The Maryland Fire and Rescue Institute of the University of Maryland is the State’s comprehensive training and education system for all emergency services.

The Institute plans, researches, develops, and delivers quality programs to enhance the ability of emergency service providers to protect life, the environment, and property.
Student Performance Objective

• After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a company officer.

Overview

• The Importance of the Company Officer
• Challenges and Expectations and Approaches for a Successful Transition
• Responsibilities
• Duties
The Importance of the Company Officer

• The company officer directly oversees
  – Personnel
  – Training
  – Equipment
  – Apparatus

The Importance of the Company Officer

• The company officer must understand the position and responsibilities
  – Leadership
  – Ethical behavior
  – Supervisory skills

The Importance of the Company Officer

• The importance of a company officer as a supervisor
  – Provide leadership
  – Act as a role model
  – Give advice
  – Provide representation for members to administration
  – Seek to resolve interpersonal conflicts
  – Counsel and coach when necessary
  – Direct work and ensure readiness
The Importance of the Company Officer

- The importance of the company officer as a subordinate
  - Execute superior officer’s orders
  - Enforce what others perceive as unpopular or unfair policies or orders
  - Refrain from publicly questioning or criticizing
  - Discuss criticisms and questions privately with administration

The Importance of the Company Officer

- The importance of the company officer as a public servant
  - The company officer and the members of a unit are often the first direct contacts with the public.
  - The entire organization may be judged through its company officer and crew.
  - The company officer is held accountable for delivering service that meets external customers’ needs.

Challenges and Expectations and Approaches for a Successful Transition

- Challenges
  - New concepts must be learned and applied
    - Leadership
    - Ethics
    - Supervision
    - Responsibility
    - Authority
Challenges and Expectations and Approaches for a Successful Transition

• Challenges
  – Changes in relationships
  – Changes in how one is perceived
  – Changes in group dynamics
  – Personal factors/personal changes

• Expectations
  – Come from many sources
    • Family members
    • Former peers
    • Administrators
    • Public
    • Self

• Approaches for a successful transition
  – Communicate effectively
  – Apply appropriate supervisory techniques
  – Manage effectively
  – Project a command presence
  – Develop an appropriate leadership style
  – Show respect for others
  – Be loyal to company, organization, and community
  – Be a positive, ethical role model
Challenges and Expectations and Approaches for a Successful Transition

- Approaches for a successful transition
  - Live by a personal and professional code of ethics
  - Set high yet attainable standards
  - Value diversity in people and situations
  - Praise accomplishments
  - Listen to others
  - Commit to education and training
  - Remain humble

Responsibilities

- To subordinates
  - Adhere and enforce safety regulations for a safe work environment
  - Provide
    - Ethical leadership
    - Fair and just supervision
    - Educational and training opportunities

- To the organization
  - Administer all policies and procedures
  - Represent the organization to the unit and public

- To the public
  - Provide effective and efficient professional service
  - Act as a steward of public resources

- To the profession
  - Serve as a visible representative and role model
### Responsibilities

- To family
  - Listen to the expectations and needs of the family
  - Communicate the expectations of the new position
- To yourself
  - Live by ethical standards and values of the community that you expect subordinates to live by

### Duties

- Human resources management
- Community and government relations
- Administration
- Inspection and investigation
- Emergency service delivery
- Health and safety

- Provide effective supervision
- Assign tasks
- Evaluate personnel performance
- Provide company-level training activities
- Administer policies and procedures efficiently and equitably
Duties

• Human resources management
  – Recommend actions when situations exceed authority and ability
  – Act as a project manager in certain situations
  – Provide professional development
  – Initiate and assist with
    • Transfers
    • Personal benefits
    • Awards and commendations
    • Disciplinary actions
    • Labor and management issues

Duties

• Community and government relations
  – Respond to citizen inquiries and complaints
  – Present public fire and life-safety educational programs
  – Realize that the success of an organization is directly proportional to its community involvement
  – Have knowledge of
    • Community demographics and cultural diversity
    • Services provided by the local authority
    • The means of processing public requests
  – Report to and interact with local government

Duties

• Administration
  – Administer policies, procedures, and orders at a unit level
    • Observe applications of these documents and recommend any necessary changes
  – Maintain records of activities and prepare reports based on records
  – Monitor and document consumption and cost of resources for budgeting reasons
Duties

• Inspection and Investigation
  – Fire and life-safety inspections
  – Initial fire cause determination and investigation
  – Salvage and overhaul activities

Duties

• Emergency Service Delivery
  – Performing preincident activities
  – Performing initial size-up
  – Establishing Incident Command
  – Allocating resources to control the incident
  – Initiating command upon arrival

Duties

• Health and Safety
  – Officers should
    • Apply health and safety standards daily
    • Implement safety-related policies and procedures
    • Monitor personnel to ensure that safety guidelines are followed
    • Report all situations that involve job-related injuries or fatalities
    • Act as role models and adhere to accepted health and safety practices
Student Performance Objective

- After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a company officer.

Review

- The Importance of the Company Officer
- Challenges and Expectations and Approaches for a Successful Transition
- Responsibilities
- Duties
Student Performance Objective

- After completing this lesson, the student shall be able to describe the organizational structure of a variety of fire and emergency services.

Overview

- Basic Principles
- Fire and Emergency Services Organizations: Classifications
- Organizational Staffing
- Resource Allocation
- Learning Activity
Basic Principles

• Scalar Structure
  – Having an uninterrupted series of steps or chain of command

Basic Principles

• Line personnel
  – Deliver services to the public
    • Fire suppression
    • Emergency medical services
    • Inspections
    • Education
    • Investigations

Basic Principles

• Staff personnel
  – Provide support to line personnel
    • Training
    • Logistics
    • Personnel administration
Basic Principles

• Decision-making authority
  – Centralized
    • Decisions are made by one person at the top
  – Decentralized
    • Decisions are made at a lower level
  – Delegation of authority
    • The process of providing subordinates with
      • Authority
      • Direction
      • Resources
Basic Principles

- **Unity of Command**
  - States that each subordinate must have only one supervisor

- **Chain of Command**
  - Path of responsibility from top to bottom and vice versa

Basic Principles

- **Functional supervision**
  - An organizational principle that allows workers to report to more than one supervisor

Basic Principles

- **Span of control**
  - Refers to the number of subordinates and/or number of functions that one individual can effectively supervise
Basic Principles

- Division of labor
  - Dividing large jobs into smaller tasks to be assigned to specific individuals

Fire and Emergency Services Organizations: Classifications

- Public jurisdictions providing fire and emergency service protection:
  - Municipalities
  - Counties
  - Fire districts
  - State/provinces
  - Federal entities
  - Tribal governments

Fire and Emergency Services Organizations: Classifications

- Jurisdiction: A response area served by a fire and emergency service organization
  - Municipalities
    - Are protected by a variety of types of fire and emergency services organizations
  - Counties
    - Generally protect large areas of unincorporated land containing large populations
Fire and Emergency Services Organizations: Classifications

- Fire districts
  - Are fire and emergency services organizations not under the jurisdiction of a municipal, county, state/provincial or federal government
- States/provinces
  - May provide either emergency or nonemergency response services

Fire and Emergency Services Organizations: Classifications

- Federal fire and emergency services
  - Protect federal lands and property
- Tribal governments
  - Have sovereignty over their designated lands in accordance with agreements with U.S. and Canadian federal governments
  - Have agreements with state/provincial governments within whose boundaries they exist

Fire and Emergency Services Organizations: Classifications

- Private
  - Industrial fire brigades
  - For-profit fire and emergency services organizations
  - Nonprofit fire and emergency services organizations
Organizational Staffing

- Career
- Paid-on-call
- Volunteer
- Combination/composite

Organizational Staffing

- Career organizations
  - Career organizations operate in most large cities and counties.
  - The municipality, county or industry maintains facilities and equipment and employs firefighters and staff.

Organizational Staffing

- Volunteer organizations
  - Operate as municipal, county or nonprofit organizations
  - Are funded by donations, subscription fees, billing and fundraising
Organizational Staffing

• Combination departments
  – Combination departments operate with paid and volunteer personnel.
  – Funding is provided by the dominant aspect of the organization.

Organizational Staffing

• Paid-on-call organizations
  – Resemble volunteer organizations
  – Fiscally resemble full-time career organizations

Resource Allocation

• Challenges
  – Allocating resources available while staying within fiscal limitations
  – Financial constraints that limit protection provided and methods by which services are provided
Resource Allocation

• The Officer’s role
  – The officer must make the best possible use of available resources
  – The officer should utilize techniques to extend the budget

Resource Allocation

• Aid agreement

Learning Activity

• Learning Activity 2-1-1
  – The Learning Activity can be completed in class, given enough time, or can be completed on the student’s own time.
  – The Learning Activity can be found in the Student Manual as well as in the Online classroom.
Student Performance Objective

• After completing this lesson, the student shall be able to describe the organizational structure of a variety of fire and emergency services.

Review

• Basic Principles
• Fire and Emergency Services Organizations: Classifications
• Organizational Staffing
• Resource Allocation
• Learning Activity
Student Performance Objective

• After completing this lesson, the student shall be able to discuss concepts of leadership and supervision.

Overview

• Leadership
• Supervision
Leadership

• Company officers serve as leaders to their respective units and must understand key elements of leadership.

Leadership

• Good leaders
  – Have supervisory ability
  – Are decisive
  – Are intelligent
  – Are self-assured
  – Take the initiative
  – Have a desire for professional success
  – Have integrity
  – Can prioritize
  – Have a vision
  – Are industrious
  – Have interpersonal skills
  – Are innovative
  – Are consistent
  – Are prepared
  – Are proactive

Leadership

• Leadership skills development
  – Study successful leaders
  – Employ a 360-degree feedback evaluation
  – Take courses
  – Attend seminars/workshops
  – Read books or other literature
  – Have counselors/mentors
Leadership

• Leadership skills
  – Seeing opportunities
  – Identifying challenges
  – Communicating
  – Planning for success
  – Building trust
  – Understanding the system
  – Inspiring a shared vision
  – Enabling others to act
  – Modeling desired behavior
  – Encouraging subordinates
  – Establishing priorities

Leadership

• Command presence is the ability to
  – Identify components of a situation
  – Assess the need for action
  – Determine the nature of necessary intervention
  – Initiate action
  – Be perceived as having the ability to take action

Leadership

• Attributes of command presence
  – A leader is
    • Self-confident
    • Trustworthy
    • Consistent
    • Responsible
    • Expert
Leadership

- Steps to create command presence
  1. Determine what the situation is
  2. Know what resources are available to apply to the situation
  3. Develop the strategy and tactics required to resolve the situation
  4. Listen to all points of view, when appropriate
  5. Make the decision
  6. Implement the decision
  7. Evaluate and modify the decision as necessary
  8. Take responsibility for the decision

Leadership

- Ethics
  - The agreed-upon philosophical principles that define what is correct and proper behavior for the members of a society
- Examples of lack of ethics
  - “Borrowing” fuel
  - “Shopping” for personal items during an inspection
  - Asking a merchant for special discounts
  - Using the station to conduct private business

Leadership

- Ethical conduct
  - Society tends to hold fire and emergency services personnel to a higher standard of ethical behavior.
Leadership

• Sources of personal ethics
  – Family
  – Religious organizations
  – Educational institutions
  – Society
  – Friends
  – Peers

Leadership

• Unethical conduct may arise due to
  – Violation of moral principles
  – A bottom-line mentality
  – A short-cut mentality
  – An exploitive mentality

Leadership

• A person may lie to
  – Fulfill basic needs
  – Prolong or avoiding social relationships
  – Promote one’s image
  – Increase self-gratification
Leadership

- Personal justification for unethical behavior
  - Pretending that the action is legal or ethical
  - Believing that the action is in the best interest of the organization or individual
  - Believing that the action is okay because no one will ever find out about it

Leadership

- Personal justification for unethical behavior
  - Expecting that the organization will support the action if it is ever discovered
  - Believing that the action is acceptable because everyone else is doing it
  - Believing that the end justifies the means even if the means are unethical

Leadership

- Ethics program
  - An ethics program is a written code specific to an organization
  - An entire organization is responsible for an ethical culture
Leadership

- Ethical issues
  - Training will help employees understand
    - The importance of making ethical decisions
    - How to make decisions
    - How to recognize and respond to unethical actions

Leadership

- Ethical issues
  - Company officers must
    - Use ethical decision-making
    - Provide a positive example
    - Set a precedent for the organization’s culture
    - Be honest

Supervision

- Supervision—includes the process of directing, overseeing and controlling the activities of other individuals
- Management—refers to the administration and control of projects, programs, situations and organizations
- Supervisor—anyone who is responsible for activities of one or more subordinate
Supervision

• Supervisor training
  – Institutes of higher education
  – Business seminars

Supervision

• Meeting supervisory responsibilities
  – Encouraging employee participation in the decision-making process
  – Delegating or involving members of the unit in planning
  – Respecting the judgment of employees
  – Teaching, enforcing, and following health and safety rules

Supervision

• Meeting supervisory responsibilities
  – Being a coach and mentor to employees
  – Showing consideration for diversity within the unit
  – Acknowledging accomplishments
  – Treating each member of the unit fairly and equitably
  – Referring a member to the organization’s employee assistance program
Supervision

- Meeting supervisory responsibilities
  - Keeping accurate records
  - Keeping lines of communication open at all times
  - Not contributing to or allowing situations that make other people feel uncomfortable
  - Providing positive motivation for subordinates

Supervision

- The company officer’s priorities should be based primarily on
  - Services provided
  - The mission of the organization

Supervision

- Establishing priorities for the unit helps to
  - Maintain focus on the important activities
  - Manage time more effectively
  - Minimize competing priorities and reduce stress and frustration
  - Identify the unit’s goals
Supervision

• Three levels of priority
  – Emergency response
  – Preparation for emergency response
  – Organizational duties

Supervision

• Preparation activities
  – Indirect preparation for emergency response
  – Direct preparation for emergency response
  – Application of efficient organizational skills

Supervision

• Solving problems
  – Anticipating problems
  – Brainstorming
Supervision

• Establishing and communicating goals and objectives—SMART
  – Specific
  – Measureable
  – Attainable
  – Relevant/realistic
  – Timely

Supervision

• Employees should be involved in establishing goals and objectives
  – Require the employee to accomplish a specific task
  – Delegate tasks
  – Use democratic leadership principles

Supervision

• Building an effective team
  – Subdivisions of a department
    • Personnel
    • Facilities
    • Apparatus
    • Equipment
Supervision

- Building an effective team by
  - Informing each person how he or she fits into the team and discussing team objectives
  - Having frequent planning meetings
  - Working with individual team members
  - Encouraging team members

Supervision

- The four-stage development model for becoming a cohesive team
  - Forming
  - Storming
  - Norming
  - Performing

Supervision

- Motivating and supporting personnel
  - Creating a healthy work environment
  - Empowering employees
  - Rewarding employees
  - Coaching employees
  - Counseling employees
  - Mentoring employees
  - Acknowledging accomplishments
Supervision

- Create a healthy work environment
  - So that employees are invested in their work
  - So that employees are motivated to excel in their positions

Supervision

- Empowering employees
  - Allows subordinates to take responsibilities for actions and decisions
  - Helps build self-esteem
  - Gives employees a vested interest
  - Allows employees to use special, non-job related skills to assist

Supervision

- Rewarding employees
  - Is critical as a motivational technique
  - Can be in the form of
    - Buying lunch
    - Writing a letter for the employee's file
    - A pat on the back
Supervision

• Coaching employees
  – Motivational direction
  – Positive reinforcement
  – Constructive feedback

Supervision

• Counseling employees
  – A formal process which assists in identifying and resolving personal, behavioral, or career problems affecting performance

Supervision

• Mentoring employees
  – A mentor is a positive role model who can
    • Provide guidance in career choices
    • Assist in gaining specialized training
    • Provide outside resources
    • Make challenging work assignments
    • Monitor achievements
Supervision

• Acknowledging accomplishments
  – Signals the completion of a project
  – Shows members of the unit that their contributions are important

Supervision

• Applying management principles
  – Managing is the process of controlling or directing available resources for the purpose of achieving a goal or objective through the use of authority or persuasion

Supervision

• An effective company officer must
  – Be aware of relevant management functions
  – Develop and refine the skills necessary to carry out management functions
Supervision

• Management functions
  – Planning
  – Organizing
  – Directing
  – Controlling

Supervision

• Management skills
  – Administrative skills
  – Human and communication skills
  – Conceptual and decision-making skills

Supervision

• Planning function
  – Planning determines in advance what an organization, a group, or an individual should do and how it will get done.
Supervision

- Task management
  - A plan contains
    - A sequence of steps
    - A time schedule for step completion
    - Assignment of duties

Student Performance Objective

- After completing this lesson, the student shall be able to discuss concepts of leadership and supervision.

Review

- Leadership
- Supervision
Student Performance Objective

• After completing this lesson, the student shall be able to demonstrate how human resources management applies to Company Officer I.

Overview

• The Planning Process
• Organizational Policies
• Behavior Management
• Labor/Management Relations
• Learning Activities
The Planning Process

1. Identify
2. Select
3. Design
4. Implement
5. Evaluate

The Planning Process

Company-level planning
- Tasks and activities
- Preincident planning
- Company-level training
- Company-level inspections

The Planning Process

Plan alterations
- Alterations may be necessary when officers encounter situations in which the organization’s plans appear inappropriate.
- Officers should make recommendations for plan modification.
Organizational Policies

- Duty assignments
- Promotions
- Retention
- Performance Evaluations
- Leave and duty exchange
- Employee Assistance Programs (EAPs)
- Substance Abuse

Organizational Policies

- Duty assignments
  - First duty assignments
  - Probationary periods
  - Expectations of new personnel
  - Work environments

Organizational Policies

- Promotions
  - Company officers should be interested in the career choices of unit personnel.
  - Company officers should help subordinates investigate possibilities of advancement.
Organizational Policies

• Retention
  – The company officer must work to ensure that company personnel are satisfied with their accomplishments and feel needed through continual communication.

Organizational Policies

• Performance evaluations
  – Informal
  – Formal

Organizational Policies

• Leave and duty exchange
  – Leave
    • Vacation
    • Sick
    • Wellness
  – Duty exchange
    • Shift trade
Organizational Policies

- Employee Assistance Programs (EAPs)
  - Assist employees dealing with stress in their personal and professional lives
    - Death or serious injury of a child
    - Death of a colleague
    - High-profile events

Organizational Policies

- Substance abuse
  - Is the improper use of alcohol or drugs by a person, which impairs judgment and slows reaction times
  - Affects the individual, those who work and live with the individual, and the public

Symptoms of Substance Abuse

<table>
<thead>
<tr>
<th>General Substance Abuse:</th>
</tr>
</thead>
<tbody>
<tr>
<td>× Change in circle of friends</td>
</tr>
<tr>
<td>× Reducing behavior — long periods spent in self-imposed isolation</td>
</tr>
<tr>
<td>× Losing employment or unexplained absences</td>
</tr>
<tr>
<td>× Lying and stealing</td>
</tr>
<tr>
<td>× Involved in the wrong side of the law</td>
</tr>
<tr>
<td>× Derogating family relationships</td>
</tr>
<tr>
<td>× Obvious observation, sudden, prolonged, or uncharacteristic changes</td>
</tr>
<tr>
<td>× Changes in behavior and attitude</td>
</tr>
<tr>
<td>× Decreases in job or school performance</td>
</tr>
</tbody>
</table>

Specifics to Opiate and Heroin Abusers:

- Accelerated heart rate
- Constricted pupils
- Relaxed or muffled state that may lead to a dangerous level of respiratory depression resulting in coma or death

Others:

| × Slurred speech |
| × Hyperactivity |
| × Euphoria |

Source: Government information from the U.S. National Library of Medicine, the Public Domain.
Organizational Policies

- Absenteeism may indicate
  - A serious problem
  - Circumstances beyond the employee's control
- Absenteeism should be handled based on severity and cause

Behavior Management

- Conflict management
- Discipline

Behavior Management

- Conflict management
  - Management styles
  - Methods of resolving conflict
  - Conflict resolution steps
Behavior Management

- Management styles
  - Passive (nonaggressive)
  - Aggressive
  - Assertive

Behavior Management

- Methods of resolving conflict
  - Avoiding
  - Accommodating
  - Forcing
  - Negotiating
  - Collaborating

Behavior Management

- Conflict resolution steps
  1. Classify/identify the problem
  2. Define/diagnose the problem
  3. Determine the right response/appropriate conflict management style
  4. Convert the decision to an action
  5. Test the action against the desired outcome

LESSON 4-1
Behavior Management

• Benefits of peer mediation
  – Relationships are maintained.
  – External publicity is avoided.
  – Costly litigation is avoided.
  – The organization and participants control the process.
  – Participants control the resolution.

Behavior Management

• Discipline
  – Personnel may break rules because of
    • Resentment
    • Boredom
    • Ignorance
    • Stress

Behavior Management

• Progressive discipline
  – Preventive action
  – Corrective action
  – Punitive action
Behavior Management

- Discipline may only be administered for violations of
  - Written policies
  - Regulations
  - Procedures
  - SOPs and SOGs
  - Rules
  - Verbal orders

Behavior Management

- Grievances
  - A grievance is a complaint against management by one or more personnel concerning an actual, alleged, or perceived injustice.

