

## So, You Want To Get Promoted In The Fire Service: General Guidelines to Assist You

*By Steve Prziborowski, Battalion Chief  
Santa Clara County Fire Department*

Getting promoted in the fire service is not an easy task. It takes a great deal of perseverance, patience, persistence, dedication and good old fashioned hard work to get promoted. Nothing in life comes easy; especially when you have one of the best careers a person could ever dream to have.

How long will it take to get promoted in the fire service? That question cannot easily be answered because it really comes down to “what you give is what you get.” Not every person who starts out to get promoted gets promoted. For that matter, not every person who goes to medical school becomes a doctor, and not every person who goes to law school becomes a lawyer.

I cannot guarantee that you will ever reach your dream of getting promoted, but what I can guarantee is that if you never give up, your odds of succeeding will greatly increase. On the average it takes candidates three times to get promoted. Some do it in less time, some do it in more time, and some never get the chance to do it at all. I have known people to take 10 to 15 years to get promoted. On the other hand, I have known people to give up after their first promotional exam.

What’s the moral of the story? If you give up, you give up your dream. If you continue pursuing your dream and continue doing whatever it takes to achieve that dream, continuously working on improving your weaknesses, keeping up your strengths, and preparing yourself to be the best promotional candidate that you can be, then you stand the chance of actually achieving that dream!

### **BEGINNING THE PROCESS:**

Once you have determined that it is your dream to get promoted in the fire service, then it is time to put your money where your mouth is and start preparing yourself on a full-time basis. It is a full-time job just getting the job!

Here are some basic steps to assist you in getting promoted.:

### **EDUCATION:**

Education is extremely important in every profession, and the fire service is no different. More and more departments are requiring formal education for someone that wants to hold a company officer or chief officer position. Some departments require two-year degrees for company officer positions, and four-year degrees for chief officer positions, with a master’s degree being highly desirable.

If you do not have at least a two-year degree in any subject, I encourage you to obtain one. If you want to become at least a company officer, I encourage you to shoot for your four-year degree. If you have any inkling that you may want to become a chief officer at some point in your career, get the four-year degree and then look for a master’s degree program. Even if your department does not currently

require the education, it doesn't mean that requirements won't change in the future. Requirements are always going to change, and you need to be proactive and plan for the future expectation change to occur. Being in front of the curve will only benefit you.

For example, the department I work for recently upgraded the requirements for battalion chief. I took the last test and am preparing for the next test. Luckily, I met those qualifications not only the first time I took the test, but also this next time. There are some people that took the last test that do not meet the current qualifications and are now scrambling to find the required training classes or formal education to meet the new requirements. These new requirements are not anything out of the ordinary and are already being required by other departments across the United States. Don't be the one that is always scrambling to keep up with the other candidates. Plan ahead and be prepared for any changes that may occur in the future.

### **CERTIFICATIONS / LICENSES:**

It is not uncommon to have fire departments require certain certifications to qualify for a promotional examination. In California, it is common to require company officers or chief officers to have completed the following classes:

- Fire Officer Certification (consists of the following forty hour classes):
  - Fire Command 1A
  - Fire Command 1B
  - Fire Command 1C
  - Fire Investigation 1A
  - Fire Instructor 1A
  - Fire Instructor 1B
  - Fire Management 1
  - Fire Prevention 1A
  - Fire Prevention 1B
  - I-300 (Intermediate ICS – 27 hours)
  
- Chief Officer Certification (consists of the following forty hour classes):
  - Fire Command 2A
  - Fire Command 2B
  - Fire Command 2C
  - Fire Command 2D

- Fire Command 2E
- Fire Management 2A
- Fire Management 2B
- Fire Management 2C
- Fire Management 2D
- Fire Management 2E
- I-400 (Advanced ICS – 22 hours)
- Wildland Certification Courses:
  - S-190 (Introduction to Wildland Fire Behavior)
  - S-215 (Fire Operations in the Wildland/Urban Interface)
  - S-234 (Ignition Operations)
  - S-290 (Intermediate Wildland Fire Behavior)
  - S-330 (Strike Team/Task Force Leader)
  - S-339 (Division/Group Supervisor)
  - S-390 (Introduction to Wildland Fire Behavior Calculations)
  - S-403 (Information Officer)
  - S-404 (Incident Safety Officer)
  - S-420 (Command and General Staff)
  - S-430 (Operations Section Chief)
  - S-440 (Planning Section Chief)
  - S-450 (Logistics Section Chief)

