

YOUR PERSONAL CHALLENGE FROM THIS POINT FORWARD

★ **Continually learn the job of a firefighter - be the best there is at performing the street-level skills needed to get the job done.**

- You can't oversee your crew without knowing what they need to do.
- You have to anticipate the actions of your crew - good or bad and be prepared to deal with problems before they arise.
- Knowledge of the various skills to be performed allows you to THINK ahead.

★ **Learn to become Objective Based - that means, focus on the objective that needs to be accomplished.**

- Teach your crew to THINK, not wait for instruction.
- Understand there are multiple ways to reach the objective - if it doesn't matter how it is achieved, then focus on the objective.
- The only way to get your crew to perform in a way you want is to train them and then let them *think* for themselves to accomplish the objective.

★ **Train your crew(s)**

- Continually train your crew on the basics of firefighting - develop their *instincts* so they can perform without your direction.
- Train on the common, everyday responses so they are performed to perfection

★ **Make Decisions**

- It is was easy, everybody would be doing it!

★ **Believe in yourself.**

- Self-confidence is an essential part of being a successful Company Officer.
- Self-confidence is not the same as being cocky, having an ego, etc. but may be interpreted that way by some

★ **Don't' feel bad when you have to do your job.**

- You can't be their Buddy and their Boss at the same time.
- Understand the Buddy / Boss dynamic yourself.
- Let the crew know right from the beginning (and when they need reminding) how things work.

No code or rules can be devised which will provide a specific formula for every circumstance and condition, and every combination of circumstances and conditions, liable to confront the firefighters in the course of duty. Nevertheless, it is expected that the rules and regulations used will be comprehensive enough to fairly cover, either specifically or in a general way, the duties and obligations of the officers and firefighters of the fire department. When a contingency arises for which a specific provision has not been made, the firefighters of experience and judgement will not fail to deal with the issue in the spirit of the rules and in a manner creditable to themselves and the department.

The results achieved by the department greatly depend upon the manner in which its officers' exercise the authority entrusted to them. This authority should be exercised without fear or favor, and never suffered to lapse into pernicious activity. This does not mean that an officer should be a martinet, but it does mean that they should be a good disciplinarian, qualified to command respect as well as to inculcate and enforce obedience. AN officer who is too indolent or is too timid to administer rules in a reasonable way is out of place in an organization charge with protecting the city from its worst enemy - FIRE.

Whether their task shall be to quench a petty place or to quell a raging conflagration, the firefighter does not know when the alarm sounds. But he does know that a few minutes sooner or a few minutes later in coming to grips with the enemy may decide that question - may, when the fire alarm sounds mean the difference between a slightly damage building and a fire gutted city. Firefighters and officers shall govern themselves accordingly, for they know that preparedness is the first principle of fireman-ship, and time an all-essential factor in firefighting.

Making the Transition

When a firefighter makes the transformation from riding in the back seat to the right front seat, many things change. You are now the leader, a teacher, a counselor, a safety officer and role model.

As a company officer you must make it your personal goal to be the **LEADER** of the company under your command. Whether it be as a permanently assigned officer or as a detail officer; leadership, mentoring and training cannot be accomplished from the sidelines - so suit-up and get in the game.

Contrary to what many may think, firefighters have little or no respect for wishy-washy officers who are afraid to enforce rules and orders of their superior officers for fear of not being liked or accepted. They feel that an officer who is shirking his or her duties by not being the leader and teaching them to be professional will not have the intestinal fortitude to be their leader on the emergency scene where lives are at risk.

Every firefighter, especially he or she who aspires to become an officer is constantly watching their; Lieutenant, Captain or District Chief for traits which can be copied and stored away until needed. Then on that day of promotion the firefighter made Lieutenant will bring out what he or she has learned by observation of their former officers and attempt to incorporate the **BEST** examples and skills into their own methods of operation.

In one officer, he or she may admire integrity and honesty, even in the face of ridicule. In another officer his or her energetic drive and unrelenting enthusiasm for the Cincinnati Fire Department are most outstanding. In another simply bravery, which on our job is frequently unseen or obscured by smoke or bad press. From another officer, discipline - self discipline as well as discipline imposed upon those who

need it! Some other traits which are often overlooked are those of common sense, common courtesy and consideration for others which in today's world - do not seem common anymore!

No firefighter who becomes a good officer can take all the credit for his or her success. Most of the credit goes to the former officers who strove to give good example to the men and women under them. It now becomes the duty of today's officer to continue to become more professional. Learn, teach, train and keep your people safe.

Remember your reputation precedes you - If you aren't already dedicated to the true mean of our existence, the troops will know.

You've Been Promoted - Now What?

