

**CITY OF DELAWARE  
CIVIL SERVICE COMMISSION MEETING  
FEBRUARY 8, 2012  
3:00PM  
COUNCIL CHAMBERS**

**AGENDA**

1. Roll Call
2. Approval of Summary of Motions and Minutes for:
  - January 4, 2012 Meeting
3. Update to the Police Officer Eligibility List
4. Update to the Fire Fighter Eligibility List
5. Proposal and approval of the hiring promotional process for Fire Captain and Lieutenant

**MOTION SUMMARY**  
**CIVIL SERVICE COMMISSION**  
Regular Meeting  
January 4, 2012, 3:00pm.  
Council Chambers- 2<sup>nd</sup> Floor

**ROLL CALL:** Jack called the meeting to order at 3:00pm.

**Members Present:** Jack Hilborn, April Nelson, Traci Cromwell

**Staff Present:** Jessica Feller, Julie Williams, Jackie Walker, Darren Shulman

**APPROVAL OF SUMMARY OF MOTIONS AND SUMMARY OF MINUTES AS RECORDED AND TRANSCRIBED FOR DECEMBER 7, 2011 MEETING:**

It is noted that the minutes are mistaken dated as November 7 rather than the correct date of December 7, 2012.

**MOTION:** April moves to approve the minutes with the correct date. Traci seconds. (3 in favor, 0 opposed)

**MOTION APPROVED TO APPROVE SUMMARY OF MOTIONS AND SUMMARY OF MINUTES AS RECORDED AND TRANSCRIBED WITH THE DATE CORRECTION MADE.**

**CORRECTION TO POLICE SERGEANT CERTIFIED LIST:**

Jessica reports that per the explanatory memo provided, during the Civil Service Meeting on August 31/11, the Police Sergeant List was discussed and approved to be extended for an additional 6 months. The list was mistakenly typed up to reflect a expiration date of 1 year following the extension approval versus the actual approved 6 month period. The revised and corrected expiration date of the Police Sergeant Certified List should be April 6, 2012.

**MOTION:** Traci moves to approve the correction to the date on the Police Sergeant Certified List as presented. April seconds (3 in favor, 0, opposed)

**MOTION APPROVED TO APPROVE THE CORRECTION TO THE DATE ON THE POLICE SERGEANT CERTIFIED LIST AS PRESENTED.**

**ADJOURNMENT**

Jack called the adjournment to the meeting at approximately 3:05pm.

**MEETING ADJOURNED**

**MINUTES CONSIST OF MOTIONS SUMMARY AND AUDIO RECORDING OF THE MEETING.**

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Jack Hilborn, Chair

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Julie Williams, Secretary

Certification Date: July 6, 2011

**City of Delaware  
Firefighter Certified List (2011)**

Current List Order	Original List Order	Last Name	First Name	Written Exam	Physical Agility	Average Interview Score	Education Points	Paramedic Certification Points	Military Status Points	Overall Score List Certified July 6, 2011	Candidate Status as of August 31, 2011 CSC Meeting	Candidate Status as of October 5, 2011 CSC Meeting	Candidate Status as of February 8, 2012 CSC Meeting
1	1	Hamrick	Joshua	94.44	Pass	80.33	3	5	5	93.33			
2	4	Irwin	Jordan	93.33	Pass	81.00		5		86.00			
3	12	Ripley	Joshua	93.33	Pass	76.00		5		81.00			
4	14	Coakley	Seth	96.67	Pass	75.33		5		80.33			
5	15	Brintlinger	Shane	93.33	Pass	80.33				80.33			
6	16	Baughman	Andrew	97.78	Pass	74.33		5		79.33			
7	17	Sleet	Graham	94.44	Pass	76.33	3			79.33			
8	18	Minister	Craig	93.33	Pass	71.33	3	5		79.33			
9	19	Haynes	Gregory	92.22	Pass	74.33		5		79.33			
10	20	LeMaster	Brian	92.22	Pass	73.33		5		78.33			
11	21	Bergman	Lucas	93.33	Pass	75.00	3			78.00			
12	22	Bishop	Bryce	92.22	Pass	77.00				77.00			
13	23	Wells	Eric	93.33	Pass	76.00				76.00			
14	24	Bartz	David	95.56	Pass	71.67	3			74.67			
15	25	Schaeffer	Zack	92.22	Pass	73.67				73.67			
16	26	McGuire	Joseph	92.22	Pass	72.67				72.67			
17	27	Fields	Kevin	92.22	Pass	70.00				70.00			
<b>Hired / Removed from List / Disqualified</b>													
	5	Von Lohr	Morgan	95.56	Pass	77.67	3	5		85.67	Requested removal from list; accepted position elsewhere.		
	7	Teagle	Seth	94.44	Pass	78.67		5		83.67	Requested removal from list; accepted position elsewhere.		
	6	Romano	Joshua	94.44	Pass	79.67		5		84.67	Requested removal from list; accepted position elsewhere.		

Certification Date: July 6, 2011

**City of Delaware  
Firefighter Certified List (2011)**

	10	Shellenbarger	Coty	92.22	Pass	76.67			5	81.67		Requested removal from list; accepted position elsewhere.
	8	Emery	Jacob	94.44	Pass	76.00	1	5		82.00		Requested removal from list; accepted position elsewhere.
	2	O'Brien	Jakob	96.67	Pass	80.00		5	5	90.00		Hired 1/18/12
	3	Gamble	Michael	91.11	Pass	81.67		5		86.67		Hired 1/18/12
	9	Hussey	Ryan	95.56	Pass	81.67				81.67		Hired 1/18/12
	11	Russell	James	94.44	Pass	76.33		5		81.33		Hired 1/18/12
	13	Neading	Chris	92.22	Pass	75.00	1	5		81.00		Hired 1/18/12

**Updated list certified by the Civil Service Commission on the 8th day of February, 2012.**

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 Jack Hilborn  
 Chairman, Civil Service Commission

**List History:**

1. Original list certified on July 6, 2011 (27 candidates).
2. Updated list to include removal of 2 candidates provided to CSC on Aug., 31, 2011.
3. Updated list to include removal of 1 candidate provided to CSC on October 5, 2011.
4. Updated list provided to CSC on February 8, 2012.

Certification Date: October 6, 2010

**City of Delaware  
Police Officer Certified List  
2010/2011**

Expiration Date: October 6, 2012

Current List Order	Original List Order	Last Name	First Name	Written Exam	Oral Interview	COMBINED SCORE	Education Points	Military Points	Certified Status Points	OVERALL SCORE List certified by CSC on Oct. 6, 2010	Candidate Status as of March 2, 2011 CSC Meeting	Candidate Status as of May 4, 2011 CSC Meeting	Candidate Status as of Aug. 31, 2011 CSC Meeting	Candidate Status as of Nov. 9, 2011 CSC Meeting	Candidate Status as of February 8, 2012 CSC Meeting
1	15	Akers	Matthew	92.44	74.20	83.32	0	0	0	83.32					
2	16	Williams	Matthew	88.82	73.80	81.31	2	0	0	83.31					
3	17	Cooke	Randee	90.73	71.40	81.07	0	0	0	81.07					
4	S1	Wood	Jared	87.52	86.80	87.16	2	0	2	91.16					
5	S3	Curtis	Elizabeth	87.62	84.00	85.81	2	0	0	87.81					
6	S5	Smith	Justin Samuel	85.70	75.60	80.65	2	0	2	84.65					
<b>Hired / Removed from List / Disqualified</b>															
DQ	3	Estes	Tyson	95.99	76.20	86.10	2	0	2	90.10	Recommended for disqualification				
	2	Bates	Gregory	94.93	83.80	89.37	2	0	0	91.37	Recommended for hire eff. 3/23/2011 To be sworn in on 3/2/2011.	Hired 3-23-2011			
	5	Bates	Christopher	93.17	82.00	87.59	2	0	0	89.59	Recommended for hire eff. 3/23/2011 To be sworn in on 3/2/2011.	Hired 3-23-2011			
	1	Gibson	Aaron	95.39	85.00	90.20	0	0	2	92.20		Recommended for removal from list per CSC Rule III C; candidate passed over 3 times			
DQ	4	Provence	Monica	96.63	79.20	87.92	2	0	0	89.92		Recommended for disqualification			
	7	Weirich	Jonathan	92.84	79.60	86.22	2	0	0	88.22		In consideration	Hired 6-4-2011		
	10	Thomas	Trevor	95.75	73.60	84.68	2	0	0	86.68		Requested to be removed from list via email to Chief Martin on 4-6-11			
DQ	13	Crosby	Patrick	88.70	76.40	82.55	0	0	2	84.55			Recommended for removal from list per CSC Rule III D.		

Certification Date: October 6, 2010

**City of Delaware  
Police Officer Certified List  
2010/2011**

Expiration Date: October 6, 2012

Current List Order	Original List Order	Last Name	First Name	Written Exam	Oral Interview	COMBINED SCORE	Education Points	Military Points	Certified Status Points	OVERALL SCORE List certified by CSC on Oct. 6, 2010	Candidate Status as of March 2, 2011 CSC Meeting	Candidate Status as of May 4, 2011 CSC Meeting	Candidate Status as of Aug. 31, 2011 CSC Meeting	Candidate Status as of Nov. 9, 2011 CSC Meeting	Candidate Status as of February 8, 2012 CSC Meeting
<b>Hired / Removed from List / Disqualified (cont.)</b>															
	12	Barth	Nicolas	89.65	72.80	81.23	2	0	2	85.23			Hire pending; OP&F physical completed on 8/26	Hired 10-12-11	
DQ	9	Dowell	Daniel	98.73	72.60	85.67	0	0	2	87.67			Recommended for removal from list per CSC Rule III D.		
DQ	11	Lewis	Paul	93.62	70.80	82.21	2	0	2	86.21			Recommended for removal from list per CSC Rule III D.		
	6	Schismenos	Donald	94.26	76.40	85.33	1	1	2	89.33				Recommended for removal from list per CSC Rule III C; candidate passed over 3 times	
	S2	Kolp	Joseph	85.70	89.50	87.45	0	0	2	89.45				Hired 10-12-11	
	8	Boepple	Henry	92.79	79.20	86.00	2	0	0	88.00				Hired 11-9-11	
	14	Mann	Ryan	93.93	73.20	83.57	0	0	0	83.57					Removed from list; hired elsewhere.
	S4	Blank	Russell	87.08	75.80	81.44	2	0	2	85.44					Removed from list; hired elsewhere.

