

# **Fire Officer Training Manual**

**Cincinnati Fire Department**

**Fire Training Bureau**

**STUDENT MANUAL**



# Course Overview

Welcome to the Cincinnati Fire Department Fire Officer Training Program. This program has been designed to enhance the knowledge and skills of **ALL** existing and future officers of the Cincinnati Fire Department. We believe you will find this program educational, challenging and a unique opportunity for personal growth.

In addition to the material contained in this manual, this course is designed to be an interactive training program that's designed to help you develop and enhance your overall skills as a Cincinnati Fire Officer. Successful fireground operations are directly dependent on solid Company Officers, supervised by solid Chief Officers - who properly prepare themselves and their crew before a run is ever dispatched. Facts are facts, you can't be successful on the streets if you're not successful in the firehouse.

Unlike many traditional courses, this course has been designed to be directed by both the training staff and YOU! Some of the topics or questions we will cover include:

- What makes a *good Firefighter? Bad Firefighter?*
- What makes a *good Company Officer? Bad Company Officer?*
- What makes a *good Chief Officer? Bad Chief Officer?*
- What are the jobs that a company officer has to perform?
- Can you control your friends? Will they try and control you?
- Can you make decisions? *What about tough decisions?*
- Do you know how your crew will perform? Do they know how you'll perform?
- Can you think on your feet?
- Can you admit a mistake?
- What would your crew say about you?

The great thing about being a Fire Officer is that there's even more to learn than there was when you were *just* a firefighter - because you're still a firefighter!

Street skills are still an integral part of the Fire Officer's job. The big change here is that the Company Officer must now get the job done through his/her company - not by doing it themselves. The Chief Officer must know how to get the job done through multiple companies. This is one of the biggest hurdles that must be overcome - knowing your job well enough, having the confidence in your

ability and - more importantly - your crew, and being able to stand back and *oversee* the operation. Once you become involved in any operation you've started to compromise your responsibilities as a Company Officer and/or Chief Officer.

Any successful Chief or Company Officer has a solid understanding of fireground basics. Those basics include engine work, truck work, medical response, foreground leadership skills and the ability to make critical decisions during the heat of battle. This course will help you develop skills and provide you with some tips and techniques to bring back and further develop your crew.

You will be evaluated on a number of criteria throughout this program. Writing, speaking, role-play, and written testing are but a few methods that will be used to track your progress. We will continue to be open to input from students on ways we can better present the essential information in this curriculum.

## Priorities

As a Fire Officer - remember your priorities and responsibilities:

- Firefighters
- Equipment & Apparatus
- Firehouse
- Everything else

When these are in order - your job will run smoother.

## Dedication

In memory of the **133** firefighters of the Cincinnati Fire Department who were taken from their families and co-workers while in the performance of their duty; we should make it our top priority to contribute to the betterment of this department.

Each of your contributions to training and safety will improve our professionalism, performance and ultimately save the lives of our members and the lives of the citizens we protect - today and for many years to come!

# Course Overview

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## IMPORTANT Special Requirements

- Attendance is mandatory, both for the online and CFD classroom instruction. You must complete all aspects of this course to receive a course completion certificate.

## Learning Objectives

1. Communicate clearly and effectively.
2. Understand the roles and responsibilities of leadership at the company officer level.
3. Articulate the role of ethics related to decision making, conflict resolution and problem solving.
4. Demonstrate a working knowledge of National Incident Management System and how it is used for single resource incidents.
5. Demonstrate an understanding of the process for performance evaluation.
6. Demonstrate an understanding of the department's Standard Operating procedures and policies.
7. Effectively conduct company level training.
8. Perform supervision at company level at an emergency scene.
9. Articulate the importance of public education and positive public relations.
10. Conduct Pre-Incident Planning and Code Enforcement.
11. Demonstrate an understanding of department's budgeting process.
12. Demonstrate a clear understanding of the appropriate sections of Fire Officer 1 within NFPA 1021: *Standard for Fire Officer Professional Qualifications*.

## Learning Evaluation

You will be evaluated on project work, tests, and course discussion/participation. The instructors will provide you with specific evaluation information for all learning activities, as well as give you formative feedback throughout the course. Examples include the ability to:

- Write a letter in response to a complaint from a community member.
- Create a performance review template that includes all critical components.
- Prepare a budget request following department policy.
- Given a scenario, prepare a written incident action plan for a single resource incident.