In many departments, the promotion from firefighter to officer involves being issued a badge and receiving a handshake from the chief. The training needed to handle the new responsibilities is often obtained through the trial-and-error process known as "on-the-job" training. Managing Company Tactical Operations is designed to provide the new or prospective officer, in a more formal way, with the knowledge and skills necessary to perform effectively at an incident scene.

In smaller departments, the responsibility for company tactical operations may fall to a firefighter if there is not an officer assigned to each company. For this reason there is a critical need for the firefighter to understand the roles of the company officer (CO).

Many inexperienced officers assume that all they need to be successful is a basic knowledge of tactics and a good foundation of firefighting methods. In fact, performance at emergency incidents is based on the numerous roles that the CO plays, both on and off the incident scene. This course provides general background information on CO roles and responsibilities with particular emphasis on those used to prepare for actual incident operations.

Key Points During the Transition

The transition from firefighter to officer involves many changes. The CO supervises a small group of people and is a manager rather than the head firefighter. Once responsible to do the work, the CO now must get work done by others. He/She must acquire the respect of the crew through strengthened leadership skills. Leadership traits do not suddenly appear upon promotion. The CO who wants to develop into an effective leader must study leadership and plan a self-improvement program to overcome perceived weaknesses. The CO must issue orders calmly and clearly, make them concise and complete, make sure they are understood, and, if possible, give enough background so their intent is understood. An officer must think, then act. Problems are compounded by hasty, unthinking actions.

In an article in the IAFC newsletter a number of years ago, Chief Louis Jaffe proposed a list of qualities and capabilities possessed by successful fire service leaders.

- Know your job.
- Know yourself and seek self-improvement.
- Know your people and look out for their welfare.
- Keep your people informed.
- Set the example.

- Ensure that the task is understood, supervised, and accomplished.
- Train your people as a crew.
- Make sound and timely decisions.
- Seek responsibility and develop a sense of responsibility among subordinates.
- Employ your command in accordance with its capabilities.
- Take responsibility for your actions.

As a firefighter, the CO was responsible for his/her own safety, but now he/she has the added responsibility for the safety of others. Safety is an attitude and it is not restricted to the incident scene. The CO's approach to safety will be reflected in the operations of the crew. The officer must ensure that crew members are working together and that other crews are not placed in danger through lack of coordination.

The new CO has a responsibility for incident management and must learn to manage each incident in a structured way. A system approach includes deciding what is to be done, when it is to be done, and by whom. Resource allocation becomes an important issue.

Even for the best officers, there are times when operations at an emergency scene seem to be a failure. Emanuel Fried, in his book *Fireground Tactics*, provided the following words of advice to the officer when this occurs.

"Command on the fireground is a demanding task for the officer. To improve the ability to handle the situation we have to concede certain basic faults that we find in ourselves. Admit these possibilities:

1. You are going to get excited
2. You will yell
3. You will make mistakes
4. You will lose buildings
5. Back in quarters the next day you will be brilliant in your diagnosis
6. You will wonder whether you really know enough to be chief

Stop worrying. Every other chief felt the same way at some time. Now look at the fire scene. What is your job? It is this: To manage your personnel and equipment so that the situation is handled in the best possible way."

Your The Newer Kid Just Promoted and In Charge of A Group of 20-30 year Firefighters

This position can be one of the most uncomfortable for a newly promoted officer. In this role, you are the new person coming in the door with an established group of firefighters who all have time on you. They have had many officers (good and bad) and have a lot of experience as firefighters and now you are in charge of them - likely in a detail role for a day; however you can get made permanent in a spot with the same parameters.

This circumstance also exists the higher up the food chain we go in our organization. We have what we refer to as "fast burners" - those firefighters who excel in promotional processes and now have made it to

the District Chief rank and are in charge of allot of firefighters and personnel with more time on than they have.

So, should you be discouraged? Should you hope for the opposite situation? The answer to both questions is NO.

OLDER FIREFIGHTERS, YOUNGER SUPERVISORS

As the firefighting workforce ages, the company officers are actually getting younger. And the percentage of those supervisors who are younger than their subordinates is growing.

It's no secret that older workers and younger supervisors don't exactly mesh all of the time, and this conflict is compounding the issue of older firefighters who stay on the job longer than they would like.

Before getting into how to better manage senior firefighters on the scene, it's helpful to understand the younger supervisor/older firefighter dynamics at work.

Younger officers are less likely to give older firefighters feedback or hold them accountable.

Younger officers are also more likely to believe that performance problems with older firefighters can't be fixed.

Younger officers who manage by reward and punishment find that older firefighters are less motivated by pay and less afraid of being fired.

Younger officers struggle to shake the feeling that they shouldn't be in a position of authority.

It is important for young company officers to understand that responsibility, authority and accountability are not synonyms. And they should not assume that because someone has a lot of time-in-grade that they understand these terms as well.

Young officers need to use these management tools to their advantage to ensure that their expectations and those of their subordinates, especially those who are their senior, are truly in harmony.