All of the above Wildland Certification Courses are anywhere from 8 hours to 40 hours in length. Even though most of them are wildland focused, some are starting to be developed or at least instructed in an “All-Risk format” since we do more than fight wildland fires. For more information about the above Wildland Certification Courses, visit the National Wildfire Coordinating Group website at [www.nwcg.gov](http://www.nwcg.gov). This website allows you to download Position Task Books for all of the positions within the Wildland Certification System. Also available on the website is a wealth of free downloadable training classes on PowerPoint, as well as the chance to order publications for a very reasonable (a.k.a. cheap) price to train your personnel. If you are interested in what it takes to become “certified and qualified in virtually every position within the Incident Command System, take the time to download and read the document titled “310-1 Wildland Fire Qualification System Guide” downloadable at [www.nwcg.gov/pms/docs/docs.htm](http://www.nwcg.gov/pms/docs/docs.htm).

If you plan to work for a wildland agency, if your department provides mutual aid within your state or out of state, if your department has the responsibility of performing wildland firefighting within your own jurisdiction, or you just want to learn more about the incident command system and better prepare yourself for company officer or chief officer positions, I encourage you to take some of the above classes if they are offered in your area, or at least find out more about them and what they entail. Please don't get locked into the idea that those classes are just for wildland firefighting. They are really ICS classes that can be used at any incident you respond to, to help you better manage the incident or better perform the duties you are tasked to perform.

In today's world of "Certifications and Qualifications," more and more departments are requiring people to have a certain level of competency prior to promoting to a position such as company officer or chief officer. Even if the above classes are not presently required, it does not mean that they won't in the future. In the past, all someone had to do was to take a class and get certified and they were considered to be trained in that subject. Well, time and experience has told us that is not the case. Besides taking a certification class, we now need to verify their ability to perform in the position they aspire to (operations section chief, safety officer, incident commander, staging area manager, strike team leader, etc.) by having them go out as a trainee under the watchful eye of a person who has already been certified and qualified in the position you aspire to.

While functioning as a trainee, you have certain competencies checked off within your Position Task Book (downloadable off of the NWCG website above, which is initiated by your fire chief after you have proven to them that you have completed all of the required prerequisite training and certification classes, allowing you to function as a trainee). Once the Position Task Book has been completely signed off (usually after at least one live incident, typically two or three), the fire chief will then sign it off as being completed and you will follow your local procedures for being officially "certified and qualified" in the position you aspire to.

### **EXPERIENCE:**

Without a doubt, it is critical to have some various levels of experience to assist you in making the transition from firefighter to a promoted rank. Experience alone is not going to make you a successful officer. I firmly believe it needs to be balanced with education and training. Here are some suggestions to make the most of your experience with your department:

- Don't get stuck in a rut and let complacency get the best of you. Attempt to rotate station assignments every year or two to learn more about the entire department and see more of the area served. The opportunity to work with different people will help you in your development. You can learn something good (and not-so-good) from almost everyone you work with. Work at the busiest stations to get more exposure and experience in a variety of situations. It will help to build your credibility, as opposed to hiding at a slow station.
- Be aggressive in your training and education while on the job. Don't expect the department to provide ALL of your training. If I waited for my department to provide all of the training I want, I would be waiting a long time. That is not meant to be negative; it just means their priorities

may be different than mine in regards to career development. Take advantage of training opportunities above and beyond the required on-duty topics.

- If you have the chance to take on special assignments, such as 40 hour staff positions in training, fire prevention, etc., jump on those unique opportunities. Yes, it will take you out of your comfort zone and require you to make some life changes, but if you truly want to promote, taking a staff position can be one of the best preparation items you can do for yourself. You'll get exposed to more of the "big picture" and also see the other side of the coin. It will make you a more rounded officer and it will give you a better understanding of how and why the department operates. Many departments strongly encourage and reward people that take staff assignments.
- Get involved with your department, especially by participating on committees and in special assignments or projects that may come up. Every fire department is looking for folks to step up to the plate and take on challenges they may not normally be exposed to. The department is not looking for the "slot-fillers" to promote. They want people with a proven track record of being involved not only on-duty but off-duty, and doing more than just showing up to work and doing the bare minimum, which many folks do.
- Become a specialist/expert in something. Be the go-to person that people reach out to when they need assistance. This will help establish credibility and provide you with a great reputation (assuming you help people with their problems in a timely and tactful manner). Be the person that the department cannot do without.
- Advise your supervisors of your intentions to promote. This should help them provide you with more learning opportunities; take advantage of their experience and ask them if you are doing the appropriate things to get promoted.

### **MINDSET:**

Starts thinking NOW like you are already in the position you are aspiring to. Do not just prepare for the promotional examination – PREPARE FOR THE POSITION! You will be more successful in the long run if you have this mindset. Too many folks just prepare for the examination and not for the position; they score high on the exam, get promoted, and now have a bad feeling in their stomach because they are not ready for the position. Don't let that happen to you.

### **ATTITUDE / DEMEANOR / APPEARANCE:**

A positive attitude is a must for anybody, but especially for a promotional candidate. The department does not want negative people in their promoted ranks. If your department has a rule that says you have to always wear your uniform shirt over your t-shirt, then wear your uniform shirt. When you get promoted you're going to be expected to enforce the rules and regulations with everyone, not selectively if you don't agree with them. Remember, the best predictor of future behavior is past behavior. Keep those boots shined; wash and press your uniforms on a regular basis; don't wear religious clothes (ones that are holy); Wear your appropriate uniform; Follow the rules and regulations.

## STAY UP-TO-DATE WITH THE FIRE SERVICE:

Too many fire service personnel do not get out of their comfort zone, their own department. Wake up, smell the coffee, and start thinking big picture. It is important that all of us not only pay attention to what is occurring within our department, but outside of our department as well. Too me, being progressive means taking a look at every department around you (locally, regionally, nationally, etc.), reading all of the fire service and related trade publications, networking with your peers across the nation, attending seminars and conferences, keeping your education up-to-date, and taking every moment to see what is going on in your industry nationwide and learning from the good and not-so-good that is occurring.

To better prepare yourself to get promoted in the fire service, it is important to learn as much as you can about the career of a firefighter as well as continuously find ways to better prepare yourself to get promoted. One way to do this is by being on email mailing lists that are offered free of charge by many different resources.

I am assuming that you have heard the phrase "knowledge is power." I firmly believe this is true; especially in regards to preparing yourself to become a firefighter and even after you have obtained that firefighter position of your dreams. Many oral interview panels ask questions that test your knowledge of the fire service. Keeping on top of current events in the fire and EMS world is critical. Obtaining your 2-year degree in Fire Technology only provides you with enough knowledge to make you a safe beginner. It is up to you to stay on top of the fire service, especially with current trends and techniques. To become a master of your craft and become comfortable with the thought that to be successful in whatever you do, you must continue educating yourself. As soon as you stop educating yourself and thinking that you know it all, that is when accidents can occur and we put others and ourselves at risk.

One way to stay on top of the fire service is by subscribing to Fire and EMS related publications. While it is very worthwhile to start building a library of material that can assist you throughout your career, it can get quite expensive (but can be used as a tax write off - consult with your tax specialist to be sure).

Some of the best *fire-service-related publications* that you should consider subscribing to or visiting their website for the latest fire service news, trends and practices include (in no particular order):

- Fire Nuggets Magazine – [www.firenuggets.com](http://www.firenuggets.com)
- Firehouse Magazine – [www.firehouse.com](http://www.firehouse.com)
- Fire Engineering Magazine – [www.fire-eng.com](http://www.fire-eng.com)
- Fire Chief Magazine – [www.firechief.com](http://www.firechief.com)
- Fire-Rescue Magazine – [www.firerescue1.com](http://www.firerescue1.com)
- Fire Apparatus Journal – [www.fireapparatusjournal.com](http://www.fireapparatusjournal.com)

- Journal of Emergency Medical Services – [www.jems.com](http://www.jems.com)

An alternative to subscribing to Fire and EMS related publications is to subscribe to the various FREE email newsletters that are available from some of those publications. Many of them provide daily or weekly updates on fire and EMS related topics that can provide you with more knowledge that can hopefully make you a better-prepared promotional candidate.