- Given a scenario, demonstrate an understanding of the company officer's initial actions at an emergency scene.
- Develop a lesson plan for training on a new piece of equipment.
- Prepare a fire department mission statement.
- Given a target hazard structure, identify three life safety codes that would be useful in developing a pre-incident action plan.
- Describe the importance of 16 Life Safety Initiatives.
- Pass a final exam that will assess the student's knowledge of all of the course concepts and requisite knowledge required by NFPA 1021.

### **Learning Activities**

The course activities are designed in alignment with NFPA 1021: *Standard for Fire Officer Professional Qualifications*. You will be responsible for reading, studying, and demonstrating your understanding of all assigned chapters in your textbook.

Learning activities include:

- Group Discussion (focused on the textbook chapters)
- Group Activities (practical application of concepts covered in class)
- In class presentations
- Online Discussions – rubric for evaluating participation will be provided
- Tests and Quizzes, validating your understanding of the textbook chapters and other learning materials provided by your instructors.

Your instructors will provide you detailed activity descriptions and evaluation measures in advance of the activity due dates.

# Schedule

**Note:** Subject to Change

<u>SESSION / TOPIC / TASK</u>	<u>DATE/TIME</u>
Session #1 - - - - -	August 2017
Fire Officer 1 On-Line Program - - - - -	September 2017 to February 2018
Session #2 - - - - -	November 2017
Session #3 - - - - -	December 2017
Session #4 - - - - -	Early January 2018
Session #5 - - - - -	Late January 2018
Session #6 - - - - -	Early February 2018
Session #7 - - - - -	Late February 2018
Session #8 - - - - -	March 2018
Fire Officer 2 (District Chiefs & Command Staff)	April 2018
• Anticipated (4) sessions	

## Notes:

- Sessions #2 to #8 will be on-duty and your position will be back-filled with overtime.
- These sessions will be smaller in size (12 to 20 persons maximum).
- Session sign-ups and scheduling, scheduling of overtime for back-fill and exact dates will be posted in ample time to allow preparation and sign-up.
- Location of each session will be announced when sign-ups or coordination with Operations occurs.
- You will need PPE and face piece for Sessions #2 to #8.
- Participation is required for all Fire Officers.
- Fire Training will evaluate all responses and on-line progress. Please be prompt and complete assigned work without delay.



# **FIRE OFFICER 1 ON-LINE PROGRAM**

## **SESSION / TOPIC / TASK**

## **DATE/TIME**

**Chapters 3, 4, 5, 6, 7, 8, 9 & 10**

**Due 12/31/2017**

### **YOU MUST**

1. Watch Interactive Lecture for each chapter in J&B Learning System and participate in learning activities in the lecture
2. Complete “quiz” for each chapter in J&B Learning System

**Chapters 11, 12, 13, 14, 15, 16, 17, 18, 19**

**Due 2/28/2018**

### **YOU MUST**

1. Watch Interactive Lecture for each chapter in J&B Learning System and participate in learning activities in the lecture
2. Complete “quiz” for each chapter in J&B Learning System

**MID TERM EXAM**

**December 1 to December 31, 2017**

**FINAL EXAM**

**February 1 to February 28, 2018**

## **ASSIGNMENTS & TASKS IN THIS GUIDE:**

### **Assignment / Task**

### **DATE/TIME**

Written Assignment #1

October 31, 2017

Oral Presentation #1

Completed in class #2 or #3

Practical Skill #1

Completed in class #4 or #5

Written Assignment #2

November 30, 2017

Written Assignment #3

December 31, 2017

Written Assignment #4

September 30, 2017

Oral Presentation #2

Completed in Class 2 to 8

Written Assignment #5

January 30, 2017

Practical Skill #2

Completed in Class #7 or #8

Written Assignment #6

February 28, 2017

Practical Skill #3

tbd

# Written Assignment #1

## Organization

For this assignment, you are required to construct a document describing a major challenge that your organization faces and propose possible solutions to this problem.

In the planning process for any solution it is important as company officer's to identify the barriers you would expect with proposing change. For your description:

- A. Identify possible road blocks or barriers you may encounter with your proposed solution.
- B. Briefly describe how you will address these barriers and overcome them.
- C. Identify any key personnel, resources and or upper management you will want to include and why?
- D. Identify general responsibilities and tasks for each level of management

Your essay should be two to four pages (12 pt. font, 1" margins and double-spaced).

