



State of California, Commission on Correctional Peace Officer Standards and Training

Fire Chief and Fire Captain Professional Standards Review / Minimum Qualifications Linkage

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Table of Contents

Overview.....	1
Fire Captain and Fire Chief Occupational Analyses	1
Part 1: Professional Standards Review	1
Fire Service Standards Authority in California	2
OSFM/SFT Certifications.....	3
Legal Requirements.....	6
Part 1 Summary	7
Part 2 : Minimum Qualifications Linkage.....	9
Minimum Qualifications.....	9
Current Minimum Qualifications.....	9
Proposed Minimum Qualifications	9
Minimum Qualifications Linkage Process	11
Results.....	12
Part 2 Summary	15
Appendices.....	17

List of Tables

Table 1: Current Minimum Qualifications to KSA linkages – Fire Captain.....	12
Table 2: Current Minimum Qualifications to KSA Linkages – Fire Chief.....	13
Table 3: Proposed Minimum Qualifications to KSA Linkages – Fire Captain	14
Table 4: Proposed Minimum Qualifications to KSA Linkages – Fire Chief	15

List of Appendices

Appendix A: Fire Captain & Chief KSAs Likely Demonstrated by SFT FF 2 Cert	18
Appendix B: Fire Captain & Chief KSAs Likely Demonstrated by SFT AD/Operator Cert.	20
Appendix C: Fire Captain & Chief KSAs Likely Demonstrated by SFT Hazardous Materials Cert.....	21
Appendix D: Fire Captain & Chief KSAs Likely Demonstrated by SFT Officer Cert.....	22
Appendix E: Fire Captain KSAs to Current MQ Linkages.....	25
Appendix F: Fire Chief KSAs to Current MQ Linkages.....	35
Appendix G: Fire Captain KSAs to Proposed MQ Linkages.....	48
Appendix H: Fire Chief KSAs to Proposed MQ Linkages.....	67

Overview

This report describes 1) a review of the professional certifications and state professional standards generally applicable to the ranks of Fire Chief and Fire Captain in the State of California to determine the standards that would, therefore, be considered requirements for the Fire Captain, Correctional Institution (9001) and Fire Chief, Correctional Institution (8976) classifications of the California Department of Corrections and Rehabilitation (CDCR); and 2) a comparison of the occupational analysis results to the current minimum qualifications for each classification, as well as to the proposed new minimum qualifications developed by CDCR subject matter experts to determine how the results link to, and therefore, support the use, or potential use, of the minimum qualifications. The first section of this report describes the professional certification and standards review; the second section of this report describes the minimum qualifications linkage process and results.

Fire Captain and Fire Chief Occupational Analyses

The Commission on Correctional Peace Officer Standards and Training (CPOST) entered into a contractual agreement with CPS HR for the provision of occupational analyses of the Fire Captain, Correctional Institution (9001) and Fire Chief, Correctional Institution (8976) classifications as used within the institutions of the CDCR. The goals of those studies, which were conducted between February 2020 and February 2021, were to identify the important job tasks and the relative importance of those tasks, on average, for Fire Captains and Fire Chiefs in the institutions of the CDCR; and to identify the knowledge, skills, and abilities (KSAs) that are required for successful performance of those tasks, the relative importance of each KSA, and if each important KSA must be possessed on the first day on the job at an institution, or sometime after placement in the job. The results of the occupational analyses were used in both parts of the current study, as described in this report.

Part 1: Professional Standards Review

The purpose of this review was to identify the professional standards applicable to the ranks of Fire Chief and Fire Captain in the State of California, and particularly those that may be required by state law or the guidelines of applicable regulatory authorities, which therefore should be possessed by individuals in the CDCR's Fire Captain and Fire Chief classifications. This review consisted of gathering information from a variety of sources, including phone interviews with subject matter experts (SMEs) knowledgeable of the background and history regarding fire-related professional certifications and state standards, and online research related to State of California certifications and other requirements for the ranks of Fire Captain and Fire Chief. The online research utilized the following sources:

Laws and Regulations:

- California Codes (accessed via www.leginfo.legislature.ca.gov)
 - California Health and Safety Code
 - California Vehicle Code
- California Code of Regulations (accessed via www.govt.westlaw.com)
 - Title 13. Motor Vehicles. Division 1. Department of Motor Vehicles
 - Title 19. Public Safety. Division 1. State Fire Marshal
 - Title 22. Social Security. Division 9. Prehospital Emergency Medical Services

Agencies and Organizations:

- California Department of Forestry and Fire Protection (www.fire.ca.gov)
- California Department of Human Resources (www.calhr.ca.gov)
- California Fire and Rescue Training Authority (www.fireandrescuetraining.ca.gov)
- California Firefighter Joint Apprenticeship Committee (www.cffjac.org)
- Firefighter Candidate Testing Center (www.fctconline.org)
- International Association of Fire Fighters (www.iaff.org)
- National Fire Protection Agency (www.nfpa.org)
- Office of the State Fire Marshal (www.osfm.fire.ca.gov)
- State Fire Training (www.osfm.fire.ca.gov/divisions/state-fire-training)
- U.S. Fire Administration (www.usfa.fema.gov)

Fire Service Standards Authority in California

The California Department of Forestry and Fire Protection (CAL FIRE) provides fire protection and suppression, hazard mitigation, and disaster response for California's wildlands, as well as various emergency services in 36 California counties through contracts with local governments. The Office of the State Fire Marshal (OSFM) was established within CAL FIRE to support CAL FIRE's mission of protecting life and property through fire prevention engineering programs, law and code enforcement, and education. The OSFM is mandated by California Public Safety Code¹ to establish levels of certification for fire service personnel based on performance requirements in different job functions in the fire service, which it does through its State Fire Training (SFT) division.

SFT was established by the California Fire Service Training and Education Program Act² to enhance the coordination of fire service training and education, develop (in conjunction with the State Board of Fire Services) minimum standards for fire service personnel and fire service instructors, and establish and enforce standards for curriculum, training facilities, and faculty of

¹ 19 CCR § 1991.01

² California Health and Safety Code. Division 12. Fires and Fire Protection. Article 4. California Fire Service Training and Education Program. Section 13155

schools, seminars, or workshops operated by or for the state for the specific purpose of training fire service personnel.³ SFT training and certifications are based on the standards developed by the National Fire Protection Agency (NFPA), a non-profit agency that publishes widely-adopted codes and standards intended to minimize the possibility and effects of fire and other risks, including fire codes and training/certification standards for multiple levels and specialties of emergency response personnel.⁴ Over 45,000 individuals participate in SFT's educational and certification programs annually, and SFT has provided certifications to fire service personnel in over 900 California fire agencies.⁵

While the OSFM enforces regulations related to fire protection (e.g., Health and Safety Code, State Building Standards Code), based on the research conducted for this review, as well as the consensus opinion of the SMEs, neither the OSFM, nor the regulations that established it⁶ specify any legally mandated training, certifications, or job experience for any level of fire service employment. However, because the OSFM is considered to be the fire service standards authority for the State of California, their standards are based on the nationally recognized NFPA standards, and their standards have been adopted by numerous fire agencies throughout California as well as by CAL FIRE for their own fire service employment standards, OSFM/SFT standards should be considered to represent best practice in the California fire service.

OSFM/SFT Certifications Applicable to Fire Chief and Fire Captain

Fire Fighter 1 and 2

SFT established two certification levels covering basic fire fighting knowledge and skills: Fire Fighter 1 and Fire Fighter 2. These certifications are based on NFPA 1001, the standard for firefighter professional qualifications that identifies the minimum job performance requirements for firefighters whose duties are primarily structural in nature; NFPA 1051, which establishes standards for wildland fire fighting; and NFPA 1072, which establishes standards for hazardous materials awareness and operations. The Fire Fighter 1 certification is earned upon completion of an SFT-accredited fire academy, and is typically required for entry level firefighters. The Fire Fighter 1 certification covers multiple topics in the following areas:⁷

- Structure Fire Fighter Duties
- Fire Department Communications
- Fire Ground Operations
- Preparedness and Maintenance
- Hazardous Materials/WMD

³ Ibid § 13155-13159.1

⁴ National Fire Protection Association (www.nfpa.org)

⁵ State Fire Training (2019). *State Fire Training Procedures Manual*. Office of the State Fire Marshal

⁶ California Health and Safety Code. Division 12. Fires and Fire Protection. Part 2. Fire Protection. Chapter 1. State Fire Marshal

⁷ State Fire Training (2019). *Fire Fighter 1 Certification Training Standards Guide*. Office of the State Fire Marshal

- Wildland Fire Fighter Duties
- Wildland Fire Fighter Preparedness
- Wildland Fire Suppression

The Fire Fighter 2 certification (for which Fire Fighter 1 is a prerequisite) is typically earned by a firefighter after demonstrating successful performance of various job skills in the above areas, and also includes Rescue Operations and Fire and Life Safety Initiatives.⁸ Because Fire Captains and Fire Chiefs within CDCR perform fire suppression and rescue activities, and also train and oversee inmate firefighters performing fire suppression (often both structural and wildland), rescue activities, and potentially, hazardous materials response, possession of the SFT Fire Fighter 2 certification (or an equivalent demonstration of the knowledge and skills covered by the certification) should be considered a minimum requirement for the ranks of Fire Captain and Fire Chief at CDCR.⁹ To illustrate this point, Appendix A lists the KSAs identified in the Fire Captain and Fire Chief occupational analyses as required for performing the job, that would likely be demonstrated by possession of the SFT Fire Fighter 2 certification. As shown in the first table in Appendix A, nine KSAs determined to be important for performing the job of a Fire Captain within CDCR would likely be demonstrated by possession of the Fire Fighter 2 certification; and as shown in the second table in Appendix A, 10 KSAs determined to be important for performing the job of a Fire Chief within CDCR would likely be demonstrated by possession of the Fire Fighter 2 certification.

Apparatus Driver/Operator

SFT has five certifications in the Apparatus Driver/Operator certification series covering the operation of different types of equipment (aerial apparatus, pumping apparatus, tillered apparatus, water tender, and wildland fire apparatus). As with the other SFT certifications, the Apparatus Driver/Operator certifications are based on NFPA standards.¹⁰ Fire Captains and Fire Chiefs within CDCR have varied responsibilities related to operating fire equipment, and depending on the type of equipment used at the institution of assignment, one or more of the SFT Apparatus Driver/Operator certifications would likely demonstrate possession of KSAs related to operating vehicles and fire apparatus. To illustrate this, the first table in Appendix B lists the KSAs identified in the Fire Captain occupational analysis that would likely be demonstrated by possession of an Apparatus Driver/Operator certification; and the second table in Appendix B lists the KSAs identified in the Fire Chief occupational analysis that would likely be demonstrated by possession of an Apparatus Driver/Operator certification.

⁸ State Fire Training (2019). *Fire Fighter 2 Certification Training Standards Guide*. Office of the State Fire Marshal

⁹ For a complete list of the job tasks performed by Fire Captains and Fire Chiefs within CDCR, see the results of the occupational analyses conducted for the classifications by CPS HR Consulting.

¹⁰ NFPA 1002, Standard for Fire Apparatus/Driver Professional Qualifications, 2017 edition.

Note that although the SFT Apparatus Driver/Operator certifications are not legally required for employment of a Fire Captain or Fire Chief, according to the California Vehicle Code, in order to qualify for a driver license firefighter endorsement, which is required for operating firefighting equipment in California, one must provide evidence of training consistent with either the NFPA standards, or the Fire Apparatus Operator training standards of the OSFM.¹¹

Hazardous Materials Technician and Specialist

SFT has two certifications related to hazardous materials response: Hazardous Materials Technician, which is intended for individuals involved in the planning, response, and handling of hazardous materials incidents; and Hazardous Materials Specialist, which is more focused on knowledge of specific hazards. The certifications cover the following topic areas:¹²

- Basic chemistry of hazardous materials
- Field identification of chemicals
- Incident considerations
- Tactical field operations
- Specialized mitigation techniques (Specialist only)
- Advanced field operations (Specialist only)

Four KSAs were identified in the occupational analyses for Fire Captain and Fire Chief that are directly related to hazardous materials response, handling, and inspections, and therefore, would likely be demonstrated by possession of the SFT Hazardous Materials certifications. Appendix C lists these KSAs for each classification (note that the KSAs are the same for both classifications).

SFT Officer Certifications

SFT has three levels of officer certifications (above the level of Firefighter and Apparatus Driver/Operator): Company Officer, Chief Fire Officer, and Executive Chief Fire Officer, which are intended to reflect increasing levels of oversight in a fire company or department, although SFT does not specify which fire service ranks (e.g., Fire Captain or Fire Chief) are most directly applicable to each. The certifications are based on NFPA officer qualification standards¹³ and cover multiple topics in the following areas:¹⁴

- Incident Management System
- Hazardous Materials Plan of Action
- Human Resource Management (includes assigning tasks and responsibilities, applying human resource policies and procedures, supervising, performance improvement)

¹¹ California Vehicle Code. Division 6. Drivers' Licenses. Chapter 1. Issuance of Licenses, Expiration, and Renewal.

¹² State Fire Training (2019). *State Fire Training Procedures Manual*. Office of the State Fire Marshal.

¹³ NFPA 1021, Standard for Fire Officer Professional Qualifications, 2020 edition.

¹⁴ California Fire Service Training and Education System, Professional Certification (<https://osfm.fire.ca.gov/divisions/state-fire-training/cfstes-professional-certification>).

- Community and Government Relations
- Administration (includes budgets, purchasing, incident response data)
- Inspection and Investigation
- Emergency Service Delivery
- Health and Safety
- Wildland Fire Officer

Although these certifications are not legally required, and therefore could not be considered employment requirements for the Fire Captain or Fire Chief classifications, possession of these certifications by a job candidate would indicate possession of a number of fire service related KSAs above the level of a firefighter or engineer, particularly those related to supervising and management. Appendix D lists the KSAs identified in each occupational analysis that would likely be demonstrated by possession of one or more of the SFT Officer certifications (17 KSAs for Fire Captain; 19 KSAs for Fire Chief). It should be noted that this is based only on a review of the certification topic areas, and not the full certification standards and training content. Therefore, the degree to which each KSA would be demonstrated by one or more of the Officer certifications cannot be determined from this review.

Legal Requirements

Driver License Fire Endorsement

The Occupational Analyses showed that Fire Captains and Fire Chiefs within CDCR are required to drive vehicles (both fire apparatus and non-apparatus vehicles) on and off institution grounds in response to emergency incidents. Under California law, these vehicles are considered “firefighting equipment,”¹⁵ and as stated in the California Vehicle Code, anyone operating firefighting equipment must have a fire fighter endorsement on either a Class C license, or a Class B non-commercial license appropriate for the type of vehicle(s) driven.¹⁶

First Aid/CPR Certification

California Health and Safety code states that all firefighters shall be trained to administer first aid and cardiopulmonary resuscitation (CPR),¹⁷ and Title 22 of the California Code of Regulations establishes the standards for that training for public safety personnel.¹⁸ Additionally, the Health and Safety Code defines a firefighter as *“any regularly employed and paid officer, employee, or*

¹⁵ California Vehicle Code defines firefighting equipment as a motor vehicle used to travel to and from the scene of an emergency, or to transport equipment used in the control of an emergency, that is owned, leased, or rented by, or under the exclusive control of a federal or state agency, a regularly organized fire department of a city, county, city and county, or district, or a volunteer fire department having official recognition of the city, county, or district in which the department is located. [California Vehicle Code §12804.11(a)].

¹⁶ California Vehicle Code. Division 6. Drivers’ Licenses. Chapter 1. Issuance of Licenses, Expiration, and Renewal.

¹⁷ California Health and Safety Code §1797.182.

¹⁸ 22 CCR §100017.

member of a fire department or fire protection or firefighting agency of the State of California, a city, county, city and county, district, or other public or municipal corporation or political subdivision of this state or member of an emergency reserve unit of a volunteer fire department or fire protection district.” Therefore, all Fire Captains and Fire Chiefs within CDCR must possess a First Aid/CPR certification.¹⁹

EMT Certification

Title 22 of the California Code of Regulations states that the attendant on an ambulance operated in emergency service, or the driver of the ambulance if there is no attendant, shall possess a current California EMT certification.²⁰ Some Fire Captains and Fire Chiefs within CDCR operate, or may be required to operate, an ambulance in response to emergencies, including off institution grounds. Therefore, an EMT certification should be required for applicable Fire Captain and Fire Chief positions.

Part 1 Summary

The purpose of this review was to identify the professional standards applicable to the ranks of Fire Chief and Fire Captain in the State of California, and particularly those that may be required by state law or the guidelines of applicable regulatory authorities, which therefore should be possessed by individuals in the CDCR’s Fire Captain and Fire Chief classifications. Based upon the research outlined and documented herein, the only apparent legal requirements applicable to Fire Captain and Fire Chief are FF endorsement on Drivers Licenses, First Aid/CPR, and EMT for positions requiring driving an ambulance; and there are no known legally-mandated fire service certifications. As a result, it is apparent that employers of Fire Captains and Fire Chiefs should look to OSFM/SFT in the State of California as the standards authority on which to base their requirements for these classifications. In addition to the recommended requirements of OSFM/SFT, many other certifications/trainings, such as those outlined by the National Fire Academy; FEMA Incident Command courses; and the National Wildfire Coordinating Group (NWCG) could also be applicable as the basis for individual departments to establish their own requirements for these fire related classifications. Given the lack of overarching legally-mandated fire service certification requirements, individual fire departments typically determine their own requirements for their fire related classifications based upon best practices, standards authority recommendations, and/or other recommendations based upon these entities. As a result of these findings, it is important that CDCR establish standards for these classifications that are consistent with best practices, and that their employees operating within the classifications

¹⁹ Required within one year of employment.

²⁰ 22 CCR §100062.

of Fire Captain and Fire Chief possess equivalent fire service expertise sufficient to perform the job, train and supervise inmate firefighters properly, and to reduce risk to the CDCR.

Part 2: Minimum Qualifications Linkage

The purpose of this phase of the current study was to compare the results of the aforementioned occupational analyses to the current minimum qualifications for each classification, as well as to the proposed revised minimum qualifications developed by CDCR subject matter experts, to determine the degree to which they link to, and therefore, support the use of the minimum qualifications.

