



# County of Louisa

## Department of Fire and EMS

### Station Lieutenant Core Competencies

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

NOTE: *Station Lieutenants are expected to fulfill the requirements for their previous position also.*

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#### PHYSICAL/TECHNICAL EXPERTISE

- **Conducts fire inspections and investigations.** Evaluate available information so that a preliminary cause of the fire is determined, reports are completed, the scene is secured, and all pertinent information is turned over to an investigator. Secure an incident scene ensuring all unauthorized persons can recognize the perimeters of the scene, are kept from restricted areas, and all evidence or potential evidence is protected from damage or destruction.
- **Supervises a Company during fire suppression, search and rescue and EMS operations.** Develop a pre-incident plan so that all required elements are identified and the appropriate forms are completed and processed in accordance with policies and procedures. Develop an initial action plan deploying all resources to control the emergency. Implement an action plan at an emergency situation to mitigate the situation.
- **Integrates safety plans ensuring a safe work environment or all assigned members.** Apply safety regulations so that required reports are completed, in-service training is conducted, and member responsibilities are conveyed.
- **Conducts initial accident investigations.** Ensure incident is documented and reports are processed in accordance with policies and procedures.
- **Administer EMS to injured persons, complete patient forms,** contact hospital for medical instructions, and ensure proper protective equipment is used.
- **Operates Fire Department apparatus properly.** Respond on apparatus to emergency scene. Drive Fire Department apparatus and equipment ensuring safety. Use personal and protective clothing and equipment, so the apparatus is safely mounted and dismounted. Use seat belts while the vehicle is in motion, and use any other needed protective equipment. Use radios, phones, PCs, and generators, extrication tools and other equipment safely.
- **Maintains the station, grounds, and needed resources.** Clean and check ladders, ventilation equipment, SCBA, ropes, salvage equipment, and hand tools. Conduct annual service test on fire hose removing any damaged hose from service and recording test results.
- **Demonstrates proper lifting, carrying, and other physical requirements.** Efficiently lift people, equipment, and fire debris using safety requirements. Push gurneys, people, cars, and equipment. Handle fire hose, equipment, gear, and patients.
- **Demonstrates knowledge of department services and resources.** Provide information about department-specific services and resources.

- **Manages station duties.** Ensure station is cleaned and maintained. Coordinate maintenance projects as necessary.
- **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**

- **Responds to and initiates action to citizen inquiries and concerns.** Proactively address citizen concerns so that the concern is answered or referred to the appropriate individual for action and all policies and procedures are complied with. Respond to a public inquiry ensuring answer is accurate, courteous, and in accordance with applicable policies and procedures.
- **Educates the public and enforces fire code.** Inspect buildings and property, check complaints, assist in the investigation of arson cases and preservation of evidence, inspect smoke detectors, conduct fire drills, participate in fire drills, and attend public gatherings to ensure public observance of fire safety, conduct station tours, and make school presentations. Ensure all information is presented in a consistent, accurate manner. Address or refer all questions.
- **Researches solutions to issues.** Explore best method to address issues impeding efficiency or customer service by identifying and utilizing available resources. Provide recommendations to the supervising chief.
- **Encourages and identifies methods for improving customer service.** Work with station personnel, volunteer and career, to improve customer service through assisting in the creation of proposal that outlines the change, describes the impact on department/customer, and outlines a method for implementation. Work with supervising chief to strategize implementation.
- **Provides and demonstrates outstanding customer service.** Establish the example for crew 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 county departments and within the Fire & EMS Department by responding in a timely manner to requests and inquiries.

### **COMMUNICATION**

- **Researches documents.** Researches response-related data to solve problems or address issues, e.g., addressing, mapping, equipment, and apparatus issues.
- **Compiles data.** Compile requested data. Enter or oversee entry of computer data.
- **Maintains records and creates reports.** Execute routine unit-level administrative functions so that the reports and logs are complete and files are maintained in accordance with policies and procedures.
- **Effectively reads and interprets written documents.** Demonstrate ability to read general correspondence, handbooks, training manuals, codes, and reports.
- **Makes presentations.** Deliver presentations to share information and make recommendations to the crew and fire department senior staff focusing on work-related issues.
- **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 represent Fire & EMS Department, voice ideas and concerns, and follow up as appropriate.
  - **Leads effective Company 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 crew (Firefighter/EMT/Medic/volunteers).** Consistently ask open-ended, probing questions to extract 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 crew and supervising chief to create and expand upon self-development plans.
  - **Assists in the interview process.** Participate in departmental interviews for direct reports. Demonstrate basic interviewing techniques by asking appropriate questions, sharing job-related information, and appropriately addressing interviewee questions.
  - **Consistently communicates the department's mission statement and strategic objectives.** Demonstrate knowledge of department's culture through modeling and discussion of 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. Keep team focused while being attentive to team needs.
- **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 crew.** Build respect from station crews 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 Management Team.** Proactively networks, shares ideas, and builds relationships within Fire & EMS Department Management Team.
- **Respects contributions of all County departments.** Learn and communicate about other City department's contributions by attending meetings, reading bulletins,

and sharing information as appropriate.

- **Commits to the success of the County.** Participate in county-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 and volunteers.

## **LEADERSHIP**

- **Delegates to unit members.** Assign tasks or responsibilities to unit members at either emergency or non-emergency operations so that the instructions are complete, clear, and concise; safety considerations are addressed; and the desired outcomes are conveyed.
- **Coordinates the completion of assigned tasks and projects by members.** Prioritize the various projects/tasks and consider the job requirements of subordinates to develop a plan for the completion of each assignment. Supervise the members during the completion of the assignments.
- **Implements departmental policies and procedures at the unit level.** Clearly communicate new departmental policies so that they are understood by unit members. Provide information and importance of policy as needed. Remain objective regardless of individual preference.
- **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. Use performance reviews to guide individual growth and change.

- **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 staff members 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.** 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 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.
- **Maintains preparedness to respond.** Ensure the company is in "ready to respond" mode with minimal out of service or out of first due occurrences.
- **Collaborates with other Lieutenant's.** Solve stations issues/problems and develop consistency of work environment station to station and platoon to platoon.