### NFPA 1021 Objective 4.1.1

- **KEY PASSING CRITERIA**

- 2 to 4 pages, double spaced, 12pt font and 1" margins
- Logical flow and easy to read
- Met objectives of assignment and covered in "A to D" above.
  - *Identify the problem and properly address all aspects of the proposed solution.*



# Oral Presentation #1

## Company Briefing

For this assignment, you are to conduct an initial briefing with your company. You are their new officer. You shall assume that you do not know any of the company members and they do not know you. You are expected to introduce yourself to your new company by giving **your fire background; personal history, what motivates you, and what you expect from your crew.**

### **Base this off of your current assignment:**

- Engine, Ladder, Detail, 40-hour, EMS, etc.
- This should reflect what you expect of your personnel in the fire station, in public and during specific responses.
- Think of it as your “Top 10”

Take your department’s vital tasks and review them with your unit, describe a typical workday. It is also necessary for you to prioritize these tasks in order of importance following your department’s policies and procedures.

Be specific. Transpose your briefing into writing in outline form and use this outline when you present to your crew as simulation.

### **NFPA 1021 Objective 4.2.2 and 4.2.6**

#### **KEY PASSING CRITERIA**

- Submitted proper briefing outline
- Logical flow and easy to read
- Wishing a 2 to 5 minute window during presentation
- Content:
  - Introduced Self
  - Provided Personal History
  - Provided Personal Motivational Factors
  - Reviews and prioritizes daily tasks
- Maintain composure, calm and confident
- Good eye contact
- Good pace and tone of speech

# Written Assignment #2

## Risk Management Assessment

For this assignment, you are required to construct a document describing a **Critical Safety Issue** within your department and how it can be addressed at the level of the Company Officer.

- Identify a critical safety issue in your organization
  - Thoroughly explain the issue, its origin and how it has affected the organization
- Identify means that you can resolve or reduce the effect of these issues within the realm of influence of the Company Officer
- Identify people and methods that must be utilized for this change to occur

Your essay should be two pages (1” margins, 12 pt. font and double spaced) if typed.

**NFPA 1021: 4.4.1 Recommend changes to existing departmental policies and/or implement a new departmental policy at the unit level, given a new departmental policy, so that the policy is communicated to and understood by unit members.**

**NFPA 1021 Objective 4.1.1**

- **KEY PASSING CRITERIA**
  - 2 to 4 pages, double spaced, 12pt font and 1” margins
  - Logical flow and easy to read
  - Met objectives of assignment above
    - *Identified critical safety issue*
    - *Explained the origin of the issue*
    - *Explained its effect on the organization*
    - *Identify how risk can be reduced and any personnel or materials needed for the reduction of the risk*

# Practical Skill #1

## Delivering Discipling and Unpopular Orders

For this assignment you are required to role-play an incident in which you represent a company officer that must discipline a subordinate or deliver an unpopular order.

### NFPA 1021 Objective 4.1.1

- **KEY PASSING CRITERIA**

- Focus - stay on topic
- Calm and professional, remain neutral and unbiased, avoid extremes of authority or “buddy behavior”
- Takes appropriate action based on the scenario - not too lenient or too harsh
- Demonstrates ability to listen
- Does not compare to others
- Identifies the problem and references proper procedure
- Demonstrates respect to subordinate, no emotional reactions, maintain rapport
- Communicates effectively and asks appropriate questions to get to the core issue
- Complete the process and provide resolution.

# Written Assignment #3

## Community Letter

On Wednesday July 23 you and your crew attended the local civic association meeting. During this meeting several issues were discussed. Among them were:

- Signage and bill board size.
- Local trash collection
- Ordinance 13-7

Several issues related to the Fire Division were addressed to you. These included:

- The painting of fire hydrants
- The availability of smoke detectors for residents
- If an engine and the Safe House could be made available for a block party

One major issue addressed with you was from the association president Mrs. Smith. She heard the Fire Division was in the process of changing the staffing of the medic vehicle from two paramedics to one paramedic and one EMT. Her question was how this would affect the level of care for the residents in her district.

How would you as the company officer address these issues? What issues can you fix on your level and what and to whom should the other issues be addressed to?

Indicate in a 1-page response how you would handle this situation.

### NFPA 1021 Objective 4.3.1 and 4.4.3

- **KEY PASSING CRITERIA**

- Length is sufficient for the response
- Logical flow and easy to read
- Concerns addressed appropriately
- Define the problem, provide solutions and resolution / summary

# Written Assignment #4

## Lesson Plan

For this assignment, you are required to construct a **lesson plan and complete the CFD Lesson Plan Form on the “S” Drive, under “Training Folder”, “Training Forms” subfolder.**

### **Written Assignment 4- Lesson Plan:**

- 1) Select a fire topic of your choosing for the presentation
- 2) Explain the deficiency this training will address
- 3) Define the length of time the training will take
- 4) State desired outcome of training or drill
- 5) Define objectives to be covered in presentation (Application)
- 6) Identify instructor qualifications to teach program
- 7) State evaluation criteria that will be utilized to assess effectiveness of training (Evaluation)
- 8) Cite reference materials used to generate lesson plan

### **Your lesson plan should cover the four step method of instruction**

- 1) Preparation,
- 2) Presentation
- 3) Application
- 4) Evaluation.

Your lesson plan should be two or more pages (1” margins, 12 pt. font and double spaced) if typed.

**Refer to Page (14) for sample Lesson Plan and Lesson Plan Layout.**

### **NFPA 1021 Objective 4.2.3**

#### **• KEY PASSING CRITERIA**

- 2 to 4 pages, double spaced, 12pt font and 1” margins
- Logical flow and easy to read
- Followed 4-step method of instruction preparation
  - Preparation Phases
  - Presentation Phase
  - Application Phase
  - Evaluation Phases

**Class Title:** Effective Use of Positive Pressure Ventilation

**Time:** 1 Hour

**Desired Outcome:** Improved Effectiveness of PPV Use on Fire Details

**Instructor:** Duty Officer

**Objectives:**

- Describe three appropriate conditions for the use of PPV
- Explain the theory behind PPV
- Identify equipment required for use of PPV
- Explain steps required to prepare a structure for PPV
- Demonstrate ability to utilize PPV to effectively ventilate a one story structure

**Reference Materials:**

IFSTA Firefighter Essentials  
Delmar Basic Firefighting

PPV Teaching Outline

- a. Purpose
  - i. Recently numerous mistakes with application of PPV
  - ii. PPV fundamental practice in organization
- b. Course Title
  - i. Effective Use of PPV
- c. Time
  - i. 1 hour
- d. Desired Outcome
  - i. Increased proficiency with PPV
- e. Objectives
  - i. Describe three appropriate conditions for the use of PPV
  - ii. Explain the theory behind PPV
  - iii. Identify equipment required for use of PPV
  - iv. Explain steps required to prepare a structure for PPV
- f. Application
  - i. Demonstrate ability to utilize PPV to effectively ventilate a one story structure
- g. Evaluation
  - i. Demonstration
  - ii. Company evaluation
  - iii. Fireground evaluation

Topic:

Learning Objective:

Time Frame:

Level of Performance:

References:

Teaching Aids:

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**I. Preparation:**

**II. Presentation:** (Instructional steps, Key Points)

**III. Application:** (Questions, assignments or practice under supervision)

**IV. Evaluation:** (Check on comprehension or performance skills)

**V. Summary:**

# Oral Presentation #2

## Deliver of Training Topic

Based on Topic from Day#1 in class and Lesson Plan Submitted on Page 16 for Written Assignment #4.

- Oral Presentation 2 – will utilize the written Training Outline developed above.
- You will have **10 minutes to complete** your Training Presentation. Your presentation should cover these four points: Preparation, Presentation, Application, and Evaluation.

### NFPA 1021 Objective 4.2.3 and 4.7.1

- **KEY PASSING CRITERIA**

- Within 10-minute time limit
- Calm and confident
- Logical flow of information
- Follow outline provided
- Presentation indicates the instructor was prepared and knowledgeable
- Verbalize any “activities” needed for application phase
- Followed the 4-step method of instruction



# Written Assignment #5

## Human Resources Management Activity

For this activity the officer shall complete the proper form(s), based on the CFD Report Manual, for the given scenarios.

### **Late for duty, second late within a (12) month period.**

Firefighter Smith has arrived late for duty, his last late was seven (7) months ago.

Form 47, Form-66s

### **Recommendation for Commendation**

You feel Firefighter Jones has performed above and beyond the call of duty.

Form 22 and/or Form 47

### **Change of Personal Information**

Firefighter Jackson recently married and moved in with his wife and to their new house.