Updated list certified by the Civil Service Commission on the 8th day of February, 2012.

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Jack Hilborn  
Chairman, Civil Service Commission

**List History:**

1. Original list certified on Oct. 6, 2010 (17 candidates). List due to expire on October 6, 2011.
2. Updated list with recommendations provided to CSC on March 2, 2011; changes approved.

Certification Date: October 6, 2010

**City of Delaware  
Police Officer Certified List  
2010/2011**

Expiration Date: October 6, 2012

Current List Order	Original List Order	Last Name	First Name	Written Exam	Oral Interview	COMBINED SCORE	Education Points	Military Points	Certified Status Points	OVERALL SCORE List certified by CSC on Oct. 6, 2010	Candidate Status as of March 2, 2011 CSC Meeting	Candidate Status as of May 4, 2011 CSC Meeting	Candidate Status as of Aug. 31, 2011 CSC Meeting	Candidate Status as of Nov. 9, 2011 CSC Meeting	Candidate Status as of February 8, 2012 CSC Meeting
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3. Updated list with five additional names (S1 - S5) presented to CSC on August 31, 2011 for approval. List recommended to be extended for additional 12 months.
4. Updated list with recommendations provided to CSC on November 9, 2011.
5. Updated list with recommendations provided to CSC on February 8, 2012.

# **Delaware Fire Department**

## **Lieutenant Promotional Review Dimensions and Benchmarks**

1. **Navigating the internal and external environment:** Understanding the dynamics of dealing with both internal and external stakeholders as they relate to problem solving and providing fire and EMS.
  - a. Demonstrated ability in evaluating difficult situations and identifying source of conflict and appropriate response.
  - b. Shows an understanding and is sensitive to community dynamics.
  - c. Has a grasp of internal and external resources with an understanding of the associated benefits.
  - d. Examines decisions from a community perspective.
  - e. Minimizes barriers in working through issues both internally and externally.
  - f. Adaptability in demonstrating openness to new ideas, responding positively and rapidly, adjusting to changing conditions, obstacles and organizational needs.
2. **Command Presence** – Possesses the attributes necessary in presenting oneself as a leader.
  - a. Attention to duty
  - b. Ability to inspire / motivate
  - c. Consistently respectful
  - d. Positive and neat (well kept) physical appearance
  - e. Exhibits empathy both internally and externally
  - f. Authority under control; maintain composure under stressful circumstances
  - g. Commitment to professional development
3. **Development of Subordinates and Delegation of Duties** – The ability to help subordinates maximize their potential and an understanding of effective delegation and its benefits. Orchestrating resources and learning opportunities.
  - a. Ability to empower others to make decisions.
  - b. Willingness to teach and coach in an effort to maximize the potential of others. (i.e., recognizing the uniqueness of each firefighter's capabilities)
  - c. Approachable and patient when dealing with less experienced and less knowledgeable officers.
  - d. Understands the principles of responsibility, accountability, and authority in regards to delegation of duties.
  - e. Exhibits skill in prioritizing and the courage necessary to delegate the work of others. Understands the benefits of spreading out the workload in a fair and consistent manner.
  - f. Ability to serve as a mentor for subordinates.
4. **Decision Making and Judgment** – The ability to determine the best course of action or response in regards to problem solving.
  - a. Can discern and determine best course of action when provided with multiple options.
  - b. Ability to maintain composure in stressful environments.
  - c. Ability to execute a decision in a responsible and timely manner.
  - d. Problem “solver” as opposed to problem “identifier”.

