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 goals of the Fire Officer IV course.

Overview

- Program Orientation
- Activity 1-2-1
- Activity 1-2-2
- Activity 1-2-3
Program Orientation

• Instructor Introduction
• Fire Officer IV curriculum course goals
  – NFPA 1021, 2014
• Innovative Presentations

Activity 1-2-1

• Student Introductions and Expectations

Activity 1-2-2

• Team Orientation
Activity 1-2-3

- Community Event for a Fire Department

Student Performance Objective

- After completing this lesson, the student shall be able to describe the goals of the Fire Officer IV course.

Review

- Program Orientation
- Activity 1-2-1
- Activity 1-2-2
- Activity 1-2-3
Student Performance Objective

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

Overview

• Activity 2-1-1
• Making the Transition
• Characteristics of a Successful Chief Officer
• Activity 2-1-2
• Professional Standards of Conduct
• Education and Training
• Experience vs. Experiences
Activity 2-1-1

• Leadership Traits

Making the Transition

• Promotion factors depend on the type of organization
  – Career/combo departments
    • Policies
    • Service time
    • Time in rank
    • Education/training achievements
    • Time in certain divisions

Making the Transition

• Promotion factors depend on the type of organization
  – Volunteer departments
    • Competitive examinations
    • Authorized positions
    • Relationships to superiors, subordinates and peers
    • Succession from one level to the next
Characteristics of a Successful Chief Officer

- Ethics
  - A philosophical principle to determine correct and proper behavior
- Ethical conduct
  - What is right and proper conduct for an individual in all relationships and activities

Characteristics of a Successful Chief Officer

- The origin of personal ethics
  - Family
  - Organized religion
  - Educational institutes
  - Society
  - Peers
Characteristics of a Successful Chief Officer

- Learned ethical traits
  - Honesty
  - Integrity
  - Impartiality
  - Fairness
  - Loyalty
  - Dedication
  - Responsibility
  - Accountability
  - Perseverance
  - Frugality
  - Faithfulness
  - Heroism
  - Patriotism

Characteristics of a Successful Chief Officer

- Causes of unethical conduct
  - Trying to fulfill one’s basic needs
  - Trying to create or avoid social relationships
  - Trying to increase self-esteem
  - Self-gratification

Characteristics of a Successful Chief Officer

- Causes of unethical conduct
  - Trying to ensure an organization is awarded a contract
  - Trying to stay within the constraints of a budget
  - An exploitive mentality (using others)
Characteristics of a Successful Chief Officer

- Personal justifications
  - Pretending that the action is legal or ethical
  - Believing that the action is really in the best interest of those involved
  - Expecting that the action is okay because no one will ever find out about it

Characteristics of a Successful Chief Officer

- Personal justifications
  - 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

Characteristics of a Successful Chief Officer

- Steps to use in dealing with ethical dilemmas
  - Recognize and define the situation
  - Obtain all the facts surrounding the situation
  - Identify all possible options necessary to respond to the situation
Characteristics of a Successful Chief Officer

• Steps to use in dealing with ethical dilemmas
  – Compare each option to establish criteria
  – Select the best option that meets the criteria
  – Double check the decision
  – Take action and implement the decision

Characteristics of a Successful Chief Officer

• Leadership
  – Leading is the act of controlling, directing, conducting, guiding and administering through the use of personal behavior traits or personality traits or characteristics that motivate members to the successful completion of the organization’s goals.

Characteristics of a Successful Chief Officer

• Top skills that employers look for in personnel
  – Leadership skills
  – Communication skills
  – Technical skills
  – Teamwork skills
  – Interpersonal skills
Characteristics of a Successful Chief Officer

• Leadership versus management
  – Managers
    • Assign goals and tasks
  – Leaders
    • Are more concerned with attitude, direction, and vision of the organization

Characteristics of a Successful Chief Officer

• Leadership Theory
  – The principled leader focuses on the basic values or principles to lead an organization
    • Integrity
    • Excellence
    • Respect
    • Harmony
    • Loyalty
    • Faith
    • Honesty
    • Courage
    • Trust
    • Responsibility

Characteristics of a Successful Chief Officer

• Applying the Leadership Theory
  – Create a list of accepted leadership traits
  – Complete a personal inventory of leadership traits
  – Complete a personality analysis to complete an inventory of leadership traits
  – Conduct an anonymous survey
  – Develop strategies to improve weaker skills
Characteristics of a Successful Chief Officer

• A good leader
  – Sees opportunities
  – Identifies challenges
  – Communicates
  – Plans for success
  – Builds trust
  – Is loyal
  – Is dedicated

Characteristics of a Successful Chief Officer

• A good leader
  – Is a good listener
  – Has a sense of humor
  – Is a mentor
  – Is decisive
  – Is humble
  – Is a team player

Characteristics of a Successful Chief Officer

• Challenges and solutions
  – Chief officers will always be challenged with situations that test their abilities
Characteristics of a Successful Chief Officer

- Proactive leadership
  - One of the best solutions is being proactive instead of reactive

Characteristics of a Successful Chief Officer

- Proactive leadership—problem solving
  - Define the problem
  - Develop a set of solutions
  - Evaluate the solution based on resources
  - Select the best solution

Characteristics of a Successful Chief Officer

- Proactive leadership—problem solving (cont.)
  - Provide necessary training
  - Implement the best solution
  - Compare the actual results with the desired outcome
  - Make required revisions and revisit the steps as necessary
Characteristics of a Successful Chief Officer

- Proactive leadership—other challenges that chief officers might face:
  - Relating to the world of politics
  - Preparing for the worst possible situations
  - Receiving criticism
  - Standing by decisions

Activity 2-1-2

- Values

Professional Standards of Conduct

- Professional standards of conduct
  - Professional standards of conduct are defined by state/provincial laws and organizational codes.
  - Failure to follow standards of conduct can result in loss of certification, expulsion from the organization, or judicial action.
  - Standards of conduct can be found in the organization’s Code of Ethics, rules and regulations, or SOPs.
Education and Training

• Proper training is critical to safe, efficient, and effective fire and emergency services operations.
• State/provincial, local and organizational requirements determine the knowledge, skills, and abilities you must have to be a firefighter or emergency responder.