Minimum Qualifications

Minimum qualifications (MQs) are statements of work experience, education/training, and/or licenses and certifications that indicate a job applicant likely possesses the knowledge, skills, and abilities (KSAs) that are important for successful job performance upon entry to the job (hire or promotion) at the level required for minimally acceptable job performance. MQs are not intended to differentiate minimally qualified applicants from better qualified applicants, but rather, to identify the applicants who should and should not continue on in the selection process.

The Current Minimum Qualifications

The current MQs, as stated in the California State Personnel Board Specifications, are as follows:

Fire Captain, Correctional Institution (9001)

- Education equivalent to completion of the twelfth grade; **AND**
- Two years of part-time experience performing the duties of an Institution Firefighter (Part Time) in a correctional facility of the Department of Corrections; **OR**
- One year of experience in structural fire fighting.

Fire Chief, Correctional Institution (8976)

- Education equivalent to completion of the twelfth grade; **AND**
- One year of experience performing the duties of a Fire Fighter, Correctional Institution, in the Department of Corrections; **OR**
- Three years of experience performing the duties of an Institution Fire Fighter (Part Time) in the Department of Corrections; **OR**
- Two years of experience in structural fire fighting.

Proposed Minimum Qualifications

As jobs and job requirements change over time, MQs should be revised to ensure they continue to serve their purpose of identifying applicants who do and do not possess the important KSAs

at the current minimum level. To this end, a group of Subject Matter Experts (SMEs), prior to this current study, developed new MQs for each classification to better reflect the current job requirements and keep up with fire service industry standards. Accompanied by a full classification and compensation study of the Fire Captain, Correctional Institution and Fire Chief, Correctional Institution classifications, these “proposed” MQs could be recommended to replace the above existing MQs.

The proposed MQs are as follows:

Fire Captain, Correctional Institution

- Completion of a California State Fire Training accredited fire academy **AND** possession of a State Fire Training Fire Fighter I certification;
- Possession of a California Class B Commercial Driver License **OR** a California Class C Driver License with a firefighter endorsement **AND** State Fire Marshal Driver Operator 1A & 1B certifications;
- Possession of a California Emergency Medical Technician (EMT) certification.
- Twenty-four months of full-time professional fire service experience at the level of Captain or higher; **OR**
- Thirty-six months of full-time professional fire service experience at the level of Engineer or higher; **OR**
- Forty-eight months of volunteer fire service experience at the level of Engineer or higher within the past five years.
- Candidate Physical Ability Test (CPAT) card and PC 832 training course are required upon appointment.²¹

Fire Chief, Correctional Institution

- Completion of a California State Fire Training accredited fire academy **AND** possession of a State Fire Training Fire Fighter I certification;
- Possession of a State Fire Training Fire Fighter II certification;
- Possession of a State Fire Training Fire Officer certification;
- Possession of a California Class B Commercial Driver License **OR** a California Class C Driver License with a firefighter endorsement **AND** State Fire Marshal Driver Operator 1A & 1B certifications;

²¹ These requirements, applicable to both Fire Captain and Fire Chief, are not true minimum qualifications as they could be obtained after hire but prior to full appointment in an assigned position, and therefore would not be used to screen applicants. They were included in the linkage process to obtain data that may be helpful in determining the potential value of these requirements for screening applicants.

- Possession of a California Emergency Medical Technician (EMT) certification;
- Five years of full-time progressively responsible fire service experience with at least 36 months at the level of Captain or higher (all experience must be within the past seven years); **OR**
- Three years of experience as a Fire Captain or higher in a California State Correctional Institution (experience must be within the past five years).
- Candidate Physical Ability Test (CPAT) card and PC 832 training course are required upon appointment.

Minimum Qualifications Linkage Process

The adequacy of the current and proposed MQs was assessed using subject matter expert judgement regarding the likelihood that an applicant meeting each of the MQs would possess each of the KSAs identified in the occupational analyses. A meeting was convened on January 22, 2021, with the SMEs who developed the proposed MQs to review the current and proposed MQs compared to the occupational analysis results, and to begin the process of determining which of the occupational analysis KSAs are indicated by, or “link” to, each of the MQ statements. This process was started in the meeting, and then continued by the SMEs on their own, as described below.

In order to ensure that the SMEs fully understood the meaning and purpose of an MQ and therefore would be better able to perform this review, the SMEs were first given the following definition of an MQ at the start of the meeting:

A minimum qualification statement typically describes:

- The amount of education or training that would indicate possession of the KSAs at the minimum level (type of degree, number of classes, number of class credits).
- The type of education or training that would indicate possession of the needed-at-entry KSAs (field of study, specific classes or training programs).
- The amount of work experience that would indicate possession of the KSAs at the minimum level (length of time).
- The type of work experience that would indicate possession of the needed-at-entry KSAs (type of work, positions, type of organization, specific responsibilities and duties).
- Any licenses, certifications, or other credentials that are required for the job, and/or would demonstrate possession of needed upon entry KSAs at the minimum level.

Each SME was then given a matrix for each classification (as Excel spreadsheets) that listed in a column on the left, all of the KSAs identified in the occupational analyses as important for performing the job of either the Fire Captain or Fire Chief, and determined to be needed upon

entry to each of the respective classifications (upon hire or promotion); and in a row across the top of the matrix, each current and proposed MQ statement. The SMEs were instructed to examine each KSA and determine if possession of each MQ would indicate that a job applicant meeting that MQ would likely possess that KSA, at least at a minimally-acceptable level. If so, they were to place an X in the column below each MQ indicating that the KSA and MQ are linked. This process was started in the meeting as a group to ensure the SMEs understood the task, and then the SMEs were instructed to complete this process on their own.

Results

Current Minimum Qualification Linkages – Fire Captain

Table 1 shows the number of KSAs that linked to each of the current Fire Captain MQs, as well as the percentage of the total 112 KSAs that this number represents. This gives an indication of the general value of each current MQ in determining if a Fire Captain applicant possesses the KSAs at least at a minimum level. (Note that an applicant can qualify with either MQ statement.)

As Table 1 shows, either two years of part time institutional firefighting experience or one year of external (non-institutional) structural firefighting experience would indicate possession of just under half (45% and 44%, respectively) of the KSAs at a minimum level. Additionally, each MQ links to KSAs that the other MQ does not. These “unique KSA linkages” can indicate which MQ may be more valuable in determining a candidate’s qualifications, depending on the relative importance of these unique KSAs.

Appendix E lists all of the Fire Captain KSAs and shows which ones link to each current MQ.

Table 1. Current Minimum Qualifications to KSA Linkages – Fire Captain

Fire Captain Current Minimum Qualifications	Number of KSA Linkages	Percentage of KSAs Linked	Unique KSA Linkages
Two years of part-time experience performing the duties of an Institution Firefighter (Part Time) in a correctional facility of the Department of Corrections, OR	50	45%	4
One year of experience in structural fire fighting	49	44%	3

Current Minimum Qualification Linkages – Fire Chief

Table 2 shows the number of KSAs that linked to each of the current Fire Chief MQs, as well as the percentage of the total 122 KSAs that this number represents. This gives an indication of the general value of each current MQ in determining if a Fire Chief applicant possesses the KSAs at least at a minimum level.

As Table 2 shows, either one year of full-time institutional firefighter experience or three years of part-time institutional firefighter experience would indicate possession of approximately half (49% and 52%, respectively) of the KSAs at a minimum level; and two years of external (non-institutional) structural firefighting experience would indicate possession of 67% of the KSAs at a minimum level. One year of full-time institutional firefighter experience linked to one KSA the other MQs did not link to, and two years of external structural fire fighting experience linked to 31 unique KSAs. Nineteen of these unique KSAs are the entire set of physical abilities, none of which linked to either of the other two MQs.

Appendix F lists all of the Fire Chief KSAs and shows which ones link to each current MQ.

Table 2. Current Minimum Qualifications to KSA Linkages – Fire Chief

Fire Chief Current Minimum Qualifications	Number of KSA Linkages	Percentage of KSAs Linked	Unique KSA Linkages
One year of experience performing the duties of a Fire Fighter, Correctional Institution, in the Department of Corrections, OR	60	49%	1
Three years of experience performing the duties of an Institution Fire Fighter (Part Time) in the Department of Corrections, OR	63	52%	--
Two years of experience in structural fire fighting.	82	67%	31

Proposed Minimum Qualification Linkages – Fire Captain

Table 3, on the following page, shows the number of KSAs that linked to each of the proposed Fire Captain MQs, as well as the percentage of the total 112 KSAs that this number represents. This gives an indication of the general value of each proposed MQ in determining if a Fire Captain applicant possesses the KSAs at least at a minimum level.

As Table 3 shows, a Fire Fighter I certification based on training from a California State Fire Training accredited academy would indicate possession of 28% of the KSAs at a minimum level (and no unique KSAs), whereas any of the three experience MQs would indicate possession of at least 74% of the KSAs, meaning that requiring a Fire Fighter I certification in addition to the required experience would not add value in terms of assessing the KSAs. This is not unexpected, as anyone with the stated experience would likely already possess a Fire Fighter I certification, which is typically required for entry level firefighters. Additionally, it is important to note that although the Class B Commercial Driver License with a firefighter endorsement linked to very few KSAs, and the California EMT certification linked to fewer KSAs than did the experience statements (and also did not link to any unique KSAs), both of these are legal requirements for the job, and therefore must be listed as MQs.

Appendix G lists all of the Fire Captain KSAs and shows which ones link to each proposed MQ.

Table 3. Proposed Minimum Qualifications to KSA Linkages – Fire Captain

Fire Captain Proposed Minimum Qualifications	Number of KSA Linkages	Percentage of KSAs Linked	Unique KSA Linkages
Completion of a California State Fire Training accredited fire academy AND possession of a State Fire Training Fire Fighter I certification	31	28%	--
Possession of a California Class B Commercial Driver License OR a California Class C Driver License with a firefighter endorsement AND State Fire Marshal Driver Operator 1A & 1B certifications	5	4%	--
Possession of a California Emergency Medical Technician (EMT) certification	53	47%	--
Twenty-four months of full-time professional fire service experience at the level of Captain or higher, OR	96	86%	2
Thirty-six months of full-time professional fire service experience at the level of Engineer or higher, OR	94	84%	--
Forty-eight months of volunteer fire service experience at the level of Engineer or higher within the past five years.	83	74%	--
Candidate Physical Ability Test (CPAT) card (required upon appointment).	22	20%	3
PC 832 training course (required upon appointment).	5	4%	5

Proposed Minimum Qualification Linkages – Fire Chief

Table 4, on the following page, shows the number of KSAs that linked to each of the proposed Fire Chief MQs, as well as the percentage of the total 122 KSAs that this number represents. This gives an indication of the general value of each proposed MQ in determining if a Fire Chief applicant possesses the KSAs at least at a minimum level.

As Table 4 shows, either of the of the two experience MQs would indicate possession of nearly all of the KSAs (96% and 98%), meaning that the certification requirements may not add value in terms of assessing the KSAs. As with the proposed Fire Captain MQs, the Class B Commercial Driver License with a firefighter endorsement, and the California EMT certification are legal requirements for the job, and therefore must be listed as MQs regardless of their predicted value in assessing the KSAs.

Appendix H lists all of the Fire Chief KSAs and shows which ones link to each proposed MQ.

Table 4. Proposed Minimum Qualifications to KSA Linkages – Fire Chief

Fire Chief Proposed Minimum Qualifications	Number of KSA Linkages	Percentage of KSAs Linked	Unique KSA Linkages
Completion of a California State Fire Training accredited fire academy AND possession of a State Fire Training Fire Fighter I certification	47	39%	--
Possession of a State Fire Training Fire Fighter II certification	38	31%	--
Possession of a State Fire Training Fire Officer certification	66	54%	--
Possession of a California Class B Commercial Driver License OR a California Class C Driver License with a firefighter endorsement AND State Fire Marshal Driver Operator 1A & 1B certifications	11	9%	--
Possession of a California Emergency Medical Technician (EMT) certification	16	13%	--
Five years of full-time progressively responsible fire service experience with at least 36 months at the level of Captain or higher (all experience must be within the past seven years), OR	117	96%	--
Three years of experience as a Fire Captain or higher in a California State Correctional Institution (experience must be within the past five years)	119	98%	--
Candidate Physical Ability Test (CPAT) card (required upon appointment).	20	16%	--
PC 832 training course (required upon appointment).	4	3%	--

Part 2 Summary

The purpose of this phase of the study was to compare the results of the occupational analyses to various minimum qualifications for each classification. This was done through a KSA linkage process that was designed to assess SME judgement of the degree to which the MQs would indicate that Fire Captain or Fire Chief applicants likely possess the KSAs needed for performing the job, and which are required upon entry to the job, as established by the occupational analyses. The linkage process was conducted for the current MQs for both classifications, as well as for the proposed MQs for both classifications that were developed (separately from this study) to better reflect the current job requirements and to be more consistent with current fire service industry standards.

Because MQs are typically used for screening job applicants to determine if they should continue in a selection process, the results of this MQ linkage can be used to assess the potential value of

each MQ in screening applicants, and inform decisions regarding which MQs should ultimately be used. For example, if trying to streamline an application review process by having as few individual MQs as possible, it would be advantageous to ensure the MQs are those that will indicate possession of the largest number of KSAs. This can be achieved for the Fire Captain and Fire Chief classifications by considering the number of KSAs that link to each MQ as shown in Tables 1-4 in this report.

It is also important to ensure that the MQs will indicate possession of the most important KSAs in order to better identify qualified applicants and enhance the quality of the candidate pool entering the selection process. Therefore, in assessing the value of the current and proposed MQs for Fire Captain and Fire Chief, consideration should be given to the relative importance of the individual KSAs that link to each MQ, as shown in Appendices E, F, G, and H.

Finally, while the results of this MQ linkage process can provide validation evidence for the current and proposed MQs for the Fire Captain and Fire Chief classifications, they can also be used to help justify the adoption and use of the proposed MQs by showing the extent to which they would indicate possession of the important KSAs for each classification over and above the current MQs. It is important to note however, that while this study provides evidence of the value of the proposed MQs, establishing the new MQs that will be used for screening job applicants requires a formal process beyond the scope of this study, which would include conducting a full classification and compensation study.

Appendices

Appendix A

Fire Captain and Fire Chief KSAs Likely Demonstrated by SFT Fire Fighter 2 Certification

KSA #*	Fire Captain KSAs
1	Knowledge of modern fire-fighting methods to ensure a safe and effective response, and the proper and safe operation of equipment, in accordance with NFPA standards and other fire safety, life safety, and government codes/standards.
7	Knowledge of the types, causes, characteristics, and behaviors of fire as related to various materials and environmental factors to help suppress, prevent, and investigate fires, and supervise fire department staff in fire suppression and prevention activities.
17	Knowledge of modern fire-fighting tools and equipment (e.g., ladders, pumps, hoses, forcible entry tools, hydraulic tools, saws, etc.) to ensure effective emergency response, and the proper and safe operation of equipment, in accordance with NFPA standards, Cal/OSHA requirements, and other fire safety, life safety, and government codes/standards.
22	Knowledge of the use and maintenance of personal protective equipment (PPE) including SCBA gear, turnouts, boots, gloves, helmets, etc., to oversee the effective use of PPE and ensure its availability to staff, in accordance NFPA standards and Cal/OSHA regulations.
27	Knowledge of the proper use, handling, storage, and documentation of hazardous substances/wastes to create a safe work environment in accordance with California Code of Regulations Title 22, and other applicable regulations and guidelines.
48	Skill to conduct size up, including assessing the nature and extent of the fire, condition of the building, danger to adjacent buildings, and water supply status to determine crew or company requirements and ensure proper management of fire department personnel utilizing personal/professional knowledge, rules, regulations, standards, Incident Command System training, etc.
59	Skill to operate emergency rescue equipment (e.g., jaws of life, rope rescue equipment) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.
60	Skill to operate wildland fire equipment (e.g., wildland fire packs, wildland specific hoses and tools, chainsaws, axes) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.
61	Skill to utilize and wear all types of personal protective equipment (PPE) and related equipment (equipment that recharges breathing apparatus bottles, etc.) for safe operation, to maximize efficiency, to provide safety and security of self, crew and in accordance with established standards and directives.

*KSAs retain their original numbers from of occupational analysis.

KSA #	Fire Chief KSAs
2	Knowledge of modern fire-fighting methods to ensure a safe and effective response, and the proper and safe operation of equipment, in accordance with NFPA standards and other fire safety, life safety, and government codes/standards.
9	Knowledge of the types, causes, characteristics, and behaviors of fire as related to various materials and environmental factors to help suppress, prevent, and investigate fires, and supervise fire department staff in fire suppression and prevention activities.
16	Knowledge of rescue techniques, (e.g., auto extrication, confined space, low angle rescue, trench rescue, etc.) consistent with State Fire Training to maintain a safe operation and/or mitigate an incident in accordance with established standards and directives.
20	Knowledge of modern fire-fighting tools and equipment (e.g., ladders, pumps, hoses, forcible entry tools, hydraulic tools, saws, etc.) to ensure effective emergency response, and the proper and safe operation of equipment, in accordance with NFPA standards, Cal/OSHA requirements, and other fire safety, life safety, and government codes/standards.
25	Knowledge of the use and maintenance of personal protective equipment (PPE) including SCBA gear, turnouts, boots, gloves, helmets, etc., to oversee the effective use of PPE and ensure its availability to staff, in accordance NFPA standards and Cal/OSHA regulations.
32	Knowledge of the proper use, handling, storage, and documentation of hazardous substances/wastes to create a safe work environment in accordance with California Code of Regulations Title 22, and other applicable regulations and guidelines.
59	Skill to conduct size up, including assessing the nature and extent of the fire, condition of the building, danger to adjacent buildings, and water supply status to determine crew or company requirements and ensure proper management of fire department personnel utilizing personal/professional knowledge, rules, regulations, standards, Incident Command System training, etc.
72	Skill to operate emergency rescue equipment (e.g., jaws of life, rope rescue equipment) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.
73	Skill to operate wildland fire equipment (e.g., wildland fire packs, wildland specific hoses and tools, chainsaws, axes) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.
74	Skill to utilize and wear all types of personal protective equipment (PPE) and related equipment (equipment that recharges breathing apparatus bottles, etc.) for safe operation, to maximize efficiency, to provide safety and security of self, crew and in accordance with established standards and directives.

Appendix B

Fire Captain and Fire Chief KSAs Likely Demonstrated by the SFT Apparatus Driver/Operator Certifications

KSA #*	Fire Captain KSAs
11	Knowledge of Code 3 driving techniques and requirements to safely drive a vehicle to the scene of an emergency in compliance with Department of Transportation regulations and California Vehicle Code.
18	Knowledge of the types and uses of modern fire-fighting apparatus (e.g., structural, wildland, command, etc.) to ensure effective emergency response and the proper and safe operation of the apparatus and its equipment, in accordance with NFPA standards, Cal/OSHA requirements, Department of Transportation regulations, and other applicable standards and regulations.
21	Knowledge of the maintenance and certification requirements for fire-fighting apparatus and its equipment (e.g., pumps, ladders) to ensure its safe operation, availability for use, and compliance with testing and certification requirements.
66	Skill to drive a fire apparatus on the institutional grounds when the apparatus is needed to respond to emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.) safely and in compliance with State Vehicle Code.
67	Skill to drive a fire apparatus off-grounds for mutual aid response for emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.), including driving in a Code 3 manner, safely and in compliance with State Vehicle Code.

*KSAs retain their original numbers from of occupational analysis.

KSA #	Fire Chief KSAs
14	Knowledge of Code 3 driving techniques and requirements to safely drive a vehicle to the scene of an emergency in compliance with Department of Transportation regulations and California Vehicle Code.
21	Knowledge of the types and uses of modern fire-fighting apparatus (e.g., structural, wildland, command, etc.) to ensure effective emergency response and the proper and safe operation of the apparatus and its equipment, in accordance with NFPA standards, Cal/OSHA requirements, Department of Transportation regulations, and other applicable standards and regulations.
24	Knowledge of the maintenance and certification requirements for fire-fighting apparatus and its equipment (e.g., pumps, ladders) to ensure its safe operation, availability for use, and compliance with testing and certification requirements.
79	Skill to drive a fire apparatus on the institutional grounds when the apparatus is needed to respond to emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.) safely and in compliance with State Vehicle Code.
80	Skill to drive a fire apparatus off-grounds for mutual aid response for emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.), including driving in a Code 3 manner, safely and in compliance with State Vehicle Code.

Appendix C

Fire Captain and Fire Chief Occupational Analysis KSAs Likely Demonstrated by SFT Hazardous Materials Certifications

KSA #*	Fire Captain KSAs
3	Knowledge of all hazards response plans and other emergency response procedures for natural disasters, (e.g., floods, earthquakes, fires, etc.), in order to respond to and/or mitigate an incident at or outside of the institution, in accordance with established standards and directives.
27	Knowledge of the proper use, handling, storage, and documentation of hazardous substances/wastes to create a safe work environment in accordance with California Code of Regulations Title 22, and other applicable regulations and guidelines.
72	Skill to conduct investigations into the causes of accidents or hazardous materials incidents in the institution to make recommendations regarding preventative measures to ensure institutional security and compliance with departmental policies and procedures and laws/regulations.
76	Skill to perform inspections of the institution for fire and life safety hazards, inclusive of health hazards and unsanitary conditions, to develop hazard reduction recommendations.

*KSAs retain their original numbers from of occupational analysis.

KSA #	Fire Chief KSAs
4	Knowledge of all hazards response plans and other emergency response procedures for natural disasters, (e.g., floods, earthquakes, fires, etc.), in order to respond to and/or mitigate an incident at or outside of the institution, in accordance with established standards and directives.
32	Knowledge of the proper use, handling, storage, and documentation of hazardous substances/wastes to create a safe work environment in accordance with California Code of Regulations Title 22, and other applicable regulations and guidelines.
85	Skill to conduct investigations into the causes of accidents or hazardous materials incidents in the institution to make recommendations regarding preventative measures to ensure institutional security and compliance with departmental policies and procedures and laws/regulations.
93	Skill to perform inspections of the institution for fire and life safety hazards, inclusive of health hazards and unsanitary conditions, to develop hazard reduction recommendations.

Appendix D

Fire Captain and Fire Chief KSAs Likely Demonstrated by SFT Officer Certifications

KSA #*	Fire Captain KSAs
32	Knowledge of supervisory principles and methods to plan, coordinate, and oversee the work of inmate firefighters, including coaching/training, enhancing motivation and morale, and managing performance, in accordance with department and institution policies and procedures.
44	Knowledge of budgetary principles and practices in order to understand procurement, budgetary processes, and costs associated with equipment and maintenance.
49	Skill to assign inmate firefighters to tasks/roles at strategic locations at an incident to facilitate rescue of persons and maximize application of extinguishing agents in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS).
50	Skill to direct inmate firefighters on which equipment to use and where to use it in the rescue of persons, firefighting efforts, and/or other emergency scene activities to ensure institutional security and compliance with departmental policies and procedures in accordance with rules, regulations, etc. as required.
51	Skill to determine priorities of rescue activities (e.g., administer medical aid vs. performing immediate extrication) to prepare for an effective response taking into account the safety of self, inmate crew, staff, and other inmates at the scene.
76	Skill to perform inspections of the institution for fire and life safety hazards, inclusive of health hazards and unsanitary conditions, to develop hazard reduction recommendations.
80	Skill to conduct tests of occupancy hoses and hydrants on institutional grounds to ensure their proper functioning in compliance with NFPA Standards.
81	Skill to conduct visual inspections of fire sprinklers, standpipe, and fire alarm systems on institutional grounds to ensure the safety of staff, inmates, and building occupants in compliance with National Fire Protection Association (NFPA) Standards.
84	Skill to plan and coordinate the work of inmate firefighters, including creating work and training schedules, establishing performance expectations, monitoring task completion, and providing coaching and guidance as needed to ensure work is completed correctly and in a timely manner.
85	Skill to oversee inmate firefighters in safely performing duties related to the upkeep of the fire station and grounds surrounding the station to ensure cleanliness, orderliness, and sanitation of the fire department facilities utilizing DOM Section 52090.4.1, IIPP, Health and Safety Codes, etc.
86	Skill to oversee inmate firefighters performing fire suppression to ensure inmates follow proper protocol, and the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.
87	Skill to oversee inmate firefighters responding to various incidents (e.g., hazardous material incidents, medical incidents, vehicle incidents) to ensure the safe operation of necessary tools and equipment, procedures are followed safely and according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.

KSA #*	Fire Captain KSAs
89	Skill to recognize training deficiencies and/or performance problems in inmate firefighters to determine effective corrective training and developmental or disciplinary measures.
111	Skill to keep records to ensure compliance with rules, codes, standards, laws, regulations, guidelines, etc., and provide for the safety and security of the institution in accordance with established standards and directives.
112	Skill to prepare cost and damage estimates in cases of arson or negligence, in order to provide information to Fire Chief and/or institutional staff in accordance with established standards and directives.
113	Skill to create purchase requisitions or recommendations in accordance with budgetary allotment and procurement guidelines, by analyzing the data and including sufficient justification for the purchases in alignment with departmental guidelines, standards, and regulatory requirements.
117	Skill to complete requisitions for the purchase, replacement, maintenance, or testing of equipment, utilizing contracts and service and expense orders that encompass a scope of service for inspections and maintenance in accordance with National Fire Protection Agency (NFPA) standards, departmental practices, and applicable governmental codes to obtain necessary equipment for the safety of the institution.

*KSAs retain their original numbers from of occupational analysis.

KSA #	Fire Chief KSAs
39	Knowledge of supervisory principles and methods to plan, coordinate, and oversee the work of subordinate staff, including coaching/training, enhancing motivation and morale, and managing performance, in accordance with department and institution policies and procedures.
49	Knowledge of fire department administration principals and methods, including staffing, ensuring compliance with policies and laws/regulations, purchasing, monitoring budget expenditures, ensuring operational readiness, strategic planning, etc. to provide effective oversight of all fire department operations.
53	Knowledge of budgetary principles and practices in order to understand procurement, budgetary processes, and costs associated with equipment and maintenance.
60	Skill to assign appropriate personnel to tasks/roles at strategic locations at an incident to facilitate rescue of persons and maximize application of extinguishing agents in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS).
61	Skill to direct appropriate personnel on which equipment to use and where to use it in the rescue of persons, firefighting efforts, and/or other emergency scene activities to ensure institutional security and compliance with departmental policies and procedures in accordance with rules, regulations, etc. as required.
62	Skill to determine priorities of rescue activities (e.g., administer medical aid vs. performing immediate extrication) to prepare for an effective response taking into account the safety of self, inmate crew, staff, and other inmates at the scene.

KSA #	Fire Chief KSAs
85	Skill to conduct investigations into the causes of accidents or hazardous materials incidents in the institution to make recommendations regarding preventative measures to ensure institutional security and compliance with departmental policies and procedures and laws/regulations.
86	Skill to conduct investigations of fires occurring on institutional property by reviewing/taking photos/videos/reports, conducting interviews, etc., working in conjunction with the institution's Investigative Services Unit in accordance with applicable governmental codes to identify the source of fires.
89	Skill to oversee the inspection and testing of fixed fire suppression and detection systems (e.g., fire sprinklers, standpipes, automatic/manual alarms, etc.) by outside contractors to maintain operational readiness utilizing audit tools in accordance with NFPA standards and applicable governmental codes.
90	Skill to oversee fire drills conducted by institution staff to ensure they are being conducted properly based on NFPA Standards, State Fire Code, and policies and procedures.
93	Skill to perform inspections of the institution for fire and life safety hazards, inclusive of health hazards and unsanitary conditions, to develop hazard reduction recommendations.
100	Skill to conduct tests of occupancy hoses and hydrants on institutional grounds to ensure their proper functioning in compliance with NFPA Standards.
101	Skill to conduct visual inspections of fire sprinklers, standpipe, and fire alarm systems on institutional grounds to ensure the safety of staff, inmates, and building occupants in compliance with National Fire Protection Association (NFPA) Standards.
105	Skill to plan and coordinate the work of Fire Captains, including creating work schedules, establishing performance expectations, monitoring task completion, and providing coaching and guidance as needed to ensure work is completed correctly and in a timely manner.
106	Skill to conduct performance evaluations of staff to ensure performance expectations and progress toward performance goals are communicated clearly, and that job performance is documented according to department and institution policies and procedures.
109	Skill to oversee the rating of conduct and production of inmates provided by the Fire Captain(s) to ensure they are conducted fairly, accurately, and objectively and to ensure the productivity and appropriate conduct in accordance with all fire safety, life safety, and government codes/standards.
110	Skill to oversee inmate firefighters in safely performing duties related to the upkeep of the fire station and grounds surrounding the station to ensure cleanliness, orderliness, and sanitation of the fire department facilities utilizing DOM Section 52090.4.1, IIPP, Health and Safety Codes, etc.
111	Skill to oversee inmate firefighters performing fire suppression to ensure inmates follow proper protocol, and the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.
112	Skill to oversee inmate firefighters responding to various incidents (e.g., hazardous material incidents, medical incidents, vehicle incidents) to ensure the safe operation of necessary tools and equipment, procedures are followed safely and according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.

Appendix E

Fire Captain KSA to Current MQ Linkages

(An X indicates that the SMEs determined the MQ would indicate possession of the KSA.
An empty cell indicates that the SMEs determined the MQ would not indicate possession of the KSA.)

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
	Job Knowledge - Emergency Response		
1	Knowledge of modern fire-fighting methods to ensure a safe and effective response, and the proper and safe operation of equipment, in accordance with NFPA standards and other fire safety, life safety, and government codes/standards.		
5	Knowledge of the incident command procedures to manage various emergency incidents to ensure resources are properly deployed, and actions of crew are in compliance and adhering to best practice.		
7	Knowledge of the types, causes, characteristics, and behaviors of fire as related to various materials and environmental factors to help suppress, prevent, and investigate fires, and supervise fire department staff in fire suppression and prevention activities.		
9	Knowledge of methods used in protecting property against fire in order to protect life, property, and environment against fire or hazards for pre-fire planning and prevention activities in accordance with established standards and directives.		
11	Knowledge of Code 3 driving techniques and requirements to safely drive a vehicle to the scene of an emergency in compliance with Department of Transportation regulations and California Vehicle Code.		
12	Knowledge of the Personnel Accountability Safety System (PASS) to account for, track, coordinate, and maintain the safety of personnel at the scene of an incident.		
13	Knowledge of rescue techniques, (e.g., auto extrication, confined space, low angle rescue, trench rescue, etc.) consistent with State Fire Training to maintain a safe operation and/or mitigate an incident in accordance with established standards and directives.		
14	Knowledge of Emergency Medical Technician (EMT) level medical intervention to triage, assess, and treat patients at the scene of an incident, and to ensure staff are properly trained in Public Safety First Aid, in accordance with State Health and Safety Code, Emergency Medical Services Authority, and other applicable standards and regulations.		
15	Knowledge of first aid administration and basic medical care, (e.g., bandaging, splinting, wound care, Cardio Pulmonary Resuscitation, Automatic External Defibrillator, basic life support, etc.) to safely respond and render medical aid in accordance with established standards and directives.		

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
16	Knowledge of basic medical terms and concepts to communicate with institutional medical personnel (e.g., LVNs, MDs) and local agency medical personnel to relay medical information when medical personnel arrive on the scene of an emergency and/or to follow medical instructions given.		
Job Knowledge - Equipment Operation and Maintenance			
17	Knowledge of modern fire-fighting tools and equipment (e.g., ladders, pumps, hoses, forcible entry tools, hydraulic tools, saws, etc.) to ensure effective emergency response, and the proper and safe operation of equipment, in accordance with NFPA standards, Cal/OSHA requirements, and other fire safety, life safety, and government codes/standards.		
18	Knowledge of the types and uses of modern fire-fighting apparatus (e.g., structural, wildland, command, etc.) to ensure effective emergency response and the proper and safe operation of the apparatus and its equipment, in accordance with NFPA standards, Cal/OSHA requirements, Department of Transportation regulations, and other applicable standards and regulations.		
19	Knowledge of the equipment used in Emergency Medical Response, including rendering Emergency Medical Technician (EMT) level medical aid, to ensure effective response, and the proper and safe operation of equipment, in accordance with State Health and Safety Code, Emergency Medical Services Authority, and other applicable standards and regulations.		
20	Knowledge of the maintenance required for power operated tools and equipment (e.g., power tools, appliances, pumps) to oversee maintenance performed by staff, coordinate maintenance services, and/or plan the purchase of new equipment based on manufacturers guidelines and policies and procedures.		
22	Knowledge of the use and maintenance of personal protective equipment (PPE) including SCBA gear, turnouts, boots, gloves, helmets, etc., to oversee the effective use of PPE and ensure its availability to staff, in accordance NFPA standards and Cal/OSHA regulations.		
Job Knowledge - Supervision			
32	Knowledge of supervisory principles and methods to plan, coordinate, and oversee the work of inmate firefighters, including coaching/training, enhancing motivation and morale, and managing performance, in accordance with department and institution policies and procedures.		
35	Knowledge of the Equal Employment Opportunity Program to maintain a work environment free of violence, harassment, discrimination, etc., in compliance with all directions, rules, codes, standards, laws, regulations, guidelines, etc.		
Job Knowledge - Custody			
36	Knowledge of firearms as it applies to the safe operation, handling, maintenance, and storage of firearms used or carried in the performance of duties.	X	
37	Knowledge of the use of force in deadly and non-deadly situations to respond to inmate issues as necessary, following departmental policies and procedures.	X	

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
38	Knowledge of methods for conducting searches of inmates and fire department common areas, lockers, firehouse grounds, etc. to ensure institutional safety and security in accordance with CCR Title 15, Penal Code 832, and policies and procedures.	X	
Job Knowledge - Administrative Procedures			
46	Knowledge of Health Insurance Portability and Accountability Act (HIPAA) to ensure compliance with medical confidentiality protocol.		
Emergency Response			
47	Skill to operate within the National Incident Management System (NIMS) and Incident Command System (ICS) to identify, assign, coordinate, and track resources, and manage the response activities (e.g., fire suppression, rescue, hazard mitigation, etc.) to maximize effectiveness, efficiency, and safety.		
48	Skill to conduct size up, including assessing the nature and extent of the fire, condition of the building, danger to adjacent buildings, and water supply status to determine crew or company requirements and ensure proper management of fire department personnel utilizing personal/professional knowledge, rules, regulations, standards, Incident Command System training, etc.		
49	Skill to assign inmate firefighters to tasks/roles at strategic locations at an incident to facilitate rescue of persons and maximize application of extinguishing agents in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS).		
50	Skill to direct inmate firefighters on which equipment to use and where to use it in the rescue of persons, firefighting efforts, and/or other emergency scene activities to ensure institutional security and compliance with departmental policies and procedures in accordance with rules, regulations, etc. as required.		
51	Skill to determine priorities of rescue activities (e.g., administer medical aid vs. performing immediate extrication) to prepare for an effective response taking into account the safety of self, inmate crew, staff, and other inmates at the scene.		
52	Skill to assess the condition of victims in a medical emergency through questions, observation, and hands-on assessment to evaluate the need for further medical intervention/calls to local emergency crews.		
53	Skill to read and use maps, in paper format as well as GPS, to identify locations of incidents within the institution and/or outside of the institution, and navigate to the locations by the most efficient route.		
54	Ability to maintain visual/radio contact and/or use Personnel Accountability Safety System (PASS) with crew at the incident scene to ensure accountability and safety of personnel.		
55	Ability to remain calm and demonstrate effective leadership in stressful situations and make appropriate and effective decisions in accordance with all fire safety, life safety, and government codes/standards.		
56	Ability to remain alert in order to react to constantly evolving situations in accordance with all fire safety, life safety, and government codes/standards.		

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
	Equipment Operation and Maintenance		
57	Skill to operate fire, medical, rescue and auxiliary equipment safely (e.g., generators, pumps, extrication equipment and hand tools, etc.) to perform emergency and non-emergency operations (e.g., medical aid, vehicle extrications, fires, training, etc.) in accordance with manufacturer guidelines, regulations, and standards.		
58	Skill to operate communication equipment to communicate effectively and professionally with institutional staff, inmate firefighters, and outside agencies in accordance with the Standardized Emergency Management System (SEMS)/National Incident Management System (NIMS), Federal Communications Commission, etc.		
59	Skill to operate emergency rescue equipment (e.g., jaws of life, rope rescue equipment) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.		
60	Skill to operate wildland fire equipment (e.g., wildland fire packs, wildland specific hoses and tools, chainsaws, axes) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.		
61	Skill to utilize and wear all types of personal protective equipment (PPE) and related equipment (equipment that recharges breathing apparatus bottles, etc.) for safe operation, to maximize efficiency, to provide safety and security of self, crew and in accordance with established standards and directives.		X
64	Skill to maintain self-contained breathing apparatus (SCBA) equipment by inspecting masks, replacing parts as necessary, refilling air tanks using a compressor, etc., to maintain functionality and response readiness based on NFPA and Cal/OSHA standards.		X
66	Skill to drive a fire apparatus on the institutional grounds when the apparatus is needed to respond to emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.) safely and in compliance with State Vehicle Code.		
67	Skill to drive a fire apparatus off-grounds for mutual aid response for emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.), including driving in a Code 3 manner, safely and in compliance with State Vehicle Code.		
68	Skill to drive other (non-apparatus) vehicles (e.g., command vehicle, squad vehicle, ambulance/medical transport, etc.) on or off grounds as needed to respond to emergency incidents; transport injured persons, personnel or equipment; perform inspections or other fire and life safety duties in the institution, escort vendors, attend meetings, etc., safely and in compliance with State Vehicle Code.		
69	Skill to conduct inventory of fire and medical equipment and supplies on vehicles and/or in storage cabinets or other areas in the station, to ensure all items are accounted for, in their proper location, and secured properly, utilizing checklists or inventory sheets according to policies and procedures.		

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
70	Skill to conduct inventory of tools to ensure all items are accounted for, in their proper location, and secured properly, utilizing checklists or inventory sheets according to policies and procedures.		
	Supervision		
84	Skill to plan and coordinate the work of inmate firefighters, including creating work and training schedules, establishing performance expectations, monitoring task completion, and providing coaching and guidance as needed to ensure work is completed correctly and in a timely manner.		
85	Skill to oversee inmate firefighters in safely performing duties related to the upkeep of the fire station and grounds surrounding the station to ensure cleanliness, orderliness, and sanitation of the fire department facilities utilizing DOM Section 52090.4.1, IIPP, Health and Safety Codes, etc.		
86	Skill to oversee inmate firefighters performing fire suppression to ensure inmates follow proper protocol, and the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.		
87	Skill to oversee inmate firefighters responding to various incidents (e.g., hazardous material incidents, medical incidents, vehicle incidents) to ensure the safe operation of necessary tools and equipment, procedures are followed safely and according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.		
89	Skill to recognize training deficiencies and/or performance problems in inmate firefighters to determine effective corrective training and developmental or disciplinary measures.		
90	Ability to promote acceptable attitudes and behavior of inmate firefighters to maintain orderly operations within the institutions in accordance Title 15 and institution policies and procedures.		
91	Ability to build appropriate rapport with inmate firefighters to build a cohesive team, gain influence over the crew, and to obtain cooperation and compliance according to policies and procedures.		
92	Ability to resolve minor conflicts involving inmate firefighters using interpersonal communication, personal skills and abilities, and appropriate use of authority, to maintain order within the inmate population according to policies and procedures.		
93	Ability to interpret and enforce institution rules and regulations with firmness, tact and impartiality in order to ensure the safety and security of the institution in accordance with established standards and directives.		
94	Ability to foster teamwork and cooperation in a structured working environment in accordance with established standards and directives.		
	Custody		
96	Skill to use inmate restraint equipment (e.g., handcuffs, martin chains, escort chains, leg irons, flex cuffs, waist restraints, leather restraints, hand isolation device, spit hood) on compliant and non-compliant inmates as necessary and following all protocol to ensure inmates are properly restrained.		

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
97	Skill to utilize a firearm (e.g., rifle, handgun) as necessary and as assigned, following all protocol to maintain security and safety.		
98	Ability to separate multiple combative individuals, with the help of others, to break up a fight and maintain safety and security following departmental policies and procedures.		
Training			
99	Skill to train inmate firefighters in fire prevention to protect the institution and provide a safe environment for staff, inmates, and visitors utilizing State Fire Code, NFPA guidelines, and other applicable regulations and standards.		
100	Skill to train inmate firefighters in fire suppression to ensure the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) in accordance with the International Fire Service Training Association (IFSTA), State Fire Code, NFPA guidelines, and other applicable regulations and standards.		
101	Skill to train inmate firefighters in equipment operation (e.g., chain saw, power generator, positive pressure ventilator, etc.) to prevent injury in accordance with Title 8 Section 3203 and Injury Illness Prevention Program (IIPP) as mandated.		
102	Skill to train staff inmate firefighters in First Aid and Cardio Pulmonary Resuscitation (CPR) for the purpose of sustaining life until the patient is transferred to a higher level of care in accordance with your local Emergency Medical Services (EMS) protocol, as needed.		
106	Skill to instruct inmate firefighters in dispatching procedures and the use of radios to ensure proper operation of the equipment and communication protocols.		X
107	Skill to train inmate firefighters in tool identification to ensure institutional security and compliance with departmental policies and procedures in accordance with applicable rules and regulations.	X	X
110	Skill to oversee lead inmate firefighter(s) conducting training drills for inmate firefighters to practice skills and reinforce training concepts, ensuring that inmates are following instructions and proper procedures.		
Administrative			
111	Skill to keep records to ensure compliance with rules, codes, standards, laws, regulations, guidelines, etc., and provide for the safety and security of the institution in accordance with established standards and directives.		
114	Skill to prepare reports that are accurate, complete, and clear to ensure compliance with rules, codes, standards, laws, regulations, guidelines, etc., and to ensure proper documentation is accomplished.	X	
116	Skill to maintain logs on all inspections (e.g., fire and life safety, vehicle maintenance and Personal Protective Equipment, etc.) to ensure compliance with all fire and life safety codes and standards.		
119	Skill to perform basic mathematical calculations such as add, subtract, multiply, and divide with accuracy to conduct counts, inventory, manage time, calculate costs, pumping calculations, etc.		

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
120	Ability to exercise discretion in dealing with sensitive information to ensure that confidential information is not misused or inappropriately distributed.	X	X
Interpersonal			
121	Ability to maintain cooperative relationships with people, organizations, vendors, and other agencies to effectively meet the needs of the institution and promote and maintain positive public relations.	X	X
122	Ability to establish an appropriate rapport with individuals from diverse ethnic, socioeconomic, and cultural backgrounds to communicate effectively, and build a team environment with the fire inmate crew.	X	X
123	Ability to possess courteousness and professionalism in dealings with inmates, fellow employees and the public to ensure effective communication in accordance with all fire safety, life safety, and government codes/standards.	X	X
124	Ability to show tact in working with others to promote a safe and effective work environment in accordance with all fire safety, life safety, and government codes/standards.	X	X
Communication			
125	Knowledge of effective writing methods (i.e., style, form, grammar, spelling, and punctuation) in accordance with established standards and directives to summarize and document information clearly and relay information effectively.		
126	Skill to articulate recommendations by supporting with facts to communicate recommendations effectively and allow proper consideration.	X	X
127	Ability to understand orders and directives (e.g., written and oral) in order to perform work activities in accordance with established standards and directives.	X	X
128	Ability to be approachable and non-judgmental to ensure open communication with others.	X	X
129	Ability to communicate in English both verbally and in written format with a variety of individuals (e.g., staff, inmates, the public, and other agencies/resource representatives) to relay and receive information clearly.	X	X
130	Ability to alter communication style, language, and terminology utilized in each communication interaction (e.g., communicating with visitors/public, local fire department representatives, institutional staff, new inmates, types of inmates, medical staff) to ensure terminology and information relayed is clear and at the appropriate level.	X	X
Self-Effectiveness			
131	Ability to work in an environment that requires strict adherence to instructions, standards, and/or procedures to ensure that actions are taken in compliance with policy and appropriately given the direction of the chain of command.	X	X
132	Ability to work independently to complete work tasks with minimal supervision.	X	X
133	Ability to work under direct supervision and chain-of-command to accomplish the tasks and goals of the department/institution.	X	X

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
134	Ability to continue education in order to remain up-to-date on all new policies, procedures, codes, and trends in incident management, fire suppression/prevention and/or institutional policies.	X	X
135	Ability to cope with stressful situations professionally and tactfully to ensure decisions can be made effectively without being impacted by negative emotions.	X	X
136	Ability to handle unexpected changes on the job, such as new schedules, procedures, priorities, routines, or new inmates in order to contribute to the continued effective operation of the institution.	X	X
137	Ability to demonstrate responsible and ethical behavior in all work tasks and responsibilities to ensure the integrity of the department is not compromised.	X	X
138	Ability to follow oral and written directions, and legal mandates (e.g., laws/rules, regulations, operational procedures, verbal instructions, etc.) to effectively interpret and apply instructions to accomplish assigned duties and meet the goals and objectives of the department in accordance with all fire safety, life safety, and government codes/standards.	X	X
139	Ability to frequently switch between multiple tasks, with safety as the first priority (i.e., multitasking) to manage multiple situations requiring attention simultaneously.	X	X
140	Ability to function effectively under difficult, unexpected or emergency conditions by maintaining one's composure and professional demeanor (e.g., exercising restraint, using force only when necessary) to ensure decisions are objectively made and logical.	X	X
141	Ability to learn new modern fire prevention, suppression, and rescue techniques to effectively manage a fire department in a correctional facility and to ensure staff are aware of/trained in these techniques in accordance with all fire safety, life safety, and government codes/standards.	X	X
Physical Abilities			
142	Ability to perform arduous activity (e.g., fighting fire, lifting/moving equipment, positioning hose lines, forcible entry, etc.) in order to accomplish emergency response in accordance with established standards and directives.	X	X
143	Ability to assist with heavy physical labor (e.g., fighting fire, lifting/moving equipment, positioning hose lines, forcible entry, etc.) in order to accomplish all hazard emergency response, when needed in accordance with all fire safety, life safety, and government codes/standards.	X	X
144	Ability to exert maximum muscular force (e.g., lifting, pulling, pushing, or dragging hard-to-move objects, physically restraining individuals) to move non-compliant inmates, heavy equipment, and/or during an emergency incident (e.g., rescue).	X	X
145	Ability to use proper lifting techniques (i.e., using bent knees, straight back, and lift with legs, etc.) to prevent injury in accordance with established standards and directives.	X	X
146	Ability to perform physical actions and movements quickly and smoothly to ensure personal safety and the safety and security of the institution is not compromised.	X	X
147	Ability to stand upright for long periods of time (i.e., an entire shift/assignment) to perform work duties.	X	X

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
148	Ability to maintain one's balance when changing direction or walking on narrow walkways to perform work duties.	X	X
149	Ability to walk for long periods of time (i.e., entire work assignment) to perform work duties.	X	X
150	Ability to make precise, accurate movements of the hands and arms to direct force necessary for personal protection, inmate control, and/or to respond to an emergency.	X	X
151	Ability to run in short bursts and for longer distances to pursue inmates on foot as necessary and/or respond to an emergency.	X	X
152	Ability to use both hands and both feet (e.g., driving, climbing, lifting, etc.) in order to accomplish assigned tasks in accordance with established standards and directives.	X	X
153	Ability to climb stairs or ladders on a routine and emergency basis to access elevated work areas and/or respond to emergencies.	X	X
154	Ability to perform duties requiring close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus to capture all the necessary details of observations in both bright and dim light.	X	X
155	Ability to bend, extend, and/or twist body to perform work duties (e.g., when responding to incidents, inspecting equipment).	X	X
156	Ability to effectively hear in order to protect oneself and others from potential harm (e.g., radio/verbal commands, structural noise, cries for help, etc.) while in the course of assigned duties in accordance with established standards and directives.	X	X
157	Ability to identify the origin and direction of sounds to properly direct one's attention.	X	X
158	Ability to distinguish differences or similarities among odors in order to detect smoke, gas leaks, and other substances.	X	X
159	Ability to conduct physical tasks under adverse conditions (e.g., heat, limited visibility, confined space, arduous terrain, height, unstable or limited footing) to perform work duties.	X	X
160	Ability to physically defend self or others (i.e., with hands, arms or feet) against an attacking inmate as necessary.	X	X
	Willingness		
161	Willingness to complete a training course in arrest and firearms as mandated by Penal Code Section 832 to remain in compliance.	X	X
162	Willingness to live and work in isolated areas away from population centers and to work on weekends and holidays to complete work activities.	X	X
163	Willingness to maintain operational flexibility as required for all hazard emergency response in accordance with all fire safety, life safety, and government codes/standards.	X	X
164	Willingness to work at night and to report for duty whenever emergencies arise in accordance with all fire safety, life safety, and government codes/standards.	X	X
165	Willingness to remain on duty 24 hours a day as required to complete work activities.	X	X

Fire Captain KSAs		Current MQs	
		Two Years part time exp as an Institution Firefighter in a CDCR institution	One year exp in structural fire fighting
<p>The following KSAs are ones for which it is unclear whether they are needed first day on the job or at some point later based on the survey responses in the occupational analysis. They were included in the linkage process in case it is later determined that they are needed first day on the job. The results of these linkages were not included in the results reported in the body of this report.</p>			
	Job Knowledge - Custody		
39	Knowledge of policies, procedures, and criminal law relating to detention, arrest, and custody, including rules of evidence pertaining to search and seizure, and the gathering and preservation of evidence, to ensure actions are in compliance. 49.3% of respondents rated this KSA as first needed day one on the job; 48.0% of respondents rated this KSA as needed after day one.		
	Equipment Operation and Maintenance		
62	Skill to determine the need for minor mechanical modifications, installations, and repairs of equipment to ensure its safe and effective operation according to manufacturer guidelines and in accordance with policies and procedures. 49.3% of respondents rated this KSA as first needed day one on the job; 48.0% of respondents rated this KSA as needed after day one.		
63	Skill to perform equipment maintenance for the fire department (e.g. apparatus, rescue equipment, small engine repair, etc.) to ensure proper operation in accordance with manufacturers instructions/guidelines. 49.3% of respondents rated this KSA as first needed day one on the job; 45.3% of respondents rated this KSA as needed after day one.		
	Custody		
95	Skill to operate less than lethal equipment (e.g., 40mm single or multi-launcher, chemical agents, stinger rounds, direct impact sponge round) according to policy and procedure to utilize in an emergency situation as necessary. 50.0% of respondents rated this KSA as first needed day one on the job; 42.1% of respondents rated this KSA as needed after day one.		
	Training		
104	Skill to plan training curriculum for the inmate firefighters to utilize in both classroom and field training settings to ensure the lesson plans cover all necessary training topics. 50.0% of respondents rated this KSA as first needed day one on the job; 48.7% of respondents rated this KSA as needed after day one.	X	X

Appendix F

Fire Chief KSAs to Current MQ Linkages

(An X indicates that the SMEs determined the MQ would indicate possession of the KSA.
An empty cell indicates that the SMEs determined the MQ would not indicate possession of the KSA.)

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
	Job Knowledge - Emergency Response			
1	Knowledge of Federal, State, local laws, regulations, and resources (e.g. mutual aid, National Incident Management System [NIMS], California Incident Command Certification System [CICCS], all hazard emergency operations, communication methods, etc.) to use in the protection of life and property and in the performance of fire prevention activities (e.g. fire system maintenance, hazard reduction, visual inspections and documentation, etc.).			
2	Knowledge of modern fire-fighting methods to ensure a safe and effective response, and the proper and safe operation of equipment, in accordance with NFPA standards and other fire safety, life safety, and government codes/standards.			X
3	Knowledge of institutional and mutual aid/auto aid response areas to maintain awareness of available resources (e.g., apparatus, water supplies, communications equipment, etc.) in order to plan and conduct emergency response operations in accordance with established standards and directives.	X	X	X
7	Knowledge of the incident command procedures to manage various emergency incidents to ensure resources are properly deployed, and actions of crew are in compliance and adhering to best practice.			
9	Knowledge of the types, causes, characteristics, and behaviors of fire as related to various materials and environmental factors to help suppress, prevent, and investigate fires, and supervise fire department staff in fire suppression and prevention activities.			
10	Knowledge of facility buildings/designs and grounds (e.g., location/type of fire suppression system, plot plans, utility locations, building construction, etc.) to effectively aid in the suppression/rescue operations during an emergency, in accordance with NFPA standards, State Fire Code, and other applicable standards and directives.			
11	Knowledge of pre-incident planning methods, techniques, and protocol to be in accordance with NFPA standards, State Fire Code, and other applicable standards, codes, and regulations.			
12	Knowledge of methods used in protecting property against fire in order to protect life, property, and environment against fire or hazards for pre-fire planning and prevention activities in accordance with established standards and directives.			
14	Knowledge of Code 3 driving techniques and requirements to safely drive a vehicle to the scene of an emergency in compliance with Department of Transportation regulations and California Vehicle Code.			