Behavior Management

- Grievances
  - Potential issues cited in grievances are
    - Demotion
    - Suspension without pay
    - Work assignments that violate a labor-management agreement
    - Conditions of work or employment that violate the labor-management agreement
Labor/Management Relations

- Collective Bargaining Negotiations
- Employee Involvement and Participation

Labor/Management Relations

- Collective bargaining negotiations
  - Open communications between representatives of
    - Public unions
    - Organizational management
    - Local governing bodies

Labor/Management Relations

- Employee involvement and participation
  - Can lead to increased morale and retention among personnel
Learning Activities

- Learning Activity 4-1-1
- Learning Activity 4-1-2
- Learning Activity 4-1-3

The Learning Activities can be completed in class, given enough time, or can be completed on the students' own time.

The Learning Activity can be found in the Student Manual as well as in the Online classroom.

Student Performance Objective

- After completing this lesson, the student shall be able to demonstrate how human resources management applies to Company Officer I.

Review

- The Planning Process
- Organizational Policies
- Behavior Management
- Labor/Management Relations
- Learning Activities
Student Performance Objective

- After completing this lesson, the student shall be able to discuss the importance of listening skills and interpersonal, written, and oral communication.

Overview

- Interpersonal Communications
- Listening Skills
- Oral Communications
- Written Communications
- Learning Activity
Interpersonal Communications

- Casual language
- Casual nonverbal clues
- Frequent changes of the speaker and listener roles
- Spontaneity

Interpersonal Communications

- Five elements of interpersonal communication
  - Sender
  - Message
  - Receiver
  - Feedback to the sender
  - Interference
Interpersonal Communications

• Five general purposes of interpersonal communication
  – Learning
  – Relating
  – Influencing
  – Playing
  – Helping

Interpersonal Communications

• Verbal component
  – Always be aware of the audience
  – Be careful with word selection
  – Avoid technical jargon
  – Avoid offensive language

Interpersonal Communications

• Guidelines for effective verbal communication
  – Engage in dual perspective
  – Take responsibility for personal feelings and thoughts
  – Show respect for the feelings and thoughts of the other person
  – Be aware of any special needs of the receiver
  – Avoid speaking or addressing a problem while angry or emotional
Interpersonal Communications

- Nonverbal communication
  - Eye contact
  - Facial expression
  - Gestures
  - Posture
  - Poise
  - Vocal characteristics
  - Vocal interferences
  - Personal appearance
  - Touch
  - Proximity

Listening Skills

- Listening components
  - Attending
  - Understanding
  - Remembering
  - Evaluating
  - Responding

Oral Communications
Oral Communications

• Oral communication is the process of engaging with individuals or groups using a verbal medium
  – Communicate with crew
  – Conduct training
  – Deliver presentations
  – Communicate during emergency situations

Oral Communications

• Communicating with the crew
  – Issuing crew assignments
  – Assigning tasks
  – Passing along information
  – Receiving reports
  – Career counseling

Oral Communications

• Conducting training sessions
  – Oral communication skills are critical to
    ▪ Imparting knowledge
    ▪ Describing skills
    ▪ Issuing commands
    ▪ Critiquing the training
Oral Communications

• Delivering speeches and presentations
  – Company officers may make presentations such as
    • Giving reports to government boards
    • Giving public relations talks to community groups
    • Providing public information to the news media

Oral Communications

• Types of speeches
  – Persuasive
  – Informative
  – Instructional

Oral Communications

• Persuasive speeches
  – When giving a persuasive speech:
    1. Gain the audience’s attention with an introduction
    2. Describe the problem and demonstrate a need for a change
    3. Present the best solution
    4. Describe the best solution
    5. Provide the audience with basic steps needed to accomplish the change
Oral Communications

• Informative speeches
  – Company officers use informative speeches to
    1. Provide status reports
    2. Describe events
    3. Give project updates
    4. Provide unit-level training
    5. Educate the public and media

Oral Communications

• Report presentations
• Public relations speeches
• Public information speeches

Oral Communications

• The speech and presentation preparation process
  1. Select the topic
  2. Determine the purpose
  3. Generate ideas
  4. Develop the central idea
  5. Gather support evidence
  6. Organize the speech
  7. Rehearse the speech
Written Communications

• Written communication includes
  – Reports
  – Press releases
  – Letters
  – Memorandums
  – Email
  – Meeting agendas
  – Minutes
  – Personnel evaluations
  – Policies
  – Procedures

Written Communications

• Document organization
  – Determine the audience, scope and purpose
  – Outline the document
Written Communications

- Document writing guidelines
  - Paragraph transitions
  - Text development

Written Communications

- Specific document types
  - Company journals/diaries
  - Memos and e-mail messages
  - Letters
  - Reports
  - Policies and procedures
  - Requests for proposals and bid specifications

Written Communications

- Company journals/diaries
Written Communications

- Company journals/diaries
  - Document activities of the company for each shift
  - Serve as a pass-along log
  - Identify equipment tagged out of service
  - Identify public concerns to forward to senior staff
  - Document internal occurrences requiring further action
  - Keep ongoing records of a company

Sample E-mail

From: DeputyChief@clearwater.org
To: Captain Joe Matthews
Subject: Notice from Philips Fire Department

Hi,

Just a reminder that Chief Pike, Captain Fishbein, and Division Officer Mirandaz will visit Station 3 on December 22, 2014. The purpose of their visit is to inspect Engine 35. Their department is considering purchasing a new vehicle and they would like to look one over in person before making a bid.

I have that you and your personnel will ensure that the station and apparatus are prepared for the visit. We want them to see Clearwater FD at its best.

Let me know if you have any questions.

Thank you,

Rick

Rick McNeil
Deputy Chief
Clearwater Fire Department

Written Communications

- Memos and email messages are brief and describe
  - Who
  - What
  - Where
  - When
  - Why
Written Communications

• Letters
  – Are generally sent to persons, groups, and agencies outside the organization
  – Are longer and more formal
  – May represent an entire organization
  – May have content similar to a memo, email or report
  – Should be professional and flawless

Written Communications

• Reports
  – Form-based reports
  – Narrative reports
Written Communications

- Policies and procedures
  - Policy
    - A guide to organizational decision-making
  - Procedure
    - A detailed plan of action

Written Communications

- Requests for proposals
  - Define the needs of an organization, and allow manufacturers or authorized distributors to decide if they can meet bid specifications
- Bid specifications
  - Include the organization’s specific equipment requirements
  - Include the legal requirements of the Authority Having Jurisdiction (AHJ)
Learning Activity

- Learning Activity 5-1-1
  - The Learning Activity can be completed in class, given enough time, or can be completed on the students' own time.
  - The Learning Activity can be found in the Student Manual as well as in the Online classroom.

Student Performance Objective

- After completing this lesson, the student shall be able to discuss the importance of listening skills and interpersonal, written, and oral communication.

Review

- Interpersonal Communications
- Listening Skills
- Oral Communications
- Written Communications
- Learning Activity

LESSON 5-1
Student Performance Objective

• After completing this lesson, the student shall be able to discuss the importance of emergency scene communications.

Overview

• Communicating in Emergency Situations
• Learning Activity
Communicating in Emergency Situations

- Equipment
  - Radios
  - Pagers
  - Alternative communications methods and technologies

Communicating in Emergency Situations

- Radios
  - Base radios
  - Mobile radios
  - Portable radios
  - Repeater systems
Communicating in Emergency Situations

• Pagers
   – Are used to notify volunteers, paid-on-call and off-duty career personnel and staff officers to respond to the station or emergency incident scene

Communicating in Emergency Situations

• Alternative communications methods and technologies
   – Land-based telephones
   – Cellular telephones
   – Satellite telephones
   – Fax machines
   – Wireless broadband connections

Communicating in Emergency Situations

• Alternative communications methods and technologies (continued)
   – Mobile data terminals
   – Mobile data computers
   – Geographic information systems
   – GPS
   – CB radios
   – Amateur radios
Communicating in Emergency Situations

- Interoperability
  - Is the ability to work with and use parts/equipment of another system
    - Within an organization
    - With other responding organizations
  - Is vital with concern to NIMS

Communicating in Emergency Situations

- Procedures
  - Each organization should have a communications management policy that defines procedures and language to be used during
    - Routine activities
    - Emergency operations

Communicating in Emergency Situations

- Procedures
  - Establish the use of specific common terms that mean the same thing to all emergency response personnel
  - Establish a system of transmitting periodic progress reports to keep all units current on the progress of an incident
Communicating in Emergency Situations

• Radio communications
  – Radio communications allow units in the field to exchange critical or pertinent tactical information during emergency operations.
  – The news media, public, and FCC can monitor all radio communications.

Communicating in Emergency Situations

• The five Cs of radio communication
  – Conciseness
  – Clarity
  – Confidence
  – Control
  – Capability

Communicating in Emergency Situations

• Every crew member must be trained on
  – Basic radio operation
  – Radio frequency assignments and usage
  – Organizational radio procedures to be followed in both routine and emergency activities
  – Radio safety
  – Radio care and maintenance
Communicating in Emergency Situations

- Limitations of radio equipment
  - Line-of-sight versus repeater
  - Structural barriers
- When limitations exist, use alternate communication methods

![Diagram of Line of Sight and Repeater](image)

Communicating in Emergency Situations

- Essential information
  - Company officers should monitor their crews’ radio usage to ensure that
    - Personnel follow procedures
    - Personnel keep radio messages short and to the point
    - Only essential information is being transmitted
    - Proper radio formats are being used

Communicating in Emergency Situations

- Direct orders
  - Can provide extra information
    - Who is to carry out the task
    - Why, how, when and where the task must be done
  - The officer must consider
    - Urgency
    - Capabilities of the individual/unit
Learning Activity

- Learning Activity 6-1-1
  - Learning Activity 6-1-1 can be completed in class, given enough time, or can be completed on the students' own time.
  - The Learning Activity can be found in the Student Manual as well as in the online classroom.

Student Performance Objective

- After completing this lesson, the student shall be able to discuss the importance of emergency scene communications.

Review

- Communicating in Emergency Situations
- Learning Activity
Student Performance Objective

- After completing this lesson, the student shall be able to summarize administrative functions related to the duties of a company officer.