# Delaware Fire Department

## Lieutenant Promotional Review Dimensions and Benchmarks

- e. Has knowledge to perform task and job components efficiently and effectively; i.e., competency.
  - f. Interprets and enforces the procedures, policies, rules, and regulations of the department.
5. **Plan and Organize** – Ability to efficiently establish an appropriate course of action for self or others, to accomplish a specific goal, to make proper assignments of personnel and to use resources appropriately.
- a. Efficient and well organized (organizes routine task and work in an efficient manner).
  - b. Can determine and set priority of tasks.
  - c. Recognizing community needs and priorities from a holistic perspective.
  - d. Documents activities and maintains thorough and accurate written reports.
  - e. Effective communication with stakeholders (both internal and external).
6. **Initiative** – the ability to work with minimal direction and supervision; resourceful.
- a. Effective use of unassigned time; i.e., ability to be self directed.
  - b. Identifies problems and seeks solutions independently without prompting.
  - c. Exhibits desirable work ethic.
  - d. Accepts additional work or assignments without complaint.
7. **Interpersonal Relations** – An understanding of good interpersonal relationships and the impact these relationships have on the workplace and within the community.
- a. Exhibits active listening skills.
  - b. Consistently respectful and empathetic.
  - c. Ability to accept and provide constructive criticism.
  - d. Team player
  - e. Puts community and department needs above self.
8. **Oral Communications/Listening** – Appropriately communicates in both the individual and group setting through effective oral communication and non-verbal gestures.
- a. Exhibits active listening skills and asks appropriate questions.
  - b. Speaks in an appropriate tone.
  - c. Oral communication is organized in a logical and concise manner.
  - d. Encourages input, questions and understanding.
  - e. Ability to de-escalate conflict under stressful circumstances.
  - f. Ability to serves as a liaison between subordinates and upper levels of management.
9. **Written Communications** – Ability to convey necessary information in written form.
- a. Written communication is thorough and succinct.
  - b. Appropriate use of grammar, spelling, and punctuation.
  - c. Objectivity in report writing
  - d. Written communication presented in logical sequence.
10. **Technical/Professional Knowledge and Skills** – Exhibited competency in both problem solving and the use of equipment and technology.
- a. Ability to perform fire, EMS, HazMat and technical rescue command functions.

# Delaware Fire Department

## Lieutenant Promotional Review Dimensions and Benchmarks

- b. Ability to take disciplinary action with employees as necessary.
  - c. Evaluates and takes appropriate measures to ensure safety of personnel.
  - d. Above average knowledge of equipment and technology used on a daily basis.
  - e. Sound understanding of policies, procedures and current laws.
  - f. Knowledge of modern principles, methods, and practices of firefighting, EMS and special operations.
  - g. Keeping up with current developments and trends in technical/professional and specialized knowledge areas.
  - h. Ability to develop, maintain and draw upon intra and inter-departmental resources to solve problems.
11. **Management and Supervisory Competency** – Possession of the skills necessary to fulfill the requirements of the position.
- a. Ability to act impartially in serving as a liaison between subordinates and upper levels of management.
  - b. Ability to initiate actions to maximize member performance and/or to correct unacceptable performance.
  - c. Ability to mediate interpersonal conflict between individuals.
  - d. Asserts self while maintaining trust and respect of subordinates.
  - e. Has an awareness of capabilities and limitations of self.
  - f. Ability to translate and convey the goals of the department into goals and objectives for crew members.
  - g. Understands management/leadership considerations (control, competence and climate) in addition to fire service function guidelines used to align the department and staff.

# Proposed Promotional Process for Fire Lieutenant

*Pursuant to CSC Rule IV, E.*

## **Written Examination**

- Standardized examination from a reputable third party.
- Reading material will be made available so candidates can study for at least 60 days in advance of the examination.

The Written Examination will comprise of 100 possible raw score points. The passing grade is 70% and the top six scorers and candidates that tie with the sixth scorer, will be invited to participate in the assessment center. Once the number of assessment center participants has been decided, then the Written Exam has no further bearing on the process.

## **Assessment Center**

An Assessment Center process will be utilized to assess the knowledge, skills and abilities of the candidates regarding position of Fire Lieutenant. The assessment will be contracted with a reputable third party.

The Assessment Center will comprise of multiple techniques selected by the fire department administration and the assessment center administration. The certified list shall be in numerical order listed by percentage points received. This percentage will have a 70% weight in the process in order to determine final ranking not including additional points for seniority and education.

## **Fire Officer Interview and Review Panel**

An interview and review panel consisting of the Assistant Fire Chief and the current department Captains will be conducted for each of the candidates eligible for the assessment center. Prior to the interview process, the Officers will review the candidate's history and work capability from past records and experience. With this review, the candidate will be interviewed using the established dimensions and benchmarking criteria. Then the panel will determine the candidate's level of achievement through the interview process based upon the prescribed number of desirable dimensions for a Lieutenant. This grading will be done through consensus and all the rating Fire Officers will sign off on the grading sheet.

The Fire Officer Review Panel will have a 30% weight in the process in order to determine final ranking not including additional points for seniority and education.

## **Additional Points Awarded**

Candidates are eligible to receive additional points for seniority and education. These additional points will only be added to the final certified score as long as the candidate has successfully achieved a 70% final score from the assessment center and Fire Officer Interview and Review Panel.

**Seniority Points**

City of Delaware Employees with at least five years of service at the rank of Fire Fighter in the Fire Department

- 6 – 10 years = 1 additional point(s)
- 11 – 15 years = 2 additional point(s)
- 16 – 20 years = 3 additional point(s)
- Over 20 years = 4 additional point(s)

**Education Points**

All Degrees shall be at accredited universities

**ONLY ONE DEGREE WILL BE AWARDED POINTS:**

- Associate Degree – 1 additional point
- Bachelor’s Degree – 2 additional point
- Master’s Degree – 3 additional points

**Tie Breaker Certified List**

Once certified scores are accounted for and all points are allocated, if two or more candidates have the same score and tie for the third ranking score, then all candidates receiving that same score shall qualify for selection under the “Rule of Three” regardless of the number of candidates.

**Appointment to Lieutenant**

Successful candidates will have their names placed on an eligibility list from which appointments are made. Prior to appointment, the selected candidate will interview with the Chief and City Manager and they will determine the appointment based on, but not be limited to evaluating factors such as leadership style and overall work approach.

***Pursuant to CSC Rule III, C.***

The City of Delaware will seek a certified list of more than 3 candidates and use the “Rule of 3” for selection.

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Jack Hilborn  
Chairman, Civil Service Commission

# Delaware Fire Department

## Lieutenant Promotional Review Dimensions – Score Sheet

Candidate Name \_\_\_\_\_

Date \_\_\_\_\_

Dimensions	Score
1. <b>Navigating the internal and external environment:</b> Understanding the dynamics of dealing with both internal and external stakeholders as they relate to problem solving and providing fire and EMS.	
2. <b>Command Presence</b> – Possesses the attributes necessary in presenting oneself as a leader.	
3. <b>Development of Subordinates and Delegation of Duties</b> – The ability to help subordinates maximize their potential and an understanding of effective delegation and its benefits.	
4. <b>Decision Making and Judgment</b> – The ability to determine the best course of action or response in regards to problem solving.	
5. <b>Plan and Organize</b> – Ability to efficiently establish an appropriate course of action for self or others, to accomplish a specific goal, to make proper assignments of personnel and to use resources appropriately.	
6. <b>Initiative</b> – the ability to work with minimal direction and supervision; resourceful.	
7. <b>Interpersonal Relations</b> – An understanding of good interpersonal relationships and the impact these relationships have on the workplace and within the community.	
8. <b>Oral Communications/Listening</b> – Appropriately communicates in both the individual and group setting through effective oral communication and non-verbal gestures.	
9. <b>Written Communications</b> – Ability to convey necessary information in written form.	
10. <b>Technical/Professional Knowledge and Skills</b> – Exhibited competency in both problem solving and the use of equipment and technology.	
11. <b>Management and Supervisory Competency</b> – Possession of the skills necessary to fulfill the requirements of the position.	
<b>Total Score</b>	_____/345 = _____%

**Signatures**

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\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Assistant Chief Stewart

Captain Bill Anderson

Captain Jim Oberle

Captain Dan Lobdell

# Delaware Fire Department Captain/Lieutenant Dimension Scoring

Scoring

1 to 5 = 1- Lowest - 5 Highest

1 to 5 = 1- Lowest - 10 Highest

	Captain	Lieutenant
<b>1</b>	<b>Navagating the internal and external environment</b>	
<b>1.a</b>	1-10	1-5
<b>1.b</b>	1-5	1-5
<b>1.c</b>	1-5	1-5
<b>1.d</b>	1-5	1-5
<b>1.e</b>	1-10	1-5
<b>1.f</b>	1-5	1-5
<b>2</b>	<b>Command Presence</b>	
<b>2.a</b>	1-5	1-5
<b>2.b</b>	1-5	1-5
<b>2.c</b>	1-5	1-5
<b>2.d</b>	1-5	1-5
<b>2.e</b>	1-5	1-5
<b>2.f</b>	1-10	1-5
<b>2.g</b>	1-5	1-5
<b>3</b>	<b>Development of Subordinates and Delegation of Duties</b>	
<b>3.a</b>	1-10	1-5
<b>3.b</b>	1-5	1-10
<b>3.c</b>	1-5	1-10
<b>3.d</b>	1-5	1-5
<b>3.e</b>	1-10	1-5
<b>3.f</b>	1-5	1-10
<b>4</b>	<b>Decision Making and Judgment</b>	
<b>4.a</b>	1-10	1-5
<b>4.b</b>	1-5	1-10
<b>4.c</b>	1-5	1-10
<b>4.d</b>	1-5	1-5
<b>4.e</b>	1-5	1-5
<b>4.f</b>	1-5	1-5
<b>5</b>	<b>Plan and Organize</b>	
<b>5.a</b>	1-5	1-5
<b>5.b</b>	1-5	1-5
<b>5.c</b>	1-10	1-5
<b>5.d</b>	1-5	1-5
<b>5.e</b>	1-10	1-5
<b>6</b>	<b>Initiative</b>	
<b>6.a</b>	1-5	1-5
<b>6.b</b>	1-5	1-5
<b>6.c</b>	1-5	1-5
<b>6.d</b>	1-10	1-5

