

# Conquering the Promotional Process in the Fire Service

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# Roles and Responsibilities

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## ▲ Your MAIN focus in your new role should be these responsibilities:

- ✓ Be a role model example of good leadership
- ✓ Mentor, train, and coach others to be great leaders
- ✓ Enforce policy
- ✓ Step up to discipline!
- ✓ Support the mission, vision, and goals

## **What Raters Look for in a Subordinate Counseling Exercise**

- **Maintains control of the meeting**
- **Is able to identify and address the main issue(s)**
- **Stays courteous and respectful**
- **Has a method for discipline (if discipline is needed)**
- **Recognizes discipline is not always needed (sometimes coaching is needed)**
- **Directs the role player to EAP when appropriate**
- **Addresses the concerns of the role-player**
- **Shows effective communication skills by leading a two-way discussion**

## **What Raters Look for in a Subordinate Counseling Exercise**

- **Makes consistent and friendly eye contact**
- **Uses a calm tone of voice and friendly body language**
- **Discusses how the role player's actions/decisions affect the whole crew**
- **Gets a commitment from the role player to change behavior**
- **Shows compassion towards role player**
- **Establishes an action plan to correct issues**
- **Demonstrates a willingness to follow up on action plan**

## **What Raters Look for in a Subordinate Counseling Exercise**

- **Involves the role player in the process of developing solutions**
- **Demonstrates good command presence with confidence and courtesy**
- **Explains to the role player his/her leadership philosophy/style**
- **Uses time effectively**
- **Asks questions of the role players to ensure all the necessary facts and information are gathered**
- **Demonstrates strong leadership skills**

**For a comprehensive list of what raters look for and what people get rated down for in subordinate counseling, log on to:**

**[www.FirePresentations.com/Raters1.pdf](http://www.FirePresentations.com/Raters1.pdf)**

# The Sandwich Method

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*Step 1*  
Friendly  
Greeting

*Step 2*  
Briefly  
Explain  
Your View

*Step 3*  
Let  
Employee  
Explain

*Step 4*  
Repeat  
Back

*Step 5*  
State  
Rules/Regs  
for  
Performance

*Step 6*  
Plan  
of Action/  
Admin.  
Control

*Step 7*  
Review  
Feedback

*Step 8*  
Positive  
Supporting  
Closing

## Tips for Your Panel Interview

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### Before the Interview

- ▲ **Look GOOD!**
- ▲ **Give yourself some time to be relaxed and prepared**
- ▲ **Arrive early**
- ▲ **BREATHE**
- ▲ **Smile and enjoy the idea of interviewing!**
- ▲ **Just before you go in, chew up a lemon sour**

# Tips for Your Panel Interview

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## At the Interview

- ▲ **SMILE!**
- ▲ **Give a good, firm handshake**
- ▲ **Sit and ground yourself!**
- ▲ **No fidgeting!**
- ▲ **No ahs ums, uhs**
- ▲ **Use a strong tone of voice**
- ▲ **Show some PASSION for the promotion!**
- ▲ **Your body language is EVERYTHING – people respond more to what they see than what they hear!**

# Tips for Your Panel Interview

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## Answering Questions

- ▲ **LISTEN, THINK, RESPOND**
- ▲ **Come out answering the question, then explain**
- ▲ **Keep your answers to 1-2 minutes**
- ▲ **Have a prepared opening (how has your education, training, and experience prepared you for the position of...?)**
- ▲ **Keep your answers organized**
- ▲ **Don't forget the question!**
- ▲ **Don't BS your way through an answer**

# Tips for Your Panel Interview

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## Answering Questions

- ▲ **Don't talk in circles**
- ▲ **Make good eye contact**
- ▲ **Don't keep asking to have the question repeated**
- ▲ **Don't talk about your nervousness**
- ▲ **A smile will cover much of your nervousness**
- ▲ **Understand the main issues**
- ▲ **Have a strong close to your answer (come back to the question)**

## **What Raters Look for in a Panel Interview**

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- **Listens to all of the question**
- **Actually answers the question!**
- **Stays on track and organized in answering the question**
- **Demonstrates a friendly disposition**
- **Shows a love and passion for the job**
- **Speaks clearly and audibly**
- **Maintains good eye contact with all of the raters**
- **Uses proper body language and gestures**
- **Demonstrates a concern for customer service**

## **What Raters Look for in a Panel Interview**

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- **Understands the values and goals of the dept. and how it relates to the position**
- **Stays calm and controlled**
- **Demonstrates command presence and confidence (balanced with humility)**
- **Is able to articulate leadership philosophy/style**
- **Uses time effectively for interview**
- **Stays succinct yet thorough in answers**
- **Shows an ability to see the “big picture” (how things affect the crew, dept., city, public, etc.)**

## **What Raters Look for in a Panel Interview**

- **Is able to offer viable solutions where appropriate**
- **Shows a thorough understanding of the roles and responsibilities of the job**
- **Demonstrates a thorough knowledge of emergency procedures**
- **Understands the specific issues currently facing his/her dept.**
- **Understands the general issues facing the fire service**
- **Is able to develop multiple solutions or courses of action when necessary**

**For a comprehensive list of what raters look for and what people get rated down for in panel interviews, log on to:**

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