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
15	Knowledge of the Personnel Accountability Safety System (PASS) to account for, track, coordinate, and maintain the safety of personnel at the scene of an incident.			
16	Knowledge of rescue techniques, (e.g., auto extrication, confined space, low angle rescue, trench rescue, etc.) consistent with State Fire Training to maintain a safe operation and/or mitigate an incident in accordance with established standards and directives.			
17	Knowledge of Emergency Medical Technician (EMT) level medical intervention to triage, assess, and treat patients at the scene of an incident, and to ensure staff are properly trained in Public Safety First Aid, in accordance with State Health and Safety Code, Emergency Medical Services Authority, and other applicable standards and regulations.			
18	Knowledge of first aid administration and basic medical care, (e.g., bandaging, splinting, wound care, Cardio Pulmonary Resuscitation, Automatic External Defibrillator, basic life support, etc.) to safely respond and render medical aid in accordance with established standards and directives.			
19	Knowledge of basic medical terms and concepts to communicate with institutional medical personnel (e.g., LVNs, MDs) and local agency medical personnel to relay medical information when medical personnel arrive on the scene of an emergency and/or to follow medical instructions given.			
Job Knowledge - Equipment Operation and Maintenance				
20	Knowledge of modern fire-fighting tools and equipment (e.g., ladders, pumps, hoses, forcible entry tools, hydraulic tools, saws, etc.) to ensure effective emergency response, and the proper and safe operation of equipment, in accordance with NFPA standards, Cal/OSHA requirements, and other fire safety, life safety, and government codes/standards.	X	X	X
21	Knowledge of the types and uses of modern fire-fighting apparatus (e.g., structural, wildland, command, etc.) to ensure effective emergency response and the proper and safe operation of the apparatus and its equipment, in accordance with NFPA standards, Cal/OSHA requirements, Department of Transportation regulations, and other applicable standards and regulations.	X	X	X
22	Knowledge of the equipment used in Emergency Medical Response, including rendering Emergency Medical Technician (EMT) level medical aid, to ensure effective response, and the proper and safe operation of equipment, in accordance with State Health and Safety Code, Emergency Medical Services Authority, and other applicable standards and regulations.	X	X	X
23	Knowledge of the maintenance required for power operated tools and equipment (e.g., power tools, appliances, pumps) to oversee maintenance performed by staff, coordinate maintenance services, and/or plan the purchase of new equipment based on manufacturers guidelines and policies and procedures.	X	X	X

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
24	Knowledge of the maintenance and certification requirements for fire-fighting apparatus and its equipment (e.g., pumps, ladders) to ensure its safe operation, availability for use, and compliance with testing and certification requirements.			X
25	Knowledge of the use and maintenance of personal protective equipment (PPE) including SCBA gear, turnouts, boots, gloves, helmets, etc., to oversee the effective use of PPE and ensure its availability to staff, in accordance NFPA standards and Cal/OSHA regulations.	X	X	X
Job Knowledge - Fire & Life Safety				
28	Knowledge fire protection systems (e.g., sprinkler, alarm, hydrant, standpipe, occupancy hoses, etc.) to oversee inspections and ensure compliance with State Building and Fire Codes.	X	X	X
29	Knowledge of State and Federal rules and regulations pertaining to fire prevention inspections (e.g. fire systems, hazard reduction, visual inspections, etc.) and fire safety in a State correctional institution to ensure compliance with State and Federal regulations.	X	X	X
Job Knowledge - Supervision				
39	Knowledge of supervisory principles and methods to plan, coordinate, and oversee the work of subordinate staff, including coaching/training, enhancing motivation and morale, and managing performance, in accordance with department and institution policies and procedures.			
40	Knowledge of a supervisor's role in promoting Equal Employment Opportunity (EEO) in hiring, development and promotion of employees to maintain a work environment that is free of discrimination and harassment.			
Job Knowledge - Custody				
45	Knowledge of the use of force in deadly and non-deadly situations to respond to inmate issues as necessary, following departmental policies and procedures.	X	X	X
47	Knowledge of policies, procedures, and criminal law relating to detention, arrest, and custody, including rules of evidence pertaining to search and seizure, and the gathering and preservation of evidence, to ensure actions are in compliance.	X	X	X
Job Knowledge - Administrative Procedures				
49	Knowledge of fire department administration principals and methods, including staffing, ensuring compliance with policies and laws/regulations, purchasing, monitoring budget expenditures, ensuring operational readiness, strategic planning, etc. to provide effective oversight of all fire department operations.			
57	Knowledge of Health Insurance Portability and Accountability Act (HIPAA) to ensure compliance with medical confidentiality protocol.			X
Emergency Response				

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
58	Skill to operate within the National Incident Management System (NIMS) and Incident Command System (ICS) to identify, assign, coordinate, and track resources, and manage the response activities (e.g., fire suppression, rescue, hazard mitigation, etc.) to maximize effectiveness, efficiency, and safety.	X	X	X
59	Skill to conduct size up, including assessing the nature and extent of the fire, condition of the building, danger to adjacent buildings, and water supply status to determine crew or company requirements and ensure proper management of fire department personnel utilizing personal/professional knowledge, rules, regulations, standards, Incident Command System training, etc.	X	X	X
60	Skill to assign appropriate personnel to tasks/roles at strategic locations at an incident to facilitate rescue of persons and maximize application of extinguishing agents in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS).	X	X	X
61	Skill to direct appropriate personnel on which equipment to use and where to use it in the rescue of persons, firefighting efforts, and/or other emergency scene activities to ensure institutional security and compliance with departmental policies and procedures in accordance with rules, regulations, etc. as required.	X	X	X
62	Skill to determine priorities of rescue activities (e.g., administer medical aid vs. performing immediate extrication) to prepare for an effective response taking into account the safety of self, inmate crew, staff, and other inmates at the scene.	X	X	X
63	Skill to assess the condition of victims in a medical emergency through questions, observation, and hands-on assessment to evaluate the need for further medical intervention/calls to local emergency crews.	X		X
64	Skill to read and use maps, in paper format as well as GPS, to identify locations of incidents within the institution and/or outside of the institution, and navigate to the locations by the most efficient route.	X		X
65	Ability to maintain visual/radio contact and/or use Personnel Accountability Safety System (PASS) with crew at the incident scene to ensure accountability and safety of personnel.	X	X	X
66	Ability to remain calm and demonstrate effective leadership in stressful situations and make appropriate and effective decisions in accordance with all fire safety, life safety, and government codes/standards.	X	X	X
67	Ability to remain alert in order to react to constantly evolving situations in accordance with all fire safety, life safety, and government codes/standards.	X	X	X
Equipment Operation and Maintenance				
68	Skill to oversee the operation of fire department equipment, tools, emergency rescue equipment, wildland fire equipment, and emergency medical equipment to ensure equipment is being used safely and staff/inmate crew are properly trained to provide safety and security of the institution and in accordance with established standards and directives.			X

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
69	Skill to oversee the maintenance of fire department equipment (e.g., apparatus, tools, generators, etc.) to maximize efficiency, mitigate incidents and provide safety and security of the institution in accordance with established standards and directives.			
70	Skill to operate fire, medical, rescue and auxiliary equipment safely (e.g., generators, pumps, extrication equipment and hand tools, etc.) to perform emergency and non-emergency operations (e.g., medical aid, vehicle extrications, fires, training, etc.) in accordance with manufacturer guidelines, regulations, and standards.	X	X	X
71	Skill to operate communication equipment to communicate effectively and professionally with institutional staff, inmate firefighters, and outside agencies in accordance with the Standardized Emergency Management System (SEMS)/National Incident Management System (NIMS), Federal Communications Commission, etc.	X	X	X
72	Skill to operate emergency rescue equipment (e.g., jaws of life, rope rescue equipment) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.	X	X	X
73	Skill to operate wildland fire equipment (e.g., wildland fire packs, wildland specific hoses and tools, chainsaws, axes) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.	X	X	
74	Skill to utilize and wear all types of personal protective equipment (PPE) and related equipment (equipment that recharges breathing apparatus bottles, etc.) for safe operation, to maximize efficiency, to provide safety and security of self, crew and in accordance with established standards and directives.	X	X	X
79	Skill to drive a fire apparatus on the institutional grounds when the apparatus is needed to respond to emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.) safely and in compliance with State Vehicle Code.	X	X	
80	Skill to drive a fire apparatus off-grounds for mutual aid response for emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.), including driving in a Code 3 manner, safely and in compliance with State Vehicle Code.	X	X	
81	Skill to drive other (non-apparatus) vehicles (e.g., command vehicle, squad vehicle, ambulance/medical transport, etc.) on or off grounds as needed to respond to emergency incidents; transport injured persons, personnel or equipment; perform inspections or other fire and life safety duties in the institution, escort vendors, attend meetings, etc., safely and in compliance with State Vehicle Code.	X	X	X
	Investigation			

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
86	Skill to conduct investigations of fires occurring on institutional property by reviewing/taking photos/videos/reports, conducting interviews, etc., working in conjunction with the institution's Investigative Services Unit in accordance with applicable governmental codes to identify the source of fires.			
Institution Inspection/Fire & Life Safety				
90	Skill to oversee fire drills conducted by institution staff to ensure they are being conducted properly based on NFPA Standards, State Fire Code, and policies and procedures.	X	X	
92	Skill to develop procedures regarding the occupant load, fire equipment placement, and fixed/non-fixed seating utilizing audit tools, occupancy load formulas, etc. to provide for the fire/life safety and security of the facility and to ensure compliance with applicable governmental codes.	X	X	
96	Skill to advise management on related fire and life safety aspects of building design and construction/remodeling/repair within the institution to ensure fire safe design and occupant safety, utilizing audit tools, blueprints, site layouts, etc. in accordance with NFPA standards and applicable governmental codes.	X	X	
97	Skill to train institution staff in fire and life safety concepts and procedures to ensure a safe working environment utilizing NFPA, Cal/OSHA, and State Fire Code guidelines.	X	X	X
Supervision/Leadership				
104	Skill to supervise the Hazardous Materials Specialist (AHMS) and the associated duties of the position including of ensuring the development of procedures for the safe use, storage and disposal of hazardous substances and equipment to ensure hazardous materials are handled safely and in compliance with standards and applicable governmental codes.			
105	Skill to plan and coordinate the work of Fire Captains, including creating work schedules, establishing performance expectations, monitoring task completion, and providing coaching and guidance as needed to ensure work is completed correctly and in a timely manner.			
106	Skill to conduct performance evaluations of staff to ensure performance expectations and progress toward performance goals are communicated clearly, and that job performance is documented according to department and institution policies and procedures.			
107	Skill to respond to subordinate complaints and grievances to ensure proper management of fire department personnel utilizing personal/professional knowledge, rules, regulations, standards, Incident Command System training, etc. as needed.			
108	Skill to implement the progressive discipline process to staff (e.g., counseling, corrective and administrative review) utilizing employee counseling records, letters of instruction, and requests for administrative review, etc. in accordance with applicable governmental codes.			

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
109	Skill to oversee the rating of conduct and production of inmates provided by the Fire Captain(s) to ensure they are conducted fairly, accurately, and objectively and to ensure the productivity and appropriate conduct in accordance with all fire safety, life safety, and government codes/standards.			
110	Skill to oversee inmate firefighters in safely performing duties related to the upkeep of the fire station and grounds surrounding the station to ensure cleanliness, orderliness, and sanitation of the fire department facilities utilizing DOM Section 52090.4.1, IIPP, Health and Safety Codes, etc.	X	X	X
111	Skill to oversee inmate firefighters performing fire suppression to ensure inmates follow proper protocol, and the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.	X	X	X
112	Skill to oversee inmate firefighters responding to various incidents (e.g., hazardous material incidents, medical incidents, vehicle incidents) to ensure the safe operation of necessary tools and equipment, procedures are followed safely and according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.	X	X	X
114	Ability to promote acceptable attitudes and behavior of inmate firefighters to maintain orderly operations within the institutions in accordance Title 15 and institution policies and procedures.	X	X	X
115	Ability to build appropriate rapport with inmate firefighters to build a cohesive team, gain influence over the crew, and to obtain cooperation and compliance according to policies and procedures.	X	X	X
116	Ability to resolve minor conflicts involving inmate firefighters using interpersonal communication, personal skills and abilities, and appropriate use of authority, to maintain order within the inmate population according to policies and procedures.	X	X	X
Custody				
120	Ability to separate multiple combative individuals, with the help of others, to break up a fight and maintain safety and security following departmental policies and procedures.	X	X	
Training				
121	Skill to train staff and/or inmate firefighters in fire prevention to protect the institution and provide a safe environment for staff, inmates, and visitors utilizing State Fire Code, NFPA guidelines, and other applicable regulations and standards.	X	X	X
122	Skill to train staff and/or inmate firefighters in fire suppression to ensure the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) in accordance with the International Fire Service Training Association (IFSTA), State Fire Code, NFPA guidelines, and other applicable regulations and standards.	X	X	X

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
123	Skill to train staff and/or inmate firefighters in equipment operation (e.g., chain saw, power generator, positive pressure ventilator, etc.) to prevent injury in accordance with Title 8 Section 3203 and Injury Illness Prevention Program (IIPP) as mandated.	X	X	X
124	Skill to train staff and/or inmate firefighters in First Aid and Cardio Pulmonary Resuscitation (CPR) for the purpose of sustaining life until the patient is transferred to a higher level of care in accordance with your local Emergency Medical Services (EMS) protocol, as needed.	X	X	
125	Skill to instruct staff and/or inmate firefighters in performing basic administrative procedures such as completing forms, filing, logging calls, tracking vehicle mileage, etc. to ensure administrative duties assigned to firefighters are performed correctly and according to policies and procedures.	X	X	
126	Skill to oversee the training of inmate fire crews to ensure completion of duties while maintaining the safety and security of the institution and inmates utilizing job descriptions, Department of Corrections and Rehabilitation reporting methods, State Fire Marshal's recommendations, etc. in accordance with DOM and CCR Title 15.	X	X	X
Administrative				
130	Skill to keep records to ensure compliance with rules, codes, standards, laws, regulations, guidelines, etc., and provide for the safety and security of the institution in accordance with established standards and directives.	X	X	
131	Skill to oversee the development and maintenance of files and/or reports electronically or otherwise to accurately document and report incidents, training, equipment maintenance, fire prevention, suppression, and all hazard emergency response activities, etc. in accordance with all fire safety, life safety, and government codes/standards.	X		
135	Skill to coordinate mandated inspections and tests of fire suppression systems and equipment (e.g., fire extinguishers, fire alarms, sprinkler systems, apparatus pump testing, hose testing, air compressor testing, etc.), by identifying and contacting appropriate vendors, obtaining bids for services, developing scope of work for vendor contracts, scheduling services, etc.	X	X	X
141	Skill to perform basic mathematical calculations such as add, subtract, multiply, and divide with accuracy to conduct counts, inventory, manage time, calculate costs, pumping calculations, etc.			
142	Ability to exercise discretion in dealing with sensitive information to ensure that confidential information is not misused or inappropriately distributed.	X	X	
143	Ability to represent the Department of Corrections and Rehabilitation within the region in multi-agency coordinating events to establish mutual aid plans and community partner relationships using National Incident Management System (NIMS), Standardized Emergency Management Systems (SEMS), and resource accountability status in accordance with applicable governmental codes and established agreements.			X
Interpersonal				

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
144	Ability to maintain cooperative relationships with people, organizations, vendors, and other agencies to effectively meet the needs of the institution and promote and maintain positive public relations.	X	X	X
145	Ability to establish an appropriate rapport with individuals from diverse ethnic, socioeconomic, and cultural backgrounds to communicate effectively, and build a team environment with the fire inmate crew.	X	X	X
146	Ability to possess courteousness and professionalism in dealings with inmates, fellow employees and the public to ensure effective communication in accordance with all fire safety, life safety, and government codes/standards.	X	X	X
147	Ability to show tact in working with others to promote a safe and effective work environment in accordance with all fire safety, life safety, and government codes/standards.	X	X	X
Communication				
148	Knowledge of effective writing methods (i.e., style, form, grammar, spelling, and punctuation) in accordance with established standards and directives to summarize and document information clearly and relay information effectively.			
149	Skill to articulate recommendations by supporting with facts to communicate recommendations effectively and allow proper consideration.			
150	Ability to understand orders and directives (e.g., written and oral) in order to perform work activities in accordance with established standards and directives.	X	X	X
151	Ability to be approachable and non-judgmental to ensure open communication with others.	X	X	X
152	Ability to communicate in English both verbally and in written format with a variety of individuals (e.g., staff, inmates, the public, and other agencies/resource representatives) to relay and receive information clearly.	X	X	X
153	Ability to alter communication style, language, and terminology utilized in each communication interaction (e.g., communicating with visitors/public, local fire department representatives, institutional staff, new inmates, types of inmates, medical staff) to ensure terminology and information relayed is clear and at the appropriate level.	X	X	X
Self-Effectiveness				
154	Skill to make independent judgments and adopt quick, effective, and responsive courses of action in emergency situations in accordance with established standards and directives.			X
155	Ability to use good judgment and common sense in making decisions while considering potential ramifications to ensure effective actions are taken in accordance with policy and procedure.			X
156	Ability to make sound decisions in compliance with laws, regulations, codes, and departmental policies and procedures to effectively carry-out duties and avoid legal ramifications.			X

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
157	Ability to follow oral and written directions, and legal mandates (e.g., laws/rules, regulations, operational procedures, verbal instructions, etc.) to effectively interpret and apply instructions to accomplish assigned duties and meet the goals and objectives of the department in accordance with all fire safety, life safety, and government codes/standards.	X	X	X
158	Ability to work in an environment that requires strict adherence to instructions, standards, and/or procedures to ensure that actions are taken in compliance with policy and appropriately given the direction of the chain of command.	X	X	X
160	Ability to cope with stressful situations professionally and tactfully to ensure decisions can be made effectively without being impacted by negative emotions.	X	X	X
161	Ability to handle unexpected changes on the job, such as new schedules, procedures, priorities, routines, or new inmates in order to contribute to the continued effective operation of the institution.			X
162	Ability to demonstrate responsible and ethical behavior in all work tasks and responsibilities to ensure the integrity of the department is not compromised.	X	X	X
163	Ability to frequently switch between multiple tasks, with safety as the first priority (i.e., multitasking) to manage multiple situations requiring attention simultaneously.			X
164	Ability to learn new modern fire prevention, suppression, and rescue techniques to effectively manage a fire department in a correctional facility and to ensure staff are aware of/trained in these techniques in accordance with all fire safety, life safety, and government codes/standards.			X
Physical Abilities				
165	Ability to perform arduous activity (e.g., fighting fire, lifting/moving equipment, positioning hose lines, forcible entry, etc.) in order to accomplish emergency response in accordance with established standards and directives.			X
166	Ability to assist with heavy physical labor (e.g., fighting fire, lifting/moving equipment, positioning hose lines, forcible entry, etc.) in order to accomplish all hazard emergency response, when needed in accordance with all fire safety, life safety, and government codes/standards.			X
167	Ability to exert maximum muscular force (e.g., lifting, pulling, pushing, or dragging hard-to-move objects, physically restraining individuals) to move non-compliant inmates, heavy equipment, and/or during an emergency incident (e.g., rescue).			X
168	Ability to use proper lifting techniques (i.e., using bent knees, straight back, and lift with legs, etc.) to prevent injury in accordance with established standards and directives.			X
169	Ability to perform physical actions and movements quickly and smoothly to ensure personal safety and the safety and security of the institution is not compromised.			X

