; ensure no personal involvement in conflict or promptly seek elimination if such involvement occurs. May try to avert conflict among co-workers or to eliminate it if it occurs.

Level 2: Monitor staff for possible signs of arising conflict and, when noted, immediately intervene to reconcile. Recognize when the differing perspectives of different organizational units become disruptive and address the issues with involved parties or management, as appropriate.

Level 3: Recognize that the purposes/objectives of certain entities are inherently at odds and approach interactions with them with sensitivity and facilitates others doing so as well. Recognize the debilitating nature of emergent conflict among organizational segments and, when noted, immediately intervene to reconcile.

Examples of Behavioral Indicators:

- Recognizes when a conflict is emerging or has emerged.
- Mentions the need to resolve conflict to other involved party(ies).
- Brings together parties in conflict and encourages them to resolve/ facilitates resolution.
- Articulates the common objectives of conflicting entities.
- Enlists the participation of conflict resolution specialists when warranted.

Performance Levels:

Satisfactory

Diffuses conflict at work. Uses other means of addressing interpersonal friction, disagreement, or competing goals. Notes and seeks resolve of conflict among others.

Superior

Recognizes interpersonal, intra-organizational, and internal-external organizational interactions with conflict potential, and seeks to avoid. When signs of emerging conflict noted, immediately takes steps to eliminate.

45. ORAL COMMUNICATION . Communicates orally in a clear, concise, and effective manner.

Level of Competency Required by Job:

Level 1: Exchange specific, job-related information orally with others in the immediate work environment or via telephone and/or radio.

Level 2: Obtain/provide/present general and/or job-specific information orally to a variety of others in various situations.

Level 3: Obtain/provide/present a diverse array of information orally at varying levels of complexity to a wide range of others across many different situations and circumstances.

Examples of Behavioral Indicators:

- Audience clearly understands the intended message.
- Rarely must repeat information in response to questions.
- Refrains from use of unnecessary words, phrases, or jargon.
- Provides a level of detail appropriate to the situation (avoids too much or too little detail).
- Speaks at a level appropriate to the audience in terms of terminology, sentence structure, and simplicity/complexity of ideas expressed.
- Uses words with precision (vocabulary) to convey exact information.

Performance Levels:

Satisfactory

Speaks clearly and audibly, providing the appropriate information and level of detail. Typically conveys the message on the first attempt. Answers questions accurately and directly.

Superior

Speech is direct and to the point. Speaks convincingly and with authority when appropriate. Maintains sensitivity to the audience while providing thorough information with the appropriate level of detail through the use of precise language.

53. LEADERSHIP . Influences others toward goal accomplishment.

Level of Competency Required by Job:

Level 1: Assume responsibility for operations or a situation when necessary. Direct the actions of others or otherwise ensure required actions are taken. Remain responsible until relieved or situation is resolved.

Level 2: Motivate others to continual activity focused on goal accomplishment. Provide clear objectives and articulate individual activities necessary to achieve them; ensure resources necessary to do so are available. Monitor work progress and provide feedback; assess results.

Level 3: Articulate a vision, convey it to others, and assign responsibilities (or assure they are assigned) for achieving it. Monitor progress, make adjustments as necessary, and evaluate results.

Examples of Behavioral Indicators:

- Evaluates circumstances, determining what needs to be done, and ensuring individual responsibility for performing specific actions is assigned.
- Follows-up to ensure that specific actions have been taken and overall objective has been accomplished.
- Clearly communicates objectives and responsibility/individual actions necessary to achieve them.
- Monitors work in progress, provides feedback to those involved, and makes adjustments to work plans/processes to ensure goal attainment.
- Evaluates completed work for quality, thoroughness, and effectiveness to determine whether re-work or additional work is required to meet intended objectives and to provide learning for future assignments

Performance Levels:

Satisfactory

Assumes responsibility for work of others when required or necessary. Ensures actions taken to achieve objectives, and evaluates results to determine any follow-up needed.

Superior

Articulates vision/states clear objectives and assigns responsibility/motivates others toward achievement. Monitors progress; gives feedback; evaluates results; ensures follow-up.

55. COMMUNITY RELATIONS . Communicates/Interacts with members of the public in a way that elicits positive response and participation.

Level of Competency Required by Job:

Level 1: *Interact with members of the public, usually one-on-one, to meet their immediate need.*

Level 2: Interact with several to many members of the public at a time to present information, persuade, solicit input, and/or one-on-one in varied situations, some of which may be likely to arouse hostility.

Level 3: Interact with large segments of the community and/or community leaders in varied situations, some of which involve addressing sensitive issues or in which hostility may arise.

Examples of Behavioral Indicators:

- Speaks in a manner clearly understood by community members.
- Listens actively to what community representatives say and conveys understanding.
- Responds fully and accurately to questions raised.
- Effectively addresses the issues/resolves the situation at hand.
- Achieves the desired objective of the interaction.
- Obtains participation from community members.
- Elicits a favorable reaction from members of the community.

Performance Levels:

Satisfactory

Listens carefully to concerns and responds to all of them. Speaks in a manner appropriate to the audience. Maintains a pleasant/ positive demeanor.

Superior

Conveys information fully and responds thoroughly to all concerns. Draws community members into the interaction if needed. Receives a positive response from members of the community.