Knowledge topics
– Minimum staffing requirements
– Firefighter health and safety requirements
– Local policies and procedures
– Regulations and standards
– Applicable federal, state/provincial, and local laws
– Purchasing laws, policies, and procedures
– Local budget policies

Required skills mentioned in the standard
– Research methods
– Evaluation methods
– Analysis
– Oral communications
– Written communications
– Interpersonal communications
Experience versus Experiences

- Experience
  - Positions officers have held
  - NFPA requisite knowledge and skills
  - Time served

Experience versus Experiences

- Experiences
  - The things officers have done and situations to which they have been exposed
  - The situations officers face daily

Student Performance Objective

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

- Activity 2-1-1
- Making the Transition
- Characteristics of a Successful Chief Officer
- Activity 2-1-2
- Professional Standards of Conduct
- Education and Training
- Experience vs. Experiences
Student Performance Objective

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

Overview

• Best Practices Application
• Executive Level Communications
• Activity 3-1-1
• Activity 3-1-2
Best Practices Application

- Current management theory
  - Quantitative management
  - Organizational behavior
  - Systems theory
  - Contingency theory
  - Total quality management
  - Organizational culture

Best Practices Application

- Fire service leadership best practices
  - Forecasting and trending
  - Environmental scanning
  - Technology awareness
  - Innovation
  - Research, analysis, and evaluation

Best Practices Application

- Successful change management
  - Change can have either a devastating effect or a motivating effect on the organization
  - There are four stages in processing change
    - Denial
    - Resistance
    - Exploration
    - Commitment
Best Practices Application

• Change types
  – Strategic
  – Structure
  – Technology
  – People

Best Practices Application

• Resistance to change can be caused by
  – Fear of the unknown
  – Loss of control or power
  – Fear of loss (of layoffs, schedule changes, transfers)
  – Self-interest
  – Learning anxiety
  – Lack of trust

Best Practices Application

• Resistance to change can be overcome by using seven basic steps
  1. Create a climate for change
  2. Plan for change
  3. Communicate the advantages and effects of change
  4. Meet the needs of both the organization and employees
Best Practices Application

- Resistance to change can be overcome by using seven basic steps (cont.)
  5. Involve employees in the change process
  6. Provide support for employees during the change
  7. Seek the input and support of "opinion leaders" in the organization

Best Practices Application

- Implementing change
  - Recognize the need for change
  - Identify resistance and overcome it
  - Plan the change interventions
  - Implement the change
  - Control the change

Best Practices Application

- Follow-up program plan
  - A formal part of the process that continues to monitor the effects of the change
Executive Level Communication

• Keys to good communication
  – Practice good listening skills
  – Understand that nonverbal communication clues are more important than the actual verbal message
  – Know your audience
  – Be truthful in your remarks or comments

• Controversy avoidance—be careful in what you say or write
  – Information on the internet lasts forever.
  – Records must be provided to the public upon request.
Executive Level Communication

• Controversy avoidance—be careful in what you say or write
  – Conversations may be recorded.
  • Officers must remember not to mix their personal and public lives.
  – Nothing is off the record.

Activity 3-1-1

• Leadership Questionnaire

Activity 3-1-2

• Managing Change
**Student Performance Objective**

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

**Review**

- Best Practices Application
- Executive Level Communications
- Activity 3-1-1
- Activity 3-1-2
Student Performance Objective

- After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to human resources management.

Overview

- Human Resources Demographics Appraisal
- Labor Relations
- Training and Education Goals
- Member Assistance Services
Human Resources Demographics Appraisal

- Demographics
  - Statistics are gathered on
    - Age
    - Gender
    - Ethnicity
    - Religion
    - Race

Human Resources Demographics Appraisal

- External community demographics can come from
  - The U.S. Census Bureau
  - The U.S. Department of Labor
  - The U.S. Department of Health and Human Services
  - State, regional and local government agencies

Human Resources Demographics Appraisal

- Internal organizational demographics
  - The advantages of having a diversity policy:
    - Ability to recruit the best available personnel
    - Improved image of the organization
    - Increased personnel morale
    - Increased creativity and innovation in the organization
Human Resources Demographics Appraisal

• The advantages of having a diversity policy (cont.):
  – Improved problem solving
  – More organizational flexibility
  – Increased opportunity
  – Improved overall capability

Human Resources Demographics Appraisal

• Diversity barriers
  – Overcoming barriers requires commitment from all members of the organization.
  – Changing organizational culture will lead to progressive management.
  – Creating a diverse organization will also create some challenges.

Human Resources Demographics Appraisal

• Affirmative Action programs
  – Stem from EEO laws, rules, and regulations
  – Are based on a statistical comparison of various demographic groups within the community
    • Women
    • African Americans
    • Native Americans
    • Hispanics
    • Asian Americans
    • White males
    • People with disabilities
Human Resources Demographics Appraisal

- The workplace diversity initiative
  - Is a long-term strategy to manage the differences and similarities of employees in order to promote productivity, quality, and fairness in the workplace
  - Is a voluntary, proactive program
  - Seeks to address issues related to human resources, internal communications, interpersonal relationships, quality, productivity and efficiency

Human Resources Demographics Appraisal

- The workplace diversity initiative
  - Seeks to identify and change the organization's culture
  - Creates a work environment that appreciates and respects the diversity of the members of the organization

Human Resources Demographics Appraisal

- The workplace diversity initiative consists of five steps
  1. Organize for change
  2. Identify the current organizational culture
  3. Provide diversity awareness training to all organizational personnel
  4. Manage diversity
  5. Evaluate program progress and success
Labor Relations

• The negotiation process
  – Creates a contract between the organization’s management and the employees who the labor organization represents with concern to
    • Employee wages
    • Salary
    • Benefits
    • Working conditions
    • Seniority
    • Lay-offs
    • No-strike clause

Labor Relations

• Exclusive Rights
  – Standards of service provided
  – Means, methods, and resources to conduct departmental operations
  – Exercising control and discretion over the organization regarding size and operations
  – Discretion/control over the hiring, training, promotion, disciplining and firing of employees

Labor Relations

• Open communication is an important aspect of labor relations
Labor Relations

• Some barriers to communication may include
  – Attitude
  – Experiences
  – Values
  – Beliefs
  – Biases
  – Assumptions
  – Defensiveness
  – Being preoccupied
  – Emotional blocks
  – Stereotypes
  – Expectations

Labor Relations

• To solve communication problems
  – Ensure quality communications
  – Understand the audience
  – Hold two-way dialogues

Labor Relations

• Bargaining session schedules
  – Should be scheduled when all negotiators can be present
  – Should be followed rigorously once agreed upon
Labor Relations

• Contract content
  – Routine clauses
  – Clauses affecting labor organization security
  – Clauses describing the rights and prerogatives of management
  – Sections that describe how the organization will handle employee grievances
  – Sections that list the conditions of employment

Labor Relations

• Representation
  – The management team should be composed of
    • A high-ranking personnel officer
    • A financial expert or budget analyst
    • An attorney

Labor Relations

• Representation
  – The labor organization team should
    • Be selected or elected by the organization
    • Include members with experience in bargaining
    • Include the organization’s legal counsel
Labor Relations

• Preparation for bargaining sessions should include research on
  – Wages
  – Costs
  – Current contracts
  – Employee grievances
  – Previous bargaining sessions
  – Labor organization teams

Labor Relations

• Proposal presentation
  – Management should enter the bargaining session with
    ▪ Proposals to present to labor negotiators
    ▪ A list of new and continuing demands that management wants to discuss

Labor Relations

• Contract issues—contract negotiations
  – Wages and benefits
  – Working conditions
  – Job security and career advancement
Labor Relations

• Impasse solutions
  – Mediation
  – Arbitration
  – Fact-finding
  – Strike

Labor Relations

• Employee involvement in participation is important because it
  – Creates an atmosphere of mutual trust and respect
  – Forces both sides to work in partnership for the benefit of the public

Labor Relations

• Incentive programs
  – Direct monetary incentives
  – Indirect monetary incentives
  – Service recognition/award ceremonies
  – Vehicles
  – Social events
Training and Education Goals

• Determining needs
  – Needs are based on
    ▪ Statutes
    ▪ Regulations
    ▪ Codes
    ▪ Standards
    ▪ AHJ
    ▪ Observations made during emergency operations

Training and Education Goals

• Assessing resources for training and education
  – Funds
  – Personnel
  – Equipment/facilities

Member Assistance Service

• Behavioral health programs
  – Must be a part of safety and health programs of the organization
  – Must contain a stress crisis intervention assistance program
Member Assistance Service

- Behavioral health programs are intended to relieve stress experienced immediately after incidents such as
  - Mass casualties
  - Large life-loss incidents
  - Fatalities involving children
  - Fatalities involving members of the organization
  - Suicide

Member Assistance Service

- Behavioral health programs are intended to relieve stress experienced immediately after incidents such as
  - Those involving close friends or relatives
  - Those of violence directed toward firefighters/emergency responders
  - The death of a civilian as a result of emergency operations
  - Those generating excessive media attention

Member Assistance Service

- Member assistance programs
  - Provide organizational members and their families with tools to cope with the stress of working in high-risk professions. Topics may include
    - Finances
    - Marriage/relationships
    - Dependency
    - Domestic violence
    - Child abuse
    - Anger management
    - Tobacco-use cessation
Member Assistance Service

• Program appraisals are completed by conducting
  – Confidential questionnaires
  – Confidential surveys
  – Records reviews

Student Performance Objective

• After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to human resources management.

Review

• Human Resources Demographics Appraisal
• Labor Relations
• Training and Education Goals
• Member Assistance Services
Student Performance Objective

- After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to community and government relations.

Overview

- Participation in the Political Arena
- The Political Decision-Making Process
Participation in the Political Arena

- Chief Officers
  - Should be active participants in local politics
  - Should understand the political decision-making process
  - Should be able to monitor legislation that affects the fire and emergency services organization
  - Should be familiar with various accreditation programs

Participation in the Political Arena

- Chief Officers
  - Must maintain public awareness of vital public safety issues and ensure that government officials remain aware
  - Must be skilled at working with leaders and representatives of government agencies from all levels
  - Must be able to develop intergovernmental agreements

Participation in the Political Arena

- Public awareness and acceptance
  - The PIO can provide information through
    - Weekly news releases
    - Press briefings
    - Public-access television channels
Participation in the Political Arena

• Topics of weekly updates include
  – Labor/management initiatives and agreements
  – Pending legislation
  – Firefighter/emergency responder health and safety issues

Participation in the Political Arena

• Topics of weekly updates include
  – Requests for public involvement
  – Responses to changes in local hazards and risks
  – The need for changes in fire and life safety ordinances
  – Seasonal and event-related safety messages

Participation in the Political Arena

• Government acceptance can be achieved through good communication and positive relationship building
  – Keep officials informed by providing
    • Written information packets
    • Oral reports
Participation in the Political Arena

- Information provided to government officials and the public on fire and emergency services related issues must be
  - Accurate
  - Timely
  - Valid
  - Thoroughly documented

Participation in the Political Arena

- Interagency relations
  - Are important for managing incidents that go beyond what fire and emergency services organizations can handle
  - Should be based on mutual respect, common goals, open communication, and a team approach
Participation in the Political Arena

- NIMS helps to make interagency teams successful
  - Establishes a commonly agreed-upon set of goals
  - Reduces jurisdictional conflicts or turf wars
  - Creates a forum to critique the team’s performance in incident management
  - Creates a controlled environment for the discussion of operational issues

Participation in the Political Arena

- NIMS helps to make interagency teams successful
  - Encourages sharing of resources
  - Builds personal and professional relationships between participants
  - Increases understanding and respect between agencies

Participation in the Political Arena

- Agencies and jurisdictions that are likely to respond together should form incident management teams
  - Teams should meet on a regular basis
  - Teams should have interagency agreements
  - Teams should train together to ensure preparedness
Participation in the Political Arena

- Interagency teams and relations apply to all levels of government and apply to relations within
  - Jurisdictions
  - Fire and emergency services organizations
  - State/provincial and local law-enforcement agencies
  - Federal law enforcement agencies
  - Federal agencies

Participation in the Political Arena

- Intergovernmental agreements should include information on
  - Agency authority and responsibility
  - Funding and reimbursement procedures
  - Response procedures
  - Communication systems, protocol, and procedures

Participation in the Political Arena

- Intergovernmental agreements should include information on
  - Preincident planning and training
  - Post-incident evaluations
  - Notification procedures
The Political Decision-Making Process

• Political processes
  – Involve a mutually reliant relationship between
    • Citizens
    • Elected and appointed officials
    • Government bureaucracy

The Political Decision-Making Process

• Chief Officers generally deal with elected and appointed local officials including
  – Mayors
  – Council members
  – Commissioners of municipalities
  – County commissioners
  – Board of selectmen
  – Board of supervisors
  – City managers
  – Public safety commissioners
  – Board of trustees

The Political Decision-Making Process

• Chief Officers who work for state/provincial governments generally interact with elected and appointed local officials including
  – The legislature
  – The executive branch
  – Public safety or forestry departments
The Political Decision-Making Process

- Chief Officers who work for the national government have a direct relationship with
  - The department
  - The bureau
  - The military branch to which the fire and emergency services organization reports.

The Political Decision-Making Process

- Responsibilities of government officials
  - Listening to the concerns of the citizens
  - Planning for the future
  - Generating a vision for the community
  - Developing goals and objectives to meet the vision

The Political Decision-Making Process

- Responsibilities of government officials
  - Managing the services the government is mandated to provide
  - Maintaining a viable funding base for services
  - Providing quality leadership for the governing body
The Political Decision-Making Process

• The concept of governing includes
  – Listening to the public
  – Informing the public
  – Developing a focused vision for the future of the community

• The concept of governing includes
  – Making decisions regarding policy, resources, and services
  – Generating an ethical image of community government
  – Representing local government in dealings with higher levels of government

• The concept of governing includes
  – Monitoring the performance of the department within local government
  – Seeking feedback from citizens and adjusting resources and services accordingly
  – Gaining support from community partners through partnerships with business, civic, political, and educational leaders
The Political Decision-Making Process

• The public has influence
  – Voters may desire change
  – Voters may desire to prevent change
  – Voters may believe strongly in a candidate or issue
  – Voters may view voting as a duty of responsible citizens

The Political Decision-Making Process

• Political relationships
  – Must be based on mutual respect and trust, which creates a stronger bond than political partiality

The Political Decision-Making Process

• Political neutrality
  – Chief officers and the members of their organizations should consider
    • Refraining from all political activities, which undermine public confidence in professional administrators
    • Refraining from participation in the election of the members of the employing legislative body
The Political Decision-Making Process

- Fire and emergency services personnel should use the following guidelines to adhere to political neutrality
  - Treat all candidates and elected officials impartially and equally
  - Refrain from publicly criticizing any elected official or decision
  - Refrain from publicly supporting any candidate for elected office

The Political Decision-Making Process

- Fire and emergency services personnel should use the following guidelines to adhere to political neutrality
  - Refrain from donating to any political party or candidate
  - Refrain from signing or circulating petitions
  - Refrain from participation in political fundraising activities

The Political Decision-Making Process

- Fire and emergency services personnel should use the following guidelines to adhere to political neutrality
  - Refrain from running for elected office while an employee
  - Exercise the right to vote in all elections
The Political Decision-Making Process

• Guidelines for dealing with government officials
  – Define the department’s mission, core values, and ethical standards and gain approval of them from the governing body
  – Develop a strategic plan for the department with measurable goals, benchmarks, action plans, and reporting requirements
  – Train the administrative staff in the writing of policy reports based on department, citizen, and governing-body input

The Political Decision-Making Process

• Guidelines for dealing with government officials
  – Develop an annual legislative agenda that sets forth fire and emergency services issues and concerns
  – Provide the governing body with periodic progress reports
  – Celebrate success with department members, elected officials, and citizens

The Political Decision-Making Process

• Political resources
  – Developing strong political relationships and resources means consistent, timely and accurate
    • Communication
    • Public relations
    • Educational information
Student Performance Objective

• After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to community and government relations.

Review

• Participation in the Political Arena
• The Political Decision-Making Process
Student Performance Objective

- After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to community and government relations.

Overview

- Legislation Monitoring
- Community Involvement
Legislation Monitoring

• Legislation that affects fire and emergency services organizations can be initiated by a multitude of sources
  – Fire and emergency services organizations
  – Labor organizations
  – Politicians
  – Lobbyists
  – Concerned citizens

• Legislation that affects fire and emergency services organizations can be initiated by a multitude of sources
  – The insurance industry
  – Equipment manufacturers
  – Fire and emergency services organization advocacy groups
  – Other governmental agencies and interest groups

• Local legislation that affects fire and emergency services can involve
  – Adoption of or changes to building, fire, and zoning codes
  – Adoption of collective bargaining agreements
  – Policies related to the purchase of capital items
  – Changes in the tax rates or revenue sources
  – Interjurisdictional agreements
Legislation Monitoring

- State/provincial laws may concern items such as
  - Pensions
  - Revenue rates and sources
  - Labor or safety requirements
  - Building, fire, and zoning codes in unincorporated areas

Legislation Monitoring

- State/provincial laws may concern items such as
  - State/provincial fire training requirements and resources
  - Highway weight limitations
  - Fire protection district creation

Legislation Monitoring

- Federal legislation concerns items such as
  - Homeland security
  - Revenue sources
  - Grants
  - Educational requirements
Legislation Monitoring

• Federal legislation concerns items such as
  – Transportation and safety related laws
  – Standardization of operational processes
  – Hiring processes
  – Other issues that apply generally throughout the nation

Community Involvement

• Community leadership is a critical responsibility of chief officers
• Chief officers can contribute and participate by
  – Serving on community boards and commissions
  – Chairing and participating in community-wide charity and fund-raising events

Community Involvement

• Chief officers can contribute and participate by
  – Participating in community and regional planning efforts
  – Joining Rotary International, Kiwanis, or similar clubs
  – Ensuring that the department is present at significant community events
Community Involvement

- Decision-making and goal-setting functions
  - Issues that benefit from citizen involvement include
    - Recruiting personnel
    - Locating facilities
    - Financing or fundraising
    - Developing policies
    - Developing multiyear plans

Community Involvement

- Decision-making and goal-setting functions
  - Issues that benefit from citizen involvement include
    - Resolving personnel issues
    - Determining service requirements
    - Developing community emergency action plans
    - Developing homeland security plans
    - Developing and adopting building and fire prevention codes

Community Involvement

- Decision-making and goal-setting functions
  - Issues that benefit from citizen involvement include
    - Combining services
    - Creating mutual aid agreements
    - Creating disaster drills and plans
    - Serving on administrative boards or commissions
Community Involvement

• Partnerships
  – Formal or informal agreements between the fire and emergency services department and other public or nonprofit agencies and private companies to provide mutual services for a common good

Community Involvement

• Examples of partnerships
  – Toys for Tots events
  – Muscular Dystrophy Association fundraisers
  – Immunization programs
  – CPR training

Community Involvement

• Examples of partnerships
  – Project Safe Place shelters
  – Challenge the FORCE programs
  – Jointly-sponsored programs with local businesses
Community Involvement

• Programs
  – Formal or informal activities that aim to show concern for the welfare of the community

Community Involvement

• Examples of programs include
  – Youth programs
  – Child car seat safety programs
  – Residential key box rapid entry service
  – Bicycle safety training
  – Teen driver safety programs

Community Involvement

• Examples of programs include
  – Physical fitness programs
  – Home safety inspections
  – Hazardous materials awareness and recycling programs
  – Alternative response vehicles
Student Performance Objective

• After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to community and government relations.

Review

• Legislation Monitoring
• Community Involvement
Student Performance Objective

- After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to strategic and operational planning, organizational training, and community risk assessment.

Overview

- Strategic Planning
- Operational Planning
- Training Requirements
- Community Risk Assessment and Reduction
Strategic Planning

• The steps of strategic planning include
  – Planning Process
  – Development
  – Implementation
  – Monitoring
  – Evaluation
  – Annual reports
  – Revisions

Strategic Planning

• The planning process—strategic planning involves
  – Defining the organization’s mission
  – Establishing objectives
  – Establishing action plans

Strategic Planning

• Strategic planning
  – Requires the total resources available to the organization
  – Has a significant long-term effect on the organization
  – Focuses on the interaction between the organization and the external environment
Strategic Planning

• The strategic plan is developed using a project management approach
  – Define the organization’s mission and vision
  – Define the department’s organizational values
  – Establish goals and objectives
  – Identify strategic alternatives
  – Formulate a strategy

Strategic Planning

• Implementation
  – Includes the development of the operational plans

Strategic Planning

• Monitoring
  – Involves establishing measurements against which to judge the plan’s effectiveness
Strategic Planning

• Evaluation
  – Should be conducted to determine the program effectiveness by comparing actual results with standard criteria

Strategic Planning

• Three performance evaluation processes
  – Goals-based evaluations
  – Performance-based evaluations
  – Outcome-based evaluations

Strategic Planning

• Annual reports
  – Are a method for reporting the status of the strategic plan
  – Include
    • A mission statement
    • The strategic plan
    • Long and short-term plans that were developed
    • Long and short-term plans that were implemented
    • Long and short-term plans that were completed
Strategic Planning

- Annual reports
  - Include (continued)
    - A financial audit
    - Recommendations for resolving any negative results
    - Projections of the future requirements to meet the strategic plan

Strategic Planning

- Revisions
  - Can occur under two conditions
    - The plan should be reviewed and revised annually
    - The plan should be revised when there is a critical change in the operating environment

Operational Planning

- Operational plans can fall into three categories based on the time frame for the plan

<table>
<thead>
<tr>
<th>Strategic Plan Time Frame</th>
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</thead>
<tbody>
<tr>
<td>Short-term</td>
</tr>
<tr>
<td>Up to 1 Year</td>
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</table>
Operational Planning

- The short-term plan
  - Is usually a year in length
  - Focuses on all of the projects, programs, and activities that will occur with the budget or calendar year

Operational Planning

- Intermediate-term plans
  - Cover periods of one to three years
  - Are more specific than long-term or strategic plans
  - Can include aspects such as
    - Preventive maintenance
    - Reorganization
    - Resource allocation
    - Equipment replacement

Operational Planning

- Long-term plans
  - May have a set duration, usually greater than three years
  - Outline the accomplishment of a goal or set of goals over a number of years into the future
Operational Planning

• Long-term plans can include
  – Codes and standards
  – Capital improvements
  – Real estate
  – Apparatus replacement
  – Staffing needs

Training Requirements

• The training officer must be able to
  – Evaluate the organization’s training requirements
  – Develop a training program
  – Determine funding sources
  – Determine alternative training sources
  – Evaluate the training program

Training Requirements

• Six criteria generally determine training requirements
  1. Legal mandates
  2. Building and fire codes
  3. Training standards
  4. Community needs
  5. Hazards assessment
  6. Risk analysis
Training Requirements

- Legal mandates
  - Federal
    - Requirements from the national government
  - State
    - Basic training
  - Local
    - Adoption of NFPA standards
    - Building and fire code requirements

Training Requirements

- Building and fire codes
  - Training programs on the interpretation and application of codes should be presented
    - Intended for
      - Firefighters
      - Instructors
      - Fire and life safety inspectors

Training Requirements

- Training standards
  - Are determined by
    - NFPA 1400
    - NFPA 1000
    - NFPA 1500
  - Establish the minimum level of training that the fire service personnel must have to safely perform their duties
Training Requirements

• Community needs
  – The service area’s needs may dictate the types of training that the fire and emergency services organization requires

Training Requirements

• Hazards assessment
  – Is a review of the types of occupancies and facilities within the service area and the types of hazards each creates

Training Requirements

• Hazards assessment
  – May indicate the presence of large quantities of
    • Combustibles
    • Hazardous materials
    • Life safety hazards
    • Wildland urban interface areas
**Training Requirements**

- Training topics based on hazard assessments may include
  - Building construction
  - Private alarm and fire suppression systems
  - Weapons of mass destruction
  - Hazardous materials, container and label recognition

**Training Requirements**

- Training topics based on hazard assessments may include
  - High-angle rescue
  - Marine firefighting
  - Aircraft firefighting
  - Wildland firefighting
  - Medical first responder training

**Training Requirements**

- Risk analysis
  - Can determine training requirements by identifying the level of risk that the department is willing to accept
  - The training required involves an understanding of
    - Fire behavior
    - Building construction
    - Types and application of extinguishing agents
    - Use of PPE
    - Basic firefighting strategy and tactics
Training Requirements

- Risk Analysis
  - Decision-making directions
    1. We will risk ourselves a lot, within a structured plan, to save a savable life.
    2. We will risk ourselves a little, within a structured plan, to save a savable property.
    3. We will not risk ourselves at all to save lives or property that is already lost.

Training Requirements

- Program development
  - Training must be effectively managed if it is to be successful in achieving its goals and objectives

Training Requirements

- The training manager is responsible for
  - The training program design
  - Developing training policies, records, and standards
  - Determining organizational training needs
  - Recruiting and selecting instructors
Training Requirements

• The training manager is responsible for
  – Scheduling training programs
  – Evaluating training programs and instructors
  – Providing budget and resource management

Training Requirements

• Program design
  – Step 1: Identify the purpose of the training program
    • Develop and maintain the skills that all personnel need to perform their specific jobs in the organization
    • Instill the organization’s values and culture in every member

Training Requirements

• Program design
  – Step 1: Identify the purpose of the training program (continued)
    • Ensure the program meets the multiple requirements of local, state/provincial and federal agencies
    • Provide quality programs that challenge personnel
    • Provide opportunities for professional growth that prepare personnel for future responsibilities at the next level before being promoted
Training Requirements

- Program design
  - Step 2: Consider the following factors when modifying or designing a program
    - Organizational and personnel training needs
    - Needs analysis
    - Basic program philosophy
    - Overall organizational strategic goals

Training Requirements

- Program design
  - Step 2: Consider the following factors when modifying or designing a program (continued)
    - Program and administrative structures
    - Appropriate training policies and procedures
    - Program evaluation process
    - Resources required to meet goals and objectives

Training Requirements

- Course selection
  - Prioritize the training topics
    - Must-know topics
    - Need-to-know topics
    - Nice-to-know topics
Training Requirements

• Facility type
  – Permanent
  – Mobile
  – Acquired

Training Requirements

• Personnel
  – Training structures do not take the place of certified and skilled training staff

Training Requirements

• Personnel
  – Effective instructors can
    • Teach
    • Lead
    • Motivate
    • Inspire
    • Change the attitudes of an organization
Training Requirements

• Scheduling considerations
  – How will the training schedule affect other job activities?
  – When are instructional resources most readily available?

Training Requirements

• Scheduling considerations
  – What is the most appropriate time for training?
  – How quickly must the training be completed?
  – How can technology-based training be used in place of traditional forms of training?

Training Requirements

• Scheduling steps
  1. Develop a consistent procedure for creating and publicizing training schedules
  2. Assign one individual to create and keep records of training schedules
  3. Schedule a reasonable amount of training programs within a given time period
Training Requirements

• Scheduling steps
  4. Schedule all resources in a timely manner and confirm that these resources are available
  5. Publish and distribute schedules
  6. Develop alternate plans

• Sources of funding
  – Operating or program budget
  – Grants from government and nongovernment agencies
  – Private sources
    • Fundraising activities

• External training sources
  – Colleges/universities
  – North American Fire Training Association
  – Regional training programs
  – Seminars
  – National courses/curriculum
  – Private sources
Training Requirements

- Training program evaluation
  - Is essential to the success of a department’s training program
  - Is based on program goals and objectives
  - Includes the satisfaction level of the consumer
  - Includes surveys of supervisory personnel

Community Risk Assessment and Reduction

- Hazard
  - The source of a risk
  - A condition, substance, or device that can directly cause an injury or loss

Community Risk Assessment and Reduction

- Risk
  - The likelihood of suffering harm from a hazard
  - The potential for failure or loss
  - The exposure to a hazard
Community Risk Assessment and Reduction

- Assessing the potential risk to a community or service area involves
  - Applying a risk management model
  - Determining the existing and potential hazards
  - Cataloging and inspecting private fire protection systems in local facilities

(continued)

- Recognizing the types of building construction that are prevalent in the area
- Evaluating the existing and potential mutual aid agreements from regional fire and emergency service organizations

Community Risk Assessment and Reduction

- Hazard categories
  - Behavioral hazards
    - Result from the perceived careless actions of individuals or groups
Community Risk Assessment and Reduction

- Hazard categories
  - Intentional hazards
    - Result from actions that are meant to cause property destruction or life loss

Community Risk Assessment and Reduction

- Hazard categories
  - Natural hazards
    - Consist of incidents that are generally out of human control
      - Tornados
      - Hurricanes
      - Earthquakes
      - Floods
      - Landslides
      - Forest fires

Community Risk Assessment and Reduction

- Hazard categories
  - Occupancy related hazards
    - Are indicated by local or state/provincial building codes which determine the occupancy use categories for structures such as
      - Assembly
      - Residential
      - Commercial, etc.
Community Risk Assessment and Reduction

- High value/priority exposures
  - Structures or elements of infrastructure may be located adjacent to a hazard
  - High-value structures are those that have a high financial value or contain a large number of people, posing a high life loss risk

Community Risk Assessment and Reduction

- High value/priority exposures
  - High priority exposures are things that are basic to the community such as
    - Sources of fresh water
    - Telecommunications systems
    - Electricity

Community Risk Assessment and Reduction

- The risk analysis must be compiled into a written report to assist decision-makers in determining if the resources are available to eliminate or control the hazard
  - A list of the potential hazards
  - A list of the current resources
  - A description of the types and amounts of resources that are lacking
Community Risk Assessment and Reduction

- Compiling the risk analysis into a written report (continued)
  - A solution for the difference between current and required resources
  - Alternate solutions to the problem

Community Risk Assessment and Reduction

- Creating a community risk reduction program
  - Acquire resources
  - Prioritize resources
  - Write policies and procedures describing the risk reduction approaches to be followed
  - Train personnel on any new procedures or equipment
  - Monitor the program

Student Performance Objective

- After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to strategic and operational planning, organizational training, and community risk assessment.
Review

• Strategic Planning
• Operational Planning
• Training Requirements
• Community Risk Assessment and Reduction
Student Performance Objective

• After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to developing comprehensive disaster plans and utilizing the Incident Management System approach.

Overview

• The Comprehensive Disaster Plan
• The Incident Management System
Comprehensive Disaster Plan

• The comprehensive disaster plan
  – Is concerned with potential risk that is large, or includes severe hazards

Comprehensive Disaster Plan

• The goals of a comprehensive disaster plan
  – Meet the needs and expectations of the service area
  – Explain how to prevent potential disasters
  – List the resources needed to respond to potential disasters

Comprehensive Disaster Plan

• The goals of a comprehensive disaster plan
  – Explain how to restore the affected area in a minimum amount of time
  – Establish a protocol for coordinating the activities of all emergency responders
  – Provide a plan that is simple yet flexible
Comprehensive Disaster Plan

• To develop a comprehensive disaster plan, one must
  – Recognize the types of disasters or hazards that are likely to occur in their area
  – Understand the importance of interagency relations
  – Determine jurisdictional authority
  – Plan resource allocation
  – Understand incident prevention measures

Comprehensive Disaster Plan

• Organizations involved in emergency management should divide the process into four phases
  1. Mitigation/prevention
  2. Preparedness
  3. Response
  4. Recovery

Comprehensive Disaster Plan

• Disaster types
  – Natural
  – Human-caused
  – Technical
Comprehensive Disaster Plan

• Natural
  – Preparation/prevention includes
    • Implementing land-use controls such as zoning and ordinances
    • Using early warning systems
    • Assisting in preincident planning

Comprehensive Disaster Plan

• Human-caused
  – Arson
    • Preparation/prevention includes
      • Developing fire prevention and cause determination programs
      • Developing preincident response
Comprehensive Disaster Plan

• Human-caused
  – Human error
    ▪ Preparation/prevention includes
      ▪ Recognizing that human error is difficult to prepare for or eliminate
      ▪ Being aware of the potential and prepare for the possibility

Comprehensive Disaster Plan

• Human-caused
  – Terrorism/war
    ▪ Preparation/prevention includes
      ▪ Preparing for potential threats through awareness, training, planning, and equipment
      ▪ Gathering information from DHS regarding response to terrorism and available resources

Comprehensive Disaster Plan

• Human-caused
  – Civil disorder
    ▪ Preparation/prevention includes
      ▪ Focusing on preparedness plans on an awareness of the potential and ability to respond to any type of incident
      ▪ Preparing fire and emergency services organizations to be targets
      ▪ Developing policies for responding to and dealing with civil disorder before such events occur
### Comprehensive Disaster Plan

**Human-caused**
- Political instability
  - Preparation/prevention methods include
    - Recognizing the importance of multi-agency preincident planning and disaster preparedness
    - Preparing through awareness, training, planning, and equipping to ensure the population’s safety

### Comprehensive Disaster Plan

**Technological**
- Preparation/prevention methods include
  - Preparing to respond to disaster and reduce the effects on service areas
  - Conducting essential preincident planning with other agencies to reduce the long-term effects of these and other disasters

### Comprehensive Disaster Plan

**Interagency relations**
- The ability of local agencies to work together
- Relationships between agencies that are based on open communication, understanding, and mutual respect
Comprehensive Disaster Plan

• Jurisdictional authority
  – Vertical jurisdiction
    • Involves multiple levels of government
      • State
      • Federal
  – Horizontal jurisdiction
    • Cover multiple jurisdictions
      • Counties
      • States

Comprehensive Disaster Plan

Vertical and Horizontal Jurisdiction

Federal
State
Municipality

Comprehensive Disaster Plan

• Jurisdictional authority
  – Area contingency plan development should include information on
    • Jurisdictional responsibilities
    • Roles of all governmental levels of the UC
    • The relationship between the Federal On Scene Coordinators and other officials who also have decision-making authority but are not part of the UC
Comprehensive Disaster Plan

• Jurisdictional authority
  – Area contingency plan development should include information on
    • Financial agreements
    • Information dissemination
    • Communications
    • Training and exercising
    • Logistics
    • Lessons learned

Comprehensive Disaster Plan

• Emergency Operations Center
  – Provides the leadership of the jurisdiction and involved agencies with a protected site from which to manage the incident

Comprehensive Disaster Plan

• Resource allocation
  – If assistance from the state/territorial/provincial or U.S. or Canadian federal government is requested then additional resources are made available
Comprehensive Disaster Plan

- Plan implementation
  - Before the incident
    - The plan is implemented when there is a strong indication that a potential disaster is about to occur.
    - Efforts focus on preparing for the disaster.

Comprehensive Disaster Plan

- Plan implementation
  - During the incident
    - The plan is implemented when an emergency rapidly overwhelms existing resources or threatens to involve exposures or hazards.

Comprehensive Disaster Plan

- Plan implementation
  - After the incident
    - The plan is implemented after the disaster has occurred and subsided.
Comprehensive Disaster Plan

- Incident termination
  - The incident may terminate in phases with personnel, units, or agencies released when they are no longer needed.
  - The agency having authority determines when incident termination can be declared.

Comprehensive Disaster Plan

- Recovery and rehabilitation
  - Security
  - Debris removal
  - Restoration of services

The Incident Management System

- Functions
  - Prevents officers from becoming overwhelmed during an incident
  - Provides firefighters with a command structure that gives order and structure to their roles and helps to ensure their safety
The Incident Management System

- Components/operations positions
  - Command
  - Operations
  - Planning
  - Logistics
  - Finance/administration

The Incident Management System

- Command responsibilities
  - Assessing priorities
  - Creating incident objectives
  - Determining strategic goals
  - Developing an IAP
  - Assigning tactical objectives
  - Developing appropriate organizational structure

The Incident Management System

- Command responsibilities
  - Managing incident resources
  - Coordinating overall emergency activities
  - Ensuring responder safety
  - Coordinating activities of outside agencies
  - Authorizing the release of information to the media
The Incident Management System

• Operations responsibilities
  – Direct management of all operations that directly affect the primary mission of eliminating the hazard
  – Develop the strategy and directs the tactical operations to meet incident objectives

• Planning responsibilities
  – Collection, evaluation, dissemination, and use of information concerning the development of the incident
  – Maintaining the status of all resources assigned to the incident

• Logistics responsibilities
  – Providing facilities, services, and materials necessary to support the incident
    • Supported by two branches
      – Service branch
      – Support branch
The Incident Management System

• Finance/administration responsibilities
  – Tracking and documenting all costs and financial aspects of an incident

The Incident Management System

• Integrated communications
  – Face-to-face communications
  – Verbal communications
  – Telephone communications
  – Radio communications

The Incident Management System

• Unified command
  – A shared command role in which all agencies with geographical or functional responsibility establish a common set of incident objectives and strategies
The Incident Management System

• Area command
  – Primarily designed to manage a very large incident that has multiple incident management teams assigned

The Incident Management System

• Advantages of unified command team approach
  – Increased effectiveness of the operational objectives
  – Leadership stability
  – Increased involvement and representation
  – Increased productivity

The Incident Management System

• Advantages of unified command team approach
  – Enhanced credibility
  – Networking opportunities and professional support
  – Improved planning decisions
  – A variety of solutions
The Incident Management System

- Functions of unified command
  - Providing overall response direction
  - Coordinating effective communication
  - Coordinating resources
  - Establishing incident priorities
  - Developing incident objectives

The Incident Management System

- Functions of unified command
  - Developing strategy to achieve objectives
  - Assigning objectives to response structure
  - Reviewing/approving incident action plans
  - Ensuring integration of response organization
  - Establishing protocols

The Incident Management System

- Developing a unified command system
  - Identify participants
  - Apply the planning model
  - Generate an inventory of the resources that each organization can provide
  - Compare the resource requirements of each hazard with the resources of each organization
  - Create the multiagency preincident plan
The Incident Management System

• Implementing a unified command system
  – Train personnel to understand and use the plan
  ▪ Inventory existing skills
  ▪ Identify skills that must be acquired or improved
  ▪ Apply these skills in multi-agency training sessions

The Incident Management System

• Monitoring, evaluating, and revising a unified command system
  – Review post-incident analysis of each incident that involves joint responses
  – Test equipment periodically
  – Review and evaluate plans annually to determine changes

The Incident Management System

• Reports on a unified command system should include
  – An executive summary
  – An overview of the system
  – A description of the application of the system at specific incidents
  – The post incident analysis of any incident
  – Recommendations for changes based on the evaluation
The Incident Management System

- Operating within a unified command system
  - Developing or assisting in the development of the incident action plan
  - Implementing or expanding the incident management system
  - Tracking resources
  - Transferring command
  - Terminating the incident and demobilizing resources

Student Performance Objective

- After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to developing comprehensive disaster plans and utilizing the Incident Management System approach.

Review

- The Comprehensive Disaster Plan
- The Incident Management System
Student Performance Objective

• After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to health, safety, wellness, and risk management plan implementation.

Overview

• The Risk Management Plan
• Plan Implementation Procedures
The Risk Management Plan

• The risk management model
  – Requirements are outlined in NFPA 1500
    • Administration
    • Facilities
    • Training
    • Vehicle operations
    • PPE
    • Operations at emergency incidents
    • Operations at nonemergency incidents
    • Other related activities

The Risk Management Plan

• Occupational hazards analysis
  – Common occupational hazards
    • Fireground
    • Nonfire
    • Responding/returning
    • Other on duty
    • Training

The Risk Management Plan

• Occupational hazard analysis
  – Types of injuries
    • Burns
    • Smoke/gas inhalation
    • Wounds, cuts, or bleeding bruise
    • Fractures or dislocations
The Risk Management Plan

• Occupational hazard analysis
  – Types of injuries
    • Heart attack or stroke
    • Strains, sprains, or muscular pain
    • Thermal stress

• Causes of injury
  • Overexertion
  • Contact with an object
  • Fall or jump
  • Struck by an object

• Extreme weather
• Exposure to fire products
• Exposure to chemical/radiation
• Psychological and emotional stress
The Risk Management Plan

- Personnel risk analysis
  - Risk analysis should be applied to all of the organization's non-emergency activities in order to prevent or reduce the number of occurrences

The Risk Management Plan

- Personnel risk analysis
  - Risk identification
    - Compile a list of all emergency and nonemergency operations and duties
    - Seek input and ideas from various sources

The Risk Management Plan

- Personnel risk analysis
  - Risk evaluation
    - Evaluate frequency
    - Evaluate severity
The Risk Management Plan

- Personnel risk evaluation
  - Risk prioritization
    - Risks with both a high probability of occurrence and serious consequences are considered high priority
    - Nonserious incidents with a low likelihood of occurrence are lower priorities

The Risk Management Plan

- Personnel risk analysis
  - Risk control techniques
    - Risk avoidance
    - Risk transfer
    - Control measures

Drive-through apparatus bays may reduce accidents and injuries related to backing fire apparatus.
Plan Implementation Procedures

- The fire chief or officer is responsible for plan
  - Implementation
  - Monitoring
  - Evaluating
  - Reporting
  - Revising

Plan Implementation Procedures

- Implementation requires
  - Communication
    - SOPs/SOGs
  - Training
    - Entry-level
    - Refresher
  - Application

Plan Implementation Procedures

- Monitoring
  - The plan’s effectiveness becomes evident through monitoring
Plan Implementation Procedures

• Evaluation
  – Comparing the plan’s desired results with its actual results
  – Comparing desired results with comparison data

Plan Implementation Procedures

• Revision
  – Reasons why revision may be necessary
    • Increase in injuries, fatalities, or property loss due to the target risks
    • Increase in medical leave requests
    • Increase in risk-related costs
    • No apparent change in the risk results

Plan Implementation Procedures

• Revision
  – Reasons why revision may be necessary
    • Ineffective cost/benefits
    • Changes in the target risks
    • Ineffective training
    • New standards or regulations
Plan Implementation Procedures

• The System Safety Program
  – Covers the spectrum of safety management and assessment
    • Design of equipment
    • Attitude of personnel
    • Organizational culture

Plan Implementation Procedures

• The System Safety Program includes
  – Hazard identification and resolution
  – Design review
  – System modification review and control
  – Rules and procedures review
  – Equipment design modifications review and control
  – Procurement

Plan Implementation Procedures

• The System Safety Program includes
  – Facility and equipment inspections
  – Member and public communications
  – Safety training and education
  – Emergency response planning, coordination, and training
  – Safety data collection and analysis
Plan Implementation Procedures

- The System Safety Program includes
  - Occupational health, wellness, and safety
  - Environmental protection
  - Interdepartmental and interagency coordination
  - Life safety
  - Accident and post incident investigation
  - Internal safety operational audits

Student Performance Objective

- After completing this lesson, the student shall be able to describe the importance, roles, responsibilities, and duties of a chief officer with concern to health, safety, wellness, and risk management plan implementation.

Review

- The Risk Management Plan
- Plan Implementation Procedures