Overview

- The Customer Service Concept
- Policies And Procedures
- The Budget Process
- Records Management
- Learning Activities
The Customer Service Concept

To ensure the proper level of customer service is being provided, company officers should:

- Generate productive professional relationships with the customers and implement organizational strategic plans
- Form individual relationships with stakeholders
- Educate personnel about the community’s expectations

The Customer Service Concept

• The customer base
  - Internal customers and external customers

The Customer Service Concept

• Internal customers
  - Internal customers are employees and members of the organization
  - Each group will have its own wants and needs
    - Fair compensation
    - Reasonable benefits
    - Position security
    - Rewarding experiences
    - Safe working environments
    - Ethical leadership
    - The feeling of being an integral part of the organization
The Customer Service Concept

• External customers
  – Are members of the general population
  – Are people responsible for providing the majority of funding needed
  – Have basic needs
    ▪ Protection of lives and property
    ▪ Access to competent emergency medical care

The Customer Service Concept

• Information-gathering methods
  – Passive methods
    ▪ Waiting for a customer to express a need
  – Active methods
    ▪ Meetings
    ▪ Surveys
    ▪ Informal interviews

The Customer Service Concept

• Meetings
  – Allow customers to be involved in decision-making
    ▪ Customers view this as empowering
  – Can improve customer morale and productivity
The Customer Service Concept

• Surveys
  – May be conducted following an emergency response to determine a customer’s satisfaction with services provided
  – Identify services that external customers believe should be provided

• Informal Interviews
  – Allow an opportunity to determine if changes are needed in the organization

• Information interpretation
  – Analysis of information that has been gathered from customers based on their needs, wants and desires
    ▪ Operational change suggestions
    ▪ Fiscal requirements
    ▪ Priorities
The Customer Service Concept

- Service-delivery monitoring
  - Monitoring the outcome of a change
    - Monthly
    - Semiannually
    - Annually

Policies and Procedures

- To ensure that policies and procedures are fully understood and complied with:
  - Distribute in written or electronic format
  - Post in a conspicuous place in all facilities
  - Verify that personnel have received the communication

Policies and Procedures

- Policies and procedures are also known as
  - Standard operating procedures (SOPs)
  - Standard operating guidelines (SOGs)
  - Administrative policies and procedures
  - Policies and procedures
Policies and Procedures

- Policy
  - A guide to organizational decision making
- Policy analysis
  - Is performed when changes in operations require changes in policies
  - Determines if current policies are effective and enforceable, or if a lack of policies caused problems

Policies and Procedures

- Government laws or ordinances
  - Impose policies upon fire and service organizations
- The policy manual
  - Must be communicated throughout the organization to make the intent of the administration clear

Policies and Procedures

- Procedures
  - Are written steps to follow when conducting policy for specific, recurring problems or situations
  - Provide a consistent reference that helps all perform to measurable standards
  - Reduce misunderstandings
  - Are the basis for company-level skills training
Policies and Procedures

• The revision and monitoring process
  – When should policies and procedures be revised?
    ▪ Is there a specific timetable for revision?
    ▪ Are conditions or circumstances causing a need for revision in a policy or procedure?

Policies and Procedures

• The revision and monitoring process
  – A policy or procedure may need to be revised if there are
    ▪ Internal/external customer complaints
    ▪ Increases in infractions
    ▪ Injury or property loss due to failure of policy or procedures
    ▪ Changes in resources necessary to accomplish the task
    ▪ Changes in the problem that policy was intended to solve
    ▪ New technology
    ▪ Legal mandates

Policies and Procedures

• Orders and directives
  – The two terms can be interchangeable
  – Orders and directives are based on the authority delegated to company officer
  – Order and directives may be verbal or written
The Budget Process

A budget is a narrow financial budget that lists both Proposed Expenditures and Expected Revenue Sources:

<table>
<thead>
<tr>
<th>Proposed Expenditures</th>
<th>Expected Revenue Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel pay</td>
<td>Taxes</td>
</tr>
<tr>
<td>Benefits</td>
<td>Fees</td>
</tr>
<tr>
<td>Facilities</td>
<td>Fundraising events</td>
</tr>
<tr>
<td>Apparatus</td>
<td>Private donations</td>
</tr>
<tr>
<td>Materials</td>
<td>Corporate donations</td>
</tr>
<tr>
<td>Utilities</td>
<td>Government subsidies</td>
</tr>
<tr>
<td>Insurance</td>
<td>Grants</td>
</tr>
</tbody>
</table>

The Budget Process

- Budget types
  - Capital
    - Projected major purchases
  - Operating
    - Recurring expenses of day-to-day operations

The Budget Process

- Budget process steps
  - Planning
  - Preparation
  - Implementation
  - Monitoring and evaluating
  - Revision
Records Management

- An organization’s records management system may
  - Operate efficiently and effectively
  - Prepare short, medium and long-range plans
  - Meet legal and AHJ obligations
  - Meet internal and external customer, and stakeholder expectations
  - Identify and safeguard historically important records
  - Assign tasks and identify responsible parties

Records Management

- Systematic management of records assists the organization in performing actions such as
  - Knowing what records the organization has and how to locate them
  - Saving administrative costs
  - Supporting decision-making
  - Being accountable
  - Monitoring accomplishments
  - Providing administrative continuity
  - Protecting interests of customers and stakeholders

Records Management

- Record types
  - Budget
  - Inventory
  - Maintenance
  - Activity (incident reports)
  - Personnel
Records Management

- Budget records contain information on
  - The information used to create them
  - Status reports
  - Past budgets
  - Requests not funded
  - Purchasing records
  - Contracts
  - Surplus sales
  - Other similar records

Records Management

- Inventory records include information on
  - Materials
  - Equipment
  - Facilities
  - Land
  - Apparatus

Records Management

- Maintenance records include information on
  - Stations
  - Other facilities
  - Vehicles
  - Tools
  - Equipment
  - Preventive maintenance
  - Corrective maintenance
Records Management

- Activity records (incident reports) contain information on
  - Emergency and nonemergency responses
  - Inspections
  - Investigations
  - Training
  - Communications

Records Management

- Personnel records include information on
  - Training
  - Performance
  - Attendance
  - Hazardous materials or biological/medical exposures
  - Medical issues

Records Management

- Electronic data storage/retrieval
  - Computer-based systems
  - Internet and intranet
Records Management

- Privacy vs. public access
  - Confidential files include
    - Personnel files
    - Training records
    - Medical files
  - Organizational records other than individual personnel files may be public

Learning Activities

- Learning Activity 7-1-1
- Learning Activity 7-1-2
- Learning Activity 7-1-3

Student Performance Objective

- After completing this lesson, the student shall be able to summarize administrative functions related to the duties of a company officer.
Review

- The Customer Service Concept
- Policies And Procedures
- The Budget Process
- Records Management
- Learning Activities
Student Performance Objective

- After completing this lesson, the student shall be able to explain the importance of health and safety issues including risk management; workplace safety; and health, wellness, and safety programs.

Overview

- Risk Management
- Emergency Services Casualties
- Safety Policies and Procedures
- Basic Workplace Safety
- Health, Wellness, and Safety
- Video—Denver Fire Department: Leadership So Everyone Goes Home
- Learning Activity
Risk Management

• The company officer should understand how to manage risks associated with fire and emergency services through risk management programs
• Risk management plans should consist of three sections
  – Community risk assessment
  – Organizational risk management plan
  – Operational risk management process

Risk Management

• The organizational risk management plan
  – Risk identification
  – Risk evaluation
  – Establishment of priorities for action
  – Risk control techniques
  – Risk management monitoring

Risk Management

• The operational risk management process
  – Situational awareness
  – Hazard assessment
  – Hazard control
  – Decision point
  – Evaluation
Emergency Services Casualties

- Casualties can occur
  - At emergency incidents
  - In transit to and from emergencies
  - During training
  - During work shifts at the station or other facilities

Emergency Services Casualties

- Emergency scene casualties
  - Sprains and strains
  - Trauma
  - Cuts and bruises
  - Burns
  - Asphyxiation
  - Thermal stress
- These casualties can occur during
  - Fire attack
  - Search and rescue

Emergency Services Casualties

- Nonemergency workplace casualties
  - Administrative duties
  - Training
  - Code enforcement and inspections
  - Maintenance
  - Other non-incident-related situations
Emergency Services Casualties

- Fire and emergency services health and safety initiatives
  - Firefighter Life Safety Initiatives
  - FirefighterCloseCalls.com
  - EVENT
  - EMS Safety Foundation
  - Fire/EMS Safety, Health, and Survival Week

Emergency Services Casualties

- Fire and emergency services health and safety initiatives (cont.)
  - IAFC Rules of Engagement for Firefighters Survival
  - IAFC’s Incident Commander’s Rules of Engagement for Firefighter Safety
  - National Firefighter Near-Miss Reporting System
  - NVFC Rules of Engagement for Firefighter Health

Safety Policies and Procedures

- NFPA 1500
- NFPA 1521
- NFPA 1516
- NFPA 1581
- NFPA 1582
- NFPA 1584
- NFPA 1852
- OSHA 29 CFR 1910.134
Basic Workplace Safety

- Company officers should address safety issues with personnel at each shift
- Management holds the ultimate responsibility of providing a safe workplace through
  - Training
  - Policies and procedures
  - Maintenance of facilities and equipment

Basic Workplace Safety

- Unsafe acts during response include
  - Speeding
  - Driving too fast for conditions
  - Not being seat belted
  - Driving too close to other vehicles
  - Not obeying traffic laws
- Lack of vehicle maintenance can lead to many unsafe conditions during response (e.g., not maintaining brakes could lead to brake failure).

Basic Workplace Safety

- Unsafe conditions during response
  - Inclement weather
  - Pedestrians in or near the roadway
  - Poor road conditions
  - Heavy traffic
Basic Workplace Safety

- Unsafe acts at emergency scenes
  - Operating independently of the incident commander’s control
  - Not maintaining crew integrity
  - Not having proper communication with the IC or dispatch
  - Not having appropriate PPE
  - Lack of situational awareness
  - Lack of appropriate rehab

Basic Workplace Safety

- Unsafe conditions at emergency scenes
  - Zero visibility
  - Unsafe structural conditions
  - Rapidly moving or uncontrolled fires
  - Hostile crowds
  - Unstable vehicles
  - Unfavorable environment

Basic Workplace Safety

- Unsafe acts at facilities
  - Not using warning signals for wet surfaces
  - Using power and hand tools improperly
  - Climbing stairs improperly
  - Improper lifting of heavy objects
  - Horseplay

LESSON 8-1
Basic Workplace Safety

- Unsafe conditions at facilities
  - Poor lighting
  - Wet or oily floors
  - Slippery or icy sidewalks
  - Poor maintenance issues

Health, Wellness, and Safety

- Cardiac arrest is the most common cause of firefighter fatalities
- Wellness programs are intended to reduce the risk of cardiac arrest and other health problems through
  - Education
  - Fitness
  - Nutrition
Health, Wellness, and Safety

• Wellness
  – Routine medical screening
  – Proper nutrition
  – Weight control
  – Physical fitness
  – Participation in tobacco cessation programs
  – Participation in drug and alcohol abuse programs
  – Participation in employee assistance programs

Health, Wellness, and Safety

• Safety related inspections
  – Equipment
  – Vehicles
  – Facilities
  – Personnel qualifications

Health, Wellness, and Safety

• Equipment
  – Check
    • Firefighting gear
    • Medical gear
    • Rescue gear
Health, Wellness, and Safety

• Vehicles
  – Conduct safety inspections on traffic deterrent devices
  – Conduct safety tests on aerial apparatus
  – Conduct safety tests on pumps
  – Ensure vehicles are being properly maintained

• Facilities
  – Check for
    • Proper lighting
    • Absence of trip hazards
    • Up-to-date and fit-for-service fire extinguishers
    • Compliance with the local electrical code
    • Properly installed systems and equipment

• Personnel qualifications
  – Medical certifications
  – Vehicle and apparatus operation certifications
  – Professional qualifications
Health, Wellness, and Safety

- Infection control
  - Education and training requirements
  - Vaccination requirements for potential threats
  - Documentation of record-keeping requirements
  - Cleaning, decontamination, and disinfecting of personnel and equipment
  - Infection control and reporting protocols

Health, Wellness, and Safety

- Rehabilitation
  - Adequate rest and rehydration during training and emergency operations
- Company officers should
  - Comply with rehab policies and procedures
  - Monitor and evaluate the environment and work activities
  - Ensure that rehab is established
  - Ensure that medical monitoring and rehydration is provided
  - Ensure appropriate locations and notification of rehab

Health, Wellness, and Safety
Health, Wellness, and Safety

• Accident investigation
  – The investigation should provide
    ▪ General information
    ▪ Employee characteristics
    ▪ Environmental information
    ▪ Apparatus/equipment information
    ▪ A narrative description

Health, Wellness, and Safety

• Injuries, illnesses, and exposures
  – Ensure prompt medical treatment
  – Transport to a medical treatment facility, if needed
  – Begin investigation

LESION 8-1
Learning Activities

- Learning Activity 8-1-1
  - Can be completed in class, given enough time, or can be completed on the students’ own time.
  - The Learning Activity can be found in the Student Manual, as well as in the Online classroom.

Student Performance Objective

- After completing this lesson, the student shall be able to explain the importance of health and safety issues including risk management; workplace safety; and health, wellness, and safety programs.

Review

- Risk Management
- Emergency Services Casualties
- Safety Policies and Procedures
- Basic Workplace Safety
- Health, Wellness, and Safety
- Video—Denver Fire Department: Leadership So Everyone Goes Home
- Learning Activity
Student Performance Objective

• After completing this lesson, the student shall be able to explain the purpose and goals of company-level training.

Overview

• Training Needs Determination
• The Four-Step Method of Instruction
• Lesson Plans
• Methods of Training
• Learning Activity
Training Needs Determination

- Legally mandated training
- Performance during emergency operations
- Annual refresher or recertification requirements
- Post-incident analysis reports
- Personnel evaluation reports
- Changes in operational procedures
- Compliance with individual's personal development plan
- Implementation of new equipment
- Changes in the type of services that the organization delivers
- Job task analysis

The Four-Step Method of Instruction

1. Preparation
2. Presentation
3. Application
4. Evaluation

The Four-Step Method of Instruction

- Step 1: Preparation
  - Reviewing the lesson plan
  - Gathering any additional information that may be required
  - Assembling the audiovisual training aids and props
  - Practicing the skills that will be taught
The Four-Step Method of Instruction

• Step 2: Presentation
  – Lecture
  – Illustrated lecture
  – Discussion
  – Demonstration
  – Learning activities, such as role-playing, when the topic benefits from these approaches

The Four-Step Method of Instruction

• Step 3: Application (to reinforce student learning)
  – Activities
  – Exercises
  – Discussions
  – Work groups
  – Skills practices
  – Practical training evolutions
  – Similar learning activities

The Four-Step Method of Instruction

• Step 4: Evaluation
  – Measures how much students learn
  – Determines how well students perform skills and evolutions
  – Provides students with feedback to assist in improving skills
Lesson Plans

- Lesson plans
  - Are road maps that guide instructors through topics
  - Are used to deliver required training of all types

Lesson Plans

- Adapting lesson plans may be necessary if
  - Time is not available to present the lesson completely
  - Required audiovisual aids are not available
  - Lesson plans are outdated or do not accurately represent current process or policy
  - Students/audiences are not responding to teaching methods being used
  - Environmental conditions are interfering with the presentation
Methods of Training

• Demonstrations
  – Are the act of showing how to do something or how something operates
  – Can be used effectively to show how to operate
    • Tools
    • Equipment
    • Apparatus
    • Materials

Methods of Training

• Practical training evolutions
  – Should be conducted in accordance with all applicable federal/state/local requirements, and NFPA standards
  – Reinforce skills learned during formal training
  – Help company personnel work together
Methods of Training

• Multicompany evolutions
  – Provide the opportunity for various personnel and units to train together for potential joint operations

Methods of Training

• Simple evolutions
  – Involve small groups performing single tasks that require only a few skills
    • Lifting and setting ground ladders
    • Performing search and rescue techniques
    • Taking and recording patient vital signs
    • Deploying and advancing attack hose lines
    • Driving and parking fire apparatus

Methods of Training

• Simple evolutions
Methods of Training

- Complex evolutions
  - Structure fires
  - Urban search and rescue incidents
  - Hazardous materials incidents
  - Mass casualty scenarios

Methods of Training

- Remote locations for evolutions
  - Parking lots
  - Subdivisions under construction
  - Abandoned/condemned structures
  - Industrial sites
  - Structures under demolition
  - Vehicle salvage yards
  - Parking garages

Methods of Training

- Planning factors
  - Safety
  - Learning objectives
  - Justification
  - Supervision
  - Resources/logistics
  - Weather
  - Legal requirements
  - Adherence to NIMS
  - Exposures
  - Evaluations/critiques
Methods of Training

• Documenting company-level training
  – Times
  – Topics
  – Participants
  – Results

Learning Activity

• Learning Activity 9-1-1
  – Learning Activity 9-1-1 can be completed in class, given enough time, or can be completed on the students’ own time.
  – The Learning Activity can be found in the Student Manual as well as in the Online classroom.

Student Performance Objective

• After completing this lesson, the student shall be able to explain the purpose and goals of company-level training.
Review

• Training Needs Determination
• The Four-Step Method of Instruction
• Lesson Plans
• Methods of Training
• Learning Activity
LESSON 10: COMMUNITY RELATIONS AND COMPANY-LEVEL FIRE INSPECTIONS

Student Performance Objective

• After completing this lesson, the student shall be able to describe the company officer’s role in community relations and company-level fire inspections.

Overview

• Community relations
• Company-level Inspections
• Learning Activity
Community Relations

• To establish a positive relationship with the community, the company officer must first know
  – Who the external customers are
  – The environment where they live and work

Community Relations

• Community demographics
  – Age
  – Education
  – Occupation
  – Geographic location
  – Sex
  – Marital status
  – Family size

Community Relations

• Community diversity
  – Age
  – Religion
  – Gender
  – Politics
  – Sexual orientation
  – Socioeconomic level
  – Ethnicity
  – Education
  – Race
Community Relations

• Interacting with the community
  – Customer service element
  – Concerns/complaints/inquiries
  – Resolutions
  – Employee acts or omissions
  – Public inquiries

Community Relations

• Public relations
  – Builds a relationship with the community based on trust and commitment
  – Should be in line with the organization’s mission and vision

Company-Level Inspections

• The purpose of company-level inspections
  – Ensuring that fire and life safety code requirements are adhered to within public facilities
  – Providing the owner/occupant with safety education materials and information
Company-Level Inspections

• Authority
  – Fire and emergency responders cannot enter a private property without obtaining permission unless
    • There is an emergency
    • The emergency responders are military emergency responders on a military base
    • The emergency responders are members of an industrial fire brigade on company property

Company-Level Inspections

• Ordinances, codes, and standards
  – Local jurisdictions often adopt one or more ordinances delegating authority to the fire chief for protecting the public from fires and other life safety hazards

Company-Level Inspections

• Model building codes
  – Provide municipalities and jurisdictions with the ability to control structure construction and use
  – Ensure life safety of building occupants
• Primary organizations that develop model building codes are the
  – NFPA
  – ICC
Company-Level Inspections

- Building construction types
  - Classification is based on
    - Materials used in construction
    - Hourly fire-resistance ratings

- Building construction types
  - NFPA 220 classifications
    - Type I construction
    - Type II construction
    - Type III construction
    - Type IV construction
    - Type V construction

- NFPA 220 classification—
  - Type I is fire resistive construction
  - Structural members are made of noncombustible or limited combustible materials
Company-Level Inspections

- NFPA 220 classification—Type II
  - Type II is noncombustible or noncombustible/limited combustible construction
  - Structural members are similar to Type I; however, the degree of fire resistance is lower

Company-Level Inspections

- NFPA 220 classification—Type III
  - Type III is ordinary construction
  - Exterior walls and structural members that are portions of exterior walls are made of noncombustible or limited combustible materials
  - Interior structural members may be completely or partially constructed of wood

Company-Level Inspections

- NFPA 220 classification—Type IV
  - Type IV is heavy timber construction
  - Exterior and interior walls and their associated structural members are of noncombustible or limited combustible materials
  - Other interior structural members are made of solid or laminated wood
Company-Level Inspections

• NFPA 220 classification—Type V
  – Type V is made entirely or partially of wood or other approved combustible material

Company-Level Inspections

• Building construction types
  – International Building Code classifications
    • Type I construction
    • Type II construction
    • Type III construction
    • Type IV construction
    • Type V construction

Company-Level Inspections

• IBC classification—Type I construction
  – Is made of noncombustible material using structural elements of
    • Steel
    • Iron
    • Concrete
    • Masonry
Company-Level Inspections

- IBC classification—Type II construction
  - Is noncombustible with reduced fire-resistance rating compared to Type I
- IBC classification—Type III Construction
  - Structural elements are of any material permitted by code

Company-Level Inspections

- IBC classification—Type IV construction
  - Structural elements are of any material permitted by code
    - Exterior walls
      - Noncombustible materials
    - Interior building elements
      - Solid or laminated wood with no concealed spaces

Company-Level Inspections

- IBC classification—Type V construction
  - Type V construction is also known as wood-frame construction
  - Structural elements, exterior walls, and interior walls are of any material the code permits
Company-Level Inspections

- Inspection responsibilities
  - Remember that inspection is secondary to emergency response duties
  - Attend to hazardous conditions
  - Inspect annually, or more frequently

Company-Level Inspections

- Inspection responsibilities
  - Company officers must identify
    - Hazardous conditions
    - Conditions that might impede the occupant’s egress
    - The code section that applies

Company-Level Inspections

- Preparing for inspections
  - Gather information
  - Schedule the inspection
  - Present yourself as a professional
Company-Level Inspections

- Conducting inspections
  - Conducting inspections begins as one approaches the building
  - Park appropriately
  - Enter through the main entrance
  - Ask for a company representative to accompany you during the inspection

Company-Level Inspections

- General inspection categories
  - Means of egress
  - Housekeeping
  - Processes
  - Storage
  - Waste management
  - Fire protection

Company-Level Inspections

- Means of egress
  - Access to the exit
  - The exit itself
  - The exit discharge
  - Obstructions
  - Markings
  - Lighting
  - Door swing
  - Hardware
  - Stairwells
Company-Level Inspections

- Housekeeping
  - Workplace trash and litter accumulation can be hazardous
- Processes
  - Industrial processes can create a variety of hazards
    - Start fires
    - Contribute to fire spread
    - Contaminate the environment