Some of the best *fire service e-mail mailing lists* to help you stay up-to-date with the latest fire service news include:

- **Daily Dispatch:** A free daily email that provides you fire and EMS news from across the U.S., courtesy of the International Association of Fire Chiefs. This is an excellent resource to stay up to date with the fire service. The nice part about this service is you can select the state(s) you want to subscribe to. Go to [www.dailydispatch.com](http://www.dailydispatch.com)
- **Fire Engineering Magazine:** Go to [www.fire-eng.com](http://www.fire-eng.com) and scroll down to where you see the heading "CURRENT ISSUES, NEWSLETTERS, AND RESOURCE GUIDES." Directly under that will be "E-NEWSLETTER." Click on that link to subscribe.
- **Firehouse Magazine:** Go to [www.firehouse.com/insider/alerts.html](http://www.firehouse.com/insider/alerts.html) to subscribe to their daily newsletter providing a wealth of fire & EMS information from across the U.S.
- **Fire Rescue Magazine:** Go to [www.firerescue1.com](http://www.firerescue1.com) and click on "Sign up" in the top left corner to sign up for their free newsletter and receive various information.
- **Real World Training & Consulting:** A monthly email newsletter which links current events and issues to the daily challenges faced by fire and emergency services managers. Current topics in the areas of leadership development, workplace diversity, change management, and conflict resolution will be discussed. Go to [www.rwtraining.com](http://www.rwtraining.com) and enter your email address in the box that says "Sign up for our free newsletter."
- **Firefighter Close Calls - "The Secret List":** This is probably the best website dedicated to firefighter safety and assisting us with doing our jobs to the best of our ability. Learn from the misfortunes of others, and learn some of the best tips to keep yourself healthy and safe while working in the fire service. Billy Goldfeder and Gordon Graham who host this free email list (and website) provide safety related news and tips on a regular basis. Go to [www.firefighterclosecalls.com](http://www.firefighterclosecalls.com) to subscribe and find out more information. Once there, look for the box to "Join the Secret List."
- **Everyone Goes Home: Firefighter Life Safety:** The National Fallen Firefighters Association publishes a firefighter safety initiative monthly electronic newsletter, providing great firefighter safety information that just may save your life and the lives of your crewmembers! Go to: [www.everyonegoeshome.com](http://www.everyonegoeshome.com) and click on the link on the left side of the page titled "Newsletter Archives."

- **California State Firefighters Association:** Go to their website at [www.csfa.net](http://www.csfa.net) and then go down to the area that states, "SUBSCRIBE TO THE CSFA NEWSLETTER." CSFA is an organization that represents both volunteer and paid firefighters throughout the state. This is an excellent resource for you as a promotional candidate. Their website also provides extensive news of firefighter related issues, an extensive LINKS section, numerous training opportunities, and information on how to become a CSFA member. They provide you with a monthly magazine and with numerous benefits as a member.
- **Chabot College Fire Technology mailing list:** Some of you might be on this mailing list already. If you are, I hope you are finding it to be worthwhile. If not, here are some of the things I will try to make you aware of if you are subscribed to this FREE resource that I provide for you:
  - Notification of fire and EMS employment opportunities
  - Notification of when the new issue of the Chabot College Fire & EMS News is available
  - Notification of various newsworthy items relating to fire and EMS that might have occurred nationwide
  - Notification of volunteer opportunities and training opportunities
  - Notification of information that is relevant to YOUR fire technology and EMS program at Chabot College
  - Your name and email address will NOT be shared with anyone. I promise to keep it confidential.

If you are interested in subscribing to this valuable resource, or you think you have already subscribed and have not received anything from me in the last month (which means your email address is not cooperating) and you would like to back on the email list, feel free to email me at [sprziborowski@aol.com](mailto:sprziborowski@aol.com) and let me know that you're interested in being on the email mailing list. In the subject heading of your email to me, please write something to the effect of "Chabot Fire mailing list" or something similar that alerts me to what you are asking of me. I hope what I send to you will be worthwhile in some capacity.

What are you waiting for? This is a no-brainer! I am a firm believer in the fact that you should subscribe to at least one fire or EMS related publication to keep yourself up-to-date. This is not meant to replace your subscribing to publications; it is meant to supplement the information that is given in those publications.

#### **PROMOTIONAL EXAMS:**

As soon as you qualify for your department's promotional exam, I encourage you to apply for the position and participate in the process (even if you think you are not ready). Participating in the process does a lot of things for you:



- It exposes you to the actual process (which may be different from what you thought it would be).
- It lets the department know that you have aspirations of promoting.
- It helps you improve your current job skills. The studying and preparation time will benefit you as you refresh yourself on items you may have forgotten. It will also serve to keep you up to date with department activities and operating guidelines.
- It gets you into the “test-taking mode.” You may be out of the loop since you have been on the job for a few years and have not had to worry about the testing game (like you did when you were preparing to get hired).
- It helps prepare you if you have to take the test a second time. Some departments don’t really change their promotional exams from year to year and you may see some similarities.

Some candidates have found it helpful to take promotional exams that other fire departments are offering. These departments have open exams due to the lack of enough qualified or interested candidates internally. Before you do this, try to determine the cultural climate within your own department. It may be considered unacceptable as you may be looked at as being disloyal. The key here is to be up front with co-workers (if they ask you) and let them know you are only taking the test for practice and self-improvement, not to take the job if offered. If you don’t want to take a promotional position with another department you are testing with be careful about what you say and how you present yourself. You don’t want to burn any bridges (yes, the fire service is a very small world) because you never know when you will see those folks again.

How do I find out which fire departments are accepting applications for promotional positions?

Obviously if you want to stay within your own department, it should be pretty easy to find out about upcoming promotional exams. Stay in regular contact with your Department Administration (especially the training officer, who will probably be involved with the process) and your governing body’s (city, county, state, etc.) personnel/human resources department who will typically administer the exam. Some fire departments have their own personnel department that handles internal examinations. Make sure you stay in regular contact with those people and stay on their good side.

### **MINIMUM QUALIFICATIONS:**

Every department has different minimum qualifications in order to be accepted into the promotional process. Know what your department minimum (and highly desirable) qualifications are and take a look at what other departments require. Why do this if you don’t plan to leave your department? Because it will keep you abreast of current promotional practices and if one or more departments have different qualifications it may open your eyes as to what might be coming to your department in the near future.

### **THE PROMOTIONAL EXAMINATION PROCESS:**

It is up to you to score highly in all phases of the promotional process, which can include but are not limited to the following events:

- **Application filing** (submitting your completed application and resume by the filing deadline). Every department has someone who has missed a deadline. Don't be the "last minute Larry" because you may be too late and now have to wait another two or more years to take the test again. Get the application in as soon as you are aware of the position being open. In some departments, any ties on the final list are determined by who turned their application in first (it may make the difference between getting promoted or not). Plus, it demonstrates to the department that you are prepared and organized. You can have the application filled out long before the opening date of the filing period and turn it in when it opens. It should be typewritten to give it a neat appearance. I paid about \$50 to have a professional type it for me. It was well worth the money. Double-check the information to ensure it was entered correctly.
- **Application Screening** (to ensure candidates meet the minimum qualifications and to sometimes select only the most qualified candidates). To ensure your application makes it through this process, attach any required (or highly desirable) certificates to the application and that any other minimum requirements (service time, education, etc.) are properly documented on both the application and the resume. Yes, submit a resume with your application, if they allow it; one page for company officer or lower, and two pages maximum for chief officer positions.
- **Written Examination** (multiple choice test of various subject areas that may include, but are not limited to: math, English, problem solving ability, mechanical aptitude, reading comprehension, leadership, management/supervision, ability to follow directions or get along with others, knowledge of department policies, procedures, rules, regulations, SOP's, etc.). Expect to see anywhere from 50 to 150 questions. This may be weighted as part of your overall score. In the department I work for, the written exam is worth 40% of your score for the position of captain and 30% for the position of battalion chief.
- **Oral Interview** (used to evaluate such areas as oral communications, ethics, problem solving ability, decision making skills, maturity, and ability to get along well with others)
- **Assessment Center** (used to evaluate a multitude of dimensions to determine the candidates best suited for the position). Typically over one, two or three days. Assessment Center events can include:
  - Oral Interview
  - Teaching Demonstration
  - Fire Prevention Inspection Problem
  - Personnel Counseling Session/Problem
  - Leaderless Group

- In-Basket
- Emergency Simulation Exercise
- **Chief's Interview** (a second level interview for those candidates selected to continue in the process. Usually with the fire chief or some other high-ranking chief officers. This interview is usually designed to get to know you better and find out more regarding your suitability to work in a promoted rank for that department).

If you are taking a promotional examination for another department, you may also be subject to the following events:

- **Background Investigation** (designed to do a full investigation on areas such as your educational history, work experience history, credit history, driving record, personal characteristics and attributes, etc.).
- **Psychological Examination** (designed to determine your suitability as an employee based on psychological questions).
- **Medical Examination** (designed to determine your fitness for duty through the means of a full body examination and medical screening).
- **Physical Ability Test** (designed to see if you can perform the rigors of the position you are applying for).
- **Probation Period** (successfully completing the academy allows you to start working as a probationary employee. Probation periods last anywhere from one year to three years. This period is designed to determine if you are suitable for permanent employment).

Go to my website section on “Fire Service Promotional Process Components” for more specific information about the above phases of the promotional process (including resources to assist you with each of the phases): [www.chabotfire.com/Promo.htm](http://www.chabotfire.com/Promo.htm)

#### **GENERAL PROMOTIONAL TIPS AND SUGGESTIONS:**

1. Begin preparing NOW for the entire process; it will be here before you know it.
2. You can never be overqualified, overeducated, or over prepared when it comes to participating in a promotional examination.
3. You may be the most qualified person in the process, but if you cannot sell those qualifications to the raters and your department, you will never get promoted. We're promoting a person, not a resume.
4. The best predictor of future success is past behavior. Think about your past – are you proud or ashamed of your actions, accomplishments, performance, etc.? It is never too late to turn over a new leaf for the better. Yes, your past may come back to haunt you, but time is on your side.

If questioned about something that you were ashamed of in your past, just own up, take responsibility, and be able to prove what you have done since then to ensure the same thing will not happen again and that you have learned from your mistakes.

5. Remember people fail typically for two reasons: they are unprepared and they are nervous. Do what it takes to overcome both of those and you will be successful.
6. If you want the promotion bad enough, by all means go for it full time and full speed ahead! The badge is not going to drop from the sky. You must earn it and be fully prepared for the promotion when the day arrives.
7. Remember this phrase, which I saw on a poster: Remember that the butt you may have to kiss tomorrow belong to the toes you are stepping on today. Think about that, it has a tremendous amount of validity to it. What goes around, comes around.
8. Before you participate in the promotional process, ensure any loose ends are tied up to show that you are not a quitter and that you like to finish what you start. Examples can include college degrees in progress, projects assigned to you, etc.
9. Take advantage of every opportunity to get involved with your department. Be careful, don't let quantity get in the way of quality. Trust me, been there, done that before. Choose your assignments wisely so you don't get in over your head and you are able to represent yourself in the best possible light.
10. Always try to learn from the good and not so good of others around you. This includes personnel of ALL ranks and from ALL departments. There is always something to learn if you pay attention and strive to be the best you can be.
11. Keep yourself appropriately groomed. Many fire departments have rules prohibiting facial hair (except for a moustache), but some folks enjoy pushing the envelope. Don't expect to be the rebel rouser as a firefighter and wonder why you're not getting promoted after having pushed the envelope with your grooming standards while working as a firefighter.
12. Most importantly – prepare for the position you aspire to, not just for the promotional examination! If you're preparing for the position, you should be ready to handle anything thrown at you during the promotional process. More importantly, you'll be ready to hit the ground running when you come out number one on the list and are now worried about how well you will perform!

You might be wondering why I included the above information regarding grooming and personal attributes. While it is a true a fire department is not legally allowed to discriminate based on appearance (among other things), realize that perception is reality. That means that you can be the best paramedic in the world, but if you have tattoos and body piercings all over your body, you're potentially going to be perceived negatively. I'm not saying that's right or wrong; I'm just saying it is human nature and reality. Avoid the whole situation entirely and just be conservative in your approach. Remember that it is important to stick out in the promotional process; and that means in a

positive way, not a negative way! Stick out in a positive way such as having a unique background of education, training and experience, or other qualifications to bring to the table.

Remember that nothing worth having in life is going to come to you easily. It is up to you to remain positive, remain focused, and remain motivated to continue doing what it takes to get promoted in the fire service. There are going to be many frustrating and disappointing moments while participating in the fire service promotional process. The key point is that you recognize your weaknesses, be open to constructive criticism, and continue to pursue that dream of getting promoted. Once you give up, you give up and let someone else take your spot riding shotgun on the fire engine (or driving the command vehicle) you dreamed of!

Hope this helps. Good luck in your pursuit of getting promoted in the fire service. Feel free to contact me if I can be of any assistance to you in the promotional or hiring process.