5 KEYS TO MANAGING OLDER FIREFIGHTERS

An important concept for supervisors to remember is that many older firefighters got to be older firefighters for good reasons. In many cases where the company officer is not satisfied with the job performance of their direct reports, it's because of the company officer's inability to understand and use the talent they've been given.

1. A LITTLE INTROSPECTION GOES A LONG WAY

Take stock of where your leadership skills currently stand. Most people think they have a better understanding of their own abilities than they actually do, and this can be a big problem when managing senior firefighters.

Ask yourself what aspects of your job seem the most unnatural to you. And don't pass judgement on yourself. Identifying where you feel less confident will help you better understand the boundaries of your comfort zone and where you need to improve.

2. EMBRACE HUMILITY

When a promotion suddenly places you above colleagues who are older than you, things can understandably get a little awkward. You want to prove that you deserve your newfound position of influence.

But it's important to remember that your promotion doesn't automatically come with instant leadership qualities and respect. Those have to be earned.

You'll earn that respect by displaying a humble attitude, a learning mindset and an open mind. Not every emergency is a life-or-death situation that requires you to make split-second decisions.

Take every opportunity you are presented to involve senior firefighters in the decision-making process. Chances are they've been there and done that; they know what works and what doesn't.

3. LEARN TO DELEGATE

Many officers are poor delegators because they don't have confidence in the abilities of their firefighters to successfully accomplish tasks unsupervised. Managing senior firefighters with experience gives you an advantage that those supervisors don't have or don't use. Use it.

During your training and planning activities, identify what each of your senior firefighters bring to the table. What are their areas of expertise? What are they passionate about?

For example, if one firefighter is a vehicle extrication guru, let them manage the car crash scene while you take on a task that they assign to you, like operating the spreader.

4. IT IS ABOUT YOUR TEAM

Don't fall into the trap of solely concerning yourself with getting better at your job. Your primary job as a company officer is to mold your group of individuals into a safe, effective and efficient team.

Give your new team the opportunity to get to know you and adapt without pressure.

I always found, in the variety of supervisory and management jobs that I held, that pre-incident planning and training activities were the best way to develop trust with my subordinates, many of whom were senior to me. That environment provided many opportunities for them to learn about me — how I thought and why I thought that way — and vice versa.

5. LEARN TO ACCEPT DISCOMFORT

I read the other day that perhaps it would be a good thing if all emergency response job descriptions included this bullet point: Must be comfortable being uncomfortable.

By the very nature of their position, officers are dropped into uncomfortable situations on a daily basis. Whether it's giving tough feedback, making cutbacks, or standing by unpopular decisions, get used to it. It's now part of your job.

Supervision & Leadership

Company Officer Responsibilities

The Company officer's responsibility as a leader

Leadership is a set of skills and attitudes that enable one to get others to accomplish objectives determined by the leader. Management is the skill of controlling and directing resources or functions while working toward accomplishment of these objectives. Management is doing things right; leadership is doing the right thing. The CO manages the fireground; the CO leads the fire attack. The leadership role involves both personnel and administrative responsibilities.

Personnel Responsibilities

The CO must foster teamwork and cooperation because most company operations are carried out through team effort, and teamwork is especially important during emergency operations. He/She must help develop individuals so that they are prepared for their future leadership role in the department and develop teams through an understanding of group dynamics and sound management principles. Providing a positive role model sends strong messages about expected behaviors, and new members will conform closely to group norms.

Instruction and training support all functions of an organization and the CO constantly provides this instruction both formally, through drills and practice, and informally through explanations of policy and job requirements. He/She reviews performance of company members continuously by providing positive reinforcement for good behaviors and by making suggestions for improvement when appropriate.

Discipline is instilled by fair and consistent enforcement of departmental rules and regulations.

Verbal and written communications are critical elements of leadership. Good verbal communication skills are needed to accomplish day-to-day work. Listening is an important, and often neglected, part of verbal communication skills. Written communication documents activities and provides formal avenues throughout the organization.

The CO must be self-motivated, and must draw on motivational skills such as providing feedback and creating a positive work environment to motivate individual members and to instill a team spirit and the ability to work together in the company.

Administrative Responsibilities

The CO must support the goals of the organization and direct work effort toward achieving them. He/She plans work assignments and adjusts schedules to meet constantly changing priorities. Reports and records furnish written documentation for all activities and provide protection in our litigation-sensitive society.

The CO assists with the preparation and management of a budget in assigned areas of responsibility. He/She controls costs by conserving energy and other department resources and by fostering proper care and use of apparatus and equipment.

