



From the Office of
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28 September 2015
DEPARTMENTAL ORDER OF DISCIPLINARY ACTION

Case No. 005-2015
HAROLD JOHNSON, F94028
Captain in the Classified Service of the Denver Fire Department

Captain Johnson,

This is before the Deputy Director of the Department of Safety to approve, disapprove or modify the Chief of the Denver Fire Department's recommendation involving you. On 07 July 2015, the Chief of the Denver Fire Department tendered his Recommendation of Final Disciplinary Action where he determined that you should be "terminated from employment with the Denver Fire Department and the City and County of Denver." The basis for Chief Tade's recommendation is that you violated several of the Denver Fire Department Code of Conduct rules, Guidelines and Directives when you:

- 1) dangerously compromised the safety of others in the department through the negligent performance of duties;
- 2) exhibited extremely offensive, lewd, lascivious, and disrespectful communication to staff; and
- 3) lied to Internal Affairs about a firefighter's request for representative from her direct supervisor in a meeting that you ordered with her.

In Chief Tade's Recommendation, he found that you engaged in egregious misconduct that resulted in the violation of thirteen (13) departmental rules for which the appropriate penalty shall be termination.

Pursuant to my review of all the facts of the case, the verbal and written statements made by you and other witnesses, and the evidence collected by the Department, I find by the preponderance of evidence that you did violate thirteen departmental rules and based on the seriousness of your actions, *a penalty of termination is appropriate.*

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Code of Conduct Violations:

By your actions, you have violated, by a preponderance of the evidence, the following Denver Fire Department Code of Conduct Standards:

- Rule 1 Every member shall comply with the Guidelines of their respective Divisions and written Directives of both the Denver Fire Department and the City of Denver.
Department of Safety Equal Employment Opportunity Policy (effective October 1, 2008)
105.04 – DFD Hazing, Harassment, Retribution Policy
105.2 – Sexual Harassment Policy
Executive Order 112 – Violence in the Workplace
- Rule 2 Every member shall use their training and capabilities to protect the public at all times.
- Rule 3 Every member shall work to the level of expertise in their position so as to enable all Department programs and functions to operate effectively.
- Rule 4 Every member shall always conduct themselves to reflect credit on the Department and the City of Denver.
- Rule 5 Supervisors will manage in an effective, considerate and fair manner. Subordinates will follow instructions in a positive, cooperative manner.
- Rule 6 Every member shall always conduct themselves in a manner that creates good order inside the Department.
- Rule 7 Every member shall keep themselves informed to enhance their awareness and efficiency concerning their positions.
- Rule 8 Every member shall be concerned and protective of each member's welfare.
- Rule 9 Every member shall operate safely.
- Rule 10 Every member shall use good judgment;
- ...
- Rule 15 No member shall engage in activity that is detrimental to the Department.
- ...
- Rule 18 No member shall fight, engage in intimidating, threatening, or hostile behaviors, physical assault, or other acts of this nature.

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...Rule 22 Depart from the truth.

The following is a summary, but not an exhaustive description, of the alleged misconduct for which you are being disciplined.

You are a Captain in the Denver Fire Department and you are required to serve as a leader within this department. As you are well aware, a Captain plays a critical role in and influencing how the firefighters in our department work together in providing quality first response services to our citizens. Furthermore, Captains set the tone in shaping how our firefighters communicate and treat each other in our firehouses. As a captain, you had a responsibility to model quality and effective leadership to the members of Station 29 where you were stationed.

According to the Denver Fire Department Captain Job Description last revised in August, 2011, some essential functions of your job which are relevant here include:

“Recogniz[ing] the importance of documentation of formal and informal counseling sessions with subordinates.”

“Recogniz[ing] job performance problems in others and take actions to correct problems.”

“At the scene of a fire or other emergency incident, work with a fire crew and other fire crews supervised by other company officers to effectively accomplish a specific assignment safely (e.g. extinguishment, search and rescue, salvage and overhaul, etc).”

“At the scene of a medical emergency, supervise and oversee those providing basic life support and medical treatment to victims, assign tasks, ensure scene safety, and that necessary medical information is obtained.”

“Mediate or reconcile differences between or among other crew Members, other members of the department, and / or the general public.”

Denver Fire Department Captain Job Description, Revised August, 2011, pp. 3-4.

I. Compromising the Safety of Others

During an investigation into your conduct, the Internal Affairs Bureau of the Denver Fire Department discovered several instances where you put the safety of your crew and yourself at risk. Your actions and omissions were in violation of department rules and could have led to disastrous results for you and your crew.

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Contrary to departmental policies, you left active EMS scenes to use your cell phone for personal calls. According to your co-workers, you either left the building or made these personal calls in close proximity to crew members and persons being assisted. On at least one documented occasion, your co-worker remembered a DPD officer telling you to be quiet while the scene was handled by your crew because you were speaking loudly on your phone. Instead of ending this personal call to tend to your supervisory duties at this scene, you instead decided to leave your crew and went outside to complete your call. On other occasions, you made and received personal phone calls while on a fire rig responding to a call. When you engaged in this conduct, you were inattentive and unavailable to assist others with their work.

On a separate occasion and contrary to departmental policy, you and your crew came across a dumpster fire on or around 24 August 2014 that was in semi-close proximity to an apartment complex. You responded to this dumpster fire in a residential neighborhood by telling your crew not to put water on it. Again, you were on a personal phone call and kept the crew idle until you finished your call. The fire was left smoldering while the crew returned to service. Your lack of leadership in responding to this dumpster fire not only was a violation of departmental policy; more importantly it could have put an apartment complex at risk as well as the safety of you and your crew.

You routinely failed to wear your headset when responding to calls and have on several occasions failed to put on your bunking gear when responding to alarms. Your failure to wear a headset when responding to a call could mean that you fail to receive critical information about a scene which is important to the safety of you and your crew.

On another occasion, you failed to catch a plug on a re-kindle call on or around 08 September 2014. As you are aware, catching a plug is important because it is the task of connecting the water hose from the rig to the fire hydrant in order to put water on the fire. The re-kindle call was extremely important because this was a fire to a structure where the original fire was never put out. Your failure to catch a plug resulted in a delay in fighting this re-kindle. When you were informed that your mistake might result in adverse employment action taken against you, you decided to blame your crew by advising them that they too would be subject to adverse employment action if any were taken against you rather than take responsibility for your bad judgment in failing to adequately respond to this re-kindle call.

II. Exhibiting Extremely Offensive, Lewd, Lascivious, and Disrespectful Communication to Staff

During an investigation into your conduct, the Internal Affairs Bureau of the Denver Fire Department discovered numerous instances where you demonstrated poor leadership ability by engaging in personal conduct that is demeaning, disrespectful, sexist and racist towards others.

On several occasions, when firefighters have questioned your decisions, you told them that they can request a transfer if they do not like the way you run the fire house.

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You repeatedly referred to a female Lieutenant as “hon”, even after she has asked you not to do so. On or around 22 July 2013, you referred to Lt. Kathy Johnson as “hon.” During your interview with Internal Affairs, you acknowledged engaging in this behavior knowing that it was disrespectful and demeaning to your female co-worker. At your pre-disciplinary meeting, you admitted in front of your personal representatives, your attorney, and command staff, that you repeatedly called your colleague “hon” because you knew it would make her upset and you wanted her to quit questioning your judgment in the performance of your tasks. In your last interaction with Lt. Johnson on or around 21 February 2015, you called her “honey.” Rather than communicate with your colleague in a professional manner, you instead used disrespectful language that was deliberately intended to stifle communication.

Along these same lines, you admitted to attempting to block the transfer of a female firefighter to your shift at Engine 29 based entirely on her gender. You admittedly stated that her gender was the sole reason stating that you felt there needed to be a “balance” of the number of females on each shift.

Since becoming a captain, you have frequently exhibited behavior that has been characterized by your colleagues as “bullying.” On at least three occasions, you engaged in behavior with female staff that could reasonably be construed as bullying behavior. During one such incident on or around 08 August 2013, you summoned a female Captain into your office and “bombard[ed]” her with firehouse matters and how she needed to handle them while you stood in front of the closed door. She felt threatened, intimidated and bullied by your actions. On or around 17 October 2014, you had a disagreement with a female Lieutenant that quickly escalated into an argument as the female Lieutenant attempted to leave. You blocked her egress from the rig and continued raising your voice at her. You eventually told her to leave and used profanity in the exchange with her, telling her to “get [her] shit and get the fuck out of here”. In another incident on or around 17 March 2015, you requested a meeting with a female engineer. The female engineer informed you that she wanted her direct supervisor present at the meeting. After improperly denying this request from the female engineer, you became angry, shut the door, and stood in front of it preventing her from leaving your office.

Your bullying, intimidating and volatile behavior has prevented other firefighters—male and female alike—from approaching you with concerns they have about issues going on in Station 29. In numerous interviews with your colleagues, each expressed concerns that should they attempt talking to you about work-related issues, you would get upset with them. As a captain, you are required to effectively communicate with your crew and other members of the Denver Fire Department to resolve problems and build a cohesive team capable of providing quality safety services to our citizens. Your behavior is antithetical to this requirement.

On numerous occasions, you referred to an African American female firefighter as “little black girl.” During your internal affairs interview and your pre-disciplinary meeting, you admitted to calling this individual a “little black girl.” While you attempted to minimize the use of this language as conduct condoned by “firehouse culture” and as

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appropriate based on your relationship with this firefighter, you are mistaken. Your frequent use of inappropriate language in communicating with a member of your crew violates DFD and City and County of Denver policy governing appropriate workplace conduct. Your repeated use of this language offended many of your colleagues which runs counter to the "firehouse culture" excuse you utilize for much of your inappropriate conduct exhibited as a captain in Station 29.

On or around 15 January 2015, you referred to a Caucasian firefighter as "little white boy" at least 10 times. In addition to calling a Caucasian firefighter "little white boy," you doubled down on your unprofessionalism towards your colleague by telling this firefighter to go to the store to buy you chocolate crumb cake. You were so upset that this firefighter did not use his overtime money to buy you dessert that you said something to the effect, "hey little white boy, take your truck and a radio and go get me a chocolate crumb cake at the store." This firefighter complied because he did not want to risk upsetting you. Your unprofessional treatment of this DFD member offended this individual where he was reluctant to talk about this incident because "nothing ever happens to Harold for his behavior and he gets away with whatever he wants."

On or around 24 August 2014, you decided to subject the members of your crew to language that is offensive, lewd, lascivious, and completely inappropriate for a member of the Denver Fire Department. During lunchtime with three members of your crew, there was a conversation regarding females coming to see you at Station 29. In response to questions about these females coming by, you decided to respond in a sexually pornographic way by stating that:

I wouldn't touch any of your friends, I don't want any bloody pussy. If it bleeds it's not for me, I don't ever want a girl to come to me and say you're going to be a dad, I don't care how hot she is I'm not touching that gross bloody pussy...you can keep your nasty bloody pussy, I've got it handled...I wouldn't fuck any bloody nasty pussy.

During this same lunchtime conversation, you also notified your crew that you do not date black women and that you prefer Caucasian women; specifically those who have reached menopause. Your proclamation was so graphic in nature that it forced one of your colleagues to try to stop you by saying, "okay, I get it."

III. Departing from the Truth

As referenced above, you requested a private meeting with Engineer Liz Riviere in your office on 17 March 2015. Although you try to couch this meeting as a harmless conversation where all you want to do is figure out why she does not want to work with you, Engineer Riviere recognized otherwise and specifically requested the presence of her direct supervisor, Lt. Kathy Fournier, at this meeting. As you know, a member has the right to have a representative present at a meeting with her supervisor when that meeting has a likelihood of touching on the member's performance or other work place issues. You improperly denied Engineer Riviere's right to representation at this meeting.

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Compounding your error in this denial of representation was your decision to lie about it. When you were first approached by IAB about this allegation, you initially denied the allegation claiming that Engineer Riviere never asked for representation. Later, you finally admitted to IAB that Engineer Riviere did indeed request representation from her direct supervisor Lt. Fournier and you denied the request. Your later admission of this request, following a previous denial, is nothing more than an intent by you to deceive DFD IAB investigators about your conduct during this meeting and constitutes a violation of departing from the truth.