Company-Level Inspections

- Storage
  - Storage areas come in all sizes and may contain various items, including some hazards
- Waste management
  - Accumulations of flammable or combustible waste can be a significant fire and life safety hazard

Company-Level Inspections

- Fire protection
  - Fire protection may also be dependent upon
    - Employees’ ability to recognize and report a fire
    - Employees’ ability to correctly use portable fire extinguishers
    - The presence of built-in fire detection and alarm systems
    - The presence of automatic sprinklers and other built-in fire suppression systems
Company-Level Inspections

- Model code families
  - National Fire Protection Association
  - International Code Council
  - National Building and Fire Codes of Canada

Company-Level Inspections

- Hazard of contents
  - Low hazard
  - Ordinary hazard
  - High hazard

Company-Level Inspections

- Hazardous materials markings may include
  - Department of Transportation placards, labels, and markings
  - Other markings or marking systems
  - Labels or labeling systems
  - Colors or color codes
  - Signs
Company-Level Inspections

• Hazardous materials markings are designed to alert fire and emergency services responders to
  – Health hazards
  – Flammability
  – Instability
  – Oxidizers and water reactive material

Company-Level Inspections

• Hazard Communications Labels and Markings—OSHA Hazard Communications Standards
  – Require employers to
    • Identify hazards in the workplace
    • Train employees how to recognize hazards
    • Ensure all hazardous materials containers are labeled

Company-Level Inspections

• U.S. and Canadian Safety Color Codes
  o Red—Danger or stop
  o Orange—Warning
  o Yellow—Caution
  o Green—Safety equipment
  o Blue—Safety information signage
Company-Level Inspections

- Closing interview
  - Discuss with the representative the findings when the inspection is complete
  - If no violations are found:
    - Congratulate!
  - If violations are found
    - Review and discuss them

Company-Level Inspections

- Documentation
  - Is extremely important and must be
    - Complete
    - Accurate
    - Readable
  - Creates an inspection history

Company-Level Inspections

- Conducting exit drills
  - Familiarizes occupants with exit procedures
  - Is important for schools and similar occupancies where many people are gathered
Company-Level Inspections

- Inspecting/testing fire protection systems
  - Fire detection/signaling systems
  - Water supplies
  - Stationary fire pumps
  - Public fire alarm systems
  - Standpipe and hose systems
  - Fire extinguishing systems

Company-Level Inspections

- Fire detection/signaling systems
  - Local
  - Auxiliary
  - Remote station
  - Proprietary
  - Central station
  - Emergency voice/alarm communications

Company-Level Inspections

- Water supplies
  - Sprinklers
  - Standpipes
  - Elevated water tank
  - Freestanding water tank
Company-Level Inspections

• Stationary fire pumps
  – May be installed in occupancies where it is impractical or impossible to maintain water storage for fire protection

Company-Level Inspections

• Public fire alarm systems
  – Type A
    • Manual retransmission
  – Type B
    • Automatic retransmission

Company-Level Inspections

• Standpipe and hose systems
  – Class I
  – Class II
  – Class III
Company-Level Inspections

- Fire extinguishing systems
  - Automatic sprinkler systems
  - Dry chemical systems
  - Wet chemical systems
  - Carbon dioxide systems
  - Halogenated agent systems
  - Halon replacement agents
  - Foam systems
  - Portable fire extinguishers

Company-Level Inspections

- Automatic sprinkler systems
  - Wet-pipe system
  - Dry-pipe system
  - Preaction system
  - Deluge system

![Diagram of fire sprinkler system components]
Company-Level Inspections

- Dry chemical systems
  - Are used where rapid extinguishment is required but resignation is unlikely
  - Can be used for
    • Local application
    • Total flooding

Company-Level Inspections

- Wet chemical systems
  - The agent is typically a mixture of water and either potassium carbonate or potassium acetate delivered in spray form
    • Cooking oil-related applications

Company-Level Inspections

- Carbon dioxide systems
  - Extinguish by excluding oxygen
  - Can be used for
    • Total flooding or local application
Company-Level Inspections

• Halogenated agent systems
  – Halon 1211
  – Halon 1301
• Halon replacement agents
  – Halotron
  – FM-200
  – Inergen

Company-Level Inspections

• Foam agents
  – Are used when water alone may not be as effective in extinguishment.
  • Facilities for processing or storage of flammable or combustible liquids
  • Aircraft hangers
  • Facilities in which rolled paper or textiles are stored

Company-Level Inspections

• Portable fire extinguishers
  – There are a variety of types and sizes
    • Class A
    • Class B
    • Class C
    • Class D
    • Class K
Learning Activities

• Learning Activity 10-1-1
  – Can be found in the Student Manual as well as in the Online Classroom

Student Performance Objective

• After completing this lesson, the student shall be able to describe the company officer’s role in community relations and company-level fire inspections.

Review

• Community relations
• Company-level Inspections
• Learning Activity
Student Performance Objective

- After completing this lesson, the student shall be able to explain the process of performing preincident surveys and developing preincident plans.

Overview

- Understanding Surveys and Inspections
- Understanding a Building's Construction
- Preparing for Preincident Surveys
- Conducting Preincident Surveys
- Developing and Managing Preincident Plans
Understanding Surveys and Inspections

- Preincident surveys and inspections are different from fire and life safety code inspections
  - Preincident surveys are conducted to assist fire fighting operations should there ever be an incident

Understanding Surveys and Inspections

Understanding a Building’s Construction

- Company officers must understand
  - Building construction
  - Building codes
- Company officers and crew should survey a building under construction
Understanding a Building’s Construction

- Roof types and hazards
  - Flat
  - Pitched
  - Arched

Understanding a Building’s Construction

- Flat

Understanding a Building’s Construction

- Pitched
Understanding a Building’s Construction

• Arched

Understanding a Building’s Construction

• Roof hazards
  – Susceptibility of the roof to suddenly collapse because fire has weakened the supporting structure
  – Combustibility of roof surface

Understanding a Building’s Construction

• Lightweight construction
  – Can fail rapidly when exposed to
    • Fire and/or run-off from fire streams
    • Excessive or accumulated rain or snowfall
Understanding a Building’s Construction

• Building components
  – Electrical systems
  – Plumbing systems
  – HVAC systems
  – Fire protection systems
Preparing for Preincident Surveys

- Inform unit members in advance
- Discuss the survey process
- List factors to consider during the survey
- Assign duties if required
- Ensure good communication
- Ensure availability of necessary documents and equipment
- Obtain facility plot plan
- Consult copies of the last inspection and preincident survey
- Contact owner/occupant

Preparing for Preincident Surveys

- Emergency response considerations
  - Where and how will fires or other emergencies most likely occur?
  - How are those emergencies likely to develop?
  - What are the primary evacuation routes for the occupants?
  - What is the layout of the work area?
  - Are any of the occupants going to need assistance evacuating during an emergency?
Preparing for Preincident Surveys

• Emergency response considerations
  – What will likely happen as a result of a fire or emergency?
  – What will be needed in order to mitigate contingencies?
  – How can building features be used to confine a fire to one section of the building?
  – What potential hazards to firefighter safety exist on the premise?
  – What will firefighters need to know about this occupancy in order to function safely under obscured vision conditions?

Preparing for Preincident Surveys

• Facility survey equipment
  – Writing equipment
  – Drawing equipment
  – Flashlight
  – Water-pressure gauge
  – Camera
  – Key box
  – Measuring tape or rangefinder
  – Global positioning system locator
  – Appropriate personal protection

Preparing for Preincident Surveys

• Survey schedules
  – There are two scheduling options
    • The company officer schedules the visit
    • The chief or administrative staff schedules the visit
Conducting Preincident Surveys

- Contact owner/occupant
- Confirm appointment
- Review survey procedures

Conducting Preincident Surveys

- During the survey, officers should look at
  - Ventilation systems
  - Fire protection systems
  - Water supplies
- During the survey, officers should consider
  - Firefighter safety hazards
  - Structural conditions
  - Fuel loading
  - Property conservation

Conducting Preincident Surveys

- Survey information records
  - May be gathered in the form of
    - Checklists
    - Written essay-style or voice-recorded commentaries
    - Sketches
    - Photographs
    - Videos
Conducting Preincident Surveys

- Survey forms may include information on
  - Occupancy
  - Access
  - Water supply
  - Location of utility shutoffs
  - Hazards
  - Ventilation
  - Roof construction
  - Building factors
  - Stairwell features
  - Command post sites
  - Evacuation sites
  - Triage sites
  - Suggested street closures
  - Elevator operations
  - High value areas
  - Secondary extinguishing systems

Conducting Preincident Surveys

- Survey forms for large buildings should include information on
  - Base and staging locations
  - Interior command sites
  - Lobby control
  - System controls
  - Traffic and access plans
  - Number of stories
  - Whether the system inspection is current on the date of the preplan
  - The building communications system
  - The occupant egress plan

Conducting Preincident Surveys

- Field sketches
  - Are a rough drawing of the building
  - Should show general information about
    - Building dimensions
    - Other related outside information
      - Fire hydrants
      - Streets
      - Water tanks
      - Distance to nearby exposures
Conducting Preincident Surveys

- **Photography**
  - Can supplement information in sketches
  - May include the use of symbols
  - Can be inserted into the preincident plan

Conducting Preincident Surveys

- **Videography**
  - Can show relationships between buildings
  - Can show manufacturing processes
  - Can show how the facility might appear as someone moves through it

Conducting Preincident Surveys

- **Global positioning**
  - Can be used to identify locations of key items of interest
  - Can assist with mapping of building and its surroundings to enhance preplanning
Conducting Preincident Surveys

• On the building exterior note the location of
  – Fire hydrants and valves
  – Sprinkler and standpipe connections
  – Utility controls (shutoffs)
  – Fences and landscaping
  – Power lines
  – Obstructions to property or structure access or egress
  – Underground storage tanks

(continued)

• On the building exterior note the location of (cont.)
  – Doors, windows, and fire escapes
  – Ornamental facings, awnings, or marquees
  – Types of roof coverings
  – Heavy objects on roofs that are visible from the exterior
  – Locations of gathering points
  – Fire fighting run-off patterns

Site access should be noted on the survey plot plan
  – Access to parking lots, driveways, bridges, and gates
  – The proximity of access routes to possible exposures
  – Private roadways and bridges that do not meet the weight requirements for emergency apparatus
  – Fire lanes on solid-surface roads
  – Fire lanes constructed with concrete modules that are covered by grass and indistinguishable from regular turf
  – Narrow alleyways or other access routes
  – Overhead obstructions in access routes
Conducting Preincident Surveys

• On the building interior, note
  – Vertical shafts and horizontal openings
  – Fire protection equipment such as standpipe or sprinkler control valves
  – Fire control centers
  – Safe haven areas where occupants may be sheltered in place
  – Open pits and other process hazards

Conducting Preincident Surveys

• Record the following life safety information
  – Locations and number of exits
  – Locations of escalators and elevators
  – Locations of windows and other openings suitable for rescue access
  – Special evacuation considerations for disabled occupants, very old or very young occupants, and large numbers of occupants
  – Locations of areas of safe refuge
  – Flammable and toxic interior finishes or processes

Conducting Preincident Surveys

• Record information about conditions that may threaten firefighter safety
  – Flammable and combustible liquids
  – Toxic chemicals
  – Biological hazards
  – Explosives
  – Reactive metals
  – Radioactive materials
  – Manufacturing processes that are inherently dangerous
Conducting Preincident Surveys

• Record building conditions that may lead to hazardous situations
  – Structural components that may fail during a fire or during high wind conditions
  – Construction materials that can lose their strength when exposed to fire
  – Lightweight wood construction features
  – Unsupported partitions or walls
  – Roof construction that could fail quickly when exposed to fire or heavy loads
  – Stacked or high-piled storage

Conducting Preincident Surveys

• Record building conditions that may lead to hazardous situations (cont.)
  – Heavy objects on roofs or suspended from interior roof structures that can cause roof collapse
  – Heavy equipment that may fall through floors or cause floors to collapse
  – Transformers and high-voltage electrical equipment vaults
  – Large open areas
  – Building features that may confuse or trap firefighters during a fire

Conducting Preincident Surveys

• Fuel loads
  – The bulk of fuel available to burn
  – The building’s contents
Conducting Preincident Surveys

• Ventilation systems
  – Small window-mounted units
  – Huge commercial units

• Built-in ventilation devices
  – Automatic roof and wall vents
  – Atrium vents
  – Monitors
  – Skylights
  – Curtain boards

• Automatic roof and wall vents
Conducting Preincident Surveys

• A monitor

Conducting Preincident Surveys

• Curtain boards

Conducting Preincident Surveys

• Underfloor air distribution systems
  – Introduce thermostatically controlled air into spaces through openings in the floor
  – Allow for increase in ceiling height
• Return air passes through sidewall vents adjacent to the HVAC mechanical room
Conducting Preincident Surveys

• Pay attention to the location and condition of
  – Fixed fire-extinguishing systems
  – Standpipe systems
  – Fire detection and alarm systems
  – Smoke, heat, or alarm activated doors

• Water supplies
  – Locations of all water supplies
  – Locations of water-system interconnections
  – Required fire flow based on construction type and fuel load information or on calculations that owners/occupants provide
  – Water supply system pressure
  – Available fire flow
  – Reliability of water supplies
  – Water supply utilization methods

• Property conservation
  – Files and records
  – Electronic equipment
  – Machinery
  – Merchandise
  – Antiques
  – Irreplaceable items
Developing and Managing Preincident Plans

After an on-site visit, the officer is responsible for processing information to develop a preincident plan or forwarding it to those who are responsible for developing the plan.

Success depends on the ability to:
- Conduct adequate preincident surveys
- Process information
- Complete accurately written reports

Developing and Managing Preincident Plans

- Facility survey drawings
  - Plot plans
  - Floor plans
  - Elevations
Developing and Managing Preincident Plans

- Plot plans

Developing and Managing Preincident Plans

- Floor plans

Developing and Managing Preincident Plans

- Elevations

LESSON 11-1
Developing and Managing Preincident Plans

- Written reports
  - Must be prepared after all drawings and photographs have been compiled and labeled
  - Must include a cover
    - Address
    - Date
    - Type of building
    - Name of submitting officer

Developing and Managing Preincident Plans

- Preincident plans
  - Should contain essential information that will assist in development of the initial action plan in conjunction with a tactical worksheet

Developing and Managing Preincident Plans

- Managing preincident data
  - Gathering data
  - Entering data into a database
  - Keeping data current
Student Performance Objective

- After completing this lesson, the student shall be able to explain the process of performing preincident surveys and developing preincident plans.

Review

- Understanding Surveys and Inspections
- Understanding a Building’s Construction
- Preparing for Preincident Surveys
- Conducting Preincident Surveys
- Developing and Managing Preincident Plans
Student Performance Objective

• After completing this lesson, the student shall be able to explain the responsibilities of Company Officer I during emergency scene operations

Overview

• Firefighter Survivability
• Incident Scene Management
• Considerations Prior to Fire Attack
• Size-Up Application
Firefighter Survivability

- Occupant survivability
- Crew resource management
- Rules of engagement

- Occupant survivability profiling

- Crew resource management
  - Communications
  - Situational awareness
  - Decision making
  - Teamwork
  - Perceived barriers
Firefighter Survivability

• Rules of engagement
  – Incident Commander Rules of Engagement for Firefighter Safety
  – Rules of Engagement for Firefighter Survival

Firefighter Survivability

• Incident Commander Rules of Engagement for Firefighter Safety (continued)
  1. Rapidly conduct, or obtain, a 360 degree size-up of the incident.
  2. Determine the occupant survival profile.
  3. Conduct an initial risk assessment and implement a SAFE ACTION PLAN.
  4. If you do not have the resources to safely support and protect firefighters, seriously consider a defensive strategy.
  5. DO NOT risk firefighter lives for lives or property that cannot be saved. Seriously consider a defensive strategy.

Firefighter Survivability

• Incident Commander Rules of Engagement for Firefighter Safety (continued)
  6. Extend LIMITED risk to protect SAVABLE property.
  7. Extend vigilant and measured risk to protect and rescue SAVABLE lives.
  8. Act upon reported unsafe practices and conditions that can harm firefighters. Stop, evaluate, and decide.
  9. Maintain frequent two-way communications and keep interior crews informed of changing conditions.
 10. Obtain frequent progress reports and revise the action plan.
Firefighter Survivability

• Incident Commander Rules of Engagement for Firefighter Safety (continued)
  11. Ensure accurate accountability of all firefighter locations and status.
  12. If, after completing the primary search, little or no progress towards fire control has been achieved, seriously consider a defensive strategy.
  13. Always have a rapid intervention team in place at all working fires.
  14. Always have firefighter rehab services in place at all working fires.

Firefighter Survivability

• International Association of Fire Chiefs Rules of Engagement for Firefighter Survival
  1. Size up your tactical area of operation.
  2. Determine the occupant survival profile.
  3. DO NOT risk your life for lives or property that cannot be saved.
  4. Extend LIMITED risk to protect SAVABLE property.
  5. Extend vigilant and measured risk to protect and rescue SAVABLE lives.
  6. Go in together, stay together, come out together.

Firefighter Survivability

• International Association of Fire Chiefs Rules of Engagement for Firefighter Survival (continued)
  7. Maintain continuous awareness of your air supply, situation, location, and fire conditions.
  8. Constantly monitor fireground communications for critical radio reports.
  9. Report unsafe practices or conditions that can harm you. Stop, evaluate, and decide.
 10. Abandon your position and retreat before deteriorating conditions can harm you.
 11. Declare a Mayday as soon as you THINK you are in danger.
Incident Scene Management

• Gaining and maintaining control of an incident and incident scene

• The variety of problems
  – Wide and diverse emergency scenes
  – Multiple casualties
  – Unstable structures or vehicles
  – Leaking hazardous materials
  – Debris
  – Witnesses and bystanders milling about
  – Victims interspersed with bystanders
  – Safety issues

Incident Scene Management

• NIMS-ICS
  – Is the basis for safe and efficient incident scene management
  – Is initiated by first-arriving emergency service personnel
  – Is the basis for managing emergency response resources

Incident Scene Management

• Organizations operating under NIMS-ICS should use
  – Common terminology
  – Modular organization
  – Common communications
  – Unified command structure
  – An incident action plan
  – Manageable span of control
  – Predesignated incident facilities
  – Comprehensive resource management
  – Personnel accountability
Incident Scene Management

• Organizational levels
  – Command
  – Command staff
  – General staff
  – Section
  – Branch
  – Division
  – Group
  – Unit

Incident Scene Management

• Resources
  – Crew
  – Single resources
  – Task force
  – Strike team

Incident Scene Management

• Unified command structure

Unified Command System

LESSON 13-1
Incident Scene Management

• Initial action plan

Incident Scene Management

• Manageable span of control
  – Subordinates are within sight of the supervisor and able to communicate with each other.
  – Subordinates are performing the same or similar functions.
  – Subordinates are skilled in performing the assigned task.
Incident Scene Management

- Personnel accountability: the first-arriving officer should implement an accountability system quickly
  - Company officers are responsible for knowing
    - Where subordinates are at all times
    - What tasks have been assigned

Incident Scene Management

- Incident size-up considerations
  - Life safety
  - Incident stabilization
  - Property conservation

Incident Scene Management

- Incident size-up considerations—facts
  - Time
  - Location
  - Nature of emergency
  - Life hazard
  - Exposures
  - Weather
  - Number of potential trapped or injured victims
  - Units being dispatched
Incident Scene Management

• Incident size-up considerations—probabilities
  – In which direction is the fire likely to spread?
  – Are exposures likely to become involved?
  – Are explosions likely and is a secondary explosion likely? Is a secondary collapse likely?
  – Is an evacuation of people likely needed?
  – Are additional resources likely to be needed? If so, what types and how many?

Incident Scene Management

• Incident size-up considerations—what the first-arriving company officer can determine upon arrival
  – Number and types of resources responding to or already at the scene
  – Additional resources available immediately, with some delay, and with considerable delay
  – Capabilities and limitations of resources
  – The officer’s ability to deal with the situation based on training and experience
  – Abilities of unit members

Incident Scene Management

• Incident size-up considerations—decisions
  – Whether resources at the scene and those en route are adequate for the situation
  – How to deploy resources already at the scene in the most effective manner
  – What to do with the resources that arrive (immediate deployment or staging)
Incident Scene Management

- Incident size-up considerations—plan of operation
  - The extent of the plan of operations depends on the size of the incident
    - Small incidents do not require written plans
    - Large incidents require written plans

Incident Scene Management

- Scene control
  - Perimeter control
  - Crowd control
  - On-scene occupant services

Incident Scene Management

- Perimeter control
  - Hot zone
  - Warm zone
  - Cold zone
- Zone boundaries should be established by considering
  - The amount of area needed by emergency personnel
  - Degree of hazard posed by elements
  - Wind and weather conditions
  - General topography
Incident Scene Management

• Crowd control
  – Incident victims
  – Spectators
  – Friends/relatives of victims

• Company officers should also be aware of victims’ mental and emotional states and should
  – Provide medical evaluation and treatment
  – Contact appropriate relief agencies
  – Help those directly involved notify relatives
  – Explain why forcible entry, ventilation, or victim stabilization is conducted
  – Provide victims with accurate and timely information about the progress of the incident
  – Escort property owners through the damaged area when safe
  – Behave professionally (refrain from jokes, etc.)
Considerations Prior to Fire Attack

- Fire spread
- Fire behavior in compartments
- Rapid fire development
- Factors that affect fire development
- Recent fire behavior research that affects firefighting tactics

Considerations Prior to Fire Attack

- Fire Spread
  - Conduction
  - Convection
  - Radiation

Considerations Prior to Fire Attack

- Fire behavior in compartments
  - Thermal layering
  - Piloted-ignition
  - Autoignition
Considerations Prior to Fire Attack

• Rapid fire development is indicated by
  – Smoke rapidly exiting
  – Doors forced open into the structure as fresh air is rapidly drawn in
  – Smoke under pressure pulsing out of openings
  – Heavily smoke-stained or cracked window glass
  – Rapid lowering of the neutral plane

Considerations Prior to Fire Attack

• Rapid fire development is indicated by (cont.)
  – Rapid rising and lowering of the smoke layer
  – Rapid change in smoke color to black
  – Rapid change in temperature
  – Yellow or orange flames at the ceiling moving away from the main body of fire
  – Smoke being sucked back into the structure

Considerations Prior to Fire Attack

• Events that result in rapid fire development
  – Flashover
  – Backdraft
  – Smoke explosion
Considerations Prior to Fire Attack

- **Flashover**
  - Occurs when all exposed combustible surfaces and objects within a compartment have been heated to their ignition temperature and ignite almost simultaneously.

Considerations Prior to Fire Attack

- **Backdraft**
  - Is an instantaneous explosion or rapid burning of superheated gases that occurs when oxygen is introduced into an oxygen-depleted confined space. The stalled combustion resumes with explosive force.

Considerations Prior to Fire Attack

- **Smoke explosion**
  - Occurs when unburned fuel gases come in contact with an ignition source, and may occur before or after the decay stage.
Considerations Prior to Fire Attack

- Factors that affect fire development
  - Fuel type
  - Availability and location of additional fuel in relation to the fire location
  - Compartment volume and ceiling height
  - Ventilation and changes in ventilation
  - Thermal properties of the compartment
  - Ambient conditions
  - Fuel load

Considerations Prior to Fire Attack

- Recent fire behavior research that affects firefighting tactics
  - Studies on
    - The structural stability of engineered lumber involved in fire
    - Engineered floor systems and basement fires
    - Legacy and contemporary residential construction

Considerations Prior to Fire Attack

- The structural stability of engineered lumber involved in fire
Considerations Prior to Fire Attack

• Engineered floor systems and basement fires

Considerations Prior to Fire Attack

• Legacy and contemporary residential construction
  – This study compared older residential construction to newer residential construction
  – Characteristics of contemporary construction are
    • Larger homes and rooms
    • More open floor plans
    • Increased synthetic fuel load

ConsiderationsPrior to Fire Attack

• Fire growth theories
  – Are based on models developed and tested in controlled environments in testing labs
  – Should be used as a baseline to evaluate and predict fire behavior
Size-Up Application

• Pre-incident
• Before an alarm
• While responding
• On arrival during the incident

Size-Up Application

• Pre-incident
  – Information gathered in the preincident planning process
    ▪ Types of vegetation
    ▪ How vegetation supports the ignition and growth of fire
    ▪ Weather patterns
    ▪ Topography
    ▪ Building codes
    ▪ Types of building materials
    ▪ Interior arrangements of the building
    ▪ How the fire will behave in the structure

Size-Up Application

• Before an alarm
  – Conduct a general size-up of the day’s situation
    ▪ Road maintenance, construction and detours
    ▪ Weather
Size-Up Application

- While responding
  - The size-up continues during the response to an incident
    - Review the building’s preplan
    - Observe weather conditions
    - Observe the smoke
    - Assume that every structure is occupied until otherwise determined
    - Be aware of the resources responding or that may be needed

Size-Up Application

- On arrival and during the incident
  - The size-up process will intensify when units arrive at the emergency scene
    - Provide first impression of hazards
    - Report the initial actions that the officer and unit take
    - Identify the types and locations of any barriers that could impede access to the scene

Student Performance Objective

- After completing this lesson, the student shall be able to explain the responsibilities of Company Officer I during emergency scene operations
Review

- Firefighter Survivability
- Incident Scene Management
- Considerations Prior to Fire Attack
- Size-Up Application
Student Performance Objective

• After completing this lesson, the student shall be able to explain the responsibilities of Company Officer I during emergency scene operations.

Overview

• Incident Scene Operations
• Learning Activities
Incident Scene Operations

- A company officer must employ the following to accomplish incident priorities
  - Proven leadership styles
  - Proper resource management
  - Supervisory skills
  - Knowledge of fire behavior, EMS protocols, rescue operations and operational tactics

Incident Scene Operations

- IFSTA principles of Risk Management
  - Activities that present significant risk to safety of members shall be limited to situations with potential to save endangered lives.
  - Activities routinely employed to protect property shall be recognized as inherent risk to safety of members, and steps shall be taken to avoid risks.
  - No risk to safety of members shall be acceptable when there is no possibility to save lives or property.

Incident Scene Operations

- Incident priorities approach
  - Life safety
  - Incident mitigation
  - Property conservation
Incident Scene Operations

• Life safety considerations
  – If lives are in danger, what is their survivability profile?
  – How many personnel are in need of being sheltered in place, evacuated, or rescued?
  – What resources will be needed to accomplish these actions?

Incident Scene Operations

• Incident mitigation considerations
  – What type of incident must be mitigated?
  – What hazards will responders face?
  – What resources are needed and what are available to mitigate the incident?
  – What strategies and tactics are available based on the information gathered during size-up?

Incident Scene Operations

• Property conservation considerations
  – What property is endangered?
  – What property can be saved?
  – What secondary property can be affected?
Incident Scene Operations

• Layman’s RECEO-VS Model (discussed thoroughly in future sessions)
  – Rescue
  – Exposures
  – Confinement
  – Extinguishment
  – Overhaul
  – Ventilation
  – Salvage

Incident Scene Operations

• Rescue
  – The life-safety aspect of emergency incident priorities
  – Evacuation
  – Shelter in place

Incident Scene Operations

• Exposures
  – The need to limit the fire or other emergency to the property or area of origin where the emergency began
Incident Scene Operations

• Confinement
  – The need to prevent extension of incident effects to uninvolved areas
    • Confine fire to the area of origin
    Or if that fails
    • Confine fire to compartment or floor of origin

Incident Scene Operations

• Extinguishment
  – Refers to mitigating a fire
  – Can be used as a general term of mitigation for
    • Rescue
    • Hazmat
    • Vehicle extrication

Incident Scene Operations

• Overhaul
  – To make an incident scene secure from rekindle or other hazards associated with the incident
    • All hidden fires are found and extinguished
    • All smoldering contents and debris are removed
    • Utilities are turned off
Incident Scene Operations

• Ventilation
  – Consists of those operations needed to replace a contaminated or heated atmosphere with uncontaminated air
  – Helps firefighters
    • Reduce the possibility of a backdraft or flashover
    • Improve rescue operations
    • Improve visibility for responders
    • Reduce property damage

Incident Scene Operations

• Salvage
  – Methods and operating procedures used to save property and reduce further damage from water, smoke, heat, and exposure during or immediately after a fire

Incident Scene Operations

• The Operational Planning “P” Model
  1. Understand the situation
  2. Establish incident objectives and strategies
  3. Develop the plan of action
  4. Prepare and disseminate the plan
  5. Evaluate and revise the plan
Incident Scene Operations

- Operational Implementation
  - Strategic goals
    - Life safety
    - Incident stabilization
    - Property conservation
  - Tactical objectives (examples)
    - Initiate search and rescue
    - Provide a water curtain to protect exposures
    - Contain a hazardous materials spill
    - Use salvage covers to route water from the building’s second floor

- Command options
  - Investigation option
  - Fast-attack option
  - Command-post option
  - Operational modes
    - Offensive mode
    - Defensive mode
Incident Scene Operations

• Additional resource allocation
  – The IC should anticipate the need for calling additional resources if the incident has the potential to be a long-term operation.

Incident Scene Operations

• Apparatus placement and positioning
  – The goal is to get vehicles that need to be closest to the operation into position
  – Incidents that require priority positioning are
    • Structural fire scenes
    • Wildland fire scenes
    • Hazardous materials incidents
    • High-rise incidents
    • Technical rescue incidents
    • Aircraft incidents
    • Medical incidents

Incident Scene Operations

• Incident Termination
  – Conducting medical evaluations of incident personnel
  – Retrieving equipment used in the operation
  – Releasing appropriate units and returning them to service
  – Determining the cause of the incident
  – Releasing the scene to those responsible for the property
Learning Activities

• Learning Activity 14-1-1
• Learning Activity 14-1-2
  – Can be completed in class, given enough time, or can be completed on the students’ own time.
  – The Learning Activity can be found in the Student Manual as well as in the Online classroom.

Student Performance Objective

• After completing this lesson, the student shall be able to explain the responsibilities of Company Officer I during emergency scene operations.

Review

• Incident Scene Operations
• Learning Activities
Student Performance Objective

• After completing this lesson, the student shall be able to explain the responsibilities of Company Officer I during emergency scene operations.

Overview

• Postincident Activities
• Learning Activity
Postincident Activities

• The officer may participate in
  – Determining the cause of the incident
  – Preparing postincident analysis

Postincident Activities

• Securing an incident scene and preserving evidence
  – Scene security
  – Evidence preservation

Postincident Activities

• Scene security
  – Establish a secure perimeter
  – Secure scene and preserve evidence until appropriate investigators arrive
Postincident Activities

- Evidence preservation
  - Identify and preserve any physical evidence
  - Avoid contamination of physical evidence
  - Maintain the chain of custody

Postincident Activities

- Postincident analysis and critique
  - Analysis
  - Critique
  - Recommended changes
Postincident Activities

• Analysis
  – Strategies and tactics
  – Collecting information
  – Safety issues
  – Collecting information on safety-related issues

Postincident Activities

• Information from the incident may be gathered from
  – Interview of witnesses
  – Participants
  – News media
  – Strategies and tactics contained in the IAP
  – Communication logs and tapes
  – Preincident site plans and inspections
  – Structural reports
  – Owner/occupant statements

Postincident Activities

• The primary concern of the safety data collection is to identify
  – Violations of SOP/SOGs
  – Future training topics
  – Poorly defined operational procedures
  – Unforeseen situations
  – Training deficiencies
Postincident Activities

• Critique
  – Is based on the PIA
  – Acknowledges weaknesses and applauds strengths
  – Highlights safety issues as well as strategic and tactical concerns

Postincident Activities

• Recommended changes based on analysis and critique
  – To written policy and procedures
  – To skills training

Learning Activity

• Learning Activity 18-1-1
  – Learning Activity 18-1-1 can be completed in class, given enough time, or can be completed on the students’ own time.
  – The Learning Activity can be found in the Student Manual as well as in the Online classroom.
Student Performance Objective

- After completing this lesson, the student shall be able to explain the responsibilities of Company Officer I during emergency scene operations.

Review

- Postincident Activities
- Learning Activity