# Delaware Fire Department Captain/Lieutenant Dimension Scoring

Scoring

1 to 5 = 1- Lowest - 5 Highest

1 to 5 = 1- Lowest - 10 Highest

<b>7</b>	<b>Interpersonal Relations</b>		
<b>7.a</b>		1-5	1-5
<b>7.b</b>		1-5	1-5
<b>7.c</b>		1-5	1-5
<b>7.d</b>		1-5	1-5
<b>7.e</b>		1-10	1-5
<b>8</b>	<b>Oral Communications. Listening</b>		
<b>8.a</b>		1-10	1-5
<b>8.b</b>		1-5	1-5
<b>8.c</b>		1-10	1-5
<b>8.d</b>		1-5	1-5
<b>8.e</b>		1-5	1-5
<b>8.f</b>		1-10	1-5
<b>9</b>	<b>Written Communications</b>		
<b>9.a</b>		1-5	1-5
<b>9.b</b>		1-5	1-5
<b>9.c</b>		1-5	1-5
<b>9.d</b>		1-5	1-5
<b>10</b>	<b>Technical/Professional Knowledge and Skills</b>		
<b>10.a</b>		1-5	1-5
<b>10.b</b>		1-5	1-5
<b>10.c</b>		1-5	1-5
<b>10.d</b>		1-5	1-5
<b>10.e</b>		1-5	1-5
<b>10.f</b>		1-5	1-5
<b>10.g</b>		1-5	1-5
<b>10.h</b>		1-10	1-5
<b>11</b>	<b>Management and Supervisory Competency</b>		
<b>11.a</b>		1-5	1-5
<b>11.b</b>		1-5	1-5
<b>11.c</b>		1-10	1-5
<b>11.d</b>		1-5	1-5
<b>11.e</b>		1-5	1-5
<b>11.f</b>		1-5	1-5
<b>11.g</b>		1-10	1-5
<b>Total Pts Possible</b>		<b>400</b>	<b>345</b>

# Proposed Promotional Process for Fire Captain

*Pursuant to CSC Rule IV, E.*

## **Written Examination**

- Standardized examination from a reputable third party.
- Reading material will be made available so candidates can study for at least 60 days in advance of the examination.

The Written Examination will comprise of 100 possible raw score points. The passing grade is 70% and the top six scorers and candidates that tie with the sixth scorer, will be invited to participate in the assessment center. Once the number of assessment center participants has been decided, then the Written Exam has no further bearing on the process.

## **Assessment Center**

An Assessment Center process will be utilized to assess the knowledge, skills and abilities of the candidates regarding position of Fire Captain. The assessment will be contracted with a reputable third party.

The Assessment Center will comprise of multiple techniques selected by the fire department administration and the assessment center administration. The certified list shall be in numerical order listed by percentage points received. This percentage will have a 70% weight in the process in order to determine final ranking not including additional points for seniority and education.

## **Fire Officer Interview and Review Panel**

An interview and review panel consisting of the Assistant Fire Chief and the current department Captains will be conducted for each of the candidates eligible for the assessment center. Prior to the interview process, the Officers will review the candidate's history and work capability from past records and experience. With this review, the candidate will be interviewed using the established dimensions and benchmarking criteria. Then the panel will determine the candidate's level of achievement through the interview process based upon the prescribed number of desirable dimensions for a Captain. This grading will be done through consensus and all the rating Fire Officers will sign off on the grading sheet.

The Fire Officer Review Panel will have a 30% weight in the process in order to determine final ranking not including additional points for seniority and education.

## **Additional Points Awarded**

Candidates are eligible to receive additional points for seniority and education. These additional points will only be added to the final certified score as long as the candidate has successfully achieved a 70% final score from the assessment center and Fire Officer Interview and Review Panel.

**Seniority Points**

City of Delaware Employees with at least five years of service at the rank of Fire Fighter in the Fire Department

- 8 – 10 years = 1 additional point(s)
- 11 – 15 years = 2 additional point(s)
- 16 – 20 years = 3 additional point(s)
- Over 20 years = 4 additional point(s)

**Education Points**

All Degrees shall be at accredited universities

**ONLY ONE DEGREE WILL BE AWARDED POINTS:**

- Associate Degree – 1 additional point
- Bachelor's Degree – 2 additional point
- Master's Degree – 3 additional points

**Tie Breaker Certified List**

Once certified scores are accounted for and all points are allocated, if two or more candidates have the same score and tie for the third ranking score, then all candidates receiving that same score shall qualify for selection under the "Rule of Three" regardless of the number of candidates.

**Appointment to Captain**

Successful candidates will have their names placed on an eligibility list from which appointments are made. Prior to appointment, the selected candidate will interview with the Chief and City Manager and they will determine the appointment based on, but not be limited to evaluating factors such as leadership style and overall work approach.

***Pursuant to CSC Rule III, C.***

The City of Delaware will seek a certified list of more than 3 candidates and use the "Rule of 3" for selection.

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Jack Hilborn  
Chairman, Civil Service Commission

# Delaware Fire Department Captain/Lieutenant Dimension Scoring

Scoring

1 to 5 = 1- Lowest - 5 Highest

1 to 5 = 1- Lowest - 10 Highest

	Captain	Lieutenant
<b>1</b>	<b>Navagating the internal and external environment</b>	
1.a	1-10	1-5
1.b	1-5	1-5
1.c	1-5	1-5
1.d	1-5	1-5
1.e	1-10	1-5
1.f	1-5	1-5
<b>2</b>	<b>Command Presence</b>	
2.a	1-5	1-5
2.b	1-5	1-5
2.c	1-5	1-5
2.d	1-5	1-5
2.e	1-5	1-5
2.f	1-10	1-5
2.g	1-5	1-5
<b>3</b>	<b>Development of Subordinates and Delegation of Duties</b>	
3.a	1-10	1-5
3.b	1-5	1-10
3.c	1-5	1-10
3.d	1-5	1-5
3.e	1-10	1-5
3.f	1-5	1-10
<b>4</b>	<b>Decision Making and Judgment</b>	
4.a	1-10	1-5
4.b	1-5	1-10
4.c	1-5	1-10
4.d	1-5	1-5
4.e	1-5	1-5
4.f	1-5	1-5
<b>5</b>	<b>Plan and Organize</b>	
5.a	1-5	1-5
5.b	1-5	1-5
5.c	1-10	1-5
5.d	1-5	1-5
5.e	1-10	1-5
<b>6</b>	<b>Initiative</b>	
6.a	1-5	1-5
6.b	1-5	1-5
6.c	1-5	1-5
6.d	1-10	1-5