The company officer's responsibility for safety

Firefighting is one of the most dangerous occupations in the United States. The fire service averages 100-130 deaths and well over 100,000 injuries in the line of duty every year. The CO must take a strong stand for firefighter safety, and inappropriate and unsafe behaviors must be corrected. Leadership at the incident scene must include the officer's ability to predict such occurrences as structural collapse, potential backdraft or flashover, and to evaluate the effectiveness and safety of the operational effort.

Key Safety Behaviors

After ten years of research, Fire Chief Alan V. Brunacini of the Phoenix Fire Department, developed 25 key firefighter safety behaviors. These key safety behaviors are:

Think. Often, during accident investigations, firefighters are quoted as saying, "I just did not think." Although a simple step, due to the excitement and confusion of the incident, it's sometimes a forgotten one.

Drive defensively. The number of vehicles on the road requires extra attention to defensive driving.

Drive slower rather than faster. Don't let the excitement of the moment get out of control. Speed is a contributing factor in most fire apparatus accidents. The vehicle must always be under control--lights and sirens alone will not prevent accidents.

If you can't see, stop. Fire apparatus have the greatest number of accidents at intersections. The apparatus should stop at stop signs and red lights.

Don't run for a moving rig. Very dangerous practice--may slip or fall on apparatus room floor. Members should be properly dressed in personal protective equipment before boarding apparatus.

Always wear your seat belt. Before apparatus moves, all members must be seated and belted. CO should give the order for the apparatus to move.

Wear full turnouts and SCBA. The failure to wear full protective clothing and SCBA has caused the highest number of firefighter fatalities and injuries over the years. An untold number of firefighters contract cancer or other related illnesses due to failure to wear proper protective clothing.

Attack with a sensible level of aggression. Be mindful of risk versus benefit. The risk/benefit analysis is one of the most critical decisions you will have to make. Take only the risks that have reasonable benefits. Sometimes the best action is no action (i.e., hazardous materials incidents until material is identified).

Always work within the incident's organizational structure--no freelancing. Each member on the incident scene reports to a single person and operates under that person's control.

Keep crew intact. You must know where your people are and what they are doing. You must know under what conditions they are working. For example, if you have personnel under extreme heat conditions operating in a confined space, there may be a potential for flashover and they would be in jeopardy. Recognizing the risks associated with introducing people into such an environment and the need to keep crews intact, it is critical to protect them with adequate backup lines, coordinate with ventilation tactics, and ensure communications capability. This will provide the IC with the necessary information to monitor safe firefighting practices and crew integrity.

Always have a communications link to the next organizational level. Report all significant activities to the next organizational level. Report completed or incomplete assignments and request additional resources from the next organizational level.

Don't ever breathe smoke. Smoke inhalation injuries continue to plague the fire service. SCBA protection must be maintained any time a firefighter is in a toxic atmosphere--this includes overhaul operations.

Always have an escape route (hoseline/lifeline). Heavy smoke conditions or an interruption of the thermal balance may cause reduced visibility. When the conditions require a rapid retreat, the hoseline or lifeline will help maintain orientation.

Never go beyond your air supply. Many factors must be considered when wearing scba. Training, experience, physical fitness, etc. The nature of some incidents requires extended scba air supply (i.e., hazardous materials incidents, subway fires, and high-rise fires).

Use a big enough and long enough hoseline. The selected hoseline needs to be able to deliver adequate water supply to handle the fire. It is much easier to deploy a long enough and large enough hoseline the first time. Formulas and problem-solving exercises for determining fire flow are contained in Module 5: Pre-incident Preparation, in this manual.

Evaluate the hazard--know the risk you're taking. Don't get tunnel vision--look at the big picture. Forecast what the conditions will be in the future. Be proactive.

Follow standard incident procedures. Know and be part of the plan. Follow the action plan established by the IC. Use sound, standard fireground procedures.

Vent early and vent often. Proper ventilation will reduce the possibility of backdraft (smoke explosion) and will lower heat and smoke conditions, making the situation safer. Ventilation is required when there is a fire in any type of structure. The degree of ventilation required is in direct proportion to the magnitude of the products of combustion being produced. One large hole placed effectively over the area of involvement is far better than many small holes surrounding the area.

In a working fire situation, proper ventilation results in:

- The lifting of the smoke towards the ceiling of the rooms and the ventilation opening
- Greater visibility.
- A reduction in interior temperatures.
- An increase in the intensity of the fire as it gets additional oxygen, due to the draft caused by the ventilation procedure.

The ventilation procedure must provide sufficient transfer of combustion products to the outside in order to achieve the desired results described above. Note also the contradiction that exists between points three and four. The fire can be expected to become more intense, yet there will likely be a reduction of interior temperatures due to the release of heat through the ventilated area. During ventilation it is especially important that the IC and the ventilation supervisor stay ahead of the fire, anticipating where it will go so that he or she can control the flow of the products of combustion--away from occupants or interior firefighters.

Provide lights for the work area. Lighting the work area reduces the chