**Purpose:** *This procedure describes the process used by chief officers to formulate their recommendation to the board of trustee for promotions of career firefighters. The board of trustees has the final authority for promotion of firefighters. The purpose of this procedure is to establish a reasonable and fair process to be used by the chief officers so that the best persons who are interested in advancement are recommended for promotion.*

**Procedure:**

**Announcement of Creation of Promotion List Recommendations:**

1. When the chief officers determine the time is appropriate to create a list of promotion recommendations, a notice shall be placed on the fire department electronic bulletin board. This notice shall include the minimum requirements to apply for the positions. The closing date and time shall be placed on the notice. To the extent possible, there shall be a fourteen (14) day window of opportunity from the posting of the announcement to the closing date.

2. Career firefighters who may not meet a minimum requirement, but are actively pursuing the requirement may apply for the position under the provision that the requirement is achieved prior to the final evaluation phase. For example a firefighter is not an instructor but is scheduled to attend an instructor training program before the final evaluation phase. The firefighter may apply for consideration, but if the requirement in not completed before the final evaluation phase begins, then the firefighter is removed from consideration.

3. Career firefighters interested in applying for the promotion recommendation list shall submit the following written documents: Letter of Interest and Resume.

4. It will be the presumption that career firefighters not submitting the written documents within the window of opportunity, are not interested in being considered for the position.

**Firefighter File Review Phase:**

1. After the closing date for submissions, personnel and training files for the applicable persons will be assembled for review. Each person interested in being considered bears the responsibility of reviewing his or her personnel and training file to ensure all relevant documents are included in his or her personnel or training file.

2. If a firefighter discovers the absence of relevant documents (such as college transcripts, certifications) the firefighter should place a note in the appropriate file noting the absence of the documents. The firefighter shall be responsible for obtaining replacement documents before the final review phase begins. When the final review phase begins, points are awarded based on the documents in the files. Documents submitted after the final review phase shall not be considered.

**Initial Chief Officer Review Phase:**

1. After the closing date, the chief officers shall conduct an initial review of documents submitted including a review of the personnel and training files to ensure minimum requirements are met.

2. The chief officers will then identify the top three (3) candidates for further consideration.

3. The following items will be considered during the initial review phase:

* Qualifications
* Competence and Basic Skills
* Attendance and Punctuality Record
* Physical Condition
* Ability to perform work involved
* Education
* Certifications received by recognized entities
* Experience
* Interpersonal skills
* Leadership potential

**In-role evaluation Phase:**

1. To the extent reasonable, possible and practical, the candidates proceeding beyond the initial review shall be afforded the opportunity to temporarily fill the roles for which they are being considered. Generally this will be a two week period, however circumstances that exist may warrant an enlargement, reduction or elimination of this phase. The specific duration of this phase shall be agreed upon by the chief officers prior to promotion announcement.

**Performance Review Phase:**

1. At the end of the In-role Evaluation Phase, the candidates shall receive a performance review. The reviews shall be done by three separate groups: the candidate’s subordinates, the candidate’s supervisor and the candidate self-evaluation.

2. The subordinate review shall be moderated by a chief officer to ensure there is a reasonable degree of validity and justification for the evaluation scores being afforded to the candidates by the subordinates.

3. The candidate self-evaluation and supervisor review will be deemed to be the “personal interview” component of the process.

4. The following are the characteristics pertinent to the performance review:

* Communicating
* Conflict Resolution
* Correcting
* Initiative
* Inspiring/Motivating
* Praising
* Self Confidence
* Team Building
* Time Management

5. Performance evaluations are “tools” that can be used by the chief officers during the final review phase. They are not, by themselves, a definitive measure of where the candidate will place on the final recommendation list.

**Final Review Phase:**

1. The final review phase shall consist of the chief officers using a spreadsheet tool to consider the overall scoring of the three candidates. Points shall be awarded to candidates based on the following:

* Time in current position
* Final Evaluation points
* Higher education
* National Fire Academy classes
* Certifications

2. Time in Current Position Points: Candidate with the most time: 12 points, candidate with second most time, 8 points and candidate with the least amount of time 4 points. If two candidates have equal amount of time, each receives 10 points, with the third (and lowest) receiving 4 points. If one candidate has the greatest amount of time but the other two have the same, the greatest amount of time receives 12 points and the two other candidates (each having the same amount of time) each receives 6 points. If all three candidates have the same amount of time in current position, each receives 8 points.

3. Final Evaluation Scoring: Each candidate will be reviewed against the other candidates for each of the following areas:

* Communicating
* Conflict Resolution
* Correcting
* Initiative
* Inspiring/Motivating
* Praising
* Self Confidence
* Team Building
* Time Management

For each of the above specific areas the “best” candidate shall receive 3 points, the second best candidate shall receive 2 points, and the third best candidate shall 1 point. (Each specific area is scored separately.)

If all candidates are equal, each candidate receives 2 points. If one is better, and other two are equal, the better receives 3 points and the other two receive each receive 1.5 points. If two are tied for best, they receive 2.5 points and the third receives 1 point.

 Weighting: The chief officers believe that some of the areas are more critical than others. For example, Communicating is a more critical skill than Praising or Correcting. Therefore, each specific area has a multiplier based upon the importance. The table below shows the multipliers applicable to each area.

|  |  |
| --- | --- |
| **Area** | **Multiplier** |
| Communicating | 10 |
| Conflict Resolution | 8 |
| Correcting | 6 |
| Initiative | 8 |
| Inspiring/Motivating | 9 |
| Praising | 6 |
| Self Confidence | 9 |
| Team Building | 10 |
| Time Management | 10 |

 The final score for each category is the number of points awarded times the multiplier. For example the “Best” candidate in communicating receives a score of 30 (3 points times the 10 multiplier). The second best candidate in communicating receives a score of 20 (2 points times the 10 multiplier). The third best candidate in communicating receives a score of 10 (2 points times the 10 multiplier).

 The total evaluation score is the grand total of the final scores (points after the multiplication of points by the multiplier).

The candidate receiving the highest total evaluation score will receive 12 Final Evaluation Points. The second highest score receives 8 Final Evaluation Points. The third highest score receives 4 Final Evaluation Points.

4. Higher Education Points: Each candidate shall receive 0.2 points per credit hour of college education for colleges using a semester credit system. If the college uses a quarter hour credit system, the number of credits shall be divided by 1.5, and then multiplied by 0.2. (This is a commonly accepted formula to equate semester credits with quarter credits).

5. National Fire Academy Points: Each candidate shall receive 0.2 points per credit for attendance at National Fire Academy residency courses. The credits are established in accordance with recommendations by the American Council on Education as found in the National Fire Academy course catalog.

6. Certification Points: Each candidate shall receive 1 point for each certification that is determined to be a desirable certification by the chief officers. Examples of these certifications (but not limited to) are: Trench Rescue, Water Rescue, Leadership 1, Leadership 2, Leadership 3, NFA Safety Officer, EMT Instructor, Fire Inspector.

7. So as to ensure there is balance on points awarded, the maximum number of allowable points for Experience and Evaluation is 24, Higher Education is 24 (30 for chief officer candidates) and 24 for Certifications. There is no maximum limit on points for National Fire Academy residency courses.

 8. The number of promotion points shall be the sum of Experience points, Final Evaluation points, Higher Education points, National Fire Academy points and Certification points. An Excel spreadsheet is used for the calculations.

**Establishment of recommended list:**

1. After the final number of points has been calculated, the chief officers shall determine a recommendation list for promotion.

2. As promotion vacancies occur the chief officers shall review the candidate list. The chief officers may defer recommending a candidate for promotion based on justifications that are clear, reasonable and articulable.

3. As promotion vacancies occur, the chief officer recommendation for the best/most appropriate candidate is provided to the board of trustees. The board of trustees is the final authority for promotions.

3. The chief officers shall determine the expiration date of a promotion recommendation list.