Creating a Foundation for Success - Company Officer Development

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CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed: Brett R

Date: 7-20-17

Abstract

The problem was the Superstition Fire & Medical District (SFMD) did not have a company officer development program. Without this, current and future leaders of the organization may not recognize the components necessary to be successful company officers.

The purpose of this research paper was to identify the need for a company officer development program at the SFMD. This research will describe the various components which should be included in a comprehensive company officer development program while using a descriptive research method to answer the following questions:

1. What are the formal and informal responsibilities a company officer should have?
2. What type of training, experience, knowledge, skills, and abilities are expected before a candidate promotes to company officer?
3. What type of training, experience, knowledge, skills and abilities are expected after becoming a company officer?
4. What components should be included in a successful company officer development program?

The procedures for this research topic included a comprehensive literature review in addition to distributing, collecting, and analyzing data from both internal and external surveys. Results indicated a company officer development program would provide significant value to the organization by formalizing a process to become a company officer, as well as continued development after promotion . The overarching recommendation was to create and implement a company officer development program for the SFMD which include development paths for both the aspiring and incumbent company officer.

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Introduction

The position of company officer is often considered the most influential and important position in the fire service (FireEngineering.com Website, 2008). The company officer is responsible for the safety and well-being of their crew and for providing fire, rescue and medical services to the community they serve. They are the first line of supervision and are arguably the most visible representatives of the organization while out on the street, in the community, and performing in their many roles. Company officers are ultimately responsible for the personnel assigned to them, the facilities they work from, the apparatus they respond in, the tools they work with, and the services they provide. As front line representatives of the organization, company officers often wear many different hats, constantly adjusting and knowing when to be a manager, supervisor, leader, co-worker, or simply a friend.

The problem was the Superstition Fire & Medical District (SFMD) did not have a company officer development program. Without this, current and future leaders of the organization may not recognize the components necessary to be successful company officers. Organizationally, these leaders may not reach their full potential and could theoretically compromise firefighter and crew safety, employee morale, and their overall effectiveness as supervisors. Furthermore, the possibility of adversely impacting the safety of the citizens and community they are working to protect may also be at risk. As a consequence of not having a company officer development program, Scarpa indicates we may be handicapping our future leaders by not equipping them with the developmental tools needed to be successful (Scarpa, 2015).

The purpose of this research paper was to identify the need for a company officer development program at the SFMD. This research will describe the various components which

should be included in a comprehensive company officer development program. A descriptive research method was used to answer the following questions:

1. What are the formal and informal responsibilities a company officer should have?
2. What type of training, experience, knowledge, skills, and abilities are expected before a candidate promotes to company officer?
3. What type of training, experience, knowledge, skills and abilities are expected after becoming a company officer?
4. What components should be included in a successful company officer development program?

Background and Significance

The Superstition Fire & Medical District, established in 1955, is a career organization governed by a five member elected board (Superstition Fire & Medical District website, n.d.). Located on the eastern edge of the Phoenix metropolitan valley, home to the legendary Superstition Mountains, the SFMD operates from five fire stations which provide emergency medical, fire, and value added services from 90 suppression personnel and 12 full-time civilian Transportation Services Personnel (TSP). Three additional district facilities provide support to the organization and include; a Regional Training Center (RTC), a Fleet Services facility, and administrative headquarters. In total the SFMD employs nearly 150 people, including suppression, civilian, and part-time TSP.

The SFMD provides service delivery from four front line advanced life support (ALS) engine companies and one front line (ALS) ladder company. ALS ambulances are located at three fire stations within the district. Ancillary units such as; utility/support truck, rehabilitation unit, Battalion Chief vehicle, water tenders, and various wildland apparatus are included as part

of the SFMD fleet. Fire apparatus are staffed with four firefighters (including paramedics) while ambulances are staffed with two personnel; one emergency medical technician (EMT-B), and one paramedic (EMT-P). Ancillary units are not staffed with personnel full-time.

Encompassing 62 square miles, the SFMD provides service delivery to the City of Apache Junction and unincorporated areas including Gold Canyon, Superstition Foothills, Goldfield Foothills, Peralta Trails and Entrada Del Oro. Three fire stations provide service within the city limits of Apache Junction, while two provide service to Gold Canyon and the surrounding communities. Due to an influx of winter visitors, populations within the fire district fluctuate from approximately 60,000 residents to over 86,000 during the winter months.

Since the early 1990's the SFMD company officer promotional process remains largely unchanged and without a formal development program. The past process typically involved an announcement distributed throughout the organization describing the promotional opportunity, where the only primary qualification was five years as an employee with SFMD. Once invited to the testing process, a candidate was given a written exam (which required a passing score), tactical situation, role-play scenario, and a panel interview. Successful candidates were placed on an eligibility list for future promotions after completing the process with a minimum score. This process did not require any qualifications, certifications, or educational requirements (beyond FF I & II) to prepare for the position, before or after promotion.

Today's process remains quite similar, with the exception being that educational requirements were included. Candidates are now required to possess an associate's degree to be eligible for the promotional process. This current method only indicates what is required to simply participate in the promotional testing process, but doesn't include the requisite behavioral and managerial skill sets needed to function in the capacity of company officer, or what is

required to maintain the knowledge, skills, and abilities long after promotion while performing in the position.

An employee should be able to easily understand the requirements of the position, what it takes to achieve a recognized national level of competency, and what is necessary to maintain and continually develop the position once obtained. An organization leaves a lot to chance by "keeping their fingers crossed" and hoping employees figure it out for themselves to continue down the path of personal improvement and self-development.

The company officer is a position of significant influence, and it is incumbent upon an organization to define and maintain a consistent high standard for those currently in position, and for future leaders yet to be developed. The position of company officer may be considered the foundation for the organization's continued success.

The Executive Development topics which related to the identified problem of company officer development and readiness are the concepts of empowering the next generation of leadership, as well as coaching and mentoring. Both of these topics discussed relatable ideas for those who aspire to promote into a company officer position, and what happens once they assume the role. "Ensure that transparency is one of your priorities: Leaders must have all the necessary information, including measurement criteria and insight into talent gaps" (Executive Development, 2016, p. 9-15). Organizations should effectively communicate the roles and responsibilities for the position, and the steps required in order to attain and maintain competency.

This paper relates to the National Fire Academy goal number four which advocates advancing the professional development of fire service personnel and other people engaged in fire prevention and control activities (U.S. Fire Administration Strategic Plan, 2014-2018, p. 1).

When organizations better prepare their employees to become successful company officers and maintain a consistent level of continued development, these efforts should provide benefit to the individual, the organization, its customers, and the fire service as a whole.

Literature Review

This literature review is specific to the questions pertaining to this applied research paper and help to identify; the roles and responsibilities of a company officer, the training, experience, knowledge, skills and abilities to be included before and after promotion, and the components to be considered within the program. The literature review was conducted through evaluation of SFMD documents, information from national fire service agencies, documents from the learning resource center (LRC), journal articles, fire based publications, and internet searches. For purposes of this research, focus will be the position of company officer as it relates to the first line supervisor, or NFPA Fire Officer I.

Informal and Formal Responsibilities

The first question asks "What are the formal and informal responsibilities a company officer should have?" Most fire departments utilize a document which outlines the position of company officer and helps identify what is needed and expected from the position. In addition, employees are able to learn about the position to determine if it's something they're interested in pursuing. "A job description is a useful, plain-language tool that describes the tasks, duties, functions and responsibilities of a position" (Job Description Development Policy, 2014). Job descriptions help to clearly define the position and can also be important with issues related to performance management.

The International Fire Service Training Association (IFSTA) Fire and Emergency Services Company Officer discusses and identifies the following six responsibilities for the position of company officer:

1. Subordinates- providing a safe work environment by adhering to and enforcing safety regulations
2. Organization- properly administering all policies and procedures of the organization
3. Public- providing effective and efficient professional service to the public
4. Profession- serving as visible representatives and role models
5. Family- listening to expectations and needs when relying on families for support and understanding
6. Themselves- living by a set of ethical standards that are based on the accepted moral values of the community (*IFSTA Company Officer*, 2007, p. 22).

In addition, IFSTA identifies the company officer performing the following functions as a supervisor: providing leadership, acting as a role model, giving advice, representing members to administration, negotiating conflicts, and coaching/counseling as needed (*IFSTA Company Officer*, 2007, p. 14).

To help further identify what are considered common formal responsibilities for the position of company officer, sample job descriptions were compared from six different fire service organizations from across the United States (Appendix E) including; Superstition Fire & Medical District AZ (Appendix G), City of Waco Fire Department TX (Appendix H), City of Mesa Fire and Medical Department AZ (Appendix I), City of Monterey Park Fire Department CA (Appendix J), City of Riverside Fire Department MO (Appendix K), Winston-Salem Fire Department NC (Appendix L). Table 1 identifies four subcategories which list what may be

considered the formal responsibilities of a company officer; General, Operational, Administrative, Technology.

Table 1

Company Officer - Formal Responsibilities

- **General:**
  - Provide safety and supervision of subordinates
  - Provide leadership
  - Provide training
  - Provide motivation
  - Provide direction
  - Provide effective written and verbal communication
  - Make appropriate decisions
- **Operational:**
  - Coordinate scheduling of personnel
  - Coordinate training schedule
  - Manage apparatus, facilities and equipment
  - Direct route to emergency scenes
  - Direct and supervise subordinates on fireground
  - Perform appropriate size-up during emergency situations
  - Perform as incident commander
  - Analyze emergency situations and react appropriately
  - Develop an incident action plan under complex mental/physical/emotional stress
  - Identify and manage dangerous or problematic situations
  - Modify decisions based on changing conditions
  - Perform in higher roles (BC/AC/FC)- as required
  - Facilitate pre-fire planning
  - Facilitate public education
- **Administrative:**
  - Understand and uphold all levels of policy, rule, regulation
  - Provide professional development for subordinates
  - Manage programs
  - Conduct regular performance evaluations
  - Prepare reports, forms, memos
  - Inspect and maintain files, reports and records
  - Interpret complex reports
  - Delegate duties or tasks as required
- **Technology:**
  - Utilize available technology to improve job performance
  - Utilize mobile data terminals
  - Utilize proper radio commutation’s during emergency and non-emergency scenes
  - Understand information management and record keeping

To be qualified as Fire Officer I, chapter 4 of NFPA 1021 states a candidate must meet the requirements of Firefighter II and meet the seven job performance requirements (JPR) within sections 4.2 – 4.7. These requirements include: general knowledge, human resource management, community and government relations, administration, inspection and investigation, emergency service delivery, and health and safety (2014).

The informal responsibilities of a company officer are essential components for the position, critical to today's company officer, and may be considered soft skills. Beyerstedt describes soft skills such as work ethic, attitude, attitude, conflict resolution, negotiation, creative problem solving, team building and influencing skills (Beyerstedt, n.d.).

> Hard skills are academic and technical. Soft skills are the interpersonal and life skills that help leaders to share their hard skills effectively. Soft skills are the polite and pleasing way of communicating with others to get tasks executed effectively. They reach beyond team-building and communication skills, which can be considered a sub-set of soft skill (Rao, 2013, p. 3).

The successful company officer may rely on their soft skills to assist them while interacting with their subordinates or co-workers and help the supervisor to think critically, work through issues, and solve problems more effectively. As shown below, Robles identifies the top ten soft skills as perceived the most important by business executives:

1. Communication – oral, speaking capability, written, presenting, listening;
2. Courtesy – manners, etiquette, business etiquette, gracious, says please and thank you, respectful;
3. Flexibility – adaptability, willing to change, lifelong learner, accepts new things, adjusts, teachable;

4. Integrity – honest, ethical, high morals, has personal values, does what's right;
5. Interpersonal Skills – nice, personable, sense of humor, friendly, nurturing, empathetic, has self-control, patient, sociability, warmth, social skills;
6. Positive Attitude – optimistic, enthusiastic, encouraging, happy, confident
7. Professionalism – businesslike, well-dressed, appearance, poised;
8. Responsibility – accountable, reliable, gets the job done, resourceful, self-disciplined, wants to do well, conscientious, common sense;
9. Teamwork – cooperative, gets along with others, agreeable, supportive, helpful, collaborative;
10. Work Ethic – hard working, willing to work, loyal, initiative, self-motivated, on time, good attendance (Robles, 2012).

Requirements Prior to Promotion

The second question asked "What type of training, experience, knowledge, skills, and abilities are expected before a candidate promotes to company officer?" When an employee becomes interested in the position of company officer, a systematic process should be available to better understand and prepare for the position. Moving from a non-supervisory position to a supervisory position is a significant obstacle to overcome, requiring deliberate effort by the employee and the organization to ensure success.

The authors of the IAFC Officer Development Handbook explain the need for professional development, especially for fire service officers, is not a new issue (*Officer Development Handbook*, 2010, p. 2). Dating back to 1966, the Wingspread Conference statement #9 discusses how a fire executive's career must be very well thought out, and points out the ineffectiveness of promoting personnel before they are trained and educated properly.

"This practice of on-the-job training, rather than systematic skills building and preparation, is unlike the methodologies employees by virtually any other profession" (*Officer Development Handbook*, 2010, p. 2). Careful consideration should be made to ensure our company officers are well-prepared before they assume their new role and continue to develop throughout their career.

Research has identified a wide-range of options available to those preparing for the position of company officer. NFPA 1021 Standard for Fire Officer Professional Qualification outlines the requirements of Fire Officer I, Fire Officer II, Fire Officer III, and Fire Officer IV. While all of these requirements are useful throughout various levels of development, for the purposes of this research, only Fire Officer I (supervising officer) will be discussed. The intent of NFPA 1021 "was to develop clear and concise job performance requirements that can be used to determine that an individual, when measured to the standard, possesses the skills and knowledge to perform as a fire officer" (2014). In addition, the IAFC Officer Development Handbook references and utilizes the information from NFPA 1021 while identifying the learning, educational, and experiential components to support the development of competencies (2010).

Mentoring (or job shadowing) is another tool commonly used to help prepare an employee for the position of company officer, and can often help explain the roles and responsibilities associated with the position. "The primary purpose of mentoring is to prepare capable individuals for advancement within the organization through the direction of a positive role model. Mentoring programs enhance management skills, improve productivity, and encourage diversity" (*IFSTA Company Officer*, 2007, p. 65). Mentoring can play an important role when individuals perform in an "acting" capacity to experience the position of company

officer within a safe learning environment while receiving constructive feedback and recommendations related to improving their performance.

Expectations after Promotion

The third question asked "What type of training, experience, knowledge, skills and abilities are expected after becoming a company officer?" After a candidate promotes into the position of company officer, the focus changes from obtaining minimum JPRs and core competencies, to maintaining the skills and furthering professional development within their position. "Skills degrade over a very short period of time when not put to use" (Buckman III, 2014). The knowledge, skills and abilities required for the position of company officer take significant time to acquire and consideration should be made to ensure they don't diminish over time.

One could correlate the continued education requirements for the newly promoted company officer could be similar in process to that of a newly trained emergency medical technician (EMT) or paramedic. The EMT or paramedic is required to meet specific national didactic and clinical requirements before becoming certified. After obtaining the certification, the EMT or paramedic is required to maintain continuing education hours to keep their skills and abilities as sharp as possible. For nearly 50 years, the National Registry of Emergency Medical Technicians (NREMT) has delivered a nationally recognized program for EMTs and paramedics to demonstrate continued competency after learning the requisite skills within the position. Prior to 1970, there was no standard for emergency medical care.

> The National Registry of Emergency Medical Technicians® (NREMT) provides National EMS Certification, which is a validated and legally defensible attestation of competency. When an individual obtains a National EMS Certification, the general public, employers,

and state licensing authorities know that the individual has demonstrated competency (National Registry of Emergency Medical Technicians website, n.d.).

Furthermore, the Center for Public Safety Excellence (CPSE) provides opportunity for continued self-improvement and professional development through a credentialing process. Waldo explains that having a clearly developed professional development plan helps members track their personal growth with clear expectations that they can follow throughout their career (Waldo, 2016, p. A4). According to the CPSE, utilizing the Fire Officer (FO) credentialing process can assist with highlighting a company officer's professional growth, documents strategies for career improvement and development, while demonstrating a commitment to life-long skill development, education and community service (Center for Public Safety Excellence website, n.d.).

Similarly, for an agency to become accredited through the Commission on Fire Accreditation International (CFAI) a thorough self-assessment process is performed to determine what is happening within the organization, and if it's meeting the goals that are commensurate with its responsibility (*CFAI manual*, 2009, p. 10). Regardless if the process is for an organization to become accredited, or an individual to obtain a FO designation, the process of self-assessment and continual development applies.

Components of a Development Program

The fourth question asked "What components should be included in a successful company officer development program?" While there are numerous resources available to assist the aspiring and incumbent company officer, Rhoades explain that NFPA 1021 is a great foundation for building an outline based upon a nationally recognized standard designed to provide progressive levels of performance at various levels of responsibility (Rhoades, 2016).

NFPA 1021 identifies the following seven JPR's: general knowledge, human resource management, community and government relations, administration, inspection and investigation, emergency service delivery, and health and safety (2014).

In addition, Scarpa indicates the IAFC Officer Development Handbook follows the standards contained within NFPA 1021 while providing a foundation and explanation of several of the basic tenets of a formal development program (Scarpa, 2015). The handbook is created to discuss the components of education, learning, experience and self-development within each section.

The IFSTA Fire and Emergency Services Company Officer book indicates it is written to assist fire and emergency services personnel in meeting the JPR's within the NFPA 1021 standard, and includes topics which a company officer can reasonably expect to experience while performing within the position:

- Leadership
- Supervision
- Logic Ethics and Decision Making
- Legal Responsibilities and Liabilities
- Interpersonal Communications
- Oral/Written Communications
- Administrative Functions
- Safety and Health Issues
- Organizational Structure
- Company Level Training
- Human Resources Management

- Labor / Management Relations
- Community Relations and Public Fire and Life Safety Education
- Records Management
- Pre-Incident Planning
- Incident Scene Communications, Management, and Operations
- Post Incident Activities

Procedures

The purpose of this research paper was to assess the need for a company officer development program at the SFMD. The procedures used during this applied research project consisted of a comprehensive literature review and analysis of three surveys.

A search for related literature was conducted at the Learning Resource Center (LRC) while onsite at the National Fire Academy (NFA) from August 22nd 2016 through September 2nd 2016. Discussions with LRC staff provided this researcher with an overall familiarity of the facility, and helped explain how to effectively conduct searches for related information while utilizing the LRC computer system. Keywords used for these searches included; company officer, company officer development, officer development, leadership development, company officer components, successful company officer programs, fire officer, captain development, and development programs. Similarly, further research was later conducted utilizing a personal computer and entering similar keywords through the internet and World Wide Web.

The National Fire Protection Agency (NFPA) 1021 Standard for Fire Officer Professional Qualifications 2014 edition, International Association of Fire Chiefs (IAFC) Officer Development Handbook 2nd edition (Appendix F), and NFPA Fire and Emergency Services Company Officer 4th edition were obtained and utilized during this research.

Job descriptions were solicited and obtained from fire departments both locally and nationally. These documents were used to help identify consistent formal responsibilities for the position of company officer. A sample of six fire department job descriptions were used to compare and identify similarities; Arizona (2), California (1), Texas (1), Missouri (1), North Carolina (1) (Appendix E). The determination to utilize these six organizations was predicated on the willingness of each agency to participate and provide information.

Surveys were used to obtain data and responses through both internal and external organizations, and were created using the online survey development software Survey Monkey. The researcher relied on his own personal expertise as a chief officer, and having previously held the positions of company officer and battalion chief, to develop the questions used in the surveys. Questions were submitted to two SFMD chief officers for review prior to distribution. A weakness identified in these procedures was not having beta tested the questions to help identify any bias or blind spots.

The first survey, *Internal Company Officer Development*, (Appendix A) was sent to 90 internal employees of the SFMD (all suppression ranks) asking seven questions relating to a company officer development program. This survey was open for 30 days and two reminders were sent out at the two-week mark, and near the end of the survey period. The second survey, *External Company Officer Development*, (Appendix B) was disseminated across the country through the IAFC Executive Fire Officer Section website and via personal email contacts. This survey asked ten questions relating to a company officer development program, returning 106 responses during the 30 days it was made available, and no reminders were sent. The third survey, *SFMD Company Officer*, (Appendix C) was sent specifically to 23 current SFMD

company officers. This survey asked nine questions relating to a company officer development program, was open for two-weeks, and one reminder was sent near the end of the survey period.

A convenience sample was utilized for this study. Survey 1- population = 90; 90 sent, 45 received = 50% response rate. Survey-2 population = 106; all surveys were utilized. Survey-3 population = 23; 23 sent, 14 received = 61% response rate.

A limitation for researching job descriptions was that each fire agency developed a document specific to their organization which made headings, terminology and content inconsistent. This required the researcher to group items together as most appropriate to identify trends and common themes for formal responsibilities. An additional limitation identified was researching the terms "formal" and "informal" regarding the responsibilities of the company officer, as these terms were not found to be consistent or commonly associated with the specific responsibilities of the position.

Results

The first research question was "What are the formal and informal responsibilities a company officer should have?" The four areas of formal responsibilities, as described in Table 1, are related to common criteria identified within organizational job descriptions and were categorized into four areas: *General*, *Operational*, *Administrative*, *Technology.* In addition, IFSTA Company Officer describes six responsibilities for the company officer being the: subordinates, organization, public, profession, family, and themselves (*IFSTA Company Officer*, 2007, p. 22) while additional functions include: providing leadership, acting as a role model, giving advice, providing representation, negotiating conflict, and counseling/coaching (*IFSTA Company Officer*, 2007, p. 14).

The informal responsibilities for a company officer were identified as soft skills, and found to be just as critical as the formal responsibilities. Soft skills such as: work ethic, attitude, attitude, conflict resolution, negotiation, creative problem solving, team building and influencing skills are critical to this position, and prove to be more difficult to substantiate.

The second question was "What type of training, experience, knowledge, skills, and abilities are expected before a candidate promotes to company officer?" Research suggested that organizations are often independent in determining what is expected or required in order to become a company officer. Results from an external survey (Appendix B – Q7) identified and ranked (from highest to lowest) the top seven topics to be included within a company officer development program as: leadership (94%), conflict resolution (88%), incident command (83%), communication skills (83%), team building (69%), safety training (60%), and policy/procedures (57%). These results were nearly identical to the internal survey (Appendix A - Q5) given to SFMD employees.

As stated in section 1.2 of NFPA 1021 it specifies the "minimum job performance requirements" for serving as a fire officer (*NFPA 1021*, 2014, p. 6). NFPA 1021 also describes the seven areas listed as minimum requirements for the position of Fire Officer I: general knowledge, human resource management, community and government relations, administration, inspection and investigation, emergency service delivery, and health and safety (2014).

The third question was "What type of training, experience, knowledge, skills and abilities are expected after becoming a company officer?" Continuing to follow recommendations from NFPA 1021 and the IAFC Officer Development Handbook remains the standard to ensure proficiency of the JPR's upon entry of the company officer position. Once a candidate assumes the position of company officer, further options exist to attain additional professional

development, although requirements are often dependent upon the individual and/or the organization to determine.

Two of the professional development options which stood out in this research were the Center for Public Safety Excellence (CPSE) Fire Officer program, and the NFA Managing Officer program. The CPSE provides an internationally recognized model which recognizes the professional accomplishments and competence in fire and emergency services and offers personnel career guidance and planning (Center for Public Safety Excellence website, n.d.). The four-step process includes a personal self-assessment, portfolio completion, peer review and interview, and a final commission decision in order to achieve the designation of Fire Officer (FO). This method evaluates the proficiency of a company officer in their education, experience, professional development, professional contributions/recognition, professional affiliations / memberships, technical competence, and community involvement. Waldo explains that credentialing recognizes individuals who fulfill prescribed standards of performance, ethics and conduct, and who demonstrate a high level of competence, as witnessed by their peers, through documentation of professional, educational, technical and community service achievements (Waldo, 2016).

Another opportunity for continued development is the NFA Managing Officer Program. This multiyear curriculum introduces upcoming emergency services leaders to personal and professional skills in change management, risk reduction and adaptive leadership. Online coursework, and a series of four classes held at the National Fire Academy, provide the student with management and technical competencies, learning to address issues of interpersonal and cultural sensitivity, professional ethics, and outcome-based performance (US Fire Administration website, n.d.).

Internal survey (Appendix A - Q6) identified those components to be included after promoting to company officer as: Incident Safety Officer, Fire Officer I, Fire Officer II, Company Officer Leadership Series (COLS), higher education, CPSE Fire Officer program, and the NFA Managing Officer program. The same question was asked through the external survey (Appendix B – Q10) and listed the items which should be included after promoting: higher education, Fire Officer I, Fire Officer II, Company Officer Leadership Series (COLS), Fire Instructor, NFA Managing Officer program, Fire Instructor II, and the CPSE Fire Officer program. These results identified a common theme between the certifications and programs which are considered important amongst both internal and external employees.

The fourth question was "What components should be included in a successful company officer development program?" Research provided numerous options available to include within a company officer development program:

- The US Fire Administration's National Professional Development Model (Appendix D) identifies a path for personal self-development, training, experience, and education. According to the IAFC (2010) adopting this model includes the following five ways to achieve competency:
    - General education and fire science courses
    - NFA or state training which have American Council of Education (ACE) recommendations
    - Satisfaction of appropriately referenced NFPA standards
    - State training courses
    - Fire Department and/or local courses
- NFPA 1021 Fire Officer I- Supervising Officer

    - General Skills
    - Human Resources Management
    - Community and Government Relations
    - Administration
    - Inspections and Investigations
    - Emergency Service Delivery
    - Health and Safety
- IAFC Officer Development Handbook
    - The Officer Development Handbook from the International Association of Fire Chiefs (IAFC) follows NFPA 1021 and identifies competencies, suggested courses, and professional development experience for Fire Officer I through IV.
- Fire Officer I & II / Fire Instructor I & II certifications
    - Fire Officer I & II as well as Fire Instructor I & II certifications can be obtained through local education institutions or departmental training and provide curriculum based learning for the position of company officer.
- Higher education including Associates, Bachelors, Master's degree programs
    - Higher education through local, state or distance learning facilities provide opportunities for those wanting to expand their knowledge and continue learning. Associates, Bachelors and Masters Degrees may be requirements for promotion.
- Center for Public Safety Excellence (CPSE) Fire Officer designation

    - The Center for Public Safety Excellence (CPSE) Fire Officer (FO) designation helps the officer become better-rounded by providing methods by which to continually improve and self-evaluate.
- National Fire Academy (NFA) Managing Fire Officer program
    - The National Fire Academy Managing Fire Officer is a multi-year program which provides a company officer with additional training and experience in management, risk reduction and adaptive leadership.
- Company Officer Leadership Series (COLS)
    - The Company Officer Leadership Series (COLS) is an International Association Fire Chiefs (IAFC) backed training program at Fire Rescue International (FRI). Three levels (COLS I, II, III) are offered and follow the job performance requirements of NFPA 1021.
- Incident Safety Officer (ISO)
    - Incident Safety Officer (ISO) certification provides education and training regarding the roles a safety officer could assume while on the fireground. Certifications can be obtained through the Fire Department Safety Officers Association (FDSOA), NFA classes, and educational institutions.
- Blue Card Hazard Zone Management
    - Blue Card Hazard Zone Management is a certification program which provides training to become a competent and confident incident commander by way of online and scenario based training and evaluation.
- Local/State/National leadership conferences or academies
- Mentoring (job shadowing) opportunities

    - Mentoring (job shadowing) provides the opportunity for a candidate to better understand the role while working alongside an experienced company officer.
- Company Officer task book
    - A company officer task book offers a pre-determined series of steps to prepare a candidate for the roles and responsibilities of the position.

An organization should identify the components to include in their company officer development program and modify it to meet their objectives. While this list may not be all-inclusive, it provides several options to consider when developing a program specific to the needs of an organization.

Discussion

This research was conducted to determine if there was a need for a company officer development program in the SFMD. During the time spent on this research project, it has become evident to the author, the SFMD could benefit from a company officer development program. A program such as this will help to identify a path for obtaining the necessary training, education, knowledge, skills and abilities required before obtaining the position.

This program is not only for those who aspire to become a company officer, but also for incumbents who want to maintain the knowledge, skills and abilities of the position and continue their future professional development. "All fire departments need new fire officers to be trained and developed so that they can eventually step up and lead the organization, and it's an issue that never goes away" (Eder, 2011).

The vision for the SFMD is "to be the Premier Fire District in the State of Arizona" (Superstition Fire & Medical District website, n.d., p. 12). In order to realize that vision, the desire to continually improve as an organization must be widely accepted. The Executive Fire

Officer program intends to provide “an understanding of transforming fire and emergency services organizations from being reactive to proactive, with an emphasis on leadership development, community risk reduction, and emergency incident prevention” (U.S. Fire Administration, 2015). The development and implementation of a company officer development program is a method by which the SFMD can take proactive steps. Developing competent and confident company officers will ultimately benefit the employees, the organization, the community, and the citizens while simultaneously improving the fire service.

> The fire service works hard at developing the abilities of our underlings to receive the torch and learn to manage emergency incidents, but we frequently fall short in developing the organizational leadership skills so they can lead the department into the future (Haigh, 2010, p. 76).

While it may seem as though many organizations across the country have an existing company officer development program, research suggested only 56.6% of those surveyed (Appendix B - Q3) currently have a program in place. Of those organizations who did not, 89.5% responded by saying they felt their organization would benefit from this type of development program (Appendix B - Q4).

Firefighter Life Safety Initiative #16, relating to training and certification, identifies the importance of developing and implementing national standards for training, qualifications and certifications. It also maintains that if the training is accomplished in accordance with national standards, such as NFPA 1021, and the results are certified by an independent body or organization, then the system has substantial credibility (EveryoneGoesHome website, n.d.).

Recognizing how significant the position of company officer is within an organization should reflect on the importance of maintaining the best training and development for those

positions. The SFMD could benefit from a consistent and credible program which identifies a recognized development plan for those who aspire to become company officers, as well as a development path after the position has been attained. Implementing this type of program would set a new standard for the organization by developing company officers with consistent standards of recognized education, training, knowledge, skills and abilities.

By starting at this critical first level of supervision, a foundation of success will have been created, and future opportunities can continue to be built upon. As part of a responsive, innovative and professional organization, it important to consider the positive impact this program may have on the employees and the organization, but also the overall impact to the fire service by demonstrating continual quality improvement. Conversely, if the SFMD does not make adjustments in its approach to company officer development, the organization may not realize the full potential of its future and current leaders.

It is also important to discuss how this program may be administered and by whom. A successful program would require the support and commitment from the entire organization. The SFMD currently operates a Regional Training Center (RTC) where this program would best reside within its training division. With oversight from the Assistant Chief of Emergency Services, the program could be managed by the Deputy Chief of Training, with support from staff assigned to the RTC. Initial discussion and program development would require involvement from members of the labor group and management. Taking this concept to committee would be the next reasonable step in order to provide for greater transparency, information sharing and input from members within the organization.

Recommendations

As indicated at the beginning of this research paper, the problem was that the Superstition Fire & Medical District (SFMD) did not have a company officer development program, while the purpose was to identify if there was a need for such a program in this organization. Research indicates there is value for the SFMD to develop and implement a company officer development program. This program would generate a roadmap for candidates and incumbents to follow and continue through their own professional development. The following recommendations are provided for consideration:

- Attain support for a company officer development program from SFMD management and union leadership
- Form a committee tasked with discussing and developing the program
- Implement and adopt NFPA 1021 standards
- Implement use of the IAFC Officer Development Handbook
- Identify and implement the components to company officer development which are most relevant to the SFMD
- Establish timelines for development and implementation
- Develop partnerships with the Arizona State Fire Marshall's Office, and educational institutions to provide Firefighter I & II / Fire Instructor I & II certifications
- Reference additional officer development programs locally and nationally
- Survey employees on a regular basis who utilize the program and rely on feedback to quantify changes or adjustments
- Administer an annual program review to make adjustments or improvements

Implementing a company officer development program for the SFMD will be a significant step forward in creating a solid foundation for the future leaders of the organization. It is recommended to improve the current process by which the SFMD develops their prospective company officers, and how it provides continued professional development to incumbents.

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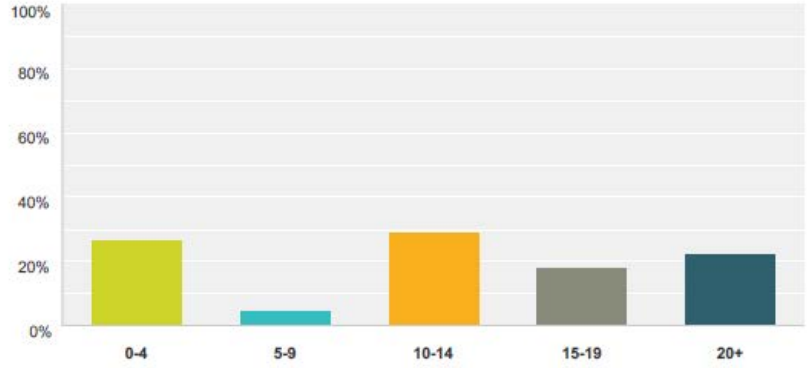
Appendix A – Internal Company Officer Development Survey

Survey 1- Internal Company Officer Development

Q1 How many years of service do you have with the SFMD?

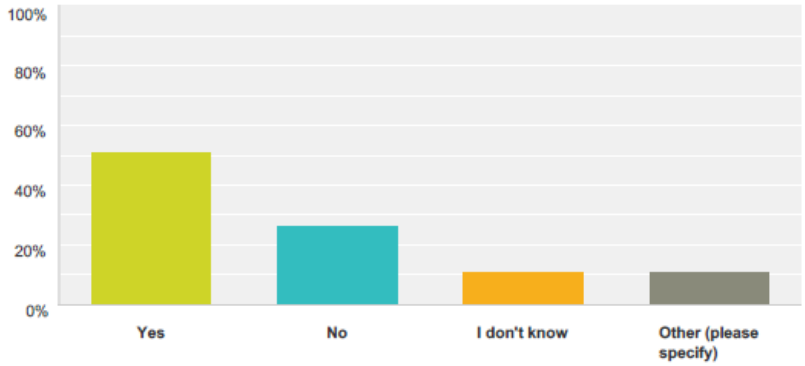
Answered: 45 Skipped: 0



Answer Choices	Responses	
0-4	26.67%	12
5-9	4.44%	2
10-14	28.89%	13
15-19	17.78%	8
20+	22.22%	10
Total		45

Q2 Do you feel the SFMD adequately prepares candidates for the position of company officer?

Answered: 45 Skipped: 0

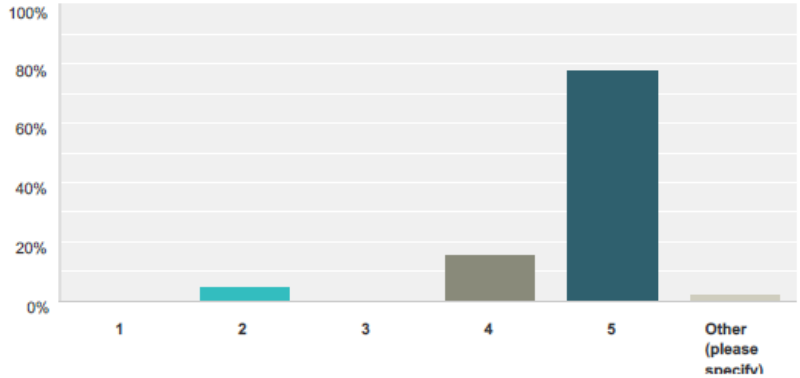


Answer Choices	Responses	
Yes	**51.11%**	23
No	**26.67%**	12
I don't know	**11.11%**	5
Other (please specify)	**11.11%**	5
Total		**45**

#	Other (please specify)	Date
1	better than when I came in the door, can always improve	10/25/2016 6:13 AM
2	getting better	10/14/2016 11:08 PM
3	Starting too	10/8/2016 12:18 PM
4	Yes but could be improved	10/8/2016 8:38 AM
5	Not until recently with the blue card system	10/7/2016 10:11 PM

Q3 On a scale of 1-5, how important is it to have a formal program which prepares a CANDIDATE for the position of company officer? (1= Not important / 5=Very Important)

Answered: 45 Skipped: 0

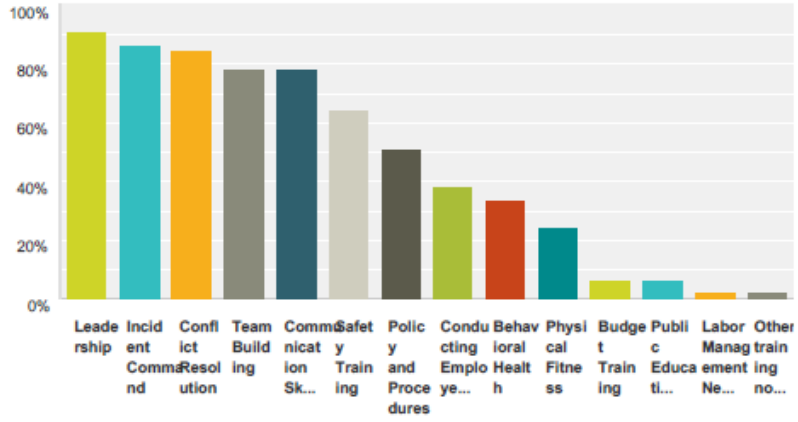


Answer Choices	Responses	
1	0.00%	0
2	4.44%	2
3	0.00%	0
4	15.56%	7
5	77.78%	35
Other (please specify)	2.22%	1
Total		45

#	Other (please specify)	Date
1	5,. But I wanted to say that this is very important for anyone expected to step up to the AC role as well.	10/7/2016 9:21 PM

Q4 What are the most important topics to include in an officer development program? (choose no more than 7)

Answered: 45 Skipped: 0

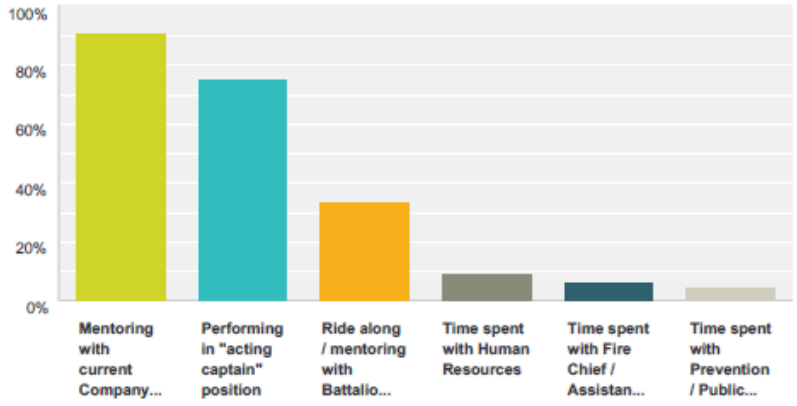


Answer Choices	Responses	
Leadership	91.11%	41
Incident Command	86.67%	39
Conflict Resolution	84.44%	38
Team Building	77.78%	35
Communication Skills	77.78%	35
Safety Training	64.44%	29
Policy and Procedures	51.11%	23
Conducting Employee Evaluations	37.78%	17
Behavioral Health	33.33%	15
Physical Fitness	24.44%	11
Budget Training	6.67%	3
Public Education / Prevention	6.67%	3
Labor Management Negotiations	2.22%	1
Other training not listed above (please specify)	2.22%	1
Total Respondents: 45		

#	Other training not listed above (please specify)	Date
1	All of the training is important. Most important is time of service before being considered into this role which requires more than just a desire to earn more which is a primary reason for those who choose to promote. Once in the role you soon realize that there is much more to being a leader. Understanding all aspects are vital. A training book with sections to be signed and completed should be something to consider.	10/10/2016 11:38 PM

Q5 Other than training topics, what should be included to prepare a CANDIDATE for the position of company officer?

Answered: 45 Skipped: 0

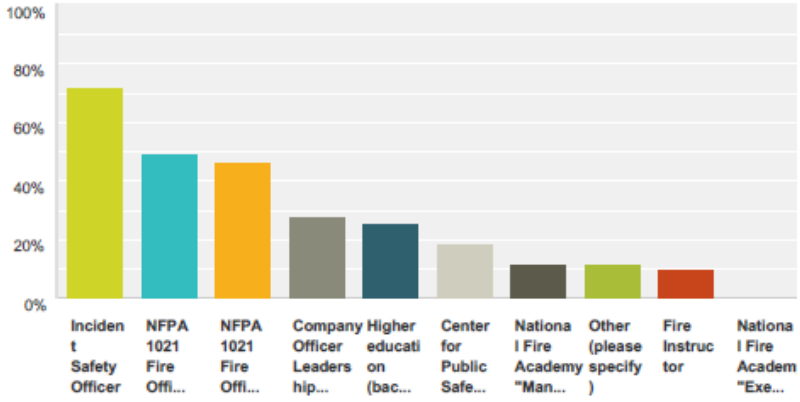


Answer Choices	Responses	
Mentoring with current Company Officer(s)	91.11%	41
Performing in "acting captain" position	75.56%	34
Ride along / mentoring with Battalion Chief	33.33%	15
Time spent with Human Resources	8.89%	4
Time spent with Fire Chief / Assistant Chiefs	6.67%	3
Time spent with Prevention / Public Education	4.44%	2
Total Respondents: 45		

#	Other items to be considered (be specific)	Date
1	mentoring company officers should have some kind of certification program of there own	10/25/2016 6:13 AM
2	The ACTUAL duties of the position. The informal daily stuff that really happens. Training items such as evaluations, expectations of the position and self expectations.	10/7/2016 11:51 PM

Q6 What training, education or certifications do you feel are important AFTER promoting to company officer?

Answered: 43 Skipped: 2

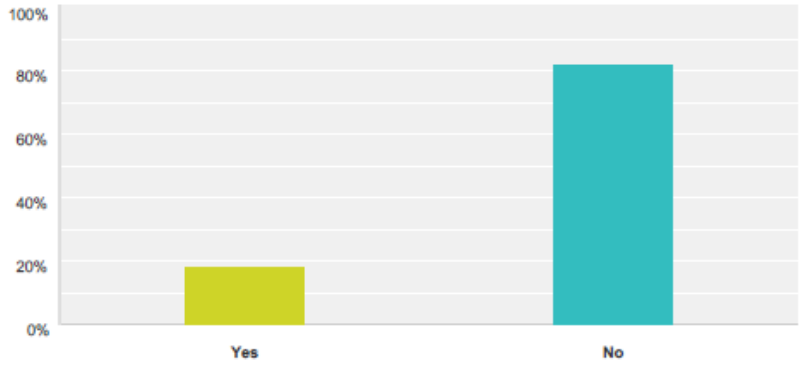


Answer Choices	Responses	
Incident Safety Officer	72.09%	31
NFPA 1021 Fire Officer I	48.84%	21
NFPA 1021 Fire Officer II	46.51%	20
Company Officer Leadership Series (COLS)	27.91%	12
Higher education (bachelors, masters)	25.58%	11
Center for Public Safety Excellence (CPSE) "Fire Officer" certification	18.60%	8
National Fire Academy "Managing Officer" program	11.63%	5
Other (please specify)	11.63%	5
Fire Instructor	9.30%	4
National Fire Academy "Executive Fire Officer" program	0.00%	0
Total Respondents: 43		

#	Other (please specify)	Date
1	Maintaining blue card or ic/ts CEs	10/27/2016 1:43 PM
2	The most applicable to what a company officer will be doing (i.e. best bang for the buck) I don't know which one of those above best meets that need	10/14/2016 11:08 PM
3	In reality you can see that certificates and degrees are just things on a wall. Any good leader can rely on personal traits to help promote them with legitimate abilities. Someone with questionable attributes will not be able to rely on their own merits and must say look at all these I have. I am all for higher education and understand its importance. We should continue to promote education as a fundamental piece of our growth.	10/10/2016 11:38 PM
4	PIO	10/8/2016 7:47 AM
5	OJT	10/7/2016 9:40 PM

Q7 Is there any additional input you would like to provide for this survey? Please comment below.

Answered: 44 Skipped: 1



Answer Choices	Responses	
Yes	18.18%	8
No	81.82%	36
Total		44

#	Other (please specify)	Date
1	Simple things can be overlooked in the preparation process that can leave an acting captain, or young captain not prepared. Filling out exposure forms, accident forms and documentation, and/or documentation for difficult employees on the path for corrective action are important things that we lack training on.	10/29/2016 11:40 AM
2	Good captains take their job seriously. They learn their role and prove themselves. They don't want to jump through more and more hoops. OJT shows what someone can do and can't do. If you cant do the job or lead a crew then you have no business being a captain.	10/23/2016 11:14 AM
3	I would always encourage the most applicable training that would best prepare company officers. I'm just surprised we don't have more internal stuff available. I understand that there is time investment, organization of materials and people power to make it happen, but I would think that with amount of collective experience in the district that we could pool our resources and put together a program that develops the company officer before and after promotion. We just don't tap that resource because it's easier to outsource the cert's and education to the outside, while we don't tap into the valuable resource we have in our people. It would be a wise investment because everyone could have access to it, not just those wanting to promote. Blue card is a good example of how you could structure a program, and everyone could utilize as a resource that we have access to. It could be changed/updated when necessary but we make it to cater to Superstition fire with people and places we know. Apply the principles we learn from the outside to our organization and how we put those principles into practice. We have a video dept. that we could use to develop a video resource coupled with company officer curriculum if you will, in a blue card type of format. Utilize the human resource to capture experienced Captains and Chiefs telling their experiences/or stories on characteristics/factors that will develop company officers and supplement a "curriculum" of sorts. So many experiences/ learning moments are never shared that we all could benefit from both good and bad. So anyway, it's pie in the sky stuff but In my experience, you only retain a certain amount of material that is asked of you when you go out for a cert. Sure they are better than nothing but it's like we are just checking off boxes. Then you need to assimilate that to your organization and your experiences there. If you can supplement the dry learning we are asked to read or attend a class for, with real world experiences from our own folks, I Just think it puts a face to the stuff you want them to know to be effective. There are challenges with it. You have to have people that are willing to put their experiences out there for others to learn from. Like I was saying "pie in the sky". don't know if it's worth the trouble	10/14/2016 11:08 PM

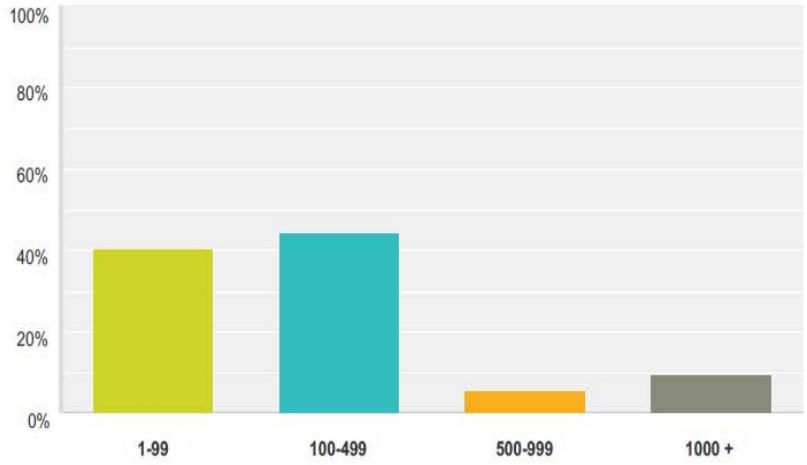
4	I ah e always thought that an officers ability to stay in their position should be done with a review from their subordinates. Having your coworkers evaluate your ability to be in the captains role or higher means nothing when the main work group has to continue to work hard inspire of a bad leader. We have always failed in this area. This would potentially help with potential training and development of those who lack the ability to work with others. From my years of work I have seen this in many areas. We put people in charge of groups who really have no ability. Others have to fall in line due to fear of loosing their job if they choose to do otherwise. They go home angry and frustrated. This is not how we develop good mentoring and future development of leaders.	10/10/2016 11:38 PM
5	A good solid person with Values and life experience should outway education in this field every time!	10/10/2016 8:42 AM
6	Thank you for developing those in leadership positions.	10/8/2016 8:38 AM
7	I hate to compare us with other agencies but we need to look into their culture on how there people promote. We don't start to mold people from day one, we just give a mark of how many years minimum that you need to test. And then dump 1600 pages on them to read. If we're going to be the premier district, then we need to train our people for that. More time in rank for starters such as 7 years for engineer and 10 years for company officer. Todays society wants it now, without doing the time and work. We dont need that. Start position specific task books that make the canidate actually do the workso that way when they do test, they are capable and are not judged by a written score that limits or guages their ability. They've already done the work, the testing then is just a formality.	10/7/2016 11:51 PM
8	Just because you have all the degrees or certificates it still boils down to on the job training and life experiences some people just don't have what it takes although they qualify on paper.	10/7/2016 10:11 PM
9	I think that preparing engineers for the role of junior officer and having them occasionally fill the AC role also helps the future officer candidate.	10/7/2016 9:40 PM
10	I would like to see more company officers up to speed and/or aware of current fire service/EMS trends. To diligently seek out this information. Also, to be able to take that info and begin to influence positive change within their crew and department more often.	10/7/2016 9:22 PM

Appendix B – External Company Officer Development Survey

Survey 2- External Company Officer Development

Q1 How many employees are in your organization?

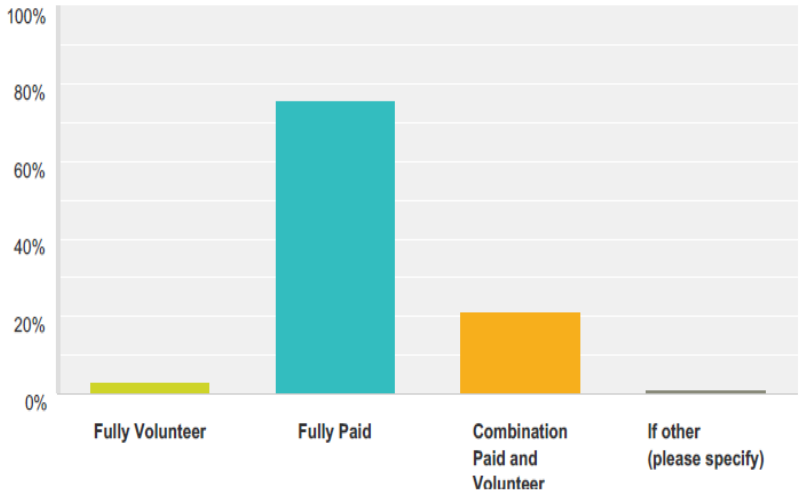
Answered: 106 Skipped: 0



Answer Choices	Responses	
1-99	40.57%	43
100-499	44.34%	47
500-999	5.66%	6
1000 +	9.43%	10
Total		106

Q2 Which best describes your fire service organization?

Answered: 106 Skipped: 0

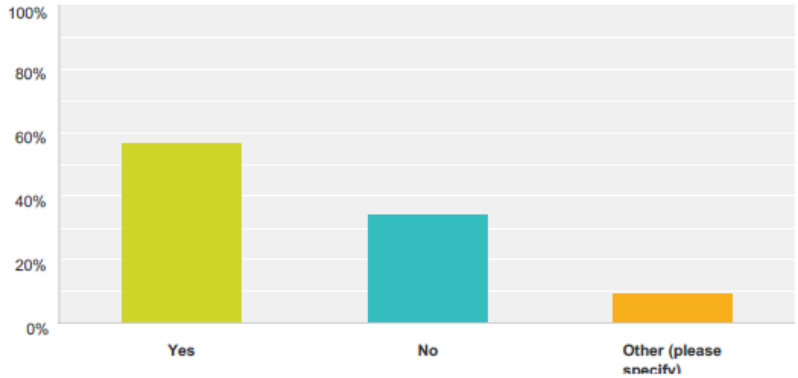


Answer Choices	Responses	
Fully Volunteer	2.83%	3
Fully Paid	75.47%	80
Combination Paid and Volunteer	20.75%	22
If other (please specify)	0.94%	1
Total		106

#	If other (please specify)	Date
1	Combination Full and Part Timers	10/20/2016 10:06 AM

Q3 Does your organization currently have a company officer development program (to prepare a candidate for the position of Captain / Lieutenant)?

Answered: 106 Skipped: 0

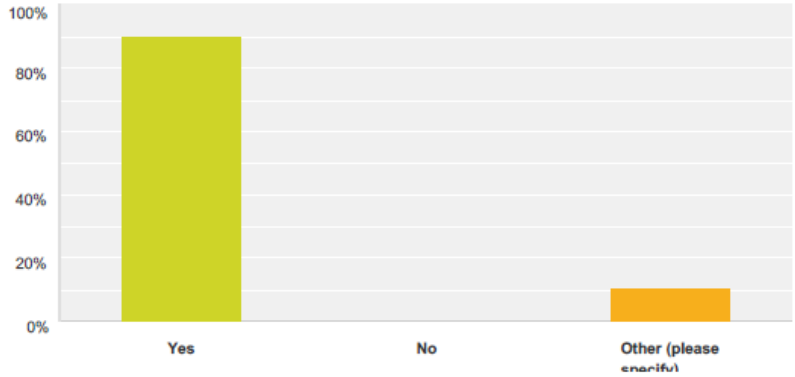


Answer Choices	Responses	
Yes	**56.60%**	60
No	**33.96%**	36
Other (please specify)	**9.43%**	10
Total		**106**

#	Other (please specify)	Date
1	We require Blue Card Incident Command certification for company officer and acting company officer	10/25/2016 7:51 AM
2	We have a Captains Academy that we facilitate but we haven't annualized this program	10/20/2016 5:25 PM
3	unofficial mentoring program	10/20/2016 2:24 PM
4	We have acting packets, but no formalized step process.	10/20/2016 12:38 PM
5	We have a pre-promotional process	10/20/2016 12:35 PM
6	trying to get a formal program in place	10/20/2016 12:08 PM
7	we bring in field experts to mentor through class room and scenerio based training	10/20/2016 10:25 AM
8	Right seat rider SOP being developed for those on promotion list	10/20/2016 8:57 AM
9	In the process	10/20/2016 7:04 AM
10	just starting a program	10/20/2016 6:49 AM

Q4 If you answered NO to question #3, do you feel your organization might benefit from an officer development program?

Answered: 48 Skipped: 58

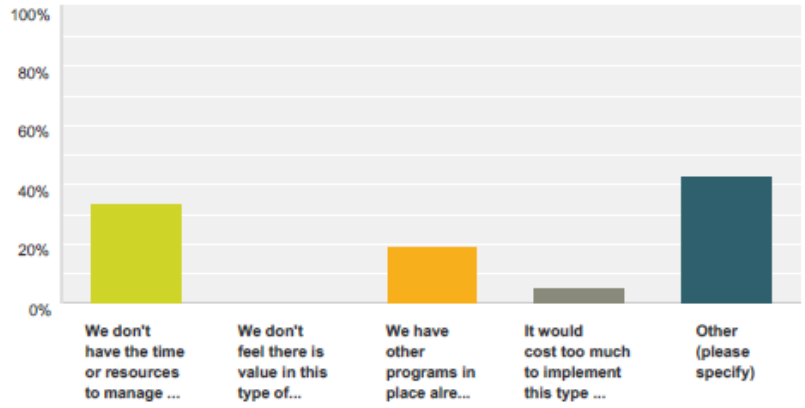


Answer Choices	Responses	
Yes	89.58%	43
No	0.00%	0
Other (please specify)	10.42%	5
Total		48

#	Other (please specify)	Date
1	Yes	10/22/2016 7:21 AM
2	NA	10/20/2016 12:10 PM
3	N/A	10/20/2016 9:49 AM
4	We have a program.	10/20/2016 8:26 AM
5	N/A	10/9/2016 11:52 AM

Q5 If you answered NO to question #3, what are the reasons for not having a company officer development program?

Answered: 42 Skipped: 64

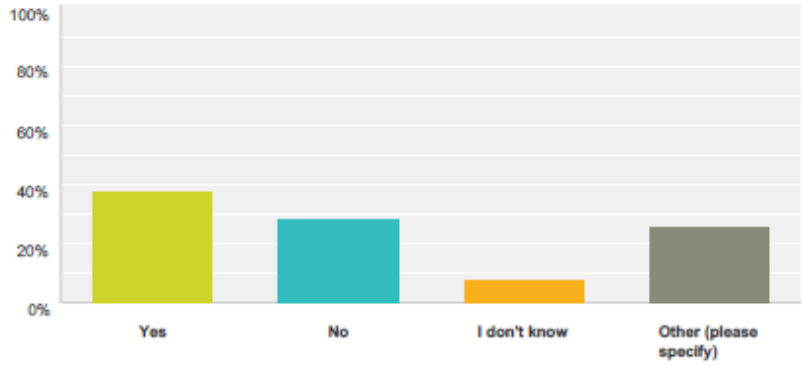


Answer Choices	Responses	
We don't have the time or resources to manage the program	33.33%	14
We don't feel there is value in this type of program	0.00%	0
We have other programs in place already which are similar to this	19.05%	8
It would cost too much to implement this type of program	4.76%	2
Other (please specify)	42.86%	18
Total		42

#	Other (please specify)	Date
1	We are developing one.	10/25/2016 2:40 PM
2	Currently working on a task book	10/21/2016 6:08 PM
3	Has been needed for years but does not engage and make it happen	10/21/2016 9:57 AM
4	We present development programs during promotional processes	10/20/2016 10:38 PM
5	We don't have the leadership to drive such a program.	10/20/2016 2:47 PM
6	negotiation with Local	10/20/2016 2:24 PM
7	NA	10/20/2016 12:10 PM
8	organizing 5 different VFD's to same standard	10/20/2016 11:30 AM
9	Upper management doesn't see the value	10/20/2016 11:26 AM
10	we continue to strve to develop with limited call volume and volunteer time often difficult to capture all at the same time or provide consistent programming	10/20/2016 10:25 AM
11	NA	10/20/2016 10:10 AM
12	N/A	10/20/2016 9:49 AM
13	N/A	10/20/2016 9:44 AM
14	Costs as they want overtime to be prepared	10/20/2016 9:41 AM
15	We have a program.	10/20/2016 8:26 AM
16	mentoring and succession planning does not happen int he department	10/20/2016 7:01 AM
17	we are just starting the program	10/20/2016 6:49 AM
18	N/A	10/9/2016 11:52 AM

Q6 Does your officer development program adequately prepare candidates to perform in the role of a new company officer?

Answered: 102 Skipped: 4



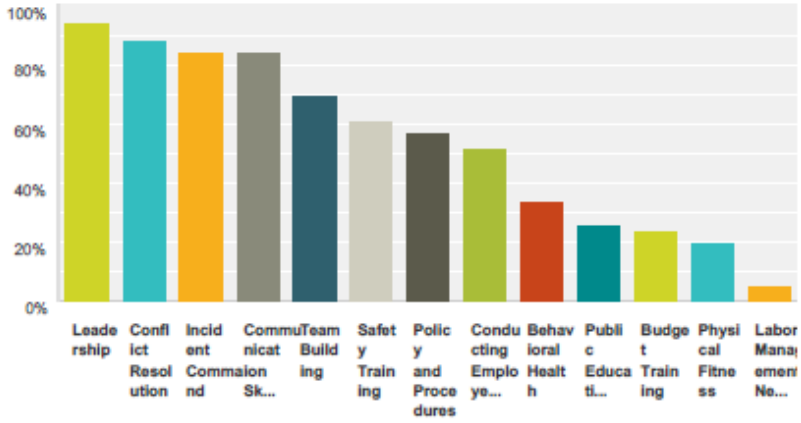
Answer Choices	Responses	
Yes	38.24%	39
No	28.43%	29
I don't know	7.84%	8
Other (please specify)	25.49%	26
Total		102

#	Other (please specify)	Date
1	Currently do not have a program in place.	10/26/2016 8:23 AM
2	N/A	10/25/2016 2:40 PM
3	It is mandatory to go through the company officer development program	10/24/2016 5:49 PM
4	I believe it is adequate, but constantly changing to include new practices and leadership techniques	10/24/2016 2:53 PM
5	Our program details classes and certifications encouraged / required. More could be done.	10/24/2016 7:44 AM
6	It is part of the preparation. Other things, like unofficial mentoring and general experience are important as well.	10/21/2016 9:07 PM
7	Yes - but the classes/training is limited and self driven	10/21/2016 9:57 AM
8	we have just started our program so we have not had a chance to evaluate its success	10/20/2016 8:57 PM
9	Most roles but lacks information regarding employee relations, discipline and leadership.	10/20/2016 6:58 PM
10	The Captain Academy does	10/20/2016 5:25 PM
11	it depends on the motivation of the individual	10/20/2016 2:24 PM
12	Don't have one	10/20/2016 1:58 PM
13	Still varies with the individual and even with who signed them off.	10/20/2016 12:38 PM
14	Depends on the person	10/20/2016 12:35 PM
15	It provides excellent information and the opportunity to learn and the opportunity to become FO1	10/20/2016 12:16 PM
16	No program	10/20/2016 12:14 PM

17	We hold an academy after promotion but it is relatively ineffective.	10/20/2016 11:28 AM
18	Somewhat	10/20/2016 10:00 AM
19	It's new	10/20/2016 9:56 AM
20	N/A	10/20/2016 9:44 AM
21	Unknown	10/20/2016 7:49 AM
22	Not sure yet as it is still in development.	10/20/2016 7:04 AM
23	Our program prepares candidates well, but it is routinely updated for improvement	10/20/2016 6:57 AM
24	We have a regional program, which has not being operating long enough to determine if it has been effective	10/20/2016 6:48 AM
25	don't have a program	10/20/2016 6:31 AM
26	In certain ways it does. I do think there could be more training in the supervisory area.	10/10/2016 9:02 AM

Q7 What are the most important topics to include in an officer development program? (choose no more than 7)

Answered: 105 Skipped: 1

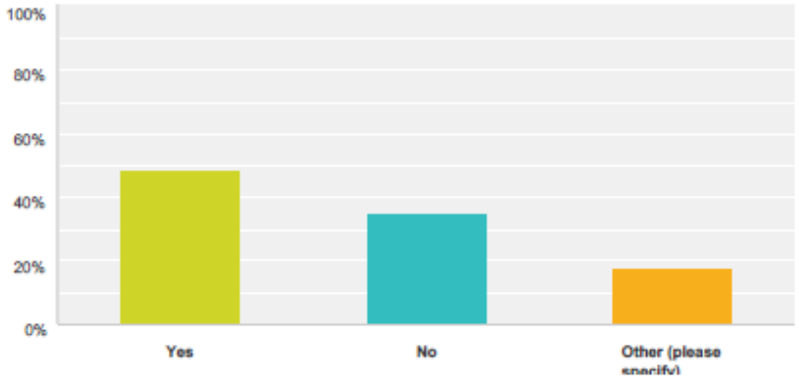


Answer Choices	Responses	
Leadership	94.29%	99
Conflict Resolution	88.57%	93
Incident Command	83.81%	88
Communication Skills	83.81%	88
Team Building	69.52%	73
Safety Training	60.95%	64
Policy and Procedures	57.14%	60
Conducting Employee Evaluations	51.43%	54
Behavioral Health	33.33%	35
Public Education / Prevention	25.71%	27
Budget Training	23.81%	25
Physical Fitness	20.00%	21
Labor Management Negotiations	5.71%	6
Total Respondents: 105		

#	Other (please specify)	Date
1	Analysis / Analytical Skills for problem solving in day to day issues	10/24/2016 7:44 AM
2	Accurate report writing and the importance of accurate data	10/23/2016 10:24 AM
3	tactical decisionmaking	10/20/2016 2:24 PM
4	Disciplinary Issues	10/20/2016 12:08 PM
5	command presence, skill set development, pride in ownership	10/20/2016 10:25 AM
6	Fire Service history overview	10/20/2016 7:13 AM
7	interpersonal skills	10/20/2016 7:01 AM
8	depends on the assignment/position it is intended to prepare them for. All topics here are relevant.	10/20/2016 6:57 AM

Q8 Do you feel your officer development program has been effective in preparing candidates for the position?

Answered: 99 Skipped: 7

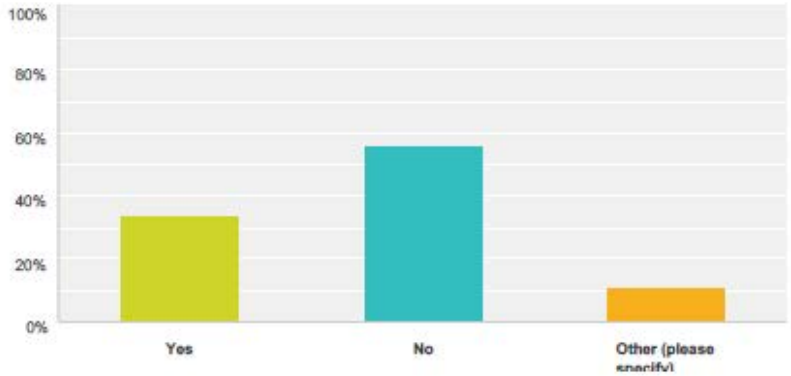


Answer Choices	Responses	
Yes	48.48%	48
No	34.34%	34
Other (please specify)	17.17%	17
Total		99

#	Other (please specify)	Date
1	N/A	10/25/2016 2:40 PM
2	See question # 6.	10/21/2016 9:07 PM
3	unknown at this time becuase it has just beem implmented	10/20/2016 8:57 PM
4	We have much room for improvement.	10/20/2016 6:58 PM
5	Depends on person	10/20/2016 12:35 PM
6	No program	10/20/2016 12:14 PM
7	for some the extra training opportunities have proven effective and for others not so much. dependent on commitment and time provided	10/20/2016 10:25 AM
8	N/A	10/20/2016 9:44 AM
9	I have high hopes	10/20/2016 8:57 AM
10	It is in its infancy - first year	10/20/2016 8:54 AM
11	Not fully. We need to revise.	10/20/2016 7:59 AM
12	N/A	10/20/2016 7:49 AM
13	Unknown at this time.	10/20/2016 7:04 AM
14	just starting	10/20/2016 6:49 AM
15	Program has not been in affect long enough to see results yet	10/20/2016 6:48 AM
16	don't have one	10/20/2016 6:31 AM
17	It has been beneficial but needs to be improved upon.	10/10/2016 9:02 AM

Q9 Does your officer development program continue AFTER promoting to company officer?

Answered: 102 Skipped: 4

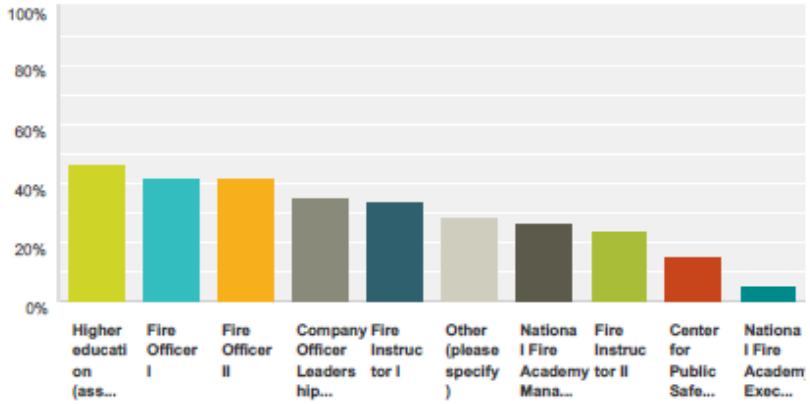


Answer Choices	Responses	
Yes	33.33%	34
No	55.88%	57
Other (please specify)	10.78%	11
Total		102

#	Other (please specify)	Date
1	N/A	10/25/2016 2:40 PM
2	new officers (lieutenant) have a station Captain to assist	10/20/2016 2:24 PM
3	No program	10/20/2016 12:14 PM
4	We hold quarterly captain's training in which they do receive on going education for the incumbants. This is mandatory training.	10/20/2016 12:08 PM
5	Just a two day class and an occasional City level class. So no, not really.	10/20/2016 11:28 AM
6	we offer continuing opportunities for officer training at the home unit as well as outside training. participation is dependent on interest. not required yet	10/20/2016 10:25 AM
7	N/A	10/20/2016 9:44 AM
8	N/A	10/20/2016 7:49 AM
9	It will.	10/20/2016 7:04 AM
10	don't have one	10/20/2016 6:31 AM
11	annual officer development program	10/20/2016 5:21 AM

Q10 If yes to #9, what training or experience should be required AFTER promoting to company officer?

Answered: 60 Skipped: 46



Answer Choices	Responses	
Higher education (associates, bachelors, masters)	46.67%	28
Fire Officer I	41.67%	25
Fire Officer II	41.67%	25
Company Officer Leadership Series (COLS)	35.00%	21
Fire Instructor I	33.33%	20
Other (please specify)	28.33%	17
National Fire Academy Managing Officer program	26.67%	16
Fire Instructor II	23.33%	14
Center for Public Safety Excellence "Fire Officer" credentialing	15.00%	9
National Fire Academy Executive Fire Officer program	5.00%	3
Total Respondents: 60		

#	Other (please specify)	Date
1	Continue with Company Officer leadership, developement,	10/25/2016 3:29 PM
2	N/A	10/25/2016 2:40 PM
3	Acting captain and Acting BC training. First level officers are Lieutenants	10/21/2016 2:57 PM
4	Fire Officer I and Fire Instrcutor I are included in our Officer Development program	10/20/2016 4:32 PM
5	Incident Safety Officer	10/20/2016 3:05 PM
6	unfortunately None	10/20/2016 2:24 PM
7	Ongoing training in all areas	10/20/2016 12:35 PM
8	On going development and communications.	10/20/2016 12:32 PM

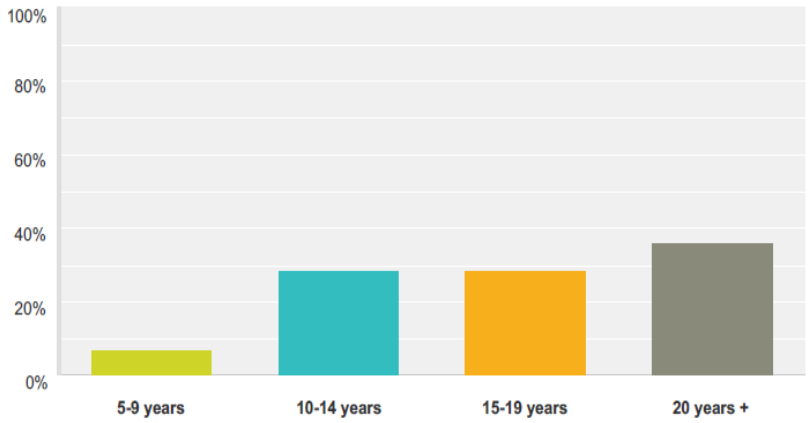
9	Additional requirements and certifications are required to be eligible to move up to whatever the next position may be in terms of promotion.	10/20/2016 10:50 AM
10	Task Book curriculum	10/20/2016 9:56 AM
11	N/A	10/20/2016 9:49 AM
12	N/A	10/20/2016 9:44 AM
13	Insurance Services Office Standard	10/20/2016 9:00 AM
14	N/A	10/20/2016 7:49 AM
15	A department approved certification course (NFA, COLS), attended at least every other year. Minimum attendance at locally delivered officer development courses	10/20/2016 6:57 AM
16	FO i and II required to be eligible for promotion.	10/20/2016 5:21 AM
17	N/A, we have nothing.	10/9/2016 11:52 AM

Appendix C – SFMD Company Officer Survey

Survey 3- SMFD Company Officer (Current Company Officers)

Q1 How many years have you been employed by the SFMD?

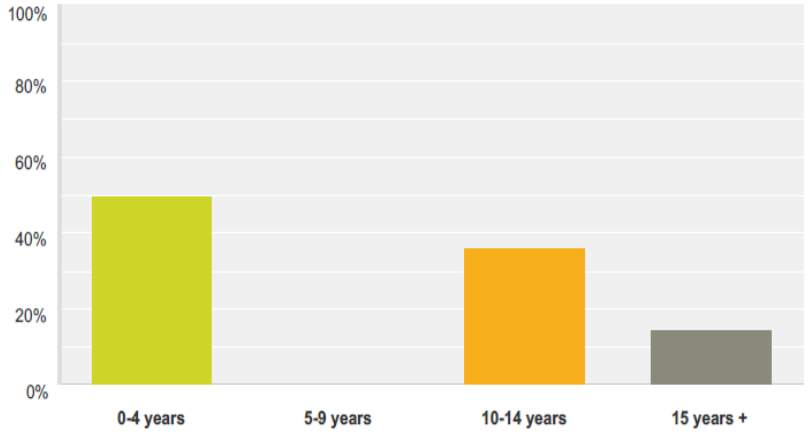
Answered: 14 Skipped: 0



Answer Choices	Responses	
5-9 years	7.14%	1
10-14 years	28.57%	4
15-19 years	28.57%	4
20 years +	35.71%	5
Total		14

Q2 How many years have you been a SFMD Company Officer?

Answered: 14 Skipped: 0



Answer Choices	Responses	
0-4 years	50.00%	7
5-9 years	0.00%	0
10-14 years	35.71%	5
15 years +	14.29%	2
Total		14

Q3 What training, education, or professional development did you receive (from the organization, or on your own) BEFORE you promoted to Company Officer?

Answered: 14 Skipped: 0

#	Responses	Date
1	Non	1/31/2017 5:38 PM
2	very little formal training.	1/29/2017 8:01 AM
3	None	1/29/2017 7:47 AM
4	Building construction background, college general studies course work and a few fire science classes, paramedic certification, technical rescue technician, state fire school classes, acting captain seat time.	1/28/2017 8:43 PM
5	Nothing really BC Academy in Peoria	1/28/2017 4:59 PM
6	BAS, AAS, ISO, Officer I and II, Driver Operator, Paramedic, EMT, Leadership academy	1/28/2017 9:47 AM
7	junior college	1/28/2017 6:01 AM
8	Company officer training was an almost everyday on the job lesson. My captain helped prepare myself by allowing me to act as the acting captain and I also took advantage of almost any leadership or captain class or seminar that was offered.	1/27/2017 9:35 PM
9	Military leadership class. Leadership provided by project management	1/27/2017 8:24 PM
10	No organized training for the position. Filled in as an acting captain prior to testing.	1/27/2017 6:52 PM
11	Tactics and Strategies	1/27/2017 6:26 PM
12	Associates in emergency management On the job training Blue card training Temp promotion training	1/27/2017 5:58 PM
13	Blue card, in house leadership conference,	1/27/2017 5:48 PM
14	State fire school company officer on own	1/27/2017 5:38 PM

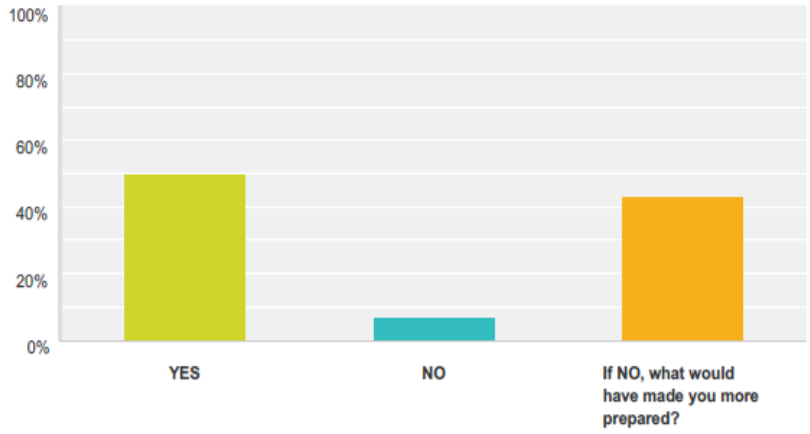
Q4 What training, education, or professional development did you receive (from the organization, or on your own) AFTER you promoted to Company Officer?

Answered: 14 Skipped: 0

#	Responses	Date
1	Non	1/31/2017 5:38 PM
2	AGTS, battalion chief academy.	1/29/2017 8:01 AM
3	From the organization- Blue Card, Leadership training, Safety Officer Own- returned to college for undergraduate degree in Public Administration	1/29/2017 7:47 AM
4	Peoria Battalion Chief academy, AGTS supervisory classes, state fire school classes, technical rescue instructor in house and regional, OSHA competent person certified, weapons of mass destruction- structural collapse certified, SFMD leadership academy 2015, 2016. Hazard zone conference 2016, COLS phase I 2016, FDSOA safety officer certified 2016, AAS Paramedicine 2016, Blue Card incident command certified 2016, Blue Card command instructor certified 2016, SFMD succession training Acting Battalion Chief	1/28/2017 8:43 PM
5	None. Pretty much on the job training	1/28/2017 4:59 PM
6	Blue card certification, Blue card instructor, leadership academy, a few conferences	1/28/2017 9:47 AM
7	leadership academy, on-the-job training	1/28/2017 6:01 AM
8	Blue Card training come to mind first. The other great opportunity would be using the VICC to practice sets and reps.	1/27/2017 9:35 PM
9	Blue card	1/27/2017 8:24 PM
10	Once Blue Card was recognized and implemented training began for the company officers.	1/27/2017 6:52 PM
11	Same	1/27/2017 6:26 PM
12	Blue card	1/27/2017 5:58 PM
13	Conferences	1/27/2017 5:48 PM
14	None	1/27/2017 5:38 PM

Q5 Did you feel prepared to become a Company Officer BEFORE you promoted?

Answered: 14 Skipped: 0

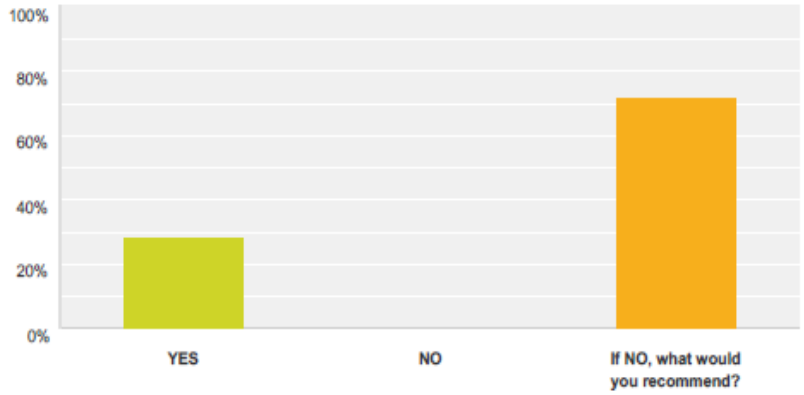


Answer Choices	Responses	
YES	50.00%	7
NO	7.14%	1
If NO, what would have made you more prepared?	42.86%	6
Total		14

#	If NO, what would have made you more prepared?	Date
1	more acting time.	1/29/2017 8:01 AM
2	No, i believe that I possesed the tools and abilities to become a good company officer, however had a lot to learn. I believe the majrority of the company officer role is (on the job training) as long as you posess the right foundation to build off of.	1/28/2017 8:43 PM
3	More time in the captain seat, mentoring program, acting captain program	1/28/2017 9:47 AM
4	better mentorship	1/28/2017 6:01 AM
5	Formal training on situations that would be experienced in the field. Such as, calling for resources for victims of house fires like Red Cross. TRT calls, swift water calls and others.	1/27/2017 6:52 PM
6	Human resource type training	1/27/2017 6:26 PM

Q6 Do you feel the SFMD adequately prepares candidates to become effective company officers?

Answered: 14 Skipped: 0



Answer Choices	Responses	
YES	28.57%	4
NO	0.00%	0
If NO, what would you recommend?	71.43%	10
Total		14

#	If NO, what would you recommend?	Date
1	Mentoring	1/31/2017 5:38 PM
2	a set of standard guidlines and qualifications	1/29/2017 8:01 AM
3	I think we are headed in the right direction with some of the things we are doing for example Blue Card, SFMD leadership academy, and some of the various conferences and symposiums that have been made available. I believe that the most important piece comes from our current company officers to mentor their people, and prepare them for the future. We spend the most time with our people and need to teach them from our successes, and our failures. We have some very good company officers that do this very thing, I believe employees are watching your every move as their boss, and it is our responsibility to make them better than we were. I dont like this one line format for long answers. Can you make the box bigger for future surveys?	1/28/2017 8:43 PM
4	It's not a popularity contest like we seem to make it. It's also not all about book smarts or education either, some guys have great leadership and life skills that are hard to measure by a test.	1/28/2017 4:59 PM
5	More time in the captain seat, mentoring program, acting captain program	1/28/2017 9:47 AM
6	creating a mentor program	1/28/2017 6:01 AM
7	Company officer leadership classes	1/27/2017 8:24 PM
8	More formal training addressing the last question.	1/27/2017 6:52 PM
9	The focus has always been Tactics and Strategies. Unfortunately that is a very small part of the position. Better human resource training would lend itself to the 90% of the position. Leadership Academy's are nice, but don't provide true guidance and knowledge in challenging employee situations.	1/27/2017 6:26 PM
10	Company officer classes and a acting captain check off book prior to testing for captain and make it a requirement to test.	1/27/2017 5:38 PM

Q7 To obtain the best candidates, what do you feel should be the minimum requirements to test for Company Officer? For example: "X" years with the organization, "X" level of higher education, certifications, task books, time spent as acting company officer, etc.

Answered: 14 Skipped: 0

#	Responses	Date
1	Testing	1/31/2017 5:38 PM
2	5 years of service, completion of a task book and min. of 20 shifts as an acting captain with the company officer evaluating	1/29/2017 8:01 AM
3	Minimum 6 years as a firefighter and engineer. Preferred that the candidate work at the rank of Engineer for minimum of 2 years as well. Educational requirement of an Associate Degree in related field from accredited college.	1/29/2017 7:47 AM
4	Minimum requirements 8 years with our organization. This would give them the opportunity to become a good firefighter, emt/paramedic. Give them numerous opportunity to serve an acting captain role, build the respect from the troops which is required to be successful as a company officer. Require an AAS after the promotional exam, we have some individuals in our organization that I believe would make excellent company officers that have been here before this was a requirement, that have no desire to obtain it prior to an exam, however I believe they would be more willing to obtain it after they were promoted. Possibly some sort of a review, since we don't do true employee evaluations from an employees supervisor, Battalion Chief, peer review that some how could be a weighted scored piece of the process. Probably not found in the HR handbook, however if you poled the department I believe you would get a pretty accurate answer on who would make your best company officers. Acting company officer time is always a great tool to evaluate an individuals abilities, decision making thought process, how they deal with employees, how they deal with the public. Blue Card is now a minimum requirement all of our candidates will have that, however I keep hearing that if you have blue card you are ready to be a captain. I completely disagree with this, and it is a scary thought. It is such a small portion of what the company officer does on a regular basis. I hope that you can figure a way out to determine what minimum attributes should be required to become a company officer, and then develop a test that can evaluate those attributes, and place a score to them.	1/28/2017 8:43 PM
5	I feel that a candidate should have a minimum of 10 years on before being allowed to test for an officer position. This allows enough time for an individual to learn their job as a firefighter and possibly an engineer and they aren't fast tracking the system just so they can make Captain. We already have to many unqualified Captains that should have never been promoted.	1/28/2017 4:59 PM
6	5 years of service with organization, associate degree, blue card certification, a captain task book would be incredible (blue card has helped with incident command, but other people management training/task book ie how to deal with challenging employees), I don't think there should be a requirement on years of acting captain. I believe a task book would take care of that.	1/28/2017 9:47 AM
7	no minimum, open it up to all the evaluation process will allow the best candidate to come forward.	1/28/2017 6:01 AM
8	associates degree in fire science, and 7 years experience.	1/27/2017 9:35 PM
9	5 years as a FF and leadership classes	1/27/2017 8:24 PM
10	At least 10 to 15 years of service for captain rank. A Bachelor degree, and acting captain should be a position one is appointed upon completion of formal training after 5 years of service.	1/27/2017 6:52 PM
11	5to7 years experience in the field. Quite honestly a degree does not a Captain make. A persons leadership ability is identified in the field over time. Not in a class room.	1/27/2017 6:26 PM
12	4 plus years Time at a busy station Command training Policy training Expectation training	1/27/2017 5:58 PM
13	10 years on the job. 1 year in an acting company officer role	1/27/2017 5:48 PM
14	Years , task book, time as ac, certs and company officer class.	1/27/2017 5:38 PM

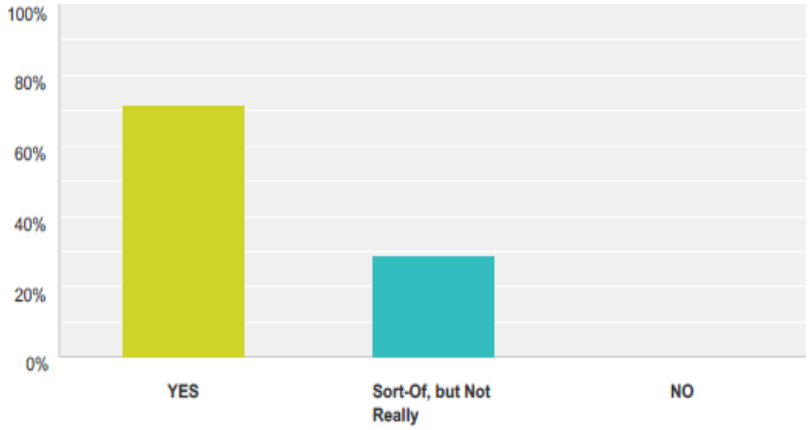
Q8 To maintain the best Company Officers, what training, education, or professional development should be required after promotion?

Answered: 14 Skipped: 0

#	Responses	Date
1	Ce	1/31/2017 5:38 PM
2	IC training, and	1/29/2017 8:01 AM
3	leadership, incident command training, employee evaluation training, and safety officer training	1/29/2017 7:47 AM
4	I did not have my AAS degree until my 16th year as a captain, it is tough for me to say that it should be a requirement for the company officer level. These are street level down and dirty get it done positions. I have a couple of our individuals in mind that don't possess a degree that are very intelligent, well respected and I have complete confidence in their abilities to fill that role today. I believe the BC has the most influence on the company officer if given the time. The BC can influence the senior company officer, and mentor the new company officers, if your respected. With out the respect of the people no matter what position you hold you just become a "Badge Tapper"	1/28/2017 8:43 PM
5	Not sure but I don't believe that education is a huge part of this position.	1/28/2017 4:59 PM
6	Leadership academy attendance, additional training on doing employee evaluations (accountability on these as well, I have never had an evaluation as a captain and I never get reminded to do my employees evaluations), captains conference, on going training on how to deal with challenging employees	1/28/2017 9:47 AM
7	the problem here is the word, required. if the organization has to place requirement's on individuals before promoting and after there is a problem with the culture. individuals truly dedicated to becoming and maintain their skills in any profession do not need to be required to seek out continued developmental process.	1/28/2017 6:01 AM
8	continued education that embodies the mindset of what the leadership wants to see.	1/27/2017 9:35 PM
9	Professional leadership courses. Tactics and strategies	1/27/2017 8:24 PM
10	Formal company officer training, fire service response training, and others catered to the specific department.	1/27/2017 6:52 PM
11	Leadership and human resource courses focused on the position is more valuable to me than generic college type courses.	1/27/2017 6:26 PM
12	Continued command training	1/27/2017 5:58 PM
13	Yearly evals by BC. 360 evals. VICC time. Be held accountable for current standards	1/27/2017 5:48 PM
14	Any that we can bring here .	1/27/2017 5:38 PM

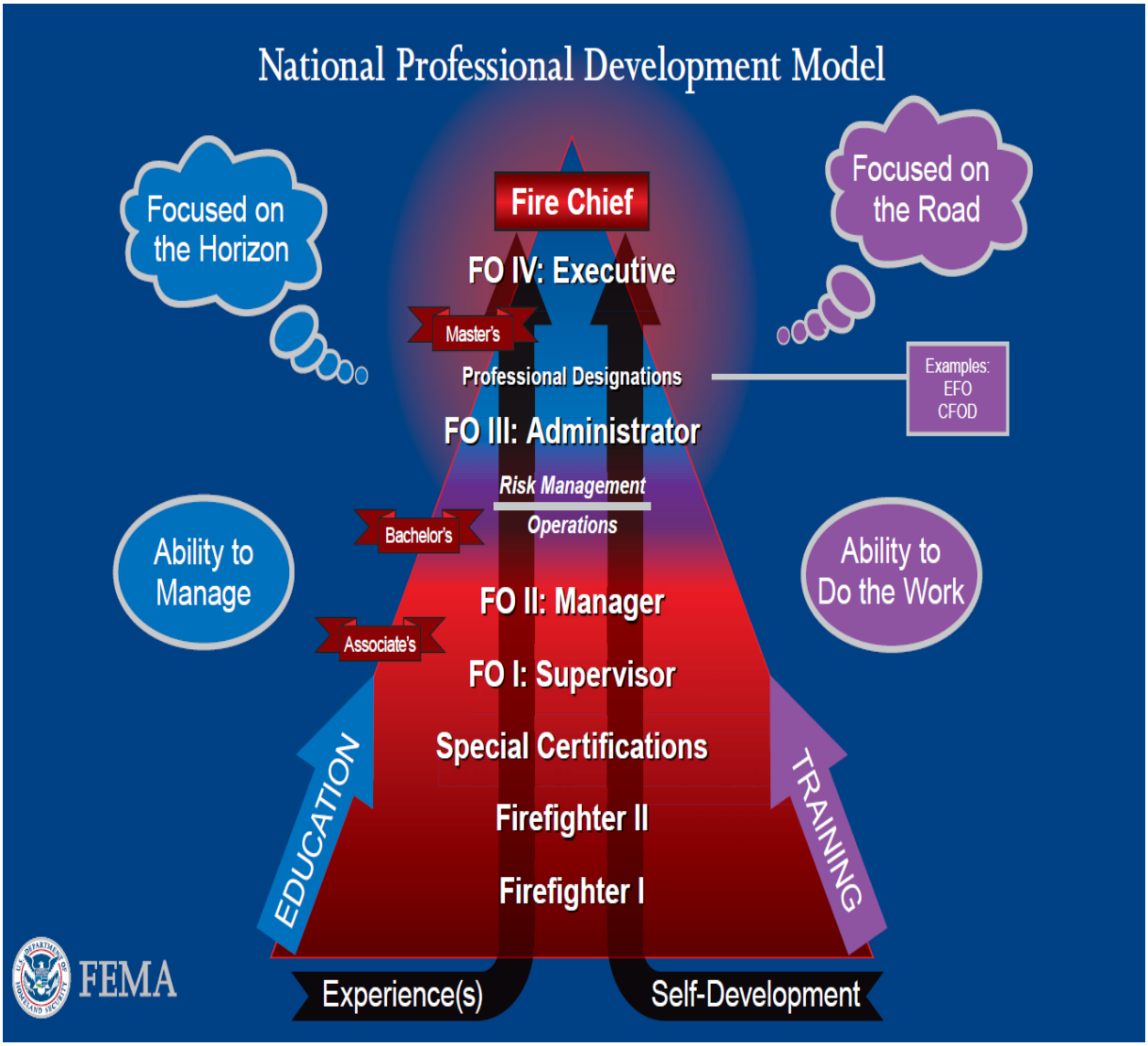
Q9 Did you pro-actively continue your training, education and professional development AFTER promoting to Company Officer?

Answered: 14 Skipped: 0



Answer Choices	Responses	
YES	71.43%	10
Sort-Of, but Not Really	28.57%	4
NO	0.00%	0
Total		14

Appendix D – FEMA National Professional Development Model



Appendix E – Job Description Comparison

City of Waco FD (Texas)	Superstition Fire & Medical District (Arizona)	City of Monterey Park FD (California)
Under direction of Assistant Chief	Under direction of Battalion Chief	Under direction of Battalion Chief or Fire Chief
Plans, organizes, coordinates, supervises	Supervise firefighting companies in fire/ems/prevention/pub-ed	Commands Engine or Truck companies
Lead, trains, evaluates performance	Supervises maintenance of stations/equip/apparatus	Responds to fires and emergencies and supervises staff
Supervises crew	Coordinates scheduling of personnel/equip/training/work	Serves as Incident Commander or supervisor within ICS
Enforces Rules and Regulations	Coordinates line functions regarding policy	Implements and manages programs
Coordinates Pre-Fire Planning	Determines emergency situations	Provides for fire prevention and pre-planning
Assists at emergency scenes	Direct subordinate/assume command/supervise	Directs, motivates, trains / provides leadership
Participates in pub-ed activities	Determine training and instruct	Responsible for staff and equipment in assigned station
Assists in fire investigations	Assist in research and program work	Makes decisions for firefighting methods and allocation
Supervises apparatus, facilities and equipment	Coordinate work assignments for subordinates	Directs firefighting until relieved by senior officer
Provide instruction during training	Evaluates work of subordinates/provide recommendations	Upkeep of station, apparatus, and equipment
Other duties as required	Advises subordinates of policy and SOG's	Provides for inspections and related duties
Performs reports	Responds to subordinate complaints and inquiries	Operates apparatus and equipment at station
Fights fire	Advises on career goals and opportunities	Keeps logs and activity records
Knowledge:	Prepares reports/forms/memos and writes correspondence	Supervises rescue operations
of streets, blocks and hydrants	Maintain daily logs/forms/and files	Inspects residences / businesses fire prevention related
of SOP and policy	Inspects records/equipment/apparatus/station	Participates in fire investigations
Ability:	Operates variety of equipment	Plans and oversees department training programs
to follow written and verbal communication	Directs activities of subordinates in fire inspections /pre-plans	**Knowledge:**
to communicate with portable radios	Directs presentations/demonstrations	Fire prevention/suppression/operation/organization
to work in arduous work conditions	Provide information to personnel via verbal/written means	Federal/State/Municipal/Department policy & procedure
to function in other position or classifications	Assumes FIT or BC as required	Pre-Plans
to cooperate with team members	**Knowledge:**	Principles of supervision and training
to enter and prepare reports	Laws/codes/ordinances related to fire prevention	FF Bill of Rights
	of policy/procedure	Proper work scheduling
Maintain Class B drivers license	of interacting agencies	Mutual Aid and cooperative response
Maintain certification Texas Fire Commission	of Mission/Vision/Values of SFMD	City geography
Maintain certification by Texas Dept of Health	of Incident Command System	Prevention planning
	of supervisory procedures	Problem solving principles
	of training procedures	Information management and record keeping
	Ability:	Computer applications
	to speak and communicate effectively	Forms and report development
	to be pursuasive and effective in getting point across	**Ability:**
	to listen	Operate all types of equipment and apparatus
	to follow written and oral instruction	Allocate resources
	to use proper terminology	Instruct others
	to express ideas and facts in writing	Supervise train and evaluate assigned staff
	to prepare written material	Maintain effective productivity, discipline and morale
	to express ideas in clear and concise manner	Perform duties requiring physical endurance
	to use proper grammer/phraseology/sentence structure	Maintain calm/good judgement under stressful conditions
	to read and comprehend complicated reports	Communicate clearly and effectively oral/writing
	to direct individuals to accomplish tasks	Communicate decisions or changes
	to accept responsibility	Calmly de-escalate dangerous or problematic issues
	to be self confident	Comprehend lengthy or complicated reports
	to deal with complaints or problems	Prepare and present comprehensive reports
	to use chain of command	Organize multiple tasks and projects within deadlines
	to conduct effective training	Interpret and make decisions
	to take action/make decision and judgements	Use computer and programs to interpret rules & regulations
	to realize ramifications of decisions	
	to size up situations	California Class B Firefighter or Class C operator license
	to establish course of action for self and others	Fire officers certificate
	to make proper assignments and use of resources	Current EMT or Medic certification
	to delegate responsibility	Must have associates degree in fire science or 60 units
	to interpret and transmit priorities	Must have 5 years experience as firefighter or engineer
	to deal with people in polite and tactful manner	
	to interact with people	
	to not to antagonize	
	to be cooperative and part of a team	
	to accept constructive criticism	
	to effectively deal with people in confrontational situations	
	to maintain professional manner	
	to stay positive and get the job done	
	to be loyal to the SFMD and upgrade own performance	
	to be dedicated to the job and ideals of the fire service	
	to develop a plan under mental/physical/emotional stress	
	to be responsible	
	to direct firefighting activities in safe manner	
	to be responsible for own actions	
	to change decisions based on reducing loss / eliminating risk	
	to take decisive actions	
	to apply information from SFMD references	
	to be aware of resources on fireground and apply	
	Must have associates degree in applicable field	
	Must have 5 years full time employment with SFMD	
	Must have current Az State EMT or MEDIC certification	

Winston Salem FD (North Carolina)	City of Riverside FD (Missouri)	City of Mesa Fire and Medical Department (Arizona)
Under direction of Battalion Chief	Under direction of Fire Division Chief	Under direction of Battalion Chief
Provides for protective service work	Supervise and manage daily activities of personnel	Assigning, directing, supervising firefighting and medical emergencies
Plans/directs/evaluates personnel and equipment of shift	Direct shift/station activities of fire/EMS/prevention/pub-ed/admin	Directing route taken to emergency scenes
Supervises and evaluates performance of shift	*All tasks and duties of FF and Lieutenant*	Implementing into IC system
Responds to fire calls	Plan organize and control work activities of personnel on shift	Make decisions of firefighting methods
Supervises / plans maintenance of apparatus/equipment	Act as IC at emergency scenes	Deploy and manage personnel
Supervises station maintenance	May serve as acting Fire Chief as required	Ensure safe operation of equipment and apparatus
Maintains personnel files	Supervise and directs pre-plan inspections	Assist with prevention, pub-ed and community relations
Disciplines and recommends promotions and pay raises	Conduct pub-ed programs	Responsible for motivating, supervising, training and evaluating subordinates
Keeps station logs/reports/memos	Supervise equipment / apparatus / station	Prioritize, schedule and complete tasks
Prepares station budgets	Provide training, motivation and coaching to employees	Supervise station, apparatus, equipment and grounds
Directs daily training	Provide professional development to employees	Must be able to perform FF duties
Plans and conducts fire inspections and fire drills	Plan work schedules and assignments	Supervisory any administrative work
Determines fire cause and investigation	Prepare various reports	Responsible for overall company performance must display independent judgement
Assists in fire prevention programs	Assess emergency scenes and make decisions	May fill in for BC as required
Supervises and conducts rescue operations	Ensure safe operation of apparatus and equipment	Communicates w/ management, peers and subordinates to maintain relationships
Attends training	Prioritize and schedule pre-plans, pub-ed, training	Solicits professional development needs of subordinates / provides guidance
Can relieve Chief Officer as required	Stay abreast of innovations in fire fighting ems and related	Performs performance apprisals
	Coordinate activities with staff as required	Instructs others in safety, prevention, firefighting, and EMS
Any combination equivalane to high school diploma	Manage organize and coordinate work of staff	Communicates with public
Associates degree preferered	Provide effective leadership to staff	Conducts public safety training
Three years experience as Engineer is required	Interpret local laws and regulations	Produces documents, memos, orders, and reports
North Carolina drivers license	Manage situations/conflict firmly, courteously, tactfully, impartially	Monitors radio traffic
	Establish/maintain relationships with supervisors, co-workers, public	Communicates with alarm room, personnel and other agencies
	Uses tact, restraint, judgement in dealing with people	Assigns / directs personnel on emergency scenes under stressful conditions
	Communicate clearly and concisely verbally and written	Analyzes data, evaluations, reports
	Read maps and locate addresses	Comprehends written material
	Report to work on regular and timely basis to resppond to calls	**Knowledge:**
		FF methods and prevention practices
	Associates Degree	fire code
	Missouri EMT or higher certification	EMS methods
	FF I and II certification per NFPA or IFSAC	Supervisory training and evaluation practices
	Hazmat certification per NFPA or IFSAC	Rules and policies
	Fire Officer I per NFPA or IFSAC	Traffic laws and regulations
	Fire Inspector certificate per State of Missouri, NFPA or IFSAC	Computer based dispatch and reporting systems
	Valid drivers license	**Ability:**
	5 years fire service experience	Analyze emergency situations and react quickly, calmly and correctly
		Supervise and direct assigned personnel
		Supervice care and maintenance of station, apparatus amd equipment
		Perform all functions of the position
		Associates Degree in related field
		Possess and maintain Az EMT or Medic certification
		Possess and maintain AZ drivers license
		Current Driver Operator Certification
		FLSA non-exempt
		FF I and II
		FF Tactics and Strategy or ICS
		FF safety and building construction
		Haz Mat 1st responder
		Supervisors Academy or Supervisory Training for FF's

Appendix F – IAFC Officer Development Handbook

NFPA Fire Officer I Standards

Component	Content
General	Firefighter II
General Knowledge	Organizational structure; procedures; operations; budget; records; codes and ordinances; IMS; social, political, and cultural factors; supervisory methods; labor agreements.
General Skills	Verbal and written communication; report writing; incident management system.
Human Resource Management	Use human resources to accomplish assignments safely during emergency, nonemergency, and training work periods; recommend action for member problems; apply policies and procedures; coordinate the completion of tasks and projects.
Community & Government Relations	Deal with public inquiries and concerns according to policy and procedure.
Administration	Implement departmental policy and procedure at the unit level; complete assigned reports, logs, and files.
Inspection & Investigation	Determine preliminary fire cause; secure a scene; preserve evidence.
Emergency Service Delivery	Conduct pre-incident planning; develop incident action plans; implement resource deployment; implement emergency incident scene supervision.
Health & Safety	Integrate health and safety plans, policies, and procedures into daily unit work activities; conduct initial accident investigations.

These standards are the basis. The next section presents the essential learning, education, experience, and self-development elements that are designed to prepare individuals for service as a Supervising Fire Officer.

Supervising Fire Officer: Learning

Element	Note
Firefighter I	NFPA 1001; Firefighter I
Firefighter II	NFPA 1001; Firefighter II
Fire Officer I	NFPA 1021; Fire Officer I
Incident Safety Officer	NFPA 1521
IMS	NIMS
Instructor I	NFPA 1041 or equivalent
Inspector I	NFPA 1031 or equivalent
Emergency Medical Services	Per state/local requirements
Valid Driver's License + Related Endorsements	Per state/local requirements
HazMat - Operations Level	NFPA 472

Supervising Fire Officer: Education

The following studies should be undertaken through an accredited institution of higher education.

SFO Component	Outcome	Discipline Level	Suggested Course
SFO–01	Ability to write detailed prose.	100	English Composition
SFO–02	Understanding and using basic interpersonal, group and public communication skills.	100	Public Speaking
SFO–03	Ability to write accurate and clear letters, memos, technical reports and business communications.	100	Business Communications
SFO–04	Understanding ecosystem construction and destruction, energy production, and use and waste generation and disposal.	100	Biology
SFO–05	Understanding basic principles of general chemistry, including the metric system theory and structure.	100	Chemistry
SFO–06	Understanding basic principles of areas of psychology: physiology, cognition, motivation, learning, intelligence, personality, and mental health.	100	Psychology
SFO–07	Understanding basic principles of social groups, forces, structures, processes, institutions, and events.	100	Sociology
SFO–08	Understanding and using the basics of mathematical models; elementary concepts of probability and simulation; and emphasis on business applications.	100/200	Introduction to Finite Math; Algebra

SFO Component	Outcome	Discipline Level	Suggested Course
SFO–09	Understanding basic principles of information technology and business computer systems for effective daily use.	100	Business Computer Systems
SFO–10	Understanding and implementing the basic principles of health, fitness and wellness.	100	Health / Wellness
SFO–11	Understanding basic concepts of government at the federal, state and local levels.	100	American Government
SFO–12	Understanding functional areas of human resource management and laws: job analysis, testing; performing interviewing, selection, training, and performance evaluation.	200	Human Resource Management
SFO–13	Understanding basic theories and fundamentals of how and why fires start, spread, and are controlled.	100	Fire Behavior & Combustion
SFO–14	Understanding the components of building construction related to fire and life safety, including inspections, pre-incident planning, and emergency operations.	100	Building Construction
SFO –15	Understanding and performing basic responsibilities of company officers including supervision, delegation, problem solving, decision-making, communications, and leadership.	200	Fire Administration I

Supervising Fire Officer: Experience

Element	Examples of Appropriate Development Experience
Agency Operations	• Worked as qualified responder for three – five years. • Act as an aid to command/Participate in after action reviews.
Coaching	• Practice peer coaching, e.g., recruits and other organizational workgroups. • Select a subordinate who is experiencing difficulty in performing assigned tasks. Develop a performance improvement plan and provide coaching, including active feedback to the individual over an extended period of time. • Work with small group leadership: sports teams, youth clubs, etc. • Serve as either a coach or manager in a local sports organization, or club officer for a service club. • Work as a peer fitness trainer/youth sports coach/employee evaluator. • Develop a subordinate who needs performance improvement or is aspiring to promote and develop a performance improvement plan with benchmarks. • Acquire other leadership experience, such as coaching and leading others, outside the fire service.
Directing Resources	• Function as acting officer for at least 200 hours. Include emergency response and non-emergency activities. • Serve as acting officer/aid to EOC; participate in disaster exercises. • Acquire through work experiences outside the fire service, such as supervisory or managerial roles, where directing resources is a primary job function.
Incident Management	• Function as the supervisor of a single resource unit. • When supervisor-level personnel, under the guidance of BCs, handle major incidents.
Planning	• Participate in a planning process of critical importance to the organization. • Participate in NIMS planning section, strategic planning review, or Standard of Cover compliance. • Include other program planning – prevention, training, EMS, HazMat, ARFF, Tech Rescue. Include participating in organization and city strategic planning process.
Instruction	• Develop curricula and deliver training classes to superiors, subordinates, and peers. • Collaborate with other members to identify training needs.

Element	Examples of Appropriate Development Experience
Human Resource Management	• Develop teamwork skills. • Collaborate and organize peer group to actively resolve an important issue (e.g., apparatus operators not wearing their seat belts). • Participate in entry- level employee selection/prepare employee evaluations. • Participation in areas such as re-writes of job descriptions, evaluation process, and so on.
Financial Resource Management	• Participate in or contribute to a station, project, or small program budget. • Conduct an analysis of the total cost required to staff and operate a fire station where supervisory responsibility is held. • Complete a cost benefit and budgetary analysis of fire station annual operations and capital items. • Develop and assume authority over a five-year budget program.
Project Management	• Participate in an organizational work project. • Develop and implement a home and residential fire safety program to decrease risk in the community. • Manage roll out of new procedure or equipment. • Implement a plan to complete an identified departmental project.
Interagency	• N/A
Emergency Management	• Participate in mass casualty training, exercises and incidents. • Identify an incident for which the community has a high incidence of risk (e.g., hazardous materials train derailment). Identify stakeholders who likely would respond to and mitigate the incident. Organize an exercise to simulate and then critique such an incident. • Identify a common target hazard in fire district and organize a disaster incident. Include outside agencies and stakeholders who likely would respond to the incident. Include a hot wash and post-incident analysis. • Participate in and or be a member of a local emergency planning committee and its associated functions. Work with the Office of Emergency Management in the administrative processes.
Community Involvement	• Interact with homeowners associations, service clubs, etc. • Join and actively participate in a local Rotary, Kiwanis or other service club. • Serve in a volunteer fire department.
Professional Associations	• Network with others in the service; get involved in local, state and/or regional professional association(s); e.g., instructors, EMS, inspectors, investigators, safety officers. • Join and actively participate in a State Fire Association.

Supervising Fire Officer: Self-Development

Element	Application
Health/Fitness	• Participate in ongoing health and wellness program.
Physical Ability	• Maintain according to job requirements.
Career Mapping	• Identify personal traits, strengths and areas for development as part of a personal and professional inventory.
Communication	• Practice effective written and oral communication, listening skills, and giving/receiving constructive feedback.
Interpersonal Dynamics/Skills	• Strengthen customer service skills, teamwork, and conflict resolution skills.
Diversity	• Understand the value/importance of organizational and community diversity.
Ethics	• Understand, demonstrate and promote personal ethical behavior.
Legal Issues	• Understand the value/importance of law in its application to the organizational work unit.
Technology	• Be aware of the importance and value of technology in the work unit. • Develop/maintain skills to use technology in the work unit.
Local and/or Contemporary Hazards/Issues	• Develop a current awareness and understanding of unique local hazards and emerging issues.

Appendix G – Job Description SFMD, AZ

Superstition Fire & Medical District

Job Description

Job Title:	Fire Captain	**Department:**	Public Safety
Salary Range:	#45:	**FLSA Class:**	Non-Exempt

Position Summary:

Under general direction of the Battalion Chief, supervises firefighting companies in suppression of fires, emergency medical services, fire prevention, and public education activities. Supervises maintenance of fire station, equipment, apparatus and related work as required; coordinates the scheduling of personnel, equipment, training and work activity; coordinates line functions within administrative policy and does related work as required. Fire Captains are required to work 24-hour shifts, however, incumbents may be assigned to work 40-hour work weeks.

Essential Functions:

- Determines emergency situations, calls for a specific set of actions, and directs subordinates and the public during emergency situations; assumes command and supervises all activities in the absence of superior.
- Determines training needs, and instructs subordinates in the proper performance of their duties, apparatus and equipment use, specific procedures, and compliance with rules, regulations and policies both formally and informally.
- Assists other officers by doing research, conducting project and program work, and providing background information and recommendations.
- Coordinates and schedules work assignments for subordinates on a daily/shift basis. Evaluates the work performance of subordinates both formally and informally, including annual/quarterly/monthly ratings and day to day evaluations of their work; makes recommendations and suggests areas of improvement.
- Advises subordinates as to the meaning and consequences of SFMD policies, and ensures that these policies are adhered to; advises and consults with subordinates on job-related problems, and refers them to the appropriate resource.
- Responds to and mediates subordinate complaints and inquiries both verbally and in writing. Ensures that discipline is properly administered to subordinates in terms of makes recommendations through chain-of-command regarding appropriate disciplinary actions and

performance improvement plans.

- Advice subordinates on career goals and opportunities within the fire service.
- Prepares reports, completes forms, issues memos, and writes correspondence which are both internal and external to the SFMD.
- Reviews, evaluates and approves various types of reports as to both content and form.
- Maintains records, daily logs, and files in a variety of areas such as assignments, training, attendance, and equipment usage.
- Initiates and conducts inspections of subordinates, records, equipment, apparatus and the station in order to insure that SFMD policy and regulations are being followed.
- Operates and utilizes a variety of equipment, devices, and apparatus; insures that maintenance and repair needs of the station, apparatus and equipment are attended to.
- Participates in and directs the activities of subordinates in the conduct of fire inspections and the development of pre-plans.
- Gives and/or supervises the giving of presentation/demonstrations for schools and civic groups; provides information and assistance to the public; assists individuals at emergency scenes; and promotes the image of the SFMD within the community.
- Provides information to other SFMD personnel through written or verbal communications.
- May assume the assignment of Field Incident Technician (FIT) aiding and acting as the Battalion Chief for purposes of incident management and accountability in accordance with NFPA 1710.

Knowledge, Skills and Abilities:

- Knowledge of appropriate state, and local laws, codes, ordinances, and statutes related to fire prevention and control.
- Knowledge of standing orders, rules, regulations, administrative policies, and operational procedures.
- Knowledge of personnel policies.
- Knowledge of interacting agencies and their resources.
- Knowledge of the goals and objectives of the SFMD.
- K nowledge of building construction and utility installations.
- Knowledge of the physical sciences as they relate to the fire service and fire behavior, including chemistry and physics.
- Knowledge of basic fire investigation techniques.
- Knowledge of salvage and overhaul techniques and procedures.
- Knowledge of fire suppression techniques, tactics and strategy.
- Knowledge of EMS certification level procedures and techniques.
- Knowledge of radio and telephone equipment.
- Knowledge of Incident Command System.
- Knowledge of Hazardous materials.
- Knowledge of safety procedures, policies, and practices.
- Knowledge of rescue techniques, procedures, policies, and practices.
- Knowledge of specialized test procedures (hoses, ladders, pumps, etc.).
- Knowledge of Supervisory procedures, methods and techniques.
- Knowledge of Training/Instruction procedures and techniques.

- Ability to speak in a clear, effective manner so that the listener grasps the message.
- Ability to be persuasive and effective in getting point across and explaining actions.
- Ability to listen to what individuals have to say and can elicit information from others.
- Ability to communicate the technical aspects of fire service work in an understandable manner.
- Ability to follow written and oral instructions.
- Ability to use proper terminology and issues clear, precise commands.
- Ability to express ideas, facts and reasoning clearly and effectively in writing.
- Ability to effectively organize and prepare written material on a variety of issues.
- Ability to expresses ideas in a concise, factual and sequential manner.
- Ability to use appropriate grammar, phraseology and sentence structure.
- Ability to read and comprehend lengthy and complicated reports and fire service material.
- Ability to direct individuals toward the accomplishment of a task.
- Ability to accept responsibility for providing direction and ensuring that policies and procedures are followed.
- Ability to be self-confident, assertive, and a self-starter.
- Ability to demonstrate initiative in perceiving and dealing with complaints or problems.
- Ability to utilize chain of command.
- Ability to conduct effective training sessions.
- Ability to recognize when to take action and what type of action is appropriate.
- Ability to willingly make decisions.
- Ability to make judgments and choose appropriate solutions from a number of alternative choices.
- Ability to realize ramifications of possible impact decisions.
- Ability to interpret facts on hand and to size up normal and/or emergency situations and determine appropriate action.
- Ability to efficiently establish an appropriate course of action for self and/or others to accomplish a specific goal.
- Ability to make proper assignments of personnel and appropriate use of resources.
- Ability to appropriately delegate authority and responsibility.
- Ability to order, interpret, and transmit priorities so that they can be accomplished. Establish goals and set priorities for action.
- Ability to deal with people in a tactful, diplomatic and polite manner.
- Ability to interact with others in a way that demonstrates sensitivity to their needs and motives.
- Ability to not arouse unnecessary antagonism or negative feelings.
- Ability to be cooperative in dealing with others and functions as part of the team.
- Ability to accept constructive criticism.
- Ability to effectively deal with people in confrontational situations.
- Ability to maintain a professional manner and demeanor and sets an example for subordinates.

Ability to present a positive outlook and be willing to spend whatever time is necessary to get the job done.

- Ability to be loyal to the SFMD and its associates, and strives to up-grade own performance and that of their subordinate(s).
- Ability to be genuinely dedicated to the job and the ideals of the fire service profession.
- Ability to implement a plan of action under mental, and sometimes physical and emotional stress.
- Ability to remain calm and function in pressure, frustrating or difficult situations.
- Ability to be responsible for his/her own actions.
- Ability to direct firefighting/emergency activities in a safe, effective and efficient manner.
- Ability to consider changing circumstances in order to minimize losses and eliminate risks.
- Ability to take decisive actions.
- Ability to apply information contained in SFMD and standard firefighting references to problem situations in order to resolve them.
- Ability to be aware of the availability of resources on the fire ground and in other situations and is practical in their application.

Required Training and Experience:

- Candidate must have four (5) years full time employment with the SFMD AND
- Candidate must have an associate's degree in applicable field.

Additional Requirements and Qualifications:

- Possess current Emergency Medical Technician or Paramedic certification.

Appendix H – Job Description Waco, TX

City of Waco Fire Department

Standard Operating Procedures

Issued: 8-8-2012

553.0

Fire Station Captain Job Description

I

Purpose

Fire Station Captains normally are under the general direction of an Assistant Fire Chief but is not limited to performing duties directed by another higher ranking officer.

II

Distinguishing Characteristics

The Fire Station Captain shall have the ability to plan, organize, coordinate, supervise, and maintain control of his assigned station. He shall have the ability to effectively lead, train, and evaluate the performance of subordinates.

III

Essential Duties and Responsibilities

A. Protect lives and property by participating in the delivery of fire safety, fire prevention, and fire protection.

B. Responds to a wide variety of emergency alarms such as structural fires, motor vehicle collisions, medical emergencies, and hazardous materials incidents.

C. Supervises an assigned crew, group, or task force by receiving and executing assignments or orders.

D. Coordinates the assignment and tracks the progress of response district pre-fire planning and hydrant inspections respective of his station.

E. Adopts quick, effective, and reasonable courses of action.

F. Utilizes the chain of command.

G. Enforces the rules, regulations, standard operating procedures, and City of Waco policies.

H. Participates in department supervised continuing education programs based on the individual's re-certification requirements.

I. Participate in extensive hands-on training and drills based on the department's requirements.

J. Participates in emergency rescue techniques of all types as directed.

K. Provides basic EMS assistance as directed.

L. Assist at emergency and non-emergency incidents.

M. Participates in the delivery of public education activities.

N. Participates in the performance of pre-fire planning.

O. Assist in on-scene fire investigations

P. Supervises routine maintenance, testing, inspection, cleaning, and repair of firefighting apparatus and equipment and EMS equipment.

Q. Participates in annual hose and pump testing.

R. Supervises the maintenance and cleaning of fire department facilities and grounds.

S. Perform all the duties during the absence of an Assistant Fire Chief.

T. Works mandatory overtime as needed.

U. May be assigned to other divisions for temporary assistance.

V. Performs other duties as required or as assigned.

W. Provides instruction during single and multi-company drills

IV

Examples of Work

The items listed below are intended only as illustrations of the various types of work that may be performed. Omissions of specific statements of work do not exclude them if the

Fire Station Captain Job Description

work is similar, related, or logical to the task at hand.

- Supervises daily, weekly, monthly, and annual checks on apparatus and equipment
- Performs comprehensive reports as in fire incidents, injures, training, inspections, apparatus problems, time sheets, or other company activities.
- Fights fire following department procedures.
- Advises and assist the Fire Equipment Engineer enroute to and from an emergency response.
- Directs the Fire Equipment Engineer to correctly position the apparatus at an emergency scene.
- Works in IDLH conditions using proper PPE
- Connects hoses, holds nozzles, and operates fire streams.
- Advances hose lines
- Performs ventilation
- Performs salvage and overhaul
- Climbs and descends ladders of different heights
- Uses hand and power tools
- Removes persons from danger using specialized rescue techniques
- Provides lifting assistance
- Performs at the Hazardous Materials Operations Level
- Provides first responder basic life support (BLS) functions

V.

Required Knowledge, Skills, and Abilities

Each Station Captain shall be required to possess and demonstrated the following:

A. Must have an extensive knowledge of City of Waco streets, block numbers, and hydrants.

B. Must be knowledgeable of department standard operation procedures and City of Waco policies.

C. Must have complete knowledge of the assigned apparatus operating principles, practices, and procedures.

D. Must be familiar with department resources, specialized equipment, and communication capabilities.

E. Must be familiar with building materials and methods of construction.

F. Must be familiar with principles of combustion and the causes of fire.

G. Must have complete knowledge of the correct operation and maintenance of all equipment to the assigned apparatus.

H. Must have a working knowledge of all engine and truck apparatus assigned to the department.

I. Must be able to understand and follow verbal and written communications.

J. Must be able to effectively analyze and evaluate necessary concepts to accomplish both non-emergency and emergency goals and objects.

K. Must be able to effectively communicate during emergency conditions while using a handheld, base station, or portable radio.

L. Must have the ability to do prolonged and arduous work under extreme and adverse conditions.

M. Must have the ability to properly function in another division or classification if assigned within a reasonable evaluation period.

N. Must be able to cooperate with other members of the department and function as a team.

Fire Station Captain Job Description

O. Must be able to properly enter and prepare reports using a computer

P. Must maintain at a minimum a Texas Department of Public Safety Class B or higher driver's license at all times.

Q. Must maintain certification as required by the Texas Commission on Fire Protection

R. Must maintain certification as required by the Texas Department of State Health Services

Appendix I – Job Description Mesa, AZ

City of Mesa - Fire and Medical

FIRE CAPTAIN

JOB DESCRIPTION

Classification Responsibilities: A Fire Captain directs the activities of Fire personnel during an assigned shift. An employee in this class supervises a number of personnel and has responsibility for their safety. Duties include: assigning, directing, and supervising firefighting, medical emergencies, and related life and property protection; directing the route to be taken to emergency calls; implementing and/or integrating into an incident management system; making decisions regarding firefighting methods to be used; deploying and managing personnel; ensuring the safe operation of fire equipment and apparatus; and assisting Fire Community Services with, and participating in, public education, community relations, and fire prevention programs and activities. This class is also responsible for performing related duties as required.

Distinguishing Features: The responsibility for motivating, supervising, training, and evaluating subordinate-level employees is a significant element of this position. Fire Captains are responsible for prioritizing, scheduling, and completing tasks associated with non-emergency response activities such as pre-fire planning, fire and life safety education, and station-based training activities. Incumbents are required to supervise and participate in the care and maintenance of a fire station, apparatus, equipment, and grounds. A Fire Captain must also be skilled in and capable of performing firefighting duties, and perform these duties as necessary. Work at fire scenes and other emergencies may involve strenuous physical exertion, often under adverse climatic conditions. In these situations, the employee is exposed and subjected to dangers and hazards that could result in severe injuries. Work at this level differs from that of a Fire Engineer by the ongoing performance of supervisory and administrative work. Supervision is received from a Battalion Chief; however, the Fire Captain is still responsible for overall company performance and must exercise independent judgment. Fire Captains may be required to fill in for a Battalion Chief in an acting capacity. Fire Captains are required to work 24-hour shifts and averaging 56-hour workweeks. Fire Captains may also be assigned to administrative (day) assignments, which involve working 40-hour workweeks. Incumbents in the Fire Captain class, and administrative/day or other assignments from the Fire Captain class, may be demoted to a lower level class; must be able to demonstrate proficient performance of the essential functions of the lower level class including but not limited to pumping, driving, and firefighting duties; and will be required to possess and maintain required certifications including but not limited to current Arizona Emergency Medical Technician (EMT) certification, valid Arizona Driver's License, current or previous (at least one) Driver Operator Certification. This class is FLSA nonexempt.

QUALIFICATIONS

Minimum Qualifications Required. Six years current consecutive firefighting or other sworn experience with the Mesa Fire and Medical Department (no break in service or approved for reinstatement list within one year of resignation), including three years' experience as a Mesa Firefighter or Fire Engineer. Graduation from an accredited college or university with an Associate's Degree in Fire Science, Fire Science Technology, Advanced Emergency Medical Technology (Paramedic), Emergency Response and Operations, or Emergency Management; OR any Associate's Degree or Bachelor's Degree from an accredited college or university including/and the following nine semester courses (28 hours) from an accredited college or university with a grade "C" or better are required (equivalent courses from an accredited college or university, or equivalent training, may be approved by Human Resources and the Fire and Medical Department).

Fire Captain
Page 2

Current/previous Mesa Fire Driver Operator certification OR current/previous Mesa Fire and Medical Department Engineer OR Emergency Vehicle Driver Operator, 2 hours (FSC111).

Current/previous Mesa Fire and Medical Department Engineer OR Fire Apparatus, 3 hours (FSC117).

Firefighter I & II Certification OR Fire and Medical Department Operations, 11 hours (FSC 102).

Firefighter Safety and Building Construction (FSC208).

Firefighting Tactics and Strategy (FSC204) OR Incident Command Systems (FS224), 3 hours.

Completion of Mesa Fire Academy in or after 1990 OR Hazardous Materials First Responder, 3 hours (FSC105).

City of Mesa HR Training Supervisor's Academy OR Supervisory Training for Firefighters, 3 hours (FSC202) OR equivalent 200+ level supervision course, 3 hours.

Special Requirements. Current Arizona Emergency Medical Technician (EMT) certification. Must possess a valid Arizona Driver's License. Current or previous (at least one) Driver Operator Certification. Must meet the qualifications to wear a tight fitting respirator by passing a medical evaluation in accordance with CFR 1910.134 by hire or promotion date and must maintain certification.

Substance Abuse Testing. Due to the safety and/or security sensitive nature of this classification, individuals shall be subject to pre-employment or pre-placement alcohol, drug and/or controlled substance testing as outlined in City policy and procedures.

Preferred/Desirable Qualifications. None.

ESSENTIAL FUNCTIONS

Communication: Communicates with management, peers, subordinates, and other City employees to assign and coordinate emergency scene tasks, evaluate performance, and establish and maintain effective working relationships. Solicits professional development needs of subordinates and provides guidance in helping subordinates meet their individual career goals. Assists employees in understanding their progress toward department and individual goals through performance appraisals, as well as frequent and timely feedback. Instructs others in fire safety, fire prevention, firefighting, and emergency medical services (EMS). Communicates with the general public in order to conduct business inspections, participate in school programs, deliver emergency medical care, answer questions, assess patient needs, etc. Conducts public safety training classes. Produces written documents, such as memos, repair orders, fire and EMS reports in documenting technical and legal matters, and other forms of communication to propose improvements, evaluate performance, or document outcomes. Monitors and responds appropriately to radio traffic including the request for progress reports at emergency scenes. Communicates with the Alarm Room, Fire and Medical Department personnel, and other agencies in performing emergency scene operations including formulating and transmitting on-scene reports, position-condition-action-needs (PCAN) reports, and routine radio traffic.

Manual/Physical: Operates motor vehicles (i.e., automobiles, fire apparatus and vehicles, and heavy construction equipment) requiring a standard Arizona Driver's License. Operates hydraulic and

pneumatic rescue tools, fire pumpers, aerial ladders, ground monitors, etc. Uses appropriate hand and power tools (such as axes and prying devices) to gain entry into vehicles or structures. Performs search and rescue functions inside burning buildings, and treats victims who require first aid. Aims and/or directs placement of fire streams. Works in small, cramped areas in order to rescue trapped, endangered, or injured people. Climbs ladders or steps, and works at heights greater than 10 feet to reach people trapped on building roofs. Moves dirt and burned-building debris to rescue trapped or endangered persons, or to overhaul a structure. Moves earth with various tools in fighting brush fires and rescuing trapped persons from cave-ins. Moves objects weighing up to 50 pounds or more (i.e., five-inch fire hoses, EMS equipment, smoke ejectors, trauma boxes, persons on body boards, and salvage equipment) for distances of more than 20 feet. Uses common hand tools to perform tasks at emergency scenes or at the fire station. Mixes gasoline and oil to fuel power tools used in firefighting and rescue activities. Works with cleaning fluids and agents, chemicals, paints, or similar solutions, using personal protective equipment, while performing fire station maintenance duties and mitigating hazardous materials incidents. Detects the following: natural gas leaks while performing emergency work; traffic sounds when approaching traffic at vehicle accidents in roadways; sounds of impending building collapse; calls for assistance; and alarms, sirens, and other signs of alarm or warning in order to remove self from danger and assist others in hazardous situations. Works in a variety of weather conditions. Enters data into a personal computer (PC) or other keyboard device to document fires, first aid incidents, and Partners In Prevention reports. Monitors firefighting performance to determine compliance with Fire and Medical Department Standard Operating Procedures and related standards. Distinguishes colors to identify chemicals involved in fires by smoke color, and to identify the National Fire Protection Association (NFPA) 704M System, Hazardous Materials. Uses appropriate Personal Protection Equipment (PPE), including a self-contained breathing apparatus (SCBA), while performing firefighting-related tasks in environments that may be immediately dangerous to life (IDLH atmospheres). Meets scheduling and attendance requirements.

Mental: Prioritizes, assigns, and directs personnel during emergency scene operations under stressful conditions. Functions as an Incident Commander, Sector, or Branch Officer as needed or assigned. Evaluates subordinates' work performance to ensure conformance to standards. Analyzes data, such as documented work behaviors, evaluations, reports, and product information, in order to make recommendations to management regarding work performance, disciplinary actions, and the purchase or replacement of equipment. Comprehends and makes inferences from written material to: perform work safely, and operate equipment at emergency incidents according to equipment instructions and preplans; performs emergency operation duties in accordance with department standard operating procedures; and identifies, resolves, and/or refers life safety hazards in buildings. Learns job-related material relating to EMS, supervisory, and firefighting duties through on-the-job training and in classroom settings.

Knowledge and Abilities:

Knowledge of:
firefighting methods and modern fire prevention practices;
locally adopted fire code;
emergency medical methods and procedures;
overhaul and salvage operations;
hydraulics principles and their application to fire apparatus operation;
supervisory, training, and evaluation practices and techniques;
departmental operating procedures, rules, and regulations;
the Personnel Rules and Management Policies;

traffic laws and regulations; and
computer-based dispatch and reporting systems.

Ability to:

recognize life safety hazards;
analyze emergency situations and react quickly, calmly, and correctly to act effectively, giving due regard to hazards and circumstances;
supervise and direct assigned personnel activities and daily operations;
administer emergency medical care and first aid to injured persons;
respond to and direct the route to be taken to emergency calls;
supervise the care and maintenance of station, fire apparatus, and grounds;
maintain logs and other periodic and activity reports;
engage in strenuous physical activity, which under emergency situations may require long working hours under emotional stress;
participate in physical fitness programs and comply with department medical and fitness requirements; and
perform all essential functions of this position.

The duties listed above are intended only as general illustrations of the various types of work that may be performed. Specific statements of duties not included does not exclude them from the position if the work is similar, related, or a logical assignment to the position. Job descriptions are subject to change by the City as the needs of the City and requirements of the job change.

Appendix J – Job Description Monterey Park, CA

Fire Captain

Bargaining Unit: Firefighter Association

Class Code:
Fire Captain

CITY OF MONTEREY PARK
Revision Date: Jul 21, 2015

DESCRIPTION:

DEFINITION

Under direction of a Fire Battalion Chief or the Fire Chief, commands an engine company or truck company as assigned; responds to fires and emergencies and supervises assigned staff when engaged in fire suppression; serves as incident command or a unit supervisor within the incident response organization; develops, coordinates, implements, and manages programs; supervises a systematic program of company fire prevention and pre-fire planning inspections; directs, motivates, trains and provides overall leadership of subordinate employees; performs related work as required.

REPRESENTATIVE DUTIES

Duties may include, but are not limited to the following:

Fire Captains are directly responsible for the staff and equipment in assigned station areas; responds to alarms and makes decisions as to firefighting methods to be employed, allocation of resources, and the need for additional assistance; directs firefighting and related life and property protection until relieved by a superior officer and participates in all phases of fire fighting, rescues, and emergencies; responsible for the upkeep of all apparatus, station maintenance, and assigned equipment; makes inspections to discover and eliminate potential fire and life hazards and reporting of same within prescribed procedures; inspects and tests fire equipment and apparatus; when required, operates any fire apparatus or equipment assigned to a company; keeps accurate logs and other activity records; supervises, delegates, and participates in training; supervises rescue operations; inspects residences and other buildings in the enforcement of laws and regulations pertaining to fire prevention; participates in fire and arson investigations and in related activities such as the prosecution of suspects in arson cases; performs related technical, fire prevention, and supervisory duties; plans, coordinates, and oversees departmental training and/or fire company programs; may independently plan, coordinate, develop and participate in the implementation and administration of departmental programs; may conduct studies, research and prepare reports of recommendations for appropriate action; may prepare procedural manuals, policies, forms, administrative directives, budget requests; participates in the development, presentation, and administration of public education programs.

This position is subject to recall at any time, may be required to be on duty for any reasonable combination of hours in emergencies and may be assigned any necessary work duty.

MINIMUM QUALIFICATIONS

Education and Experience:

Associate's degree in fire science, or related field, or completion of 60 units at an accredited academic institution with a minimum of 15 units successfully completed in fire science, or junior standing in an academic institution and five years experience in fire suppression and/or prevention as a Firefighter or Fire Engineer.

Knowledge and Skills:

Knowledge of the principles and practices of fire prevention and suppression, fire department organization and operations, and Federal, State, municipal, and Department related policies and procedures use and maintenance of fire fighting equipment and apparatus; pre-fire planning inspection methods; the principles of supervision and training, including the administration of the Firefighter Bill of Rights; proper work scheduling and the standards of productivity for a fire company; mutual aid and cooperative response areas; hazardous materials; sources and references in the fire fighting fields; fire prevention planning and methods; working knowledge of City geography, organization and fiscal operations, fire hazards, and fire fighting resources such as personnel, equipment, water supply, and other departments; first aid procedures; problem-solving principles (gathering and evaluating information, identifying problems); information management and recordkeeping, computer applications, software or data processing systems used for fire operations, forms and report development.

Ability to operate all types of fire fighting equipment and apparatus; allocate resources in the administration and maintenance of a fire station and fire/emergency medical operations; instruct others in fire suppression operations under normal and emergency or hazardous conditions; supervise, evaluate and train assigned staff; maintain effective productivity, discipline, and morale; keep records and prepare reports accurately, establish and maintain effective working relationships; perform duties requiring physical endurance and agility; maintain calm and good judgment under stressful conditions; this includes relating effectively and courteously with colleagues, city staff, and the public

Ability to communicate clearly and effectively both orally and in writing; including the ability to communicate effectively to staff and the public on decisions, changes, and other relevant information in a timely manner, effectively and calmly de-escalate a variety of potentially dangerous or problematic issues; comprehend lengthy and complicated reports and fire service or department material; prepare and present clear, comprehensive and well-organized reports, efficiently organize, schedule, and complete multiple tasks and work projects within prescribed deadlines; properly interpret and make decisions in accordance with laws, regulations, procedures, standards, and policies; use a computer and a variety of software programs, and interpret, explain, apply, and enforce a variety of rules and regulations.

Licenses and Certificates:

Possession of valid California Class B Firefighter or Class C Firefighter motor vehicle operator's license and Fire Officers certificate; current Emergency Medical Technician or EMT-P certification required at time of application.

Physical Requirements:

Requires heavy lifting, carrying, climbing, pushing, pulling, stooping, bending, and exposure to extreme heat, flammable liquids, hazardous gases, smoke, explosions, chemicals, electrical hazards, faulty structures, and inclement weather when assigned for Fire Suppression.

Appendix K – Job Description Riverside, MO

CITY OF RIVERSIDE MISSOURI

Job Description

Title:	Fire Captain
Reports To:	Fire Division Chief
Updated on:	June 26, 2014
Status:	Non-Exempt
Approved By:	City Administrator

POSITION SUMMARY

- Supervise and manage the day-to-day activities of assigned Fire Department personnel.
- Direct shift/station activities related to Emergency Medical Services, Fire Suppression fire inspection/prevention, training and public education and administrative duties.

PRIMARY ACCOUNTABILITIES

Achieve Results

1. Ensure the public's health and safety through recruitment, training and retention of staff assigned to respond to calls for fire suppression, extrication, rescues, Emergency Medical Services (EMS) calls, hazardous materials (HAZMAT) situations and weather situations.
2. Ensure that Fire Department staff are properly trained and equipped to perform their jobs in a safe and timely manner in accordance with all local, state, and federal laws and regulations and ethical standards.
3. Ensure the continual availability and readiness of facilities, apparatus, equipment, supplies and personnel in order to respond to a variety of scenarios that may occur within the unique environment of the City of Riverside (weather, train derailments, water emergencies, etc.)
4. Ensure positive community and public relations and interaction with City of Riverside citizens by participating in planned community activities, as well as facilitating public access to City of Riverside firefighters in informal settings such as CPR training, fire station tours, installing smoke detectors, block parties, etc.

Operational Excellence

5. Provide and maintain the highest quality of service and responsiveness with integrity and professionalism.
6. Perform job duties consistent with local, state and national regulations, standards and best practices. Comply with all organization rules, policies and procedures in performance of job.

Relationships

7. Develop and ensure effective, positive relationships within and among the City of Riverside staff, as well as with members of the public and related departments and agencies.

Leadership/Stewardship/Citizenship

8. Uphold and consistently represent the values and mission of the City of Riverside. Represent the City of Riverside in a highly professional manner at all times.
9. Ensure compliance and attention to all organization policies and procedures.
10. Recruit, hire, train and supervise/coach a high performing team of firefighters. Lead by example and communicate expectations in an effective, respectful manner.

TASKS AND DUTIES

Fire Captains may perform all of the tasks and duties associated with the Firefighter and Fire Lieutenant positions. They are additionally responsible for a variety of tasks in support of Fire and EMS operations, which may include but are not limited to:

- Plan, organize, direct and control work activities of personnel assigned to a given shift.
- Act as the incident commander at fire, rescue and emergency medical scenes in the absence of the Fire Chief or as necessary. May serve as acting Fire Chief as required.
- Supervise and direct pre-plan fire inspections on businesses within the City of Riverside; enforce local codes.
- Conduct and direct public education/awareness programs.
- Supervise and participate in the maintenance and upgrade of equipment/apparatus, vehicles, station house, and all fire fighting and emergency equipment.
- Plan and provide training, motivation, evaluation and coaching to employees; work with employees to enhance their professional development and correct deficiencies.
- Plan work schedules and make day-to-day assignments.
- Prepare various reports and maintain records on department activities.
- Visually assesses emergency scenes and make decisions regarding firefighting methods to be used, the deployment and management of firefighters. Ensure safe operation of fire equipment and apparatus.
- Prioritize, schedule and complete tasks associated with non-emergency response activities such as pre-fire planning, fire and life safety education, and station-based training activities.
- Stay abreast of trends and innovations in fire fighting, emergency medical services and related fields.
- Coordinate activities with other staff or City departments as needed.

ESSENTIAL FUNCTIONS/KEY COMPETENCIES

- Perform all the essential functions of the Firefighter and Fire Lieutenant positions.
- Manage, organize and coordinate the work of assigned staff.
- Provide effective leadership to staff.
- Prepare clear and concise administrative reports.
- Interpret and apply applicable federal, state and local policies, laws and regulations.
- Effectively manage situations and conflict firmly, courteously, tactfully, and impartially.
- Exercise critical thinking and good judgment in evaluating situations, problem-solving and making sound decisions under stressful conditions.
- Establish and maintain effective working relationships with supervisors, co-workers, the public and other City employees.
- Utilize tact, self-restraint, judgment, and strategy in dealing with a wide variety of people. Deal with distraught individuals in a professional and sensitive manner.

CITY OF RIVERSIDE MISSOURI

Job Description

- Communicate clearly and concisely, both verbally and in written form.
- Maintain the level of physical fitness necessary to carry out all the duties of a firefighter.
- Comprehend, interpret, enforce, and apply federal, state and local laws and regulations relating to fire, EMS and HAZMAT operations.
- Establish and maintain working relationships with supervisors, co-workers, the public and other City employees. Live, work and interact effectively with co-workers during 24 hour shift.
- Read maps and locate addresses in assigned areas.
- Utilize tact, self-restraint, judgment, and strategy in dealing with a wide variety of people. Deal with distraught persons in a professional and sensitive manner.
- Perform all tasks and duties under adverse weather conditions.
- Ability to report to work on a regular and timely basis and to respond to calls on a 24/7/365 day basis.

POSITION REQUIREMENTS

Education and Experience Guidelines – *Any combination of education and experience that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:*

Education/Training:

- Associate's Degree (or equivalent) from an accredited college or university.
- Must currently hold, or obtain a valid State of Missouri Emergency Medical Technician (or higher) certification at time of employment, and maintain this certification throughout the duration of employment.
- Firefighter I and II classifications as defined by the National Fire Protection Association (NFPA) International Fire Service Accreditation Congress (IFSAC), or approved nationally recognized program.
- Minimum of HAZMAT operations level as defined by the NFPA and the IFSAC, or approved nationally recognized program.
- Fire Officer 1 Certification as defined by IFSAC, NFPA, or approved nationally recognized program. Fire Instructor 1 Certification as defined by IFSAC, NFPA, or approved nationally recognized program.
- Fire Inspector Certificate as defined by the State of Missouri, IFSAC and NFPA, or approved nationally recognized program.
- Pass a department provided Candidate Physical Ability Test (CPAT) as part of the hiring process. Excluded are transfers from within the city or department, which shall have 12 months from the date of transfer or six (6) months from graduation of department-sponsored fire academy training, whichever is greatest.
- Pass a department provided assessment center to include at minimum a written test with a passing score of 80%, three scenarios at minimum a Fire Tactical, EMS scene, and human resource issue, Interview process.

CITY OF RIVERSIDE MISSOURI

Job Description

Skills/Experience

- Must meet the Skills/Experience requirements for Fire Fighter position.
- Minimum five (5) years of increasingly responsible fire service experience with some administrative and supervisory responsibility.
- Proficient computer skills and ability to use Microsoft Office Suite (Word, Excel, etc.)
- Demonstrated excellent written and verbal communication skills.
- Demonstrated effective leadership and conflict management skills.
- Demonstrated knowledge of applicable laws, ordinances, and department rules and regulations. Extensive knowledge of City's geography.

Physical/Environmental/Other:

- Must possess valid driver's license.
- Must successfully complete all job-related reference checks and background investigations.
- Very heavy work requiring exertion in excess of 100 pounds of force occasionally, and/or in excess of 75 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.
- Environmental Conditions: The work is performed inside or outside and includes being exposed to cold, heat, liquids, mud, slippery surfaces, moving machinery and tools, exposure to infectious agents, hazardous substances, noise, poor visibility, sharp objects, vibration, confined spaces, cramped body positions, heights, smoke, dust, mechanical hazards, electrical hazards, atmospheric conditions that affect the respiratory system, oils, grease, radiation, noxious odors, use of Self Contained Breathing Apparatus, and weather elements (including sun, rain, snow, and ice).

Appendix L – Job Description Winston Salem, NC

Winston-Salem
CITY OF WINSTON-SALEM
Established Date: Aug 10, 2015
Revision Date: Aug 10, 2015

Fire Captain

Class Code: 146

Bargaining Unit: NA

SALARY RANGE
$51,243.00 Annually

DESCRIPTION:
GENERAL DESRCIPTION
Under regular supervision, performs responsible protective service work in planning, directing and evaluating the performance of fire personnel and equipment assigned to a fire shift; does related work as required.

EXAMPLES OF DUTIES:
DUTIES
Supervises and evaluates the performance of assigned fire shift; responds to fire calls and directs fire suppression and rescue until relieved; when first-in, directs fire attack, lays hose and operation of engine pumping equipment; directs clean-up and salvage operations. Supervises and plans maintenance of all apparatus and equipment assigned to company; supervises station maintenance; maintains personnel files. Disciplines and recommends promotions and pay raises for personnel assigned to station. Keeps station log, writes run reports, memos, letters and other reports; prepares station budget and controls budgeted expenses. Directs and participates in daily fire training for all station personnel; plans and conducts fire inspections and fire drills at schools and other high risk locations in station territory. Determines fire cause and requests investigation of suspicious fires; assists and participates in fire prevention programs with the community; responds to medical calls and renders aid. Supervises and conducts rescue operations involving, but not limited to: vehicles, high angle, confined space and trenches; attends monthly medical training; participates on departmental and City-wide committees relating to fire protection; when assigned, would relieve chief officer.

TYPICAL QUALIFICATIONS:

EDUCATION AND EXPERIENCE

Any combination of education and experience equivalent to a high school diploma, supplemental training and education in fire sciences. An Associate's Degree in Fire Science or related fields is preferred.

Three years experience as a Fire Engineer is required.

SPECIAL REQUIREMENTS

Possession of a valid North Carolina Class B driver's license. The candidate must be on the present list of candidates eligible for promotion to Fire Captain.

SUPPLEMENTAL INFORMATION:

PHYSICAL REQUIREMENTS

(Reasonable accommodations may substitute for any physical requirements listed) Must be able to lift or move up to 50 lbs. or more and maneuver up to 1 mile; must be able to climb, operate light equipment and work with small objects; must possess good communication skills and functionally normal hearing. This position will work both indoors and outdoors and may be exposed to changing weather, adverse smells and loud sounds.