# Delaware Fire Department Captain/Lieutenant Dimension Scoring

Scoring

1 to 5 = 1- Lowest - 5 Highest

1 to 5 = 1- Lowest - 10 Highest

<b>7</b>	<b>Interpersonal Relations</b>		
<b>7.a</b>		1-5	1-5
<b>7.b</b>		1-5	1-5
<b>7.c</b>		1-5	1-5
<b>7.d</b>		1-5	1-5
<b>7.e</b>		1-10	1-5
<b>8</b>	<b>Oral Communications.Listening</b>		
<b>8.a</b>		1-10	1-5
<b>8.b</b>		1-5	1-5
<b>8.c</b>		1-10	1-5
<b>8.d</b>		1-5	1-5
<b>8.e</b>		1-5	1-5
<b>8.f</b>		1-10	1-5
<b>9</b>	<b>Written Communications</b>		
<b>9.a</b>		1-5	1-5
<b>9.b</b>		1-5	1-5
<b>9.c</b>		1-5	1-5
<b>9.d</b>		1-5	1-5
<b>10</b>	<b>Technical/Professional Knowledge and Skills</b>		
<b>10.a</b>		1-5	1-5
<b>10.b</b>		1-5	1-5
<b>10.c</b>		1-5	1-5
<b>10.d</b>		1-5	1-5
<b>10.e</b>		1-5	1-5
<b>10.f</b>		1-5	1-5
<b>10.g</b>		1-5	1-5
<b>10.h</b>		1-10	1-5
<b>11</b>	<b>Management and Supervisory Competency</b>		
<b>11.a</b>		1-5	1-5
<b>11.b</b>		1-5	1-5
<b>11.c</b>		1-10	1-5
<b>11.d</b>		1-5	1-5
<b>11.e</b>		1-5	1-5
<b>11.f</b>		1-5	1-5
<b>11.g</b>		1-10	1-5
<b>Total Pts Possible</b>		<b>400</b>	<b>345</b>

# Delaware Fire Department

## Captain Promotional Review Dimensions – Score Sheet

Candidate Name \_\_\_\_\_

Date \_\_\_\_\_

Dimensions	Score
1. <b>Navigating the internal and external environment:</b> Understanding the dynamics of dealing with both internal and external stakeholders as they relate to problem solving and providing fire and EMS.	
2. <b>Command Presence</b> – Possesses the attributes necessary in presenting oneself as a leader.	
3. <b>Development of Subordinates and Delegation of Duties</b> – The ability to help subordinates maximize their potential and an understanding of effective delegation and its benefits.	
4. <b>Decision Making and Judgment</b> – The ability to determine the best course of action or response in regards to problem solving.	
5. <b>Plan and Organize</b> – Ability to efficiently establish an appropriate course of action for self or others, to accomplish a specific goal, to make proper assignments of personnel and to use resources appropriately.	
6. <b>Initiative</b> – the ability to work with minimal direction and supervision; resourceful.	
7. <b>Interpersonal Relations</b> – An understanding of good interpersonal relationships and the impact these relationships have on the workplace and within the community.	
8. <b>Oral Communications/Listening</b> – Appropriately communicates in both the individual and group setting through effective oral communication and non-verbal gestures.	
9. <b>Written Communications</b> – Ability to convey necessary information in written form.	
10. <b>Technical/Professional Knowledge and Skills</b> – Exhibited competency in both problem solving and the use of equipment and technology.	
11. <b>Management and Supervisory Competency</b> – Possession of the skills necessary to fulfill the requirements of the position.	
<b>Total Score</b>	<b>_____ / 400</b> = _____ %