IV. Aggravating Factors

The decision to terminate you is not made lightly. I recognize that you have been with the Denver Fire Department since 1994 and have been with the department for twenty-one (21) years. Your service and the principles of progressive discipline require that I select a form of discipline that will likely correct your behavior and make you a productive leader in the Denver Fire Department.

One of the reasons why a lesser form of discipline is inappropriate here is because of your failure to take responsibility for your actions. During your interview with IAB and most notably in your pre-disciplinary meeting with Chief Tade, you instinctively and frequently tried to justify your behavior as one condoned by DFD as simply "firehouse culture." When pressed about your role as a captain in creating a professional working environment, you failed to take any responsibility for this. When asked about making a threatening statement at a federal courthouse, you responded to IAB that this was simply the normal way men handle things. You failed to see any problem with your conduct. Because you fail to accept any responsibility for your actions in creating the problems in Station 29, I cannot imagine a lesser form of discipline that will correct your behavior.

Further, the Denver Fire Department has attempted to correct your behavior before. In 2010, you were given a Performance Improvement Plan because of your inability to control your anger at work. Despite this effort to counsel you on your behavior before, this effort failed because no less than five years later, we are witnessing your anger and intimidation rearing its head at work yet again. Your behavior has played a critical role in creating an environment where your crew is afraid to talk with you and will only do so when a direct supervisor is present.

Finally, a less form of discipline is completely inappropriate here because all of the behavior and instances referenced above are beneath what is expected from members of the Denver Fire Department and especially from its leaders. Your repeated use of racial epithets; your pornographic and sophomoric comments at work; your demeaning treatment of women; your commitment to your personal cellphone over your duty to your crew and our citizens; and your inability to tell the truth have no place in the Denver Fire Department or the Department of Safety. Simply put, this is behavior that cannot stand and no lesser form of discipline will correct this.

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BY ORDER:


Deputy Director of Safety Date 28 SEPTEMBER 2015

Attachment: *Denver Fire Department Captain Job Description, Revised August, 2011, pp. 3-4.*

OFFICER'S RETURN

I hereby certify that I received the written Order of Disciplinary Action and have delivered a true copy thereof to the within-named Harold Johnson this _____ day of September, 2015.

Signature of Officer Serving Order

Denver Fire Department
Captain Job Description, January 1996
Revised January 14, 1998
Revised December 28, 1999
Revised February 7, 2002
Revised January 7, 2004
Revised November 28, 2005
Revised August, 2007
Revised August, 2009
Revised August, 2011

General Statement of Duties

Fire Suppression: A Captain manages the day-to-day operation and maintenance of a fire station and the apparatus and personnel assigned to that fire station. A Captain serves as a company officer, supervising a crew of Firefighters assigned to a specific fire station on a specific shift, and supervises the company officers on other shifts in the same station. Captains supervise a fire crew and the station apparatus dispatched to emergency scenes, including fire scenes, emergency medical calls, hazardous materials incidents, etc. Captains may serve in the capacity of incident commander at emergency incidents.

Support Services: A Captain manages the day-to-day operation of a support services bureau such as fire prevention, fire investigation, operations division, training, technical services, administration or human resources. A Captain supervises Lieutenants, Fire Protection Engineers, Technicians, Firefighters or Career Service personnel assigned to a specific bureau.

Supervision

Captains are responsible to an Assistant Chief or Division Chief of the Fire Department, and receive general direction in the performance of their duties. Captains will consult with their Assistant Chiefs or Division Chiefs regarding day-to-day operations, and unusual events at the station regarding personnel, apparatus, equipment, etc.

Captains directly and indirectly supervise Lieutenants, Engineers, Technicians, Firefighters or Career Service personnel assigned to a specific fire station or support service bureau.

Interpersonal Relationships

Captains meet with Fire Department staff (e.g., subordinates, colleagues, supervisors, etc.) and representatives of other agencies (e.g., police, Denver Health, members of other fire departments, airport officials, etc.). Captains also interact with citizens and the general public (e.g., motorists, home owners,

business owners, homeless individuals, etc.) on a regular basis, and conduct activities related to the Fire Department's Mission Statement in their respective areas. These interactions occur during routine day-to-day operations, emergency operations, training classes and exercises, inspections, and educational or informational presentations. Captains occasionally meet with vendors regarding maintenance and repair of fire station facilities or equipment.

Complexity

A Captain's job involves very complex emergency scene tasks and social interactions, which must be accomplished correctly without taking the time to reference procedures and policies, or to repeat tasks once they have been accomplished. Errors could lead to life safety hazards, property loss, or customer complaints.

Typical Working Conditions

Fire Suppression: Captains live and work in a fire station in 24-hour shifts. This work environment includes many of the same amenities of a home, including kitchens, showers, beds, etc. In this environment, Captains will perform routine day-to-day activities, such as training of subordinates, meeting with supervisors, planning and scheduling work. Outside of the fire station, Captains work in all weather, under extreme emergency conditions (e.g., fires, hazardous materials, auto accidents, etc.) performing essential job functions.

Support Services: Captains typically work a regular day shift (from 8 to 12 hours per day, 4 to 5 days per week) in an office setting. Captains will perform day-to-day activities, such as training of subordinates, meeting with supervisors, planning and scheduling work.

Primary Duties and Essential Functions

Regardless of assignment, all Captains must be able to:

Conduct roll call and evaluate the readiness of personnel and equipment.

Ensure that all assigned personnel are delegated specific station duties and/or support services duties and that they are carrying out these assignments.

Complete personnel management-related written and computerized documentation (e.g., TeleStaff, FireHouse, leave requests, overtime records, etc.).

Complete, maintain, and archive station/company-related documentation (e.g., station journal, incident or response reports, etc.).

Essential Functions, continued

Make sure that assigned personnel have the resources needed to complete their jobs safely.

Monitor the overall work performance and work quality of assigned personnel (daily routine work and emergency responses) for efficiency, effectiveness and safety.

Conduct formal and informal counseling sessions with subordinates in order to correct work deficiencies and develop work skills.

Document formal and informal counseling sessions with subordinates.

☞ Recognize the importance of documentation of formal and informal counseling sessions with subordinates.

☞ Recognize job performance problems in others and take actions to correct problems.

Document, submit and file action taken to correct job performance problems in others.

Stay alert/anticipate potential problems which might affect job performance.

Train staff in proper procedures and protocol to use during emergency incidents.

Ensure training of staff in day-to-day operations such as fire prevention, public relations, customer service, etc.

Ensure that all assigned personnel are familiar with and promote support for the policies of the department.

☞ At the scene of a fire or other emergency incident, work with a fire crew and other fire crews supervised by other company officers to effectively accomplish a specific assignment safely (e.g., extinguishment, search and rescue, salvage and overhaul, etc.).

☞ At the scene of a medical emergency, supervise and oversee those providing basic life support and medical treatment to victims, assign tasks, ensure scene safety, and that necessary medical information is obtained.

Respond to structure fires, emergency medical incidents, hazardous materials spills and other emergency incident calls, and supervise a fire crew to ensure safety.

Direct a fire crew to accomplish specific tasks at an emergency scene safely (e.g., the placement of apparatus, laying of hose lines, connection to specific water sources, etc.).

Essential Functions, continued

Implement and develop an overall strategy using the National Incident Management System (NIMS) at emergency incidents, directing assigned or reporting personnel and resources (i.e., function as the Incident Commander).

Within a National Incident Management System, function in an assigned position (e.g., Safety Officer, Staging, Operations, Division and/or Group Leader, etc.).

Identify suspicious fires, assisting other personnel where needed (e.g., Fire Investigator).

Evaluate, then report to, and consult with the Incident Commander regarding difficult problems, sensitive situations and routine coordination of resources.

Critique/discuss actions taken at emergency calls with personnel involved at the incident.

Perform all emergency scene tasks that are essential job functions for a Firefighter, when necessary.

Consult with the Assistant Chief (or other direct supervisor) regarding difficult problems, sensitive situations and routine coordination of personnel matters.

Develop work or activity schedules for routine activities within the station and within assigned response area.

Conduct informal performance appraisals of subordinates.

Mediate or reconcile differences between or among other crew members, other members of the department, and/or the general public.

✍ After counseling and if needed, refer employees to an Employee Assistance Program or to outside assistance for problems.

Conduct inspections of assigned personnel, equipment and facilities.

Investigate allegations of personnel misconduct, public complaints, internal complaints, and morale problems within companies or support service bureaus.

Document and recommend discipline, and provide a written report to supervisor on results of investigations of alleged personnel misconduct, public complaints, internal complaints, and morale problems within companies or support bureaus.

Coordinate and/or conduct station, company or support services staff training drills.

- At the scene of a hazardous materials incident, work with a fire crew and other crews supervised by other company officers to effectively accomplish a specific assignment (e.g., entry team, decontamination team, site access control, etc.).
- Develop, coordinate, and perform fire prevention and public safety programs for the community (inspections, educational presentations, etc.).
- Research and investigate issues for special staff assignments (e.g., contract review, station management, coordination with a vendor, budgets, etc.).
- Manage a station and supervise other company officers, coordinating information dissemination, financial obligations, problem solving, overall activities and long-range station planning.
- Manage a support services bureau and supervise other officers, coordinating information dissemination, problem solving, overall activities and long-range support services planning.
- Manage special projects for the Fire Department (e.g., nozzles, oxygen, etc.).
- Write special research or staff reports as part of a long-term assignment or one-time project.
- Make formal presentations to the public as a representative of the Department at community meetings, educational programs, etc.
- Write formal letters or memos to individuals inside and outside of the Fire Department.
- Recognize opportunities to provide special services for the citizens of Denver.
- Manage the maintenance and upkeep of assigned apparatus, tools and equipment.
- Evaluate readiness of apparatus and ordering equipment.
- Evaluate need for special equipment.
- Evaluate functionality of apparatus and equipment (e.g., tools, etc.).
- Evaluate needs of station assignment area and make necessary acquisitions.
- Treat customers with dignity and respect (e.g., set example)
- Manage the maintenance and upkeep of a station (e.g., ordering of supplies, the coordination of repairs, etc.).

Essential Functions, continued

Train, evaluate, and prescribe corrective actions for probationary employees.

Evaluate and recommend staffing alignment to ensure the most effective crew efficiencies.

Provide liaison and staff support services for a Department Bureau, a Chief Officer, or a Department Committee.

Make on-site visits to become familiar with specific hazards within response area and/or work area or assignment.

Develop pre-fire plans/pre-incident plans for special target hazards.

Monitor wellness of crew members (e.g., physical fitness, psychological, medical, etc.).

Function as an acting Assistant Chief, taking on all of the duties and responsibilities of this position.

Enhance the relationship and coordination between the Department and outside agencies (e.g., XCEL, Denver Police Department, Denver Health, etc.).

Provide input where appropriate on department goals and policies.

Perform the duties of any position at the emergency scene as necessary.

Ensure appropriate subordinates are trained to perform the duties of a company officer in the absence of a company officer or other situations.

MINIMUM QUALIFICATIONS

Knowledges, Skills and Abilities

Captains need the following knowledge, skills and abilities in order to perform the essential job functions:

Knowledge of, and ability to effectively implement the National Incident Management System (NIMS).

Ability to implement, evaluate, and modify tactical plans during an emergency incident.

Knowledge of emergency management procedures during natural disasters and major incidents.

Minimum Qualifications, continued

- Ability to give appropriate fire-ground and emergency scene commands.
- Knowledge of emergency scene safety considerations, including safety with apparatus, tools and equipment, as well as safety around fires, hazards, etc.
- Knowledge of firefighting tactics and strategies.
- Knowledge of fire suppression tools and emergency medical equipment (e.g., appliances, AED, hoses, ladders, apparatus, etc.).
- Knowledge of readiness requirements for apparatus, equipment and tools (e.g., knowledge of how to prepare for emergency responses).
- Knowledge of general operating procedures for pumping apparatus, and ability to oversee pumping operations.
- Knowledge of general operating procedures for truck/ladder apparatus, and ability to oversee operation of standard equipment (e.g., turntables, elevated platforms, etc.).
- Knowledge of "first responder" management requirements for hazardous materials incidents.
- Knowledge of RIT Team operations and responsibilities.
- Knowledge of emergency care practices and procedures, including EMS incident management practices.
- Knowledge of, and ability to apply triage techniques during multi-casualty incidents.
- Knowledge of effective supervision principles and managerial practices.
- Knowledge of support service functions and resources (e.g., fire prevention, fire inspection, training, technical services, and administration)
- Knowledge of fundamental software applications (e.g., Microsoft Office, TeleStaff, FireHouse, etc.).
- Skill in the use of computers for data entry and retrieval.
- Knowledge of Mobile Computer Terminal (MCT).
- Ability to effectively assign or delegate work to subordinates for routine station activities and/or support service activities.