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
170	Ability to stand upright for long periods of time (i.e., an entire shift/assignment) to perform work duties.			X
171	Ability to maintain one's balance when changing direction or walking on narrow walkways to perform work duties.			X
172	Ability to walk for long periods of time (i.e., entire work assignment) to perform work duties.			X
173	Ability to make precise, accurate movements of the hands and arms to direct force necessary for personal protection, inmate control, and/or to respond to an emergency.			X
174	Ability to run in short bursts and for longer distances to pursue inmates on foot as necessary and/or respond to an emergency.			X
175	Ability to use both hands and both feet (e.g., driving, climbing, lifting, etc.) in order to accomplish assigned tasks in accordance with established standards and directives.			X
176	Ability to climb stairs or ladders on a routine and emergency basis to access elevated work areas and/or respond to emergencies.			X
177	Ability to perform duties requiring close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus to capture all the necessary details of observations in both bright and dim light.			X
178	Ability to bend, extend, and/or twist body to perform work duties (e.g., when responding to incidents, inspecting equipment).			X
179	Ability to effectively hear in order to protect oneself and others from potential harm (e.g., radio/verbal commands, structural noise, cries for help, etc.) while in the course of assigned duties in accordance with established standards and directives.			X
180	Ability to identify the origin and direction of sounds to properly direct one's attention.			X
181	Ability to distinguish differences or similarities among odors in order to detect smoke, gas leaks, and other substances.			X
182	Ability to conduct physical tasks under adverse conditions (e.g., heat, limited visibility, confined space, arduous terrain, height, unstable or limited footing) to perform work duties.			X
183	Ability to physically defend self or others (i.e., with hands, arms or feet) against an attacking inmate as necessary.			X
	Willingness			
184	Willingness to maintain operational flexibility as required for all hazard emergency response in accordance with all fire safety, life safety, and government codes/standards.			X
185	Willingness to work at night and on weekends and holidays, to report for duty whenever emergencies arise in accordance with all fire safety, life safety, and government codes/standards.	X	X	X

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
186	Willingness to complete a training course in arrest and firearms as mandated by Penal Code Section 832 to remain in compliance.	X	X	
187	Willingness to work in isolated areas away from population centers.			
188	Willingness to remain on duty 24 hours a day as required to complete work activities.			X
<p>The following KSAs are ones for which it is unclear whether they are needed first day on the job or at some point later based on the survey results in the occupational analysis (majority is needed). They were included in the linkage process in case it is later determined that they are needed first day on the job. The results of these linkages were not included in the results reported in the body of this report.</p>				
Equipment Operation and Maintenance				
82	Skill to conduct inventory of fire and medical equipment and supplies on vehicles and/or in storage cabinets or other areas in the station, to ensure all items are accounted for, in their proper location, and secured properly, utilizing checklists or inventory sheets according to policies and procedures. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.			X
83	Skill to conduct inventory of tools to ensure all items are accounted for, in their proper location, and secured properly, utilizing checklists or inventory sheets according to policies and procedures. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.			X
Institution Inspection/Fire & Life Safety				
89	Skill to oversee the inspection and testing of fixed fire suppression and detection systems (e.g., fire sprinklers, standpipes, automatic/manual alarms, etc.) by outside contractors to maintain operational readiness utilizing audit tools in accordance with NFPA standards and applicable governmental codes. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.			X
103	Skill to conduct fire evacuation drills and functionality tests of fire alarm systems at the institution to ensure the safe evacuation of staff, inmates, and visitors in the event of a fire alarm utilizing NFPA Standards, State Fire Code, and policies and procedures. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.	X	X	X
Administrative				

Fire Chief KSAs		Current MQs		
		Three Years part time exp as an Institution Firefighter in a CDCR institution	One Year full time exp as an Institution Firefighter in a CDCR institution	Two years exp in structural fire fighting
137	Skill to prepare duty statements of fire department staff to provide direction for operational needs, workload, and training by analyzing the regulatory inspection requirements, custody concerns, and routine work assignments for response readiness in accordance with NFPA standards and applicable governmental codes. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.			

Appendix G

Fire Captain KSAs to Proposed MQ Linkages

(An X indicates that the SMEs determined the MQ would indicate possession of the KSA.
An empty cell indicates that the SMEs determined the MQ would not indicate possession of the KSA.)

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
Job Knowledge - Emergency Response									
1	Knowledge of modern fire-fighting methods to ensure a safe and effective response, and the proper and safe operation of equipment, in accordance with NFPA standards and other fire safety, life safety, and government codes/standards.	X	X	X	X	X	X		
5	Knowledge of the incident command procedures to manage various emergency incidents to ensure resources are properly deployed, and actions of crew are in compliance and adhering to best practice.				X	X			
7	Knowledge of the types, causes, characteristics, and behaviors of fire as related to various materials and environmental factors to help suppress, prevent, and investigate fires, and supervise fire department staff in fire suppression and prevention activities.				X	X			
9	Knowledge of methods used in protecting property against fire in order to protect life, property, and environment against fire or hazards for pre-fire planning and prevention activities in accordance with established standards and directives.				X	X			
11	Knowledge of Code 3 driving techniques and requirements to safely drive a vehicle to the scene of an emergency in compliance with Department of Transportation regulations and California Vehicle Code.		X		X	X	X		
12	Knowledge of the Personnel Accountability Safety System (PASS) to account for, track, coordinate, and maintain the safety of personnel at the scene of an incident.				X	X			

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
13	Knowledge of rescue techniques, (e.g., auto extrication, confined space, low angle rescue, trench rescue, etc.) consistent with State Fire Training to maintain a safe operation and/or mitigate an incident in accordance with established standards and directives.				X	X	X		
14	Knowledge of Emergency Medical Technician (EMT) level medical intervention to triage, assess, and treat patients at the scene of an incident, and to ensure staff are properly trained in Public Safety First Aid, in accordance with State Health and Safety Code, Emergency Medical Services Authority, and other applicable standards and regulations.			X	X	X	X		
15	Knowledge of first aid administration and basic medical care, (e.g., bandaging, splinting, wound care, Cardio Pulmonary Resuscitation, Automatic External Defibrillator, basic life support, etc.) to safely respond and render medical aid in accordance with established standards and directives.			X	X	X	X		
16	Knowledge of basic medical terms and concepts to communicate with institutional medical personnel (e.g., LVNs, MDs) and local agency medical personnel to relay medical information when medical personnel arrive on the scene of an emergency and/or to follow medical instructions given.			X	X	X	X		
Job Knowledge - Equipment Operation and Maintenance									
17	Knowledge of modern fire-fighting tools and equipment (e.g., ladders, pumps, hoses, forcible entry tools, hydraulic tools, saws, etc.) to ensure effective emergency response, and the proper and safe operation of equipment, in accordance with NFPA standards, Cal/OSHA requirements, and other fire safety, life safety, and government codes/standards.	X			X	X	X		

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
18	Knowledge of the types and uses of modern fire-fighting apparatus (e.g., structural, wildland, command, etc.) to ensure effective emergency response and the proper and safe operation of the apparatus and its equipment, in accordance with NFPA standards, Cal/OSHA requirements, Department of Transportation regulations, and other applicable standards and regulations.		X		X	X	X		
19	Knowledge of the equipment used in Emergency Medical Response, including rendering Emergency Medical Technician (EMT) level medical aid, to ensure effective response, and the proper and safe operation of equipment, in accordance with State Health and Safety Code, Emergency Medical Services Authority, and other applicable standards and regulations.			X	X	X	X		
20	Knowledge of the maintenance required for power operated tools and equipment (e.g., power tools, appliances, pumps) to oversee maintenance performed by staff, coordinate maintenance services, and/or plan the purchase of new equipment based on manufacturers guidelines and policies and procedures.				X	X			
22	Knowledge of the use and maintenance of personal protective equipment (PPE) including SCBA gear, turnouts, boots, gloves, helmets, etc., to oversee the effective use of PPE and ensure its availability to staff, in accordance NFPA standards and Cal/OSHA regulations.				X	X	X		
Job Knowledge - Supervision									
32	Knowledge of supervisory principles and methods to plan, coordinate, and oversee the work of inmate firefighters, including coaching/training, enhancing motivation and morale, and managing performance, in accordance with department and institution policies and procedures.				X				

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
35	Knowledge of the Equal Employment Opportunity Program to maintain a work environment free of violence, harassment, discrimination, etc., in compliance with all directions, rules, codes, standards, laws, regulations, guidelines, etc.				X				
Job Knowledge - Custody									
36	Knowledge of firearms as it applies to the safe operation, handling, maintenance, and storage of firearms used or carried in the performance of duties.							X	
37	Knowledge of the use of force in deadly and non-deadly situations to respond to inmate issues as necessary, following departmental policies and procedures.							X	
38	Knowledge of methods for conducting searches of inmates and fire department common areas, lockers, firehouse grounds, etc. to ensure institutional safety and security in accordance with CCR Title 15, Penal Code 832, and policies and procedures.							X	
Job Knowledge - Administrative Procedures									
46	Knowledge of Health Insurance Portability and Accountability Act (HIPAA) to ensure compliance with medical confidentiality protocol.			X	X	X	X		
Emergency Response									
47	Skill to operate within the National Incident Management System (NIMS) and Incident Command System (ICS) to identify, assign, coordinate, and track resources, and manage the response activities (e.g., fire suppression, rescue, hazard mitigation, etc.) to maximize effectiveness, efficiency, and safety.				X	X	X		

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
48	Skill to conduct size up, including assessing the nature and extent of the fire, condition of the building, danger to adjacent buildings, and water supply status to determine crew or company requirements and ensure proper management of fire department personnel utilizing personal/professional knowledge, rules, regulations, standards, Incident Command System training, etc.				X	X			
49	Skill to assign inmate firefighters to tasks/roles at strategic locations at an incident to facilitate rescue of persons and maximize application of extinguishing agents in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS).								
50	Skill to direct inmate firefighters on which equipment to use and where to use it in the rescue of persons, firefighting efforts, and/or other emergency scene activities to ensure institutional security and compliance with departmental policies and procedures in accordance with rules, regulations, etc. as required.								
51	Skill to determine priorities of rescue activities (e.g., administer medical aid vs. performing immediate extrication) to prepare for an effective response taking into account the safety of self, inmate crew, staff, and other inmates at the scene.				X	X	X		
52	Skill to assess the condition of victims in a medical emergency through questions, observation, and hands-on assessment to evaluate the need for further medical intervention/calls to local emergency crews.			X	X	X	X		
53	Skill to read and use maps, in paper format as well as GPS, to identify locations of incidents within the institution and/or outside of the institution, and navigate to the locations by the most efficient route.				X	X	X		

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
54	Ability to maintain visual/radio contact and/or use Personnel Accountability Safety System (PASS) with crew at the incident scene to ensure accountability and safety of personnel.	X			X	X	X		
55	Ability to remain calm and demonstrate effective leadership in stressful situations and make appropriate and effective decisions in accordance with all fire safety, life safety, and government codes/standards.	X			X	X	X		
56	Ability to remain alert in order to react to constantly evolving situations in accordance with all fire safety, life safety, and government codes/standards.				X	X	X		
Equipment Operation and Maintenance									
57	Skill to operate fire, medical, rescue and auxiliary equipment safely (e.g., generators, pumps, extrication equipment and hand tools, etc.) to perform emergency and non-emergency operations (e.g., medical aid, vehicle extrications, fires, training, etc.) in accordance with manufacturer guidelines, regulations, and standards.				X	X	X		
58	Skill to operate communication equipment to communicate effectively and professionally with institutional staff, inmate firefighters, and outside agencies in accordance with the Standardized Emergency Management System (SEMS)/National Incident Management System (NIMS), Federal Communications Commission, etc.								
59	Skill to operate emergency rescue equipment (e.g., jaws of life, rope rescue equipment) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.	X			X	X	X		

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
60	Skill to operate wildland fire equipment (e.g., wildland fire packs, wildland specific hoses and tools, chainsaws, axes) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.	X			X	X	X		
61	Skill to utilize and wear all types of personal protective equipment (PPE) and related equipment (equipment that recharges breathing apparatus bottles, etc.) for safe operation, to maximize efficiency, to provide safety and security of self, crew and in accordance with established standards and directives.	X			X	X	X		
64	Skill to maintain self-contained breathing apparatus (SCBA) equipment by inspecting masks, replacing parts as necessary, refilling air tanks using a compressor, etc., to maintain functionality and response readiness based on NFPA and Cal/OSHA standards.	X			X	X	X		
66	Skill to drive a fire apparatus on the institutional grounds when the apparatus is needed to respond to emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.) safely and in compliance with State Vehicle Code.		X		X	X	X		
67	Skill to drive a fire apparatus off-grounds for mutual aid response for emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.), including driving in a Code 3 manner, safely and in compliance with State Vehicle Code.								

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
68	Skill to drive other (non-apparatus) vehicles (e.g., command vehicle, squad vehicle, ambulance/medical transport, etc.) on or off grounds as needed to respond to emergency incidents; transport injured persons, personnel or equipment; perform inspections or other fire and life safety duties in the institution, escort vendors, attend meetings, etc., safely and in compliance with State Vehicle Code.		X		X	X	X		
69	Skill to conduct inventory of fire and medical equipment and supplies on vehicles and/or in storage cabinets or other areas in the station, to ensure all items are accounted for, in their proper location, and secured properly, utilizing checklists or inventory sheets according to policies and procedures.				X	X	X		
70	Skill to conduct inventory of tools to ensure all items are accounted for, in their proper location, and secured properly, utilizing checklists or inventory sheets according to policies and procedures.				X	X	X		
Supervision									
84	Skill to plan and coordinate the work of inmate firefighters, including creating work and training schedules, establishing performance expectations, monitoring task completion, and providing coaching and guidance as needed to ensure work is completed correctly and in a timely manner.				X	X			
85	Skill to oversee inmate firefighters in safely performing duties related to the upkeep of the fire station and grounds surrounding the station to ensure cleanliness, orderliness, and sanitation of the fire department facilities utilizing DOM Section 52090.4.1, IIPP, Health and Safety Codes, etc.								

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
86	Skill to oversee inmate firefighters performing fire suppression to ensure inmates follow proper protocol, and the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.				X	X	X		
87	Skill to oversee inmate firefighters responding to various incidents (e.g., hazardous material incidents, medical incidents, vehicle incidents) to ensure the safe operation of necessary tools and equipment, procedures are followed safely and according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.				X	X	X		
89	Skill to recognize training deficiencies and/or performance problems in inmate firefighters to determine effective corrective training and developmental or disciplinary measures.				X	X	X		
90	Ability to promote acceptable attitudes and behavior of inmate firefighters to maintain orderly operations within the institutions in accordance Title 15 and institution policies and procedures.				X	X	X		
91	Ability to build appropriate rapport with inmate firefighters to build a cohesive team, gain influence over the crew, and to obtain cooperation and compliance according to policies and procedures.	X			X	X	X		
92	Ability to resolve minor conflicts involving inmate firefighters using interpersonal communication, personal skills and abilities, and appropriate use of authority, to maintain order within the inmate population according to policies and procedures.								X
93	Ability to interpret and enforce institution rules and regulations with firmness, tact and impartiality in order to ensure the safety and security of the institution in accordance with established standards and directives.								X

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
94	Ability to foster teamwork and cooperation in a structured working environment in accordance with established standards and directives.	X			X	X	X		
Custody									
96	Skill to use inmate restraint equipment (e.g., handcuffs, martin chains, escort chains, leg irons, flex cuffs, waist restraints, leather restraints, hand isolation device, spit hood) on compliant and non-compliant inmates as necessary and following all protocol to ensure inmates are properly restrained.								X
97	Skill to utilize a firearm (e.g., rifle, handgun) as necessary and as assigned, following all protocol to maintain security and safety.								X
98	Ability to separate multiple combative individuals, with the help of others, to break up a fight and maintain safety and security following departmental policies and procedures.								X
Training									
99	Skill to train inmate firefighters in fire prevention to protect the institution and provide a safe environment for staff, inmates, and visitors utilizing State Fire Code, NFPA guidelines, and other applicable regulations and standards.								
100	Skill to train inmate firefighters in fire suppression to ensure the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) in accordance with the International Fire Service Training Association (IFSTA), State Fire Code, NFPA guidelines, and other applicable regulations and standards.				X	X	X		
101	Skill to train inmate firefighters in equipment operation (e.g., chain saw, power generator, positive pressure ventilator, etc.) to prevent injury in accordance with Title 8 Section 3203 and Injury Illness Prevention Program (IIPP) as mandated.								

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
102	Skill to train staff inmate firefighters in First Aid and Cardio Pulmonary Resuscitation (CPR) for the purpose of sustaining life until the patient is transferred to a higher level of care in accordance with your local Emergency Medical Services (EMS) protocol, as needed.			X	X	X	X		
106	Skill to instruct inmate firefighters in dispatching procedures and the use of radios to ensure proper operation of the equipment and communication protocols.	X			X	X	X		
107	Skill to train inmate firefighters in tool identification to ensure institutional security and compliance with departmental policies and procedures in accordance with applicable rules and regulations.	X			X	X	X		
110	Skill to oversee lead inmate firefighter(s) conducting training drills for inmate firefighters to practice skills and reinforce training concepts, ensuring that inmates are following instructions and proper procedures.				X	X	X		
Administrative									
111	Skill to keep records to ensure compliance with rules, codes, standards, laws, regulations, guidelines, etc., and provide for the safety and security of the institution in accordance with established standards and directives.								
114	Skill to prepare reports that are accurate, complete, and clear to ensure compliance with rules, codes, standards, laws, regulations, guidelines, etc., and to ensure proper documentation is accomplished.				X	X			
116	Skill to maintain logs on all inspections (e.g., fire and life safety, vehicle maintenance and Personal Protective Equipment, etc.) to ensure compliance with all fire and life safety codes and standards.				X	X			

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
119	Skill to perform basic mathematical calculations such as add, subtract, multiply, and divide with accuracy to conduct counts, inventory, manage time, calculate costs, pumping calculations, etc.				X	X			
120	Ability to exercise discretion in dealing with sensitive information to ensure that confidential information is not misused or inappropriately distributed.			X	X	X	X		
Interpersonal									
121	Ability to maintain cooperative relationships with people, organizations, vendors, and other agencies to effectively meet the needs of the institution and promote and maintain positive public relations.			X	X	X	X		
122	Ability to establish an appropriate rapport with individuals from diverse ethnic, socioeconomic, and cultural backgrounds to communicate effectively, and build a team environment with the fire inmate crew.			X	X	X	X		
123	Ability to possess courteousness and professionalism in dealings with inmates, fellow employees and the public to ensure effective communication in accordance with all fire safety, life safety, and government codes/standards.			X	X	X	X		
124	Ability to show tact in working with others to promote a safe and effective work environment in accordance with all fire safety, life safety, and government codes/standards.			X	X	X	X		
Communication									
125	Knowledge of effective writing methods (i.e., style, form, grammar, spelling, and punctuation) in accordance with established standards and directives to summarize and document information clearly and relay information effectively.				X	X			

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
126	Skill to articulate recommendations by supporting with facts to communicate recommendations effectively and allow proper consideration.			X	X	X	X		
127	Ability to understand orders and directives (e.g., written and oral) in order to perform work activities in accordance with established standards and directives.			X	X	X	X		
128	Ability to be approachable and non-judgmental to ensure open communication with others.			X	X	X	X		
129	Ability to communicate in English both verbally and in written format with a variety of individuals (e.g., staff, inmates, the public, and other agencies/resource representatives) to relay and receive information clearly.			X	X	X	X		
130	Ability to alter communication style, language, and terminology utilized in each communication interaction (e.g., communicating with visitors/public, local fire department representatives, institutional staff, new inmates, types of inmates, medical staff) to ensure terminology and information relayed is clear and at the appropriate level.			X	X	X	X		
Self-Effectiveness									
131	Ability to work in an environment that requires strict adherence to instructions, standards, and/or procedures to ensure that actions are taken in compliance with policy and appropriately given the direction of the chain of command.			X	X	X	X		
132	Ability to work independently to complete work tasks with minimal supervision.			X	X	X	X		
133	Ability to work under direct supervision and chain-of-command to accomplish the tasks and goals of the department/institution.			X	X	X	X		

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
134	Ability to continue education in order to remain up-to-date on all new policies, procedures, codes, and trends in incident management, fire suppression/prevention and/or institutional policies.			X	X	X	X		
135	Ability to cope with stressful situations professionally and tactfully to ensure decisions can be made effectively without being impacted by negative emotions.			X	X	X	X		
136	Ability to handle unexpected changes on the job, such as new schedules, procedures, priorities, routines, or new inmates in order to contribute to the continued effective operation of the institution.			X	X	X	X		
137	Ability to demonstrate responsible and ethical behavior in all work tasks and responsibilities to ensure the integrity of the department is not compromised.			X	X	X	X		
138	Ability to follow oral and written directions, and legal mandates (e.g., laws/rules, regulations, operational procedures, verbal instructions, etc.) to effectively interpret and apply instructions to accomplish assigned duties and meet the goals and objectives of the department in accordance with all fire safety, life safety, and government codes/standards.			X	X	X	X		
139	Ability to frequently switch between multiple tasks, with safety as the first priority (i.e., multitasking) to manage multiple situations requiring attention simultaneously.			X	X	X	X		
140	Ability to function effectively under difficult, unexpected or emergency conditions by maintaining one's composure and professional demeanor (e.g., exercising restraint, using force only when necessary) to ensure decisions are objectively made and logical.			X	X	X	X		

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
141	Ability to learn new modern fire prevention, suppression, and rescue techniques to effectively manage a fire department in a correctional facility and to ensure staff are aware of/trained in these techniques in accordance with all fire safety, life safety, and government codes/standards.			X	X	X	X		
Physical Abilities									
142	Ability to perform arduous activity (e.g., fighting fire, lifting/moving equipment, positioning hose lines, forcible entry, etc.) in order to accomplish emergency response in accordance with established standards and directives.	X		X	X	X	X	X	
143	Ability to assist with heavy physical labor (e.g., fighting fire, lifting/moving equipment, positioning hose lines, forcible entry, etc.) in order to accomplish all hazard emergency response, when needed in accordance with all fire safety, life safety, and government codes/standards.	X		X	X	X	X	X	
144	Ability to exert maximum muscular force (e.g., lifting, pulling, pushing, or dragging hard-to-move objects, physically restraining individuals) to move non-compliant inmates, heavy equipment, and/or during an emergency incident (e.g., rescue).	X		X	X	X	X	X	
145	Ability to use proper lifting techniques (i.e., using bent knees, straight back, and lift with legs, etc.) to prevent injury in accordance with established standards and directives.	X		X	X	X	X	X	
146	Ability to perform physical actions and movements quickly and smoothly to ensure personal safety and the safety and security of the institution is not compromised.	X		X	X	X	X	X	
147	Ability to stand upright for long periods of time (i.e., an entire shift/assignment) to perform work duties.	X		X	X	X	X	X	
148	Ability to maintain one's balance when changing direction or walking on narrow walkways to perform work duties.	X		X	X	X	X	X	
149	Ability to walk for long periods of time (i.e., entire work assignment) to perform work duties.	X		X	X	X	X	X	

Fire Captain KSAs		Proposed MQs							PC 832
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	
150	Ability to make precise, accurate movements of the hands and arms to direct force necessary for personal protection, inmate control, and/or to respond to an emergency.	X		X	X	X	X	X	
151	Ability to run in short bursts and for longer distances to pursue inmates on foot as necessary and/or respond to an emergency.	X		X	X	X	X	X	
152	Ability to use both hands and both feet (e.g., driving, climbing, lifting, etc.) in order to accomplish assigned tasks in accordance with established standards and directives.	X		X	X	X	X	X	
153	Ability to climb stairs or ladders on a routine and emergency basis to access elevated work areas and/or respond to emergencies.	X		X	X	X	X	X	
154	Ability to perform duties requiring close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus to capture all the necessary details of observations in both bright and dim light.	X		X	X	X	X	X	
155	Ability to bend, extend, and/or twist body to perform work duties (e.g., when responding to incidents, inspecting equipment).	X		X	X	X	X	X	
156	Ability to effectively hear in order to protect oneself and others from potential harm (e.g., radio/verbal commands, structural noise, cries for help, etc.) while in the course of assigned duties in accordance with established standards and directives.	X		X	X	X	X	X	
157	Ability to identify the origin and direction of sounds to properly direct one's attention.	X		X	X	X	X	X	
158	Ability to distinguish differences or similarities among odors in order to detect smoke, gas leaks, and other substances.	X		X	X	X	X	X	
159	Ability to conduct physical tasks under adverse conditions (e.g., heat, limited visibility, confined space, arduous terrain, height, unstable or limited footing) to perform work duties.	X		X	X	X	X	X	
160	Ability to physically defend self or others (i.e., with hands, arms or feet) against an attacking inmate as necessary.	X		X	X	X	X	X	

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
Willingness									
161	Willingness to complete a training course in arrest and firearms as mandated by Penal Code Section 832 to remain in compliance.			X	X	X	X		
162	Willingness to live and work in isolated areas away from population centers and to work on weekends and holidays to complete work activities.			X	X	X	X		
163	Willingness to maintain operational flexibility as required for all hazard emergency response in accordance with all fire safety, life safety, and government codes/standards.			X	X	X	X		
164	Willingness to work at night and to report for duty whenever emergencies arise in accordance with all fire safety, life safety, and government codes/standards.			X	X	X	X		
165	Willingness to remain on duty 24 hours a day as required to complete work activities.			X	X	X	X		
<p>The following KSAs are ones for which it is unclear whether they are needed first day on the job or at some point later based on the survey results in the occupational analysis (majority is needed). They were included in the linkage process in case it is later determined that they are needed first day on the job. The results of these linkages were not included in the results reported in the body of this report.</p>									
Job Knowledge - Custody									

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
39	Knowledge of policies, procedures, and criminal law relating to detention, arrest, and custody, including rules of evidence pertaining to search and seizure, and the gathering and preservation of evidence, to ensure actions are in compliance. 49.3% of respondents rated this KSA as first needed day one on the job; 48.0% of respondents rated this KSA as needed after day one.								X
Equipment Operation and Maintenance									
62	Skill to determine the need for minor mechanical modifications, installations, and repairs of equipment to ensure its safe and effective operation according to manufacturer guidelines and in accordance with policies and procedures. 49.3% of respondents rated this KSA as first needed day one on the job; 48.0% of respondents rated this KSA as needed after day one.				X	X			
63	Skill to perform equipment maintenance for the fire department (e.g. apparatus, rescue equipment, small engine repair, etc.) to ensure proper operation in accordance with manufacturers instructions/guidelines. 49.3% of respondents rated this KSA as first needed day one on the job; 45.3% of respondents rated this KSA as needed after day one.			X	X	X			
Custody									
95	Skill to operate less than lethal equipment (e.g., 40mm single or multi-launcher, chemical agents, stinger rounds, direct impact sponge round) according to policy and procedure to utilize in an emergency situation as necessary. 50.0% of respondents rated this KSA as first needed day one on the job; 42.1% of respondents rated this KSA as needed after day one.								X
Training									

Fire Captain KSAs		Proposed MQs							
		Acad & FF 1	FF Endorsement and Driver Operator	EMT	24 months at Captain level	36 months at Engineer level	48 months volunteer at Engineer level	CPAT	PC 832
104	Skill to plan training curriculum for the inmate firefighters to utilize in both classroom and field training settings to ensure the lesson plans cover all necessary training topics. 50.0% of respondents rated this KSA as first needed day one on the job; 48.7% of respondents rated this KSA as needed after day one.				X	X	X		

Appendix H Fire Chief KSAs to Proposed MQ Linkages

(An X indicates that the SMEs determined the MQ would indicate possession of the KSA.
An empty cell indicates that the SMEs determined the MQ would not indicate possession of the KSA.)

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
Job Knowledge - Emergency Response										
1	Knowledge of Federal, State, local laws, regulations, and resources (e.g. mutual aid, National Incident Management System [NIMS], California Incident Command Certification System [CICCS], all hazard emergency operations, communication methods, etc.) to use in the protection of life and property and in the performance of fire prevention activities (e.g. fire system maintenance, hazard reduction, visual inspections and documentation, etc.).			X			X	X		
2	Knowledge of modern fire-fighting methods to ensure a safe and effective response, and the proper and safe operation of equipment, in accordance with NFPA standards and other fire safety, life safety, and government codes/standards.			X			X	X		
3	Knowledge of institutional and mutual aid/auto aid response areas to maintain awareness of available resources (e.g., apparatus, water supplies, communications equipment, etc.) in order to plan and conduct emergency response operations in accordance with established standards and directives.						X	X		
7	Knowledge of the incident command procedures to manage various emergency incidents to ensure resources are properly deployed, and actions of crew are in compliance and adhering to best practice.			X			X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
9	Knowledge of the types, causes, characteristics, and behaviors of fire as related to various materials and environmental factors to help suppress, prevent, and investigate fires, and supervise fire department staff in fire suppression and prevention activities.			X			X	X		
10	Knowledge of facility buildings/designs and grounds (e.g., location/type of fire suppression system, plot plans, utility locations, building construction, etc.) to effectively aid in the suppression/rescue operations during an emergency, in accordance with NFPA standards, State Fire Code, and other applicable standards and directives.			X			X	X		
11	Knowledge of pre-incident planning methods, techniques, and protocol to be in accordance with NFPA standards, State Fire Code, and other applicable standards, codes, and regulations.			X			X	X		
12	Knowledge of methods used in protecting property against fire in order to protect life, property, and environment against fire or hazards for pre-fire planning and prevention activities in accordance with established standards and directives.			X			X	X		
14	Knowledge of Code 3 driving techniques and requirements to safely drive a vehicle to the scene of an emergency in compliance with Department of Transportation regulations and California Vehicle Code.				X		X	X		
15	Knowledge of the Personnel Accountability Safety System (PASS) to account for, track, coordinate, and maintain the safety of personnel at the scene of an incident.			X			X	X		
16	Knowledge of rescue techniques, (e.g., auto extrication, confined space, low angle rescue, trench rescue, etc.) consistent with State Fire Training to maintain a safe operation and/or mitigate an incident in accordance with established standards and directives.			X			X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
17	Knowledge of Emergency Medical Technician (EMT) level medical intervention to triage, assess, and treat patients at the scene of an incident, and to ensure staff are properly trained in Public Safety First Aid, in accordance with State Health and Safety Code, Emergency Medical Services Authority, and other applicable standards and regulations.					X	X			
18	Knowledge of first aid administration and basic medical care, (e.g., bandaging, splinting, wound care, Cardio Pulmonary Resuscitation, Automatic External Defibrillator, basic life support, etc.) to safely respond and render medical aid in accordance with established standards and directives.					X	X	X		
19	Knowledge of basic medical terms and concepts to communicate with institutional medical personnel (e.g., LVNs, MDs) and local agency medical personnel to relay medical information when medical personnel arrive on the scene of an emergency and/or to follow medical instructions given.					X	X	X		
Job Knowledge - Equipment Operation and Maintenance										
20	Knowledge of modern fire-fighting tools and equipment (e.g., ladders, pumps, hoses, forcible entry tools, hydraulic tools, saws, etc.) to ensure effective emergency response, and the proper and safe operation of equipment, in accordance with NFPA standards, Cal/OSHA requirements, and other fire safety, life safety, and government codes/standards.	X	X	X	X		X	X		
21	Knowledge of the types and uses of modern fire-fighting apparatus (e.g., structural, wildland, command, etc.) to ensure effective emergency response and the proper and safe operation of the apparatus and its equipment, in accordance with NFPA standards, Cal/OSHA requirements, Department of Transportation regulations, and other applicable standards and regulations.	X	X	X	X		X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
22	Knowledge of the equipment used in Emergency Medical Response, including rendering Emergency Medical Technician (EMT) level medical aid, to ensure effective response, and the proper and safe operation of equipment, in accordance with State Health and Safety Code, Emergency Medical Services Authority, and other applicable standards and regulations.					X	X	X		
23	Knowledge of the maintenance required for power operated tools and equipment (e.g., power tools, appliances, pumps) to oversee maintenance performed by staff, coordinate maintenance services, and/or plan the purchase of new equipment based on manufacturers guidelines and policies and procedures.	X	X	X			X	X		
24	Knowledge of the maintenance and certification requirements for fire-fighting apparatus and its equipment (e.g., pumps, ladders) to ensure its safe operation, availability for use, and compliance with testing and certification requirements.	X	X	X	X		X	X		
25	Knowledge of the use and maintenance of personal protective equipment (PPE) including SCBA gear, turnouts, boots, gloves, helmets, etc., to oversee the effective use of PPE and ensure its availability to staff, in accordance NFPA standards and Cal/OSHA regulations.	X	X	X			X	X		
Job Knowledge - Fire & Life Safety										
28	Knowledge fire protection systems (e.g., sprinkler, alarm, hydrant, standpipe, occupancy hoses, etc.) to oversee inspections and ensure compliance with State Building and Fire Codes.	X	X	X			X	X		
29	Knowledge of State and Federal rules and regulations pertaining to fire prevention inspections (e.g. fire systems, hazard reduction, visual inspections, etc.) and fire safety in a State correctional institution to ensure compliance with State and Federal regulations.	X	X	X			X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
Job Knowledge - Supervision										
39	Knowledge of supervisory principles and methods to plan, coordinate, and oversee the work of subordinate staff, including coaching/training, enhancing motivation and morale, and managing performance, in accordance with department and institution policies and procedures.			X			X	X		
40	Knowledge of a supervisor's role in promoting Equal Employment Opportunity (EEO) in hiring, development and promotion of employees to maintain a work environment that is free of discrimination and harassment.			X			X	X		
Job Knowledge - Custody										
45	Knowledge of the use of force in deadly and non-deadly situations to respond to inmate issues as necessary, following departmental policies and procedures.							X		X
47	Knowledge of policies, procedures, and criminal law relating to detention, arrest, and custody, including rules of evidence pertaining to search and seizure, and the gathering and preservation of evidence, to ensure actions are in compliance.							X		X
Job Knowledge - Administrative Procedures										
49	Knowledge of fire department administration principals and methods, including staffing, ensuring compliance with policies and laws/regulations, purchasing, monitoring budget expenditures, ensuring operational readiness, strategic planning, etc. to provide effective oversight of all fire department operations.			X			X	X		
57	Knowledge of Health Insurance Portability and Accountability Act (HIPAA) to ensure compliance with medical confidentiality protocol.					X	X	X		
Emergency Response										

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
58	Skill to operate within the National Incident Management System (NIMS) and Incident Command System (ICS) to identify, assign, coordinate, and track resources, and manage the response activities (e.g., fire suppression, rescue, hazard mitigation, etc.) to maximize effectiveness, efficiency, and safety.			X			X	X		
59	Skill to conduct size up, including assessing the nature and extent of the fire, condition of the building, danger to adjacent buildings, and water supply status to determine crew or company requirements and ensure proper management of fire department personnel utilizing personal/professional knowledge, rules, regulations, standards, Incident Command System training, etc.		X	X			X	X		
60	Skill to assign appropriate personnel to tasks/roles at strategic locations at an incident to facilitate rescue of persons and maximize application of extinguishing agents in accordance with the National Incident Management System (NIMS) and Incident Command System (ICS).			X			X	X		
61	Skill to direct appropriate personnel on which equipment to use and where to use it in the rescue of persons, firefighting efforts, and/or other emergency scene activities to ensure institutional security and compliance with departmental policies and procedures in accordance with rules, regulations, etc. as required.	X	X	X		X	X	X		
62	Skill to determine priorities of rescue activities (e.g., administer medical aid vs. performing immediate extrication) to prepare for an effective response taking into account the safety of self, inmate crew, staff, and other inmates at the scene.		X			X	X	X		
63	Skill to assess the condition of victims in a medical emergency through questions, observation, and hands-on assessment to evaluate the need for further medical intervention/calls to local emergency crews.					X	X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
64	Skill to read and use maps, in paper format as well as GPS, to identify locations of incidents within the institution and/or outside of the institution, and navigate to the locations by the most efficient route.		X				X	X		
65	Ability to maintain visual/radio contact and/or use Personnel Accountability Safety System (PASS) with crew at the incident scene to ensure accountability and safety of personnel.	X	X	X			X	X		
66	Ability to remain calm and demonstrate effective leadership in stressful situations and make appropriate and effective decisions in accordance with all fire safety, life safety, and government codes/standards.	X	X	X			X	X		
67	Ability to remain alert in order to react to constantly evolving situations in accordance with all fire safety, life safety, and government codes/standards.	X	X	X			X	X		
Equipment Operation and Maintenance										
68	Skill to oversee the operation of fire department equipment, tools, emergency rescue equipment, wildland fire equipment, and emergency medical equipment to ensure equipment is being used safely and staff/inmate crew are properly trained to provide safety and security of the institution and in accordance with established standards and directives.	X	X	X	X		X	X		
69	Skill to oversee the maintenance of fire department equipment (e.g., apparatus, tools, generators, etc.) to maximize efficiency, mitigate incidents and provide safety and security of the institution in accordance with established standards and directives.	X		X	X		X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
70	Skill to operate fire, medical, rescue and auxiliary equipment safely (e.g., generators, pumps, extrication equipment and hand tools, etc.) to perform emergency and non-emergency operations (e.g., medical aid, vehicle extrications, fires, training, etc.) in accordance with manufacturer guidelines, regulations, and standards.	X	X	X	X	X	X	X		
71	Skill to operate communication equipment to communicate effectively and professionally with institutional staff, inmate firefighters, and outside agencies in accordance with the Standardized Emergency Management System (SEMS)/National Incident Management System (NIMS), Federal Communications Commission, etc.	X	X	X			X	X		
72	Skill to operate emergency rescue equipment (e.g., jaws of life, rope rescue equipment) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.		X	X			X	X		
73	Skill to operate wildland fire equipment (e.g., wildland fire packs, wildland specific hoses and tools, chainsaws, axes) for safe operation, to maximize efficiency, and/or mitigate incidents, to provide safety and security of the institution and in accordance with established standards and directives.		X				X	X		
74	Skill to utilize and wear all types of personal protective equipment (PPE) and related equipment (equipment that recharges breathing apparatus bottles, etc.) for safe operation, to maximize efficiency, to provide safety and security of self, crew and in accordance with established standards and directives.	X	X				X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
79	Skill to drive a fire apparatus on the institutional grounds when the apparatus is needed to respond to emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.) safely and in compliance with State Vehicle Code.				X		X	X		
80	Skill to drive a fire apparatus off-grounds for mutual aid response for emergency incidents (e.g., fire suppression, hazardous material response, emergency medical assistance, etc.), including driving in a Code 3 manner, safely and in compliance with State Vehicle Code.				X		X	X		
81	Skill to drive other (non-apparatus) vehicles (e.g., command vehicle, squad vehicle, ambulance/medical transport, etc.) on or off grounds as needed to respond to emergency incidents; transport injured persons, personnel or equipment; perform inspections or other fire and life safety duties in the institution, escort vendors, attend meetings, etc., safely and in compliance with State Vehicle Code.				X	X	X	X		
Investigation										
86	Skill to conduct investigations of fires occurring on institutional property by reviewing/taking photos/videos/reports, conducting interviews, etc., working in conjunction with the institution's Investigative Services Unit in accordance with applicable governmental codes to identify the source of fires.		X	X			X	X		
Institution Inspection/Fire & Life Safety										
90	Skill to oversee fire drills conducted by institution staff to ensure they are being conducted properly based on NFPA Standards, State Fire Code, and policies and procedures.			X			X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
92	Skill to develop procedures regarding the occupant load, fire equipment placement, and fixed/non-fixed seating utilizing audit tools, occupancy load formulas, etc. to provide for the fire/life safety and security of the facility and to ensure compliance with applicable governmental codes.			X			X	X		
96	Skill to advise management on related fire and life safety aspects of building design and construction/remodeling/repair within the institution to ensure fire safe design and occupant safety, utilizing audit tools, blueprints, site layouts, etc. in accordance with NFPA standards and applicable governmental codes.			X			X	X		
97	Skill to train institution staff in fire and life safety concepts and procedures to ensure a safe working environment utilizing NFPA, Cal/OSHA, and State Fire Code guidelines.		X	X			X	X		
Supervision/Leadership										
104	Skill to supervise the Hazardous Materials Specialist (AHMS) and the associated duties of the position including of ensuring the development of procedures for the safe use, storage and disposal of hazardous substances and equipment to ensure hazardous materials are handled safely and in compliance with standards and applicable governmental codes.			X				X		
105	Skill to plan and coordinate the work of Fire Captains, including creating work schedules, establishing performance expectations, monitoring task completion, and providing coaching and guidance as needed to ensure work is completed correctly and in a timely manner.			X			X	X		
106	Skill to conduct performance evaluations of staff to ensure performance expectations and progress toward performance goals are communicated clearly, and that job performance is documented according to department and institution policies and procedures.			X			X			

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
107	Skill to respond to subordinate complaints and grievances to ensure proper management of fire department personnel utilizing personal/professional knowledge, rules, regulations, standards, Incident Command System training, etc. as needed.			X			X	X		
108	Skill to implement the progressive discipline process to staff (e.g., counseling, corrective and administrative review) utilizing employee counseling records, letters of instruction, and requests for administrative review, etc. in accordance with applicable governmental codes.			X			X	X		
109	Skill to oversee the rating of conduct and production of inmates provided by the Fire Captain(s) to ensure they are conducted fairly, accurately, and objectively and to ensure the productivity and appropriate conduct in accordance with all fire safety, life safety, and government codes/standards.			X			X	X		
110	Skill to oversee inmate firefighters in safely performing duties related to the upkeep of the fire station and grounds surrounding the station to ensure cleanliness, orderliness, and sanitation of the fire department facilities utilizing DOM Section 52090.4.1, IIPP, Health and Safety Codes, etc.	X	X	X			X	X		
111	Skill to oversee inmate firefighters performing fire suppression to ensure inmates follow proper protocol, and the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.	X	X	X			X	X		
112	Skill to oversee inmate firefighters responding to various incidents (e.g., hazardous material incidents, medical incidents, vehicle incidents) to ensure the safe operation of necessary tools and equipment, procedures are followed safely and according to training, NFPA guidelines, Cal/OSHA, and other applicable guidelines and regulations.	X	X	X			X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
114	Ability to promote acceptable attitudes and behavior of inmate firefighters to maintain orderly operations within the institutions in accordance Title 15 and institution policies and procedures.			X			X	X		
115	Ability to build appropriate rapport with inmate firefighters to build a cohesive team, gain influence over the crew, and to obtain cooperation and compliance according to policies and procedures.			X			X	X		
116	Ability to resolve minor conflicts involving inmate firefighters using interpersonal communication, personal skills and abilities, and appropriate use of authority, to maintain order within the inmate population according to policies and procedures.			X			X	X		
Custody										
120	Ability to separate multiple combative individuals, with the help of others, to break up a fight and maintain safety and security following departmental policies and procedures.							X		X
Training										
121	Skill to train staff and/or inmate firefighters in fire prevention to protect the institution and provide a safe environment for staff, inmates, and visitors utilizing State Fire Code, NFPA guidelines, and other applicable regulations and standards.	X	X	X		X	X	X	X	
122	Skill to train staff and/or inmate firefighters in fire suppression to ensure the safe operation of fire and rescue equipment (e.g., forcible entry tools, rope rescue and confined space equipment, etc.) in accordance with the International Fire Service Training Association (IFSTA), State Fire Code, NFPA guidelines, and other applicable regulations and standards.	X	X	X		X	X	X		
123	Skill to train staff and/or inmate firefighters in equipment operation (e.g., chain saw, power generator, positive pressure ventilator, etc.) to prevent injury in accordance with Title 8 Section 3203 and Injury Illness Prevention Program (IIPP) as mandated.	X	X	X			X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
124	Skill to train staff and/or inmate firefighters in First Aid and Cardio Pulmonary Resuscitation (CPR) for the purpose of sustaining life until the patient is transferred to a higher level of care in accordance with your local Emergency Medical Services (EMS) protocol, as needed.					X	X	X		
125	Skill to instruct staff and/or inmate firefighters in performing basic administrative procedures such as completing forms, filing, logging calls, tracking vehicle mileage, etc. to ensure administrative duties assigned to firefighters are performed correctly and according to policies and procedures.						X	X		
126	Skill to oversee the training of inmate fire crews to ensure completion of duties while maintaining the safety and security of the institution and inmates utilizing job descriptions, Department of Corrections and Rehabilitation reporting methods, State Fire Marshal's recommendations, etc. in accordance with DOM and CCR Title 15.						X	X		
Administrative										
130	Skill to keep records to ensure compliance with rules, codes, standards, laws, regulations, guidelines, etc., and provide for the safety and security of the institution in accordance with established standards and directives.			X			X	X		
131	Skill to oversee the development and maintenance of files and/or reports electronically or otherwise to accurately document and report incidents, training, equipment maintenance, fire prevention, suppression, and all hazard emergency response activities, etc. in accordance with all fire safety, life safety, and government codes/standards.			X			X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
135	Skill to coordinate mandated inspections and tests of fire suppression systems and equipment (e.g., fire extinguishers, fire alarms, sprinkler systems, apparatus pump testing, hose testing, air compressor testing, etc.), by identifying and contacting appropriate vendors, obtaining bids for services, developing scope of work for vendor contracts, scheduling services, etc.		X	X			X	X		
141	Skill to perform basic mathematical calculations such as add, subtract, multiply, and divide with accuracy to conduct counts, inventory, manage time, calculate costs, pumping calculations, etc.				X		X	X		
142	Ability to exercise discretion in dealing with sensitive information to ensure that confidential information is not misused or inappropriately distributed.			X			X	X		
143	Ability to represent the Department of Corrections and Rehabilitation within the region in multi-agency coordinating events to establish mutual aid plans and community partner relationships using National Incident Management System (NIMS), Standardized Emergency Management Systems (SEMS), and resource accountability status in accordance with applicable governmental codes and established agreements.	X	X	X			X	X		
Interpersonal										
144	Ability to maintain cooperative relationships with people, organizations, vendors, and other agencies to effectively meet the needs of the institution and promote and maintain positive public relations.						X	X		
145	Ability to establish an appropriate rapport with individuals from diverse ethnic, socioeconomic, and cultural backgrounds to communicate effectively, and build a team environment with the fire inmate crew.						X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
146	Ability to possess courteousness and professionalism in dealings with inmates, fellow employees and the public to ensure effective communication in accordance with all fire safety, life safety, and government codes/standards.						X	X		
147	Ability to show tact in working with others to promote a safe and effective work environment in accordance with all fire safety, life safety, and government codes/standards.						X	X		
Communication										
148	Knowledge of effective writing methods (i.e., style, form, grammar, spelling, and punctuation) in accordance with established standards and directives to summarize and document information clearly and relay information effectively.			X			X	X		
149	Skill to articulate recommendations by supporting with facts to communicate recommendations effectively and allow proper consideration.			X			X	X		
150	Ability to understand orders and directives (e.g., written and oral) in order to perform work activities in accordance with established standards and directives.	X	X	X			X	X		
151	Ability to be approachable and non-judgmental to ensure open communication with others.						X	X		
152	Ability to communicate in English both verbally and in written format with a variety of individuals (e.g., staff, inmates, the public, and other agencies/resource representatives) to relay and receive information clearly.	X	X				X	X		
153	Ability to alter communication style, language, and terminology utilized in each communication interaction (e.g., communicating with visitors/public, local fire department representatives, institutional staff, new inmates, types of inmates, medical staff) to ensure terminology and information relayed is clear and at the appropriate level.			X			X	X		
Self-Effectiveness										

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
154	Skill to make independent judgments and adopt quick, effective, and responsive courses of action in emergency situations in accordance with established standards and directives.		X	X			X	X		
155	Ability to use good judgment and common sense in making decisions while considering potential ramifications to ensure effective actions are taken in accordance with policy and procedure.			X			X	X		
156	Ability to make sound decisions in compliance with laws, regulations, codes, and departmental policies and procedures to effectively carry-out duties and avoid legal ramifications.		X	X			X	X		
157	Ability to follow oral and written directions, and legal mandates (e.g., laws/rules, regulations, operational procedures, verbal instructions, etc.) to effectively interpret and apply instructions to accomplish assigned duties and meet the goals and objectives of the department in accordance with all fire safety, life safety, and government codes/standards.	X	X	X			X	X		
158	Ability to work in an environment that requires strict adherence to instructions, standards, and/or procedures to ensure that actions are taken in compliance with policy and appropriately given the direction of the chain of command.						X	X		
160	Ability to cope with stressful situations professionally and tactfully to ensure decisions can be made effectively without being impacted by negative emotions.						X	X		
161	Ability to handle unexpected changes on the job, such as new schedules, procedures, priorities, routines, or new inmates in order to contribute to the continued effective operation of the institution.	X	X	X			X	X		
162	Ability to demonstrate responsible and ethical behavior in all work tasks and responsibilities to ensure the integrity of the department is not compromised.					X	X	X		

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
163	Ability to frequently switch between multiple tasks, with safety as the first priority (i.e., multitasking) to manage multiple situations requiring attention simultaneously.					X	X	X		
164	Ability to learn new modern fire prevention, suppression, and rescue techniques to effectively manage a fire department in a correctional facility and to ensure staff are aware of/trained in these techniques in accordance with all fire safety, life safety, and government codes/standards.		X				X	X		
Physical Abilities										
165	Ability to perform arduous activity (e.g., fighting fire, lifting/moving equipment, positioning hose lines, forcible entry, etc.) in order to accomplish emergency response in accordance with established standards and directives.	X					X	X	X	
166	Ability to assist with heavy physical labor (e.g., fighting fire, lifting/moving equipment, positioning hose lines, forcible entry, etc.) in order to accomplish all hazard emergency response, when needed in accordance with all fire safety, life safety, and government codes/standards.	X					X	X	X	
167	Ability to exert maximum muscular force (e.g., lifting, pulling, pushing, or dragging hard-to-move objects, physically restraining individuals) to move non-compliant inmates, heavy equipment, and/or during an emergency incident (e.g., rescue).	X					X	X	X	
168	Ability to use proper lifting techniques (i.e., using bent knees, straight back, and lift with legs, etc.) to prevent injury in accordance with established standards and directives.	X					X	X	X	
169	Ability to perform physical actions and movements quickly and smoothly to ensure personal safety and the safety and security of the institution is not compromised.	X					X	X	X	
170	Ability to stand upright for long periods of time (i.e., an entire shift/assignment) to perform work duties.	X					X	X	X	

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
171	Ability to maintain one's balance when changing direction or walking on narrow walkways to perform work duties.	X					X	X	X	
172	Ability to walk for long periods of time (i.e., entire work assignment) to perform work duties.	X					X	X	X	
173	Ability to make precise, accurate movements of the hands and arms to direct force necessary for personal protection, inmate control, and/or to respond to an emergency.	X					X	X	X	
174	Ability to run in short bursts and for longer distances to pursue inmates on foot as necessary and/or respond to an emergency.	X					X	X	X	
175	Ability to use both hands and both feet (e.g., driving, climbing, lifting, etc.) in order to accomplish assigned tasks in accordance with established standards and directives.	X					X	X	X	
176	Ability to climb stairs or ladders on a routine and emergency basis to access elevated work areas and/or respond to emergencies.	X					X	X	X	
177	Ability to perform duties requiring close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus to capture all the necessary details of observations in both bright and dim light.	X					X	X	X	
178	Ability to bend, extend, and/or twist body to perform work duties (e.g., when responding to incidents, inspecting equipment).	X					X	X	X	
179	Ability to effectively hear in order to protect oneself and others from potential harm (e.g., radio/verbal commands, structural noise, cries for help, etc.) while in the course of assigned duties in accordance with established standards and directives.	X					X	X	X	
180	Ability to identify the origin and direction of sounds to properly direct one's attention.	X					X	X	X	
181	Ability to distinguish differences or similarities among odors in order to detect smoke, gas leaks, and other substances.	X					X	X	X	

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
182	Ability to conduct physical tasks under adverse conditions (e.g., heat, limited visibility, confined space, arduous terrain, height, unstable or limited footing) to perform work duties.	X					X	X	X	
183	Ability to physically defend self or others (i.e., with hands, arms or feet) against an attacking inmate as necessary.	X					X	X	X	
Willingness										
184	Willingness to maintain operational flexibility as required for all hazard emergency response in accordance with all fire safety, life safety, and government codes/standards.	X	X	X		X	X	X		
185	Willingness to work at night and on weekends and holidays, to report for duty whenever emergencies arise in accordance with all fire safety, life safety, and government codes/standards.						X	X		
186	Willingness to complete a training course in arrest and firearms as mandated by Penal Code Section 832 to remain in compliance.						X	X		X
187	Willingness to work in isolated areas away from population centers.									
188	Willingness to remain on duty 24 hours a day as required to complete work activities.						X	X		
<p>The following KSAs are ones for which it is unclear whether they are needed first day on the job or at some point later based on the survey results in the occupational analysis (majority is needed). They were included in the linkage process in case it is later determined that they are needed first day on the job. The results of these linkages were not included in the results reported in the body of this report.</p>										
Equipment Operation and Maintenance										

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
82	Skill to conduct inventory of fire and medical equipment and supplies on vehicles and/or in storage cabinets or other areas in the station, to ensure all items are accounted for, in their proper location, and secured properly, utilizing checklists or inventory sheets according to policies and procedures. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.					X	X	X		
83	Skill to conduct inventory of tools to ensure all items are accounted for, in their proper location, and secured properly, utilizing checklists or inventory sheets according to policies and procedures. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.						X	X		
Institution Inspection/Fire & Life Safety										
89	Skill to oversee the inspection and testing of fixed fire suppression and detection systems (e.g., fire sprinklers, standpipes, automatic/manual alarms, etc.) by outside contractors to maintain operational readiness utilizing audit tools in accordance with NFPA standards and applicable governmental codes. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.						X	X		
103	Skill to conduct fire evacuation drills and functionality tests of fire alarm systems at the institution to ensure the safe evacuation of staff, inmates, and visitors in the event of a fire alarm utilizing NFPA Standards, State Fire Code, and policies and procedures. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.						X	X		
Administrative										

Fire Chief KSAs		Proposed MQs								
		Acad & FF 1	FF 2	Officer Cert	FF Endorsement and Driver Operator	EMT	5 years exp with 36 mo as Captain	3 years exp as Captain in CDCR	CPAT	PC 832
137	<p>Skill to prepare duty statements of fire department staff to provide direction for operational needs, workload, and training by analyzing the regulatory inspection requirements, custody concerns, and routine work assignments for response readiness in accordance with NFPA standards and applicable governmental codes. 50.0% of respondents rated this KSA as first needed day one on the job; 43.8% of respondents rated this KSA as needed after day one.</p>			X			X	X		