**Signatures**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Assistant Chief Stewart

Captain Bill Anderson

Captain Jim Oberle

Captain Dan Lobdell

# **Delaware Fire Department**

## **Captain Promotional Review Dimensions and Benchmarks**

1. **Navigating the internal and external environment:** Understanding the dynamics of dealing with both internal and external stakeholders as they relate to problem solving and providing fire and EMS.
  - a. Demonstrated ability in evaluating difficult situations and identifying source of conflict and appropriate response.
  - b. Shows an understanding and is sensitive to community dynamics.
  - c. Has a grasp of internal and external resources with an understanding of the associated benefits.
  - d. Examines decisions from a community perspective.
  - e. Minimizes barriers in working through issues both internally and externally.
  - f. Adaptability in demonstrating openness to new ideas, responding positively and rapidly, adjusting to changing conditions, obstacles and organizational needs.
2. **Command Presence** – Possesses the attributes necessary in presenting oneself as a leader.
  - a. Attention to duty
  - b. Ability to inspire / motivate
  - c. Consistently respectful
  - d. Positive and neat (well kept) physical appearance
  - e. Exhibits empathy both internally and externally
  - f. Authority under control; maintain composure under stressful circumstances
  - g. Commitment to professional development
3. **Development of Subordinates and Delegation of Duties** – The ability to help subordinates maximize their potential and an understanding of effective delegation and its benefits. Orchestrating resources and learning opportunities.
  - a. Ability to empower others to make decisions.
  - b. Willingness to teach and coach in an effort to maximize the potential of others. (i.e., recognizing the uniqueness of each firefighter's capabilities)
  - c. Approachable and patient when dealing with less experienced and less knowledgeable officers.
  - d. Understands the principles of responsibility, accountability, and authority in regards to delegation of duties.
  - e. Exhibits skill in prioritizing and the courage necessary to delegate the work of others. Understands the benefits of spreading out the workload in a fair and consistent manner.
  - f. Ability to serve as a mentor for subordinates.
4. **Decision Making and Judgment** – The ability to determine the best course of action or response in regards to problem solving.
  - a. Can discern and determine best course of action when provided with multiple options.
  - b. Ability to maintain composure in stressful environments.
  - c. Ability to execute a decision in a responsible and timely manner.
  - d. Problem “solver” as opposed to problem “identifier”.

# **Delaware Fire Department**

## **Captain Promotional Review Dimensions and Benchmarks**

- e. Has knowledge to perform task and job components efficiently and effectively; i.e., competency.
  - f. Interprets and enforces the procedures, policies, rules, and regulations of the department.
5. **Plan and Organize** – Ability to efficiently establish an appropriate course of action for self or others, to accomplish a specific goal, to make proper assignments of personnel and to use resources appropriately.
- a. Efficient and well organized (organizes routine task and work in an efficient manner).
  - b. Can determine and set priority of tasks.
  - c. Recognizing community needs and priorities from a holistic perspective.
  - d. Documents activities and maintains thorough and accurate written reports.
  - e. Effective communication with stakeholders (both internal and external).
6. **Initiative** – the ability to work with minimal direction and supervision; resourceful.
- a. Effective use of unassigned time; i.e., ability to be self directed.
  - b. Identifies problems and seeks solutions independently without prompting.
  - c. Exhibits desirable work ethic.
  - d. Accepts additional work or assignments without complaint.
7. **Interpersonal Relations** – An understanding of good interpersonal relationships and the impact these relationships have on the workplace and within the community.
- a. Exhibits active listening skills.
  - b. Consistently respectful and empathetic.
  - c. Ability to accept and provide constructive criticism.
  - d. Team player
  - e. Puts community and department needs above self.
8. **Oral Communications/Listening** – Appropriately communicates in both the individual and group setting through effective oral communication and non-verbal gestures.
- a. Exhibits active listening skills and asks appropriate questions.
  - b. Speaks in an appropriate tone.
  - c. Oral communication is organized in a logical and concise manner.
  - d. Encourages input, questions and understanding.
  - e. Ability to de-escalate conflict under stressful circumstances.
  - f. Ability to serves as a liaison between subordinates and upper levels of management.
9. **Written Communications** – Ability to convey necessary information in written form.
- a. Written communication is thorough and succinct.
  - b. Appropriate use of grammar, spelling, and punctuation.
  - c. Objectivity in report writing
  - d. Written communication presented in logical sequence.
10. **Technical/Professional Knowledge and Skills** – Exhibited competency in both problem solving and the use of equipment and technology.
- a. Ability to perform fire, EMS, HazMat and technical rescue command functions.

# **Delaware Fire Department**

## **Captain Promotional Review Dimensions and Benchmarks**

- b. Ability to take disciplinary action with employees as necessary.
  - c. Evaluates and takes appropriate measures to ensure safety of personnel.
  - d. Above average knowledge of equipment and technology used on a daily basis.
  - e. Sound understanding of polices, procedures and current laws.
  - f. Knowledge of modern principles, methods, and practices of firefighting, EMS and special operations.
  - g. Keeping up with current developments and trends in technical/professional and specialized knowledge areas.
  - h. Ability to develop, maintain and draw upon intra and inter-departmental resources to solve problems.
11. **Management and Supervisory Competency** – Possession of the skills necessary to fulfill the requirements of the position.
- a. Ability to act impartially in serving as a liaison between subordinates and upper levels of management.
  - b. Ability to initiate actions to maximize member performance and/or to correct unacceptable performance.
  - c. Ability to mediate interpersonal conflict between individuals.
  - d. Asserts self while maintaining trust and respect of subordinates.
  - e. Has an awareness of capabilities and limitations of self.
  - f. Ability to translate and convey the goals of the department into goals and objectives for crew members.
  - g. Understands management/leadership considerations (control, competence and climate) in addition to fire service function guidelines used to align the department and staff.