Minimum Qualifications, continued

Ability to effectively assign or delegate work to subordinates during emergency incidents.

Ability to evaluate the results of assigned work and responsibilities, and ability to provide constructive feedback to subordinates.

Ability to recognize performance problems and training needs in subordinate personnel and take effective corrective action.

Knowledge of Departmental policy and procedures regarding personnel management (disciplinary procedures, employee conduct, complaints, assignments, performance, training, scheduling, etc.).

Ability to function as a positive role model for subordinate personnel, leading by example, maintaining open lines of communication, and providing a work environment which builds upon the individual differences in personnel while focusing on team building.

Ability to clearly communicate in writing while utilizing proper grammar, spelling, punctuation, format, etc. This includes all routine written work for the job, such as internal memoranda, email, routine documentation and special reports.

Ability to effectively communicate verbally with subordinates, peers, management, allied agencies, and the public in all routine aspects of the job.

Ability to listen to others attentively and with comprehension.

Ability to mediate or reconcile differences between or among others.

Ability to coach and effectively direct subordinate employees in a manner that will build self-esteem and result in higher productivity and cooperation.

Ability to counsel subordinate employees and obtain cooperation and meaningful progress in the face of problem performance.

Ability to effectively utilize communications systems (e.g., radios, computers) in all aspects of the job.

Ability to maintain accurate records and schedules of personnel, resources and station operations.

Ability to effectively present classroom and skills-based training.

Ability to interpret and draw basic building formations, maps and pre-plans.

Minimum Qualifications, continued

- Ability to exercise appropriate judgment in routine supervisory situations and emergency incidents.
- Ability to use common sense and reach logical decisions, including the ability to foresee the consequences of various alternatives.
- Ability to obtain and interpret relevant information and data and identify possible causes of problems.
- Ability to develop effective solutions and propose appropriate recommendations.
- Ability to realize when a decision must be made and the willingness to take action or commit oneself.
- Ability to set priorities, coordinate and schedule tasks in a logical manner so as to maximize staff and material resources and meet goals and timelines.
- Ability to make proper assignments of personnel and appropriate use of resources.
- Ability to think clearly and remain in control during stressful circumstances and emergency operations.
- Ability to remain open to new or creative ideas, approaches, or techniques.
- Ability to self-start, go beyond what is expected and initiate action rather than just responding to events.
- Knowledge of department standards for training and drill requirements.
- Knowledge of Department organization and resources.
- Knowledge of Department Operation Guidelines (DOGS), Field Operation Guidelines (FOGS) Standard Operating Guidelines (SOGS), Directives, and Job Performance Requirements (JPR's).
- Ability to work independently.
- Ability to manage projects and priorities.
- Ability to effectively utilize interpersonal relationships with citizens, other city agencies, project coordinators, and other governmental agencies.
- Knowledge of the Denver Fire Department's Mission Statement.
- Ability to effectively implement the Denver Fire Department's Mission Statement.

Minimum Qualifications, continued

Ability to recognize potentially unsafe conditions and unsafe practices (e.g., flashover, building collapse) and take appropriate corrective action.

Ability to solicit input from Department members and incorporate multiple viewpoints to achieve effective outcomes.

Ability to foster, promote and maintain a teamwork environment.

Ability to accept constructive feedback.

Ability to maintain accountability for actions and decisions that impact self and others.

Physical Requirements: A Captain must be able to perform the essential physical and mechanical functions of a firefighter as determined by Stanard and Associates, Inc. These requirements went into effect in May of 2001. (See attached).

Experience/Education Requirements

Minimum Education Requirements: Graduation from high school or possession of a GED certificate as required by Civil Service Rules and Regulations.

Minimum Experience Requirement: As required by Civil Service rules.

Necessary Special Requirement: As required by Civil Service rules.

Typical Career Path for Fire Captain

FIRE FIGHTER
LIEUTENANT
CAPTAIN