

Evaluating the content of the Monroe Fire Department's Company Officer Training Program

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Certification Statement

I hereby do certify that this research paper constitutes my own work and 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: _____

Abstract

The Monroe Fire Department (MFD) recently identified several deficiencies in their company officer training program. The problem is the MFD has never evaluated the content of its company officer training program by comparing it to the job performance requirements defined in the National Fire Protection Association 1021: Standard for Fire Officer Professional Qualifications (NFPA 1021), or to the company officer training programs of similar fire departments. The purpose of this applied research project was to compare the content of the MFD's company officer training program to the job performance requirements defined in NFPA 1021, and to the company officer training programs of similar fire departments. Descriptive research methods were used to answer four questions. Questions one and two compared the similarities and differences of the MFD's company officer training program to the job performance requirements defined in NFPA 1021: Standard for Fire Officer Professional Qualifications. Questions three and four compared the similarities and differences of the MFD's company officer training program to the company officer training programs of similar fire departments. Research procedures included a literature review of internet websites, online forums, books, trade journals, and NFPA 1021: Standard for Fire Officer Professional Qualifications. An electronic survey was used to collect information about the company officer training programs of similar fire departments. The results show that the MFD's company officer training program meets the job performance requirements defined in NFPA 1021, and in many cases exceeds the requirements of company officer training programs of similar fire departments. Recommendations for the MFD include modifying the company officer eligibility requirements, developing a formal company officer training program, and aligning performance reviews with internal continuing education requirements.

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The City of Monroe is located in Green County, a rural area centered along the Wisconsin – Illinois border. The Monroe Fire Department (MFD) is a combination department consisting of fifty paid-on-call (POC) members and two career members. Among the POC members are nine officers ranking from lieutenant to division chief. The Fire Chief and Deputy Chief are career (full-time) members of the fire department. The MFD has a class three rating from the Insurance Services Office.

The MFD operates out of two stations protecting the City of Monroe and the townships of Monroe and Clarno. The MFD provides mutual aid to neighboring communities and states as a member of the Mutual Aid Box Alarm System. Neither of the two fire stations is staffed with firefighters, as the members are toned out by the 911 dispatch center using a pager system. The MFD responds to an average of three hundred calls annually for fire, rescue, and other forms of assistance. The MFD is medically trained to the emergency medical responder level, but does not provide any transport services.

The POC staff is well trained with a majority of the firefighters having achieved state certification as a Firefighter II, Motor Pump Operator, or a higher level. The training division consists of fifteen state certified instructors, most of which also work for the local technical college as adjunct instructors. The MFD requires a firefighter to be state certified as a Fire Officer I to be eligible for promotion to a company officer. The MFD requires company officers to complete thirty-two hours of training outside of the organization every two years.

The MFD recently found itself in an unfamiliar situation whereas; three of the nine officer positions became vacant at the same time. The appointment and training of three new lieutenants exposed some deficiencies in the company officer training program. These

deficiencies led to a comprehensive review of the company officer training program by the training division.

The problem is the MFD has never evaluated the content of its company officer training program by comparing it to the job performance requirements (JPRs) defined in the National Fire Protection Association 1021: Standard for Fire Officer Professional Qualifications (NFPA 1021), or to the company officer training programs of similar fire departments. The purpose of this applied research project was to evaluate the content of the MFD's company officer training program by comparing it to the JPRs defined in NFPA 1021, and to the company officer training programs of similar fire departments. Descriptive research methods, a literature review, and electronic survey were used to answer the following four questions.

1. What are the similarities between the content of the Monroe Fire Department's company officer training program and the job performance requirements defined in the National Fire Protection Association 1021: Standard for Fire Officer Professional Qualifications?
2. What are the differences between the content of the Monroe Fire Department's company officer training program and the job performance requirements defined in the National Fire Protection Association 1021: Standard for Fire Officer Professional Qualifications?
3. What are the content similarities between the Monroe Fire Department's company officer training program and the company officer training programs of similar fire departments?

4. What are the content differences between the Monroe Fire Department's company officer training program and the company officer training programs of similar fire departments?

Background and Significance

The MFD is a combination department consisting of fifty POC members and two career members. Among the fifty POC members are nine officers ranking from lieutenant to division chief. The Fire Chief and Deputy Chief are career (full-time) members of the fire department. The MFD has a class three rating from the Insurance Services Office.

The MFD operates out of two stations protecting the City of Monroe and the townships of Monroe and Clarno. The MFD provides mutual aid to neighboring communities and states as a member of the Mutual Aid Box Alarm System. Neither of the two fire stations is staffed with firefighters, as the members are toned out by the 911 dispatch center using a pager system. The MFD responds to an average of three hundred calls annually for fire, rescue, and other forms of assistance. The MFD is medically trained to the emergency medical responder level, but does not provide any transport services.

The MFD has long been known for its commitment to training. The MFD conducts training once a week throughout the year with the exception of December when the members are given time off to be with their family. For over sixty years the MFD has hosted a three day regional fire school that has a regular attendance of over seven hundred fire and emergency medical service professionals. The City of Monroe serves as the home for the Monroe Emergency Response Interagency Training Center (MERIT Center). The MERIT Center is a six acre training facility that was built in collaboration with Blackhawk Technical College to provide training for members of the fire, law enforcement, and emergency medical services from

Wisconsin, northern Illinois, and eastern Iowa. The MERIT Center has a variety of training props such as a roof ventilation simulator, a four story “class A” burn tower, driver/operator course, life safety house, and flashover simulator. The training props and continued development of the MERIT Center are funded through private donations.

The MFD’s administrative and line staff is well trained. Both the Fire Chief and the Deputy Chief are graduates of the National Fire Academy’s (NFA) Executive Fire Officer Program, and the Chief of Training has a master’s degree in organizational development and is currently enrolled in the NFA’s Executive Fire Officer Program. Over seventy percent of the department’s firefighters have obtained state certification as a Firefighter II, Motor Pump Operator, or a higher level (Personnel Records, 2014). Additionally, the MFD’s company officers are required to be state certified as a Fire Officer I, and attend thirty-two hours of training from outside of the organization every two years.

The MFD has experienced very little turnover in its leadership positions over the past twenty years. Because of the low turnover it was common for new lieutenants to have ten or more years of on-the-job experience at the time of their promotion. This experience allowed the MFD to utilize an informal training process that relied on the new lieutenant’s experience, on-the-job training, and outside classes.

New lieutenants served a twelve month probationary period. During this probationary period they would respond to incidents in the role of a company officer, but were limited to second due or later arriving apparatus. During the probationary period their fellow officers would provide feedback and advice in what would be more representative of a mentorship style relationship than a supervisory one.

In the fall of 2013 the MFD found itself in an unfamiliar situation whereas; three of the nine POC officer positions became vacant at the same time. In January of 2014, three new lieutenants were appointed, two current lieutenants were promoted to captain, and one captain was promoted to division chief of apparatus.