Form 31, Form 003

### **Injury Reporting**

During an EMS run you have a Firefighter who feels a sudden pain in their low back which gets worse as the shift continues.

Form 500, Form 91 S/F

### **Hydrant Reporting**

During routine inspection of a hydrant area, you notice the hydrant at 3301 Central Ave has been knocked off and no one is around.

Form 57

### **NFPA 1021 Objective 4.1.2 and 4.4**

#### **• KEY PASSING CRITERIA**

- All forms completed appropriately
- Forms have logical flow and easy to read
- Late for duty - *documented correctly*
- Commendation - *documented correctly*
- Change of Status - *documented correctly*
- Injury Reporting - *documented correctly*
- Hydrant Reporting - *documented correctly*

# Practical Skill #2

## Civilian Role Play

For this assignment you are required to role-play civilian interaction of a complaint, concern or commendation.

### NFPA 1021 Objective 4.3.2

- **KEY PASSING CRITERIA**

- Stay on topic, clearly and calmly present problem and solutions
- Calm, professional and unbiased
- Takes appropriate action based on the scenario - not too lenient or too harsh
- Demonstrates ability to listen
- Does not compare to others
- Identifies the problem and references proper procedure
- Demonstrates respect to subordinate, no emotional reactions, maintain rapport
- Communicates effectively and asks appropriate questions to get to the core issue
- Complete the process and provide resolution.
-

# Written Assignment #6

## Pre Fire Plan

Your assignment is to complete a pre-fire plan of a target hazard in your first in district. A “Target Hazard” may be defined as “any structure in which there is a greater than normal potential for loss of life or property.” Target Hazard analysis should include all such structures within your district. If it can catch fire, release or contain a hazardous material, affect the environment, collapse, or harm your firefighters, it is a target hazard. If it will overwhelm your resources, expose your limitations, or exploit a deficiency, it is a target hazard. Target hazards are not limited to large obvious facilities. Choose your target hazard accordingly.

- Examples of Target Hazards to pre-plan
  - Assembly Occupancies
  - Educational
  - Health Care
  - Detention and Correctional
  - Residential Board and Care
  - Mercantile
  - Business
  - Industrial
  - Warehouse and Storage
  - Other

Use the pre-fire plan sheets provided for field data gathering. Use that information to complete a “clean” copy of your pre-plan with a plot plan diagram. Photos may be added to show detail, but not required. Use 12-pt font.

Use current CFD Operations / Procedures for guidelines in completion of a Pre-Plan.

### **NFPA 1021 Objective 4.5, 4.5.2, 4.6 and 5.6**

- **KEY PASSING CRITERIA**
  - Proper format
  - Include: address, water supply, built in fire protection, life safety, building info, hazmat, emergency contact, sketch or plot plan.

# Practical Skill #3

## Size-Up

The cornerstone of the basic fire attack plan is the fire company. The primary responsibility of the Company Officer (CO) is to command the fire company. This may require serving as the initial Incident Commander, or it may require managing the company in carrying out and completing tactical assignments received from the IC. Regardless of your role in a particular incident, successfully commanding the fire company is accomplished through a combination of training, experience, and sound decision-making.

For the company to be effective, the CO must completely understand the abilities and limitations of the company. The CO must also understand the concept of lead-time, and know how long it takes his or her company for task completion.

For this assignment, you will be required to command the initial arriving engine company. The company is staffed with four personnel, including the CO. You will be provided with a scenario that will briefly describe the fire problem you will be facing.

Your exercise will be evaluated on the following areas:

- 1) Transmission of a Brief Initial Report; includes size-up, establishment of Command, Command Mode, initial actions
- 2) Identify building construction and occupancy type
- 3) Identify incident priorities as it relates to this incident
- 4) What are the problems you need to address in this fire
- 5) Identify any specific hazards or dangers for fire personnel
- 6) Identify proper placement of the engine
- 7) Identify the size of attack line chosen and proper placement of the line
- 8) Need for additional resources
- 9) Command Presence

### NFPA 1021 Objective 4.2.1 and 4.6

#### • **KEY PASSING CRITERIA**

- On scene report appropriate, not too long and proper building, conditions, occupancy identified
- Offensive or defensive stance is chosen and if defensive “announce”
- Tactics identified and justified with appropriate tasks assigned
- Assess and indicate any “risk”
- If appropriate - identifies need for additional resources
- Considers accountability
- Remains calm and clearly communicates