Without a formal company officer training program in place, the Fire Chief and Deputy Chief held monthly training sessions over a six month period following the promotions. All of the officers were invited to attend these training sessions, but the primary purpose was to train the new lieutenants on their role and responsibilities as a company officer. In addition to these training sessions, a chief officer was assigned to shadow the new lieutenants while they were working their weekend assignments as the department's Duty Officer.

During the six month training period a number of deficiencies in the company officer training program were exposed. An internal review found that the MFD's company officer job description (see Appendix A) includes the JPRs defined in NFPA 1021: Standard for Fire Officer Professional Qualifications. However, the MFD had never compared the content of their company officer training program (see Appendix B) to the JPRs defined in NFPA 1021, or to the company officer training programs of similar fire departments.

The ability of the MFD to continue providing the efficient and effective fire protection that the community has come to expect may depend on its ability to design and implement a formal company officer training program. Having over twenty years of service, it is conceivable that four more of the nine officers could retire at any time. If this were to occur today it would leave only two company officers with more than a year of on-the-job experience. Additionally, the department currently has a large experience gap in its membership as there are only a few members in the bracket of seven to twelve years; a bracket often looked to for company officers.

Because of this gap, the department may find that its only option is to promote firefighters with less experience. This experience gap magnifies the need and urgency for the MFD to develop and implement a formal company officer training program.

Company officers often find themselves in situations requiring quick and accurate decisions that may affect the outcome of an emergency incident, and perhaps the lives of their crew and/or the citizens they are sworn to protect. Because of the significant impact their decisions have on the fire ground and in the fire house, the company officer may be the most important position in the American fire service. This applied research project corresponds with the National Fire Academy's Executive Fire Officer Program course: RO123 Executive Development (<http://apps.usfa.fema.gov/nfacourses/catalog/details/16>) as it relates directly to the development of the MFD's organizational leaders, and to the United States Fire Administration's strategic goal number three: Improve the fire and emergency services' capability for response to and recovery from all hazards (<http://www.usfa.fema.gov/about/strategic/>).

Literature Review

A literature review was performed to identify what, if any, research has been conducted on the subject of company officer training programs. The literature review process began in March of 2014 at the Learning Resource Center (LRC) located on the campus of the National Emergency Training Center (NETC) in Emmitsburg, Maryland and continued throughout the project. The literature review included: internet websites, online forums, books, trade journals, and a review of NFPA 1021: Standard for Fire Officer Professional Qualifications.

An internet search of the LRC online library using the words "company officer training program" yielded numerous applied research projects related to company officer training. Similar results can be achieved using an internet search engine such as Google®. The NFA's

Executive Fire Officer Program attracts some of the brightest and most progressive individuals the fire service has to offer. Yet, there are applied research projects identifying company officer training as a significant challenge dating back more than fifteen years.

Regardless of the source, nearly all of the articles, blogs, and research papers read during the literature review appeared to share a common theme: company officers are important, there is a shortage of well-trained company officers, there is a need for company officer training programs, and transitioning from a firefighter to a company officer can be a challenging process. The following was written in a recent article on a popular fire service website, “Newly appointed officers are generally very good on the fire ground. The big challenges come from the human resources side of the business” (Just Promoted, 2014).

What these articles, blogs, and research papers don’t always agree on is what should be included in the content of a company officer training program, or how many hours should be required to be certified as a company officer. The International Association of Fire Chiefs company officer leadership symposium incorporates three levels of training. Each level includes eighteen hours of instruction and three hours of networking (International Association of Fire Chiefs website, October 2011). The State of Florida Fire Officer I certification requires three hundred and twenty-eight hours of course work (<http://www.myfloridacfo.com/division/Sfm/BFST/Documents/FireOfficers.pdf>). In comparison the State of Wisconsin requires sixty hours of course work to attain certification as a Fire Officer I (<http://systematic.wtcsystem.edu/fire/Progcors/FO1Course.htm>). The glowing difference in curriculum requirements is only one example of many inconsistencies in how the fire service is training its company officers.

A review of chapter four in NFPA 1021 found four progressive levels for company officers: Fire Officer I, II, III, and IV. NFPA 1021: Standard for Fire Officer Professional Qualifications lists six key categories in which fire officers shall meet the JPRs defined in sections 4.2 through 4.7 of the standard (National Fire Protection Association [NFPA], 2014). The Fire Officer I course in Wisconsin is designed to provide the student with the information needed to meet the JPRs defined in NFPA 1021: Standard for Fire Officer Professional Qualifications.

The standards published by the NFPA are not law. To become law they must be adopted by a government body. However, by and far, they have been accepted by the fire service as the industry standard, and serve as a reference for best practices. The National Institute for Occupational Safety and Health, a federal agency responsible for conducting research and making recommendations to prevent work related injuries, and the Occupational Health and Safety Agency, a federal agency tasked with enforcing the legislation related to work place safety, frequently reference NFPA standards in their reports and citations. Attorneys often reference NFPA standards during litigation to assist in making a case for or against the actions of an individual and/or organization. Because NFPA standards are widely accepted and society has become increasingly more litigious, many company officer training programs reference the NFPA 1021: Standard for Fire Officer Professional Qualifications.

During the literature review process the researcher found a number of applied research projects reporting that company officers recognize the need for additional and on-going training. In his 2012 applied research project David Rice wrote, “The first question asked respondents if they felt there was a need for planned and progressive training, continuing education, or self-improvement for the position of Lieutenant post promotion: The result was 100% checked yes”

(Rice, 2013, p. 20). While Jorge Rossi wrote in his applied research paper “that a national online survey showed that sixty percent of survey participants stated that they don’t have an officer development program, but seventy percent feel there is a need for one” (Rossi, 2012, p. 20).

Of the literature reviewed, only the International Fire Service Training Association’s book; Fire and Emergency Services Company Officer, Fourth Edition, (“Company Officer,” 2007) provided a traditional academic approach to training company officers.

Procedures

The purpose of this applied research project was to evaluate the content of the MFD's company officer training program by comparing it to the JPRs defined in NFPA 1021, and to the company officer training programs of similar fire departments. Descriptive research methods, a literature review, and electronic survey were used to answer the following four questions.

1. What are the similarities between the content of the Monroe Fire Department's company officer training program and the job performance requirements defined in the National Fire Protection Association 1021: Standard for Fire Officer Professional Qualifications?
2. What are the differences between the content of the Monroe Fire Department's company officer training program and the job performance requirements defined in the National Fire Protection Association 1021: Standard for Fire Officer Professional Qualifications?
3. What are the content similarities between the Monroe Fire Department's company officer training program and the company officer training programs of similar fire departments?

4. What are the content differences between the Monroe Fire Department's company officer training program and the company officer training programs of similar fire departments?

The research process began with informal conversations with fellow students attending the Executive Fire Officer Program course: R0123 Executive Development

<http://apps.usfa.fema.gov/nfacourses/catalog/details/16> at the NETC during March 9-20, 2014.

These conversations took place on and off the NETC campus and the participants were random. Unlike an interview, these conversations were unscheduled and unstructured. The candidness in which the participants shared information assisted the researcher in separating the symptoms from the problem. In addition to the informal conversations, a literature review was started utilizing the LRC located on the campus of the NETC in Emmitsburg, Maryland. It was through the literature review process and from the information gathered during the informal conversations that the purpose of this research paper was determined and the problem defined.

The literature review continued upon returning home from Emittsburg, Maryland. Extensive research was performed using the internet, and searching the LRC online collection of applied research projects. A copy of NFPA 1021 was purchased to answer questions one and two of the applied research project.

Due to the time constraints of the applied research project and the number of participants, the researcher felt an electronic survey would be the most efficient method for collecting the information necessary to answer questions three and four. The researcher began by downloading a spreadsheet of the fire departments registered in the State of Wisconsin from the Wisconsin Department of Safety and Professional Services (WDSPS) website (<http://dpsp.wi.gov/Programs/Industry-Services/Industry-Services-Programs/Fire->

Prevention/Fire-Program-Contacts). This spreadsheet allowed the researcher to sort the fire departments by pay status. Fire departments in the State of Wisconsin are classified by one of seven definitions (see Appendix C).

The initial criterion for defining a fire department as being “similar” to the MFD was for the fire department to be defined as a combination fire department by the WDSPS, and serve a primary population of not more or less than ten-percent of the City of Monroe’s population of 10,827. An internet search of “Populations of Wisconsin Cities” was performed using the search engine Google®. This search provided a list of Wisconsin cities and their respective populations based on the U.S. Census Bureau, Census 2010 (<http://webcache.googleusercontent.com/search?q=cache:http://www.togetherweteach.com/TWTIC/uscityinfo/49wi/wipopr/49wipr.htm>). This list was used to qualify the departments surveyed.

The original criterion used to define a fire department as being “similar” to the MFD was a limitation for the applied research project. The MFD has two full-time staff which makes it a combination fire department as defined by the WDSPS (see Appendix C). However, because both of the full-time positions are primarily administrative in nature, the MFD’s operations more closely resemble that of a volunteer fire department. Including combination fire departments as defined by the WDSPS in the survey would have led to the majority of the participants not closely resembling the organizational structure and operations of the Monroe Fire Department. Additionally, the initial population window of ten percent above or below the population of the City of Monroe was found to be too narrow, as it reduced the number of qualified survey participants to twelve. The researcher felt that a small survey pool where a majority of participants were not truly similar to the MFD’s operations would not produce the results necessary for an accurate comparison of company officer training programs.

Because of these limitations and for the purpose of this applied research project the criterion for a “similar” fire department was redefined as a volunteer or combination fire department having six or fewer full-time employees. A full-time employee was defined as an individual that is paid for thirty-six hours or more per week per WDSPS (<http://dsps.wi.gov/Programs/Industry-Services/Industry-Services-Programs/Fire-Prevention/Fire-Program-Contacts>). In addition, the population criterion was expanded to include fire departments serving primary populations that ranged from 4,991 – 16,000.

The fire departments were placed into four groups (A, B, C, D) so the researcher would have the ability to compare the survey responses of those fire departments closest in similarity as well as those farther out on the population scale. Groups “A” and “C” represent fire departments serving primary populations greater than the City of Monroe. Groups “B” and “D” represent fire departments serving primary populations that are less than the City of Monroe. Groups “A” and “B” represent the fire departments most similar to the MFD by serving populations that are seventeen percent higher or ten percent lower than the City of Monroe’s population of 10,827. Groups “C” and “D” represent fire departments serving primary populations farther out on the population scale.

The following are the groups and their respective population ranges: Group A: 11,224 – 12,719, Group B: 9,200 – 10,619, Group C: 14,223 – 15,759, Group D: 4,991 – 9,110. Group “A” consisted of fourteen fire departments, group “B” consisted of eight fire departments, group “C” was the smallest of the four groups, consisting of five fire departments, and group “D” was the largest of the four groups, consisting of thirty-nine fire departments.

To answer research questions three and four an electronic survey (see Appendix D) was designed and distributed using the online survey service Constant Contact®. The identical

survey was sent to all four groups over the same time period and provided the participants with complete anonymity. The survey consisted of eleven questions and was distributed to sixty-six fire departments of which twenty-eight completed the survey. The response rate for the survey was forty-two percent.

The survey was sent to sixty-six fire departments on May 13, 2014. It was sent to all sixty-six fire departments for a second time on May 19, 2014. The survey was closed on June 2, 2014. At the end of the survey, participants were offered a copy of the final applied research project by providing their contact information. This information was not tied to the survey results, maintaining their anonymity.

Results

The applied research project was conducted using descriptive research methods, a literature review, and electronic survey. The research was focused on answering the following four questions:

1. What are the similarities between the content of the Monroe Fire Department's company officer training program and the job performance requirements defined in the National Fire Protection Association 1021: Standard for Fire Officer Professional Qualifications?
2. What are the differences between the content of the Monroe Fire Department's company officer training program and the job performance requirements defined in the National Fire Protection Association 1021: Standard for Fire Officer Professional Qualifications?

3. What are the content similarities between the Monroe Fire Department's company officer training program and the company officer training programs of similar fire departments?
4. What are the content differences between the Monroe Fire Department's company officer training program and the company officer training programs of similar fire departments?

A literature review of NFPA 1021 was conducted to answer questions one and two of the applied research project. Although the categories may have slightly different names, the MFD's company officer training program and the JPRs defined in NFPA 1021 incorporate several of the same administrative or operational knowledge, skills, and abilities. Common administrative skills were: written and verbal communications, communicating using technology such as text messages, email, portable/mobile radios, completing incident reports, and managing human resource problems. The MFD's company officer training program and the JPRs defined in NFPA 1021 also shared similarities regarding operational skills such as creating an incident action plan, scene management, and directing personnel.

There were two primary differences between the content of the MFD's company officer training program, and the JPR's defined in NFPA 1021: Standard for Fire Officer Professional Qualifications. First, the MFD's company officer training program is more specific in identifying the task and/or skills as they apply to the organization. While the JPRs defined in NFPA 1021 lists the knowledge, skills, and abilities in a generic or broad form so as to be applicable to the fire service in general. Second, the MFD has decided to place an emphasis on what the researcher perceives as operational skills. Whereas, the JPRs defined in NFPA 1021 appear to place an emphasis on what the researcher perceives as administrative skills. It should

be noted that all of the knowledge, skills, and abilities defined in the JPRs of NFPA 1021 would have been completed by the MFD's company officers while obtaining certification as a Fire Officer I in the State of Wisconsin.

To answer questions three and four of the applied research project an electronic survey was designed and distributed using the online survey service Constant Contact® (see Appendix D). The identical survey was sent over the same time period to all four groups A, B, C, and D as defined in the procedures section of this paper. Group "A" consisted of fourteen fire departments of which five participated in the survey. Group "B" consisted of eight fire departments of which five participated in the survey. Group "C" was the smallest of the four groups, consisting of five fire departments of which two participated in the survey. Group "D" was the largest of the four groups, consisting of thirty-nine fire departments of which eighteen participated in the survey.

Group's "B" and "D" represent fire departments that have similar organizational structures, but serve a smaller population than the City of Monroe. Combined, groups "B" and "D" had a forty-nine percent response rate. That was twelve percentage points better than the thirty-seven percent combined response rate of groups "A" and "C" which represent those fire departments whose organizational structure was similar to the MFD's, but serve a larger population than the City of Monroe. The survey consisted of eleven questions. It was distributed to sixty-six participants of whom twenty-eight completed the survey, resulting in a response rate of forty-two percent.

Survey question number one asked participants if their fire department has an internal company officer training program. Sixty percent responded yes, our company officer training program is informal – meaning it relies heavily on past experience, on-the-job training, and some

classroom training. Seventeen percent responded yes, our company officer training program is formal – meaning it is documented, contains a syllabus, evaluation methods, and can be repeated consistently. Twenty-three percent responded no, we do not have an internal company officer training program.

Those participants who said that their department had an internal company officer training program advanced to questions two, three, and four of the survey. These survey questions were specific to the content included in the participant's internal company officer training program. One of the participants that stated that their department had an internal company officer training program chose to exit the survey at this point.

The survey participants that answered "no" to question one were automatically forwarded to questions six through eleven of the survey. These questions asked about internal requirements regarding continuing education and state certifications. Of the seven respondents that were forwarded to this section of the survey, only one did not complete the survey.

Survey question number two was multiple choice and asked: Do you use internal or external instructors for training company officers? Fourteen percent answered that they use internal instructors. Fourteen percent answered that they use external instructors. Seventy-three percent answered that they use both internal and external instructors for their company officer training program.

Survey question number three (see Appendix E) listed six administrative skills: ethics, human resource policies, written communications, government structure, workers compensation/safety reports, and none of the above. The participants were asked to select those administrative skills that are part of their department's company officer training program.

Survey question number four (see Appendix F) listed eleven technical skills: role/responsibilities of the front right seat, operating within the incident command system, fire ground strategies and tactics, fire ground safety, fire inspections/code enforcement, fire prevention/community risk assessment, fire investigation/cause and determination, building construction, fire behavior, response profiles, and none of the above. The participants were asked to select those technical skills that are part of their department's company officer training program.

Survey question number five (see Appendix G) listed six leadership skills: transitioning from buddy to boss, understanding organizational cultures, community relations, required reading list, the differences between extrinsic and intrinsic rewards, and none of the above. The participants were asked to select those leadership skills that are part of their department's company officer training program.

Survey question number six was multiple choice and asked, how many hours of training outside of your organization do you require company officers to attend annually? Fourteen percent answered eight hours or less. Eighteen percent answered nine to sixteen hours. Fourteen percent answered greater than sixteen hours. Fifty-four percent answered that they did not require annual training outside of their department.

Survey question number seven was multiple choice and asked: Do you require company officers to complete a safety officer course? Twenty-one percent answered that they require the completion of an internal safety officer course. Eighteen percent answered that they require the completion of the NFA's Incident Safety Officer course. Sixty percent answered that they do not require company officers to complete a safety officer course.

Survey question number eight was in the yes or no format and asked: Do you require a company officer to be state certified as a Firefighter I? One hundred percent of the participants answered yes, their department requires company officers to be state certified as a Firefighter I.

Survey question number nine was in the yes or no format and asked: Do you require a company officer to be state certified as a Motor Pump Operator? Thirty-six percent answered yes, their department requires company officers to be state certified as a Motor Pump Operator. Sixty-four percent answered no, their department does not require company officers to be state certified as a Motor Pump Operator.

Survey question number ten was in the yes or no format and asked: Do you require a company officer to be state certified as a Fire Instructor I? Twenty-one percent answered yes, their department requires company officers to be state certified as a Fire Instructor I. Seventy-nine percent answered no, their department does not require company officers to be state certified as a Fire Instructor I.

Survey question number eleven was in the yes or no format and asked: Do you require a company officer to be state certified as a Fire Officer I? Thirty-nine percent answered yes, their department requires company officers to be state certified as a Fire Officer I. Sixty-one percent answered no, their department does not require company officers to be state certified as a Fire Officer I.

The survey results show that the MFD's company officer training program and the company officer training programs of those surveyed are very similar in that both place an emphasis on the knowledge, skills, and abilities that are most closely related to fire ground operations and tactics. For example, a review of the MFD's company officer training program (see Appendix B) revealed that only two (1 & 9) of the eleven subjects covered are directly

related to management/supervisory skills, two (10 & 11) are related to administrative skills, and seven (2-8) are related to operations and tactics.

The fire departments surveyed followed a similar path when selecting the content for their company officer training program: eighty-two percent selected Role/Responsibilities Rt Front Seat, eighty-six percent selected operating within the ICS, and ninety-five percent selected fire ground strategies and tactics. When asked to select the leadership skills included in their internal company officer training program, thirty-two percent selected “None of the above” (see Appendix G).

There were also clear differences between the MFD’s company officer training program and those of similar fire departments. The MFD places an emphasis on state certifications and continuing education. For example, they require firefighters to be state certified as a Fire Officer I prior to being eligible for promotion to a company officer. In addition, all of the company officers must complete thirty-two hours of training from outside of the department every two years. This is in stark contrast to those surveyed, as sixty-one percent do not require their company officers to be state certified as a Fire Officer I, and fifty-four percent do not require annual training from outside of their organization.

Although not a majority, survey question number five revealed that a significant number of those surveyed are making an effort to provide their company officers with training in supervisory skills. This was quantified by the forty-five percent of survey participants that reported having some form of a “buddy to boss” training and the thirty-two percent that report having some training regarding organizational cultures (see Appendix G). The MFD does not currently provide any training in these subject areas outside of what is provided in the Wisconsin Fire Officer I certification course.

Discussion

Based on the information shared during the informal conversations held at the NETC in March of 2014, and the literature review performed from March 2014 through June 2014; it has become evident to this researcher that the challenges associated with designing and implementing an effective company officer training program are neither new to the fire service or isolated to a particular state or region. The large number of applied research projects related to the subject of training company officers is evidence of the problem's size and importance.

The literature review also indicates that the challenges of developing a company officer training program are not isolated to volunteer or combination fire departments. Although some of the implementation challenges may be different, company officers in career fire departments are experiencing deficiencies in the same skill categories. In his applied research project David Rice writes,

“Because the NFMFD has a formalized career path distinctively mapped out for employees, how do we as a department provide high-quality development when just to sit for the lieutenant promotional exam, candidates were already required to have higher levels of fire officer education (some of which already earned a college degree)?” (Rice, 2013, p. 36)

How does one map a career path for a volunteer when this is not their career? All of the MFD's company officers are classified as paid-on-call staff. The term “career path” was mentioned numerous times during the literature review, most often used in the context of defining what an individual must complete before advancing to the next rung on the proverbial ladder. That makes sense for a career department, but outside of setting minimum qualifications for a specific

position, or to support those who have expressed a desire to transition to a career department, the researcher is unsure of its value in the volunteer fire service.

Although unintended, the MFD's requirement that a firefighter be state certified as a Fire Officer I to be eligible for promotion to lieutenant may be having a negative effect on the new officer's ability to succeed. The Fire Officer I classes are administered by the local technical college. Because these classes are scheduled based on demand, there may be significant periods of time between offerings. The inability to predict when and where the next Fire Officer I class will be held often results in firefighters taking the class as soon as it is offered for fear that it may not be offered again before a promotional opportunity. The flaw in this system is that firefighters become focused on collecting certifications when they are offered as opposed to when they would actually fit their growth and development schedule. Too often the end result is an unbalanced firefighter, i.e., one that has all of his/her certification "boxes" checked, but an insufficient amount of practical experience to apply the knowledge, skills, and abilities on the fire ground.

There are legitimate concerns regarding a firefighter's ability to retain the knowledge, skills, and abilities they learn during the Fire Officer I class because of the amount of time that passes from when they complete the class and when they are promoted. While discussing officer development programs in an applied research project Daniel Cremeans writes, "The assumption is that the amount of time which passes between the course completion date and the promotion to an officer position is too great; resulting in reduced performance levels and increased risk of personal injury" (Cremeans, 2010, p. 23). A review of current and past MFD officers shows that the gap in time between certification as a Fire Officer I and promotion is often measured in years, making it a less than an ideal process for developing company officers.

Seventy-seven percent of the survey participants state that their department has some form of a company officer training program. This would appear to indicate there is a common agreement among those surveyed that company officers need training – i.e., there are new knowledge, skills, and abilities for them to master. With that said, the knowledge, skills, and abilities that the survey participants indicate their company officers need, is contradicting to what they are willing to require of them.

For example, a company officer is responsible for his/her entire crew and apparatus, but sixty-four percent of participants report that their department does not require a company officer to be state certified as a Motor Pump Operator. How can one expect a company officer to assist in trouble shooting pump problems or ensure that the apparatus is being operated in a safe manner, if they themselves are not certified to operate the apparatus?

Company officers are often asked to conduct training for firefighters. However, seventy-nine percent of participants report that their department does not require a company officer to be state certified as a Fire Instructor I. How can one expect these company officers to design and deliver an effective training lesson if they do not have an understanding of learning styles, cognitive domains, course design, or classroom management?

The company officer is the link between the administration (chief officers) and the firefighters. They know the “temperature” of the department, and may have the greatest ability to head off personnel issues before they reach the boiling point and require formal action. Yet, when survey participants were asked to select the leadership skills that are included in their department’s company officer training program, forty-six percent selected none of the above. With an abundance of creditable authors publishing works on leadership and fire operations, only

five percent of respondents reported that their department's company officer training program includes a required reading list.

During the literature review the researcher did not find any mention of the importance in understanding the differences of extrinsic and intrinsic rewards, and the role they play in recruiting, retaining, and motivating individuals. Company officers in the volunteer fire service are responsible for leading and managing firefighters that are participating for a wide variety of reasons. This is not their career, and for many, it was never intended to be a path to a career. Although the members of MFD are paid-on-call, i.e., receive monetary compensation while at an emergency incident or representing the department at another assigned function; very few of the members consider this compensation as part of their personal budget. Because of this, most, if not all of the members, can afford to resign from the department at any given time.

The researcher has participated in the process of interviewing many applicants for the Monroe Fire Department. When applicants are asked, "Why do you want to be a member of the Monroe Fire Department?" Almost without exception their reply resembles something similar to "I want to help my community." However, it is the experience of the researcher that "helping the community" is rarely the primary motivator for the individual wanting to join the fire department. Therefore, following up with a few additional open-ended questions will assist in identifying which side of the extrinsic/intrinsic aisle the applicant gravitates toward?

During an informal conversation at the NETC in March of 2014, the researcher asked a group of five peers: Which do you see as a bigger issue for your company officers, fire ground leadership or fire house leadership? Almost in unison, five of five said, "fire house leadership." (EFO Students, personal communication, March, 2014). Only five percent of those surveyed selected "extrinsic vs intrinsic rewards" as being part of their company officer training program.

Knowing the difference between extrinsic and intrinsic motivators plays a critical role in the company officers ability to effectively motivate and lead the membership.

The majority of survey participants (77%) agree on the importance of committing the time and resources necessary to design, deliver, evaluate, and revise an internal company officer training program. However, nearly the same number of survey participants (61%) report that their department does not require a company officer to be state certified as a Fire Officer I.

Forty-six percent of the survey participants answered “none of the above” in regards to the leadership skills included in their department’s company officer training program. Therefore, it should come as no surprise that the majority of the problems we see, hear, and read about in the news regarding firefighters can be traced back to the absence of leadership and management skills of those who supervise them. Delivered and managed by the Wisconsin Technical College System, the State of Wisconsin has several certification courses that are offered to fire departments free of charge. These courses can provide a foundation for developing an internal company officer training program. Nonetheless, an overwhelming majority of the survey participants do not require their company officers to complete this level of training.

For a long period of time the fire service has searched for a “magic bullet” when it comes to developing company officer training programs. At this point, the only thing that is conclusive is that the “magic bullet” does not exist. The literature review shows that the fire service recognizes a need for training company officers. There are many resources for defining the content that should be included in a company officer training program. However, just as no two fires are the same, no two fire departments operate identically. For this reason, designing a comprehensive company officer training program that will be effective, and accepted by the members will require some degree of customization.

Finally, the survey results reveal that there is a common agreement among the participants that there is a need to provide training for company officers. The survey results also show that these department leaders are apprehensive about making the company officer training required. It is common knowledge that volunteer fire departments frequently cite “time commitments” as having a negative impact on their recruitment and retention efforts. These claims are real and should be recognized. However, “time commitments” alone should not be used as justification for not requiring volunteer/POC officers to complete the training necessary to be competent in their positions.

It is not necessary to take an all or nothing approach to company officer training. The researcher believes a successful company officer training program for the MFD and similar fire departments will have a modular design that incorporates classroom presentation, self-study, and practical evolutions where objectives are defined and outcomes are measurable. In addition, the program will incorporate a delivery schedule that is flexible and takes the life style and work commitments of volunteers into consideration.

Recommendations

This applied research project was conducted because the effective training and development of company officers is directly linked to the MFD’s ability to protect the lives and property of those they are sworn to protect. The purpose of this applied research project was to evaluate the content of the MFD’s company officer training program by comparing it to the JPRs defined in NFPA 1021, and to the company officer training programs of similar fire departments. The MFD’s current company officer training program is informal and missing basic design elements such as a syllabus, instructional outlines, and methods for evaluating outcomes.

The literature review showed that the JPRs defined in NFPA 1021 are widely accepted by the fire service as a bench mark for fire officers. However, the curriculum and hours of training required to obtain certification as a Fire Officer I varies significantly from state to state, highlighting a disconnect within the fire service.

The MFD is meeting the JPRs defined in NFPA 1021 by requiring company officers to be state certified as a Fire Officer I. The survey results show that the MFD meets or exceeds the training requirements of those fire departments participating in the survey. Nonetheless, an internal review of the MFD's company officer training program revealed that there remains room for improvement.

Based on the literature review, the survey results, and the researchers intimate knowledge of the MFD's personnel and operations, the following recommendations are suggested to improve the quality and effectiveness of the department's company officers.

1. Remove the Fire Officer I eligibility requirement for the position of lieutenant. The intent of this change is to redirect the firefighter's focus away from checking "boxes" on their resumes to mastering the knowledge, skills, and abilities necessary for becoming experts at firefighting. Lieutenants should be required to obtain Fire Officer I certification within the two year period immediately following their promotion. The Fire Officer I certification requirement should remain for all promotions above the rank of lieutenant.
2. Provide the training chief with the necessary authorization, resources, and support to design, implement, evaluate, and manage a formal company officer training program that will meet the needs of current and future company officers. The program content should be customized to meet the needs of the department while being aligned with

the JPRs defined in NFPA 1021: Standard for Fire Officer Qualifications. The program should be delivered at a pace that is accommodating to the work commitments and lifestyle of a POC company officer.

3. The Fire Chief should play a more active role in helping company officers identify classes that are appropriate and meet the thirty-two hour biennial training requirement. Playing a more active role will help the company officers' select classes that will build on their strength's while addressing the weaknesses identified during their performance review. Approaching the training/development process as a partnership will provide the company officers with an opportunity to invest in themselves and provide a greater return on the department's training dollars.

In conclusion, for the MFD to transition its company officer training program from its current informal and inconsistent state to one that is documented and has the ability to consistently produce effective company officers, the Fire Chief and the Deputy Chief will need to provide support from an administrative and financial aspect. In addition, the company officers will need to acknowledge their own weaknesses and become stake holders in the process of improving themselves as well as the organization. Developing a comprehensive company officer training program is aligned with the MFD's vision statement (see Appendix H).

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Appendix A

Monroe Fire Department company officer job description

CITY OF MONROE

Job Description



Job Title: Fire Lieutenant – Training
Reports To: Training Captain
Prepared By: Daryl Rausch
Approved Date: 12-1-2011
Bugle

Department: Fire
FLSA Status: Non-Exempt
Prepared Date: 12-1-2011
Rank Indicator: 1

Summary Assists Captain of Training. Supervises and coordinates the emergency and non-emergency activities of the fire station by performing the following duties.

Essential Duties and Responsibilities include the following. Other duties may be assigned.

Responds to fire alarms and determines from observation nature and extent of fire, condition of building, danger to adjacent buildings, and source of water supply, and directs firefighting crews accordingly.

Supervises staff during responses to emergency fire, medical aid, hazardous material, rescue, and other situations unless relieved by a superior officer.

Directs training activities in the absence of Assistant Chief of Training and Captain of Training.

Plans, assigns, schedules, directs, and participates in station and equipment maintenance, fire prevention, and other assignments of the company.

Inspects station house, buildings, grounds, and facilities, and examines fire trucks and equipment, such as ladders and hoses, to ensure compliance with departmental maintenance standards.

Performs a wide variety of fire suppression and medical assistance tasks.

- Maintains keys to commercial buildings in area of responsibility.
- Contains, controls, and decontaminates hazardous materials spills.
- Trains subordinates in use of equipment and methods of extinguishing all types of fires.
- Plans, implements, and directs periodic training as required by the department, and state certification agencies.
- Maintains qualification and training records.
- Submits appropriate documentation for state certification.
- Evaluates efficiency of personnel.
- Compiles report of each fire call, listing location, type, probable cause, estimated damage, and disposition.
- Supervises and coordinates activities of fire companies fighting multiple alarm fire until relieved by superiors.
- Writes and submits proposal for new equipment or modification of existing equipment to superiors.
- Requisitions and approves purchases within delegated authority.
- Prepares and maintains a variety of records and reports.

Supervisory Responsibilities

Directly supervises up to seven employees. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Competencies

To perform the job successfully, an individual should demonstrate the following competencies:

Technical Skills - Assesses own strengths and weaknesses; Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.

Customer Service - Manages difficult or emotional customer situations; Responds promptly to customer needs.

Interpersonal Skills - Maintains confidentiality; Keeps emotions under control.

Oral Communication - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions.

Written Communication - Able to read and interpret written information.

Teamwork - Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Able to build morale and group commitments to goals and objectives; Supports everyone's efforts to succeed.

Delegation - Delegates work assignments; Matches the responsibility to the person; Sets expectations and monitors delegated activities; Provides recognition for results.

Leadership - Exhibits confidence in self and others; Inspires and motivates others to perform well; Effectively influences actions and opinions of others; Accepts feedback from others; Gives appropriate recognition to others.

Managing People - Takes responsibility for subordinates' activities; Develops subordinates' skills and encourages growth; Fosters quality focus in others; Continually works to improve supervisory skills.

Organizational Support - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values.

Judgment - Displays willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.

Motivation - Sets and achieves challenging goals; Demonstrates persistence and overcomes obstacles; Measures self against standard of excellence.

Professionalism - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of

their status or position; Accepts responsibility for own actions; Follows through on commitments.

Safety and Security - Observes safety and security procedures; Determines appropriate action beyond guidelines; Reports potentially unsafe conditions; Uses equipment and materials properly.

Adaptability - Adapts to changes in the work environment; Able to deal with frequent change, delays, or unexpected events.

Initiative - Volunteers readily; Undertakes self-development activities; Seeks increased responsibilities; Looks for and takes advantage of opportunities; Asks for and offers help when needed.

Qualifications To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience

High School diploma or GED; One to three months related experience and/or training; or equivalent combination of education and experience. At least 5 years of firefighting experience in an organized fire department.

Language Skills

Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of customers or employees of organization.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.

Reasoning Ability

Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

Computer Skills

To perform this job successfully, an individual should have knowledge of Word Processing software.

Certificates, Licenses, Registrations

Fire Fighter II certification
Driver/Operator-Pumper certification
Fire Officer I certification
Fire Instructor I certification
Driver/Operator-Aerial certification within 24 months of appointment
Cleared on all trucks within 36 months of appointment
Wisconsin First Responder certification
Valid Wisconsin driver's license

Physical Demands The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this Job, the employee is regularly required to stand; walk and talk or hear. The employee is frequently required to use hands to finger, handle, or feel; reach with hands and arms; climb or balance; stoop, kneel, crouch, or crawl and taste or smell. The employee is occasionally required to sit. The employee must frequently lift and/or move up to 50 pounds and occasionally lift and/or move more than 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

Work Environment The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this Job, the employee is frequently exposed to outside weather conditions. The employee is occasionally exposed to moving mechanical parts; high, precarious places; fumes or airborne particles; toxic or caustic chemicals; extreme cold; extreme heat and risk of electrical shock. The noise level in the work environment is usually moderate.

Appendix B



Monroe Fire Department



Company Officer Training Program

1. Duty Officer Guidelines – Does/Don’ts and SOG’s for being the on-call Duty Officer
2. Radio Protocol – SOG’s related to mobile/portable radios
3. Maps – Reading and using response maps in the CAD system / Using Spillman
4. NIMS/ICS – Fire Ground Operations from a command perspective.
5. Response Protocols – Responding as incident command to emergency and non-emergency service requests.
6. Command/Operations – Scene size-up, first due reports, apparatus/personnel assignments.
7. Response Protocols – SOG’s related to the department’s response protocols, cancelling or requesting additional internal resources.
8. MABAS/Mutual Aid – Internal SOG’s related to requesting or responding requests for mutual aid.
9. Handling human resource issues/concerns.
10. Reports – Fire Incident Reports, EMS related reports, injury reports, payroll reports, ect.
11. General Communications – using the department’s email/phone system, appropriate/inappropriate communications.

Appendix C

Wisconsin Department of Safety and Professional Services: definitions for fire departments

1. Career: Fire departments that have 100 percent of their members in full or part-time paid positions are classified as Career or Paid Fire Departments. The career fire department does not rely upon paid-on-call or volunteer firefighters to complement staffing (exception being mutual aid assistance). Examples of Career Fire Departments are: Milwaukee, Madison, Green Bay and Eau Claire.
2. Combination: Fire departments that have full-time, paid-on-call or volunteer members are classified as Combination or Part-Paid Fire Departments. The combination fire department may have one or more full-time staff, but rely upon paid-on-call or volunteer firefighters to complement the fire department. The full-time staff may be chief officers, fire inspectors, dispatchers or single engine company. Examples of Combination Fire Departments are: Menomonee Falls, Fitchburg, Plover, and Rice Lake.
3. Volunteer: Fire departments that have predominantly volunteer members are classified as Volunteer Fire Departments. The classification Volunteer Fire Department may be misleading since the classification does not mean that the firefighters may not be compensated. For classification purposes, a volunteer fire department does not have any member of the fire department that is paid for 36 hours or more of work a week. Volunteer fire departments may compensate their members for fire calls, training, clothing allowance or to be on-call. The fire chief or fire inspector may be paid a yearly salary or stipend for their services. Insurance and workman's compensation organizations may have different definitions. Examples of Volunteer Fire Departments are: Washburn, Augusta-Bridge Creek, Grantsburg and New Glarus.

4. Affiliate of a Fire Department: Example: the Milwaukee Building Inspection Department.
5. Federal, State or Military Fire Department: Departments which are for a specific government agency such as an airport or Native American tribe. Examples are: Mitchell Intl Airport Fire Department, Wisconsin Veterans Home - King Fire Department, and Red Cliff Tribal Fire Department.
6. Private Fire Brigade: Some major industries may have their own fire department because of the special type of manufacturing they perform. Examples of Private Fire Brigades are: Kewaunee Nuclear Plant Fire Brigade and Johnson SC Fire Brigade.
9. Inactive Fire Department: Some fire departments consolidate into a larger fire department or district; or they may just disband. Records of these former fire departments are kept to help understand the history of fire protection and/or fire prevention services in an area.

Appendix D

Electronic survey designed and distributed online using Constant Contact®

My name is Alan Rufer and I am the Division Chief of Training for the Monroe Fire Department in Monroe Wisconsin. I am enrolled in the Executive Fire Officer Program at the National Fire Academy. As part of the program, each student is required to complete an applied research project.

My project is to compare our department's company officer training program to the company officer training programs of other fire departments that are similar in size and structure.

Please help me complete this applied research project by participating in this short (11 questions) survey. The survey is completely anonymous, and no identifiable information is collected.

Sincerely,

Alan L. Rufer, MBA
Division Chief - Training
Monroe Fire Department

1. Do you have an internal training program for company officers?
 - a. Yes, our company officer training program is informal – meaning it relies heavily on past experience, on-the-job training, and some classroom training.
 - b. Yes, our company officer training program is formal – meaning it is documented, contains a syllabus, evaluation methods, and can be repeated consistently.
 - c. No, we do not have an internal company officer training program.
2. Do you use internal or external instructors for training company officers?
 - a. Internal
 - b. External
 - c. Internal and External
3. Please select all of the following administrative skills that are part of your internal company officer training program.
 - a. Ethics in the work place
 - b. HR Policies (substance abuse, harassment, discipline, attendance, ect)
 - c. Written Communications (writing narratives, press releases, grammer, punctuation, ect)
 - d. City/Village/Town government structure
 - e. Workers Compensation Procedures – (injury reports)
 - f. None of the above
4. Please select all of the following technical skills that are part of your internal company officer training program.
 - a. Role/Responsibilities of the front right seat
 - b. Operating within the incident command system
 - c. Fire ground Strategies & Tactics
 - d. Fire ground Safety
 - e. Fire Inspections – (methods, documentation, enforcement)
 - f. Fire Prevention – (planning, delivery, community risk management)

- g. Fire Investigation – (cause & determination, legal procedures)
- h. Building Construction
- i. Reading Smoke/Fire Behavior
- j. Response Profiles – (activating mutual aid)
- k. None of the above

5. Please select all of the leadership skills that are part of your internal company officer training program.

- a. Buddy to Boss – (making the transition)
- b. Understanding organizational cultures
- c. Community Relations – (dealing with an emotional public)
- d. Check here if you have a required reading list for company officer development
- e. Reward Systems – (extrinsic vs intrinsic)
- f. None of the above

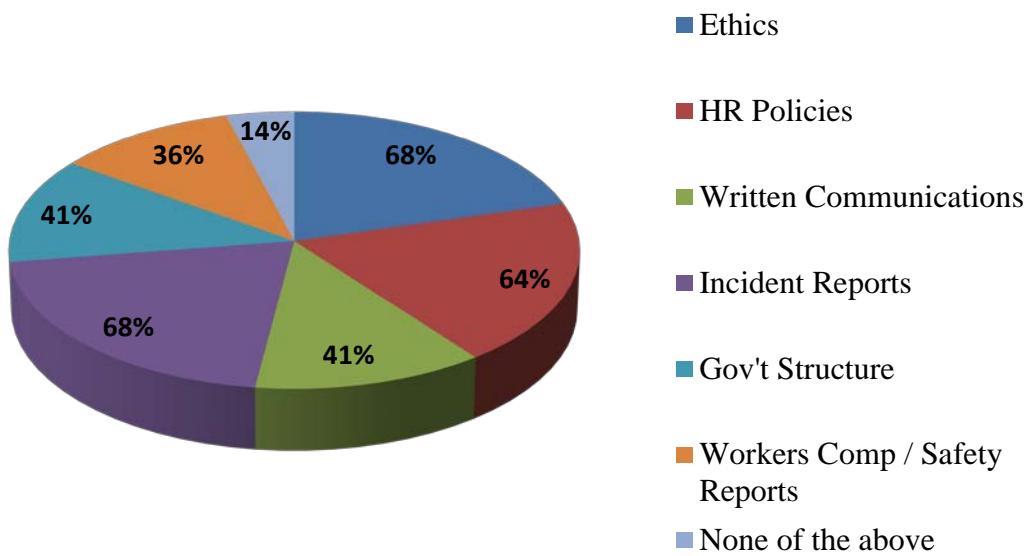
6. How many hours of training outside of your organization do you require company officers to attend annually?
 - a. 8hrs or less
 - b. 9-16hrs
 - c. Greater than 16hrs
 - d. We do not require company officers to attend training outside of our organization.
7. Do you require company officers to complete a safety officer course?
 - a. Company officers are required to complete an internal safety officer course.
 - b. Company officers are required to complete the National Fire Academy's Incident Safety Officer course.
 - c. We do not require company officers to complete a safety officer course.
8. Do you require company officers to be state certified as a Firefighter I?
 - a. Yes
 - b. No
9. Do you require company officers to be state certified as a Motor Pump Operator?
 - a. Yes
 - b. No
10. Do you require company officers to be state certified as a Fire Instructor I?
 - a. Yes
 - b. No
11. Do you require company officers to be state certified as a Fire Officer I?
 - a. Yes
 - b. No

Appendix E

Survey Question 3

Survey Question 3:

Please select all of the following administrative skills that are part of your internal training program for company officers.

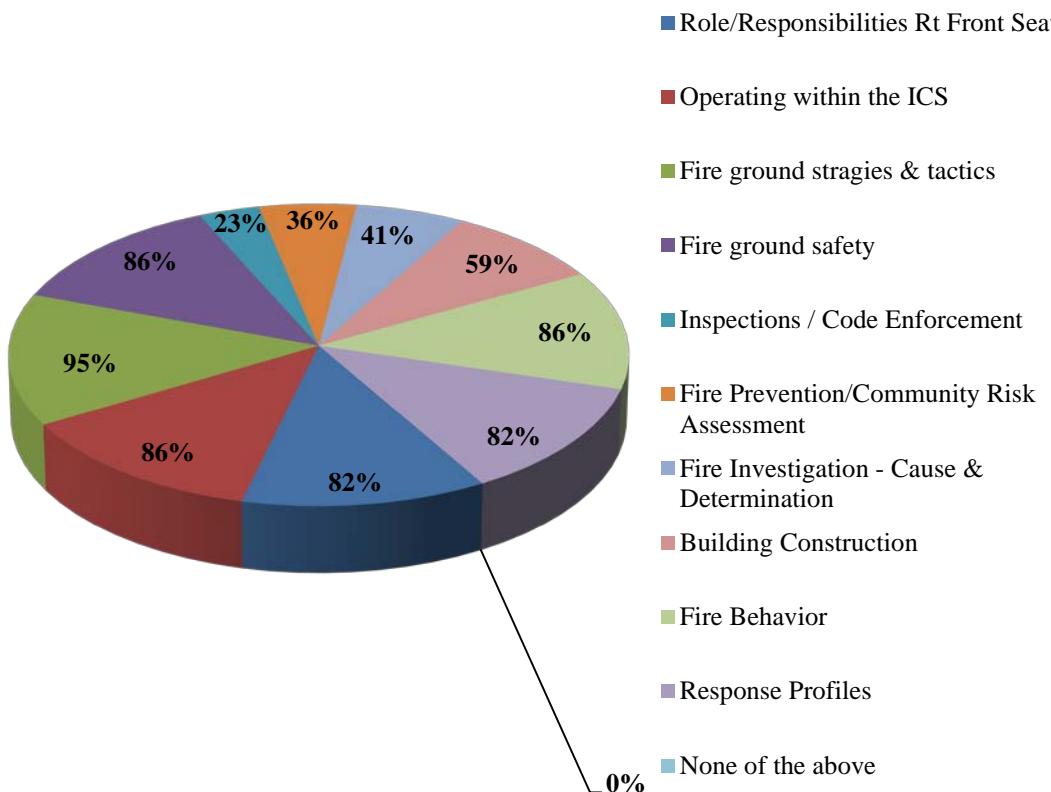


Appendix F

Survey Question 4

Survey Question 4:

Please select all of the following technical skills that are part of your internal training program for company officers.

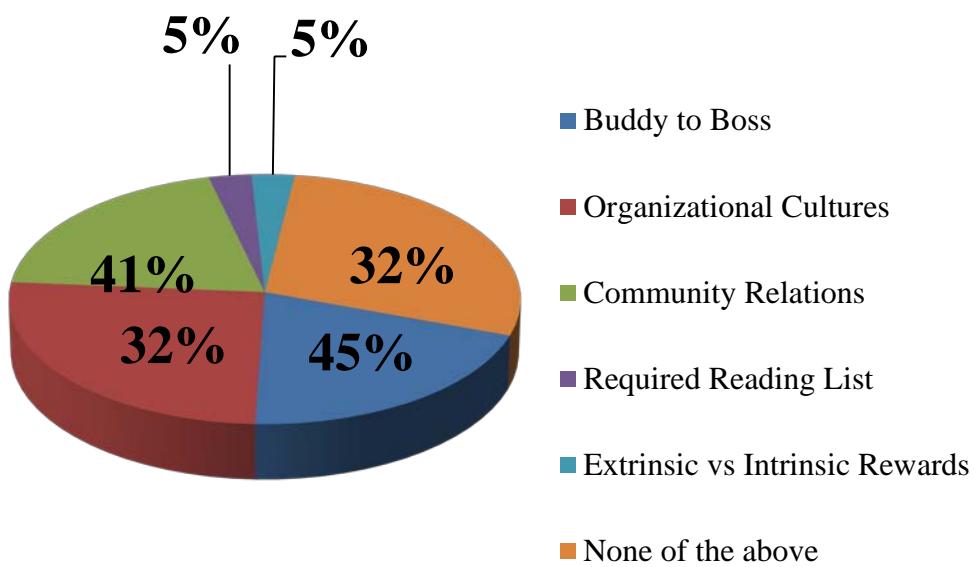


Appendix G

Survey Question 5

Survey Question 5

Please select all of the following leadership skills that are part of your internal training program for company officers.



Appendix H

Monroe Fire Department Mission Statement



Monroe Fire Department



Our Mission

The Monroe Fire Department is committed to provide prompt, reliable fire and life safety services to the residents and visitors of Monroe. We will do this through teamwork, communication, and professional career development. We, as firefighters, will promote an environment that encourages safety, innovation, and creativity from within, and always maintain a positive public image.

Our Vision

We will constantly strive to be better people, better firefighters, and a better department....not better than anyone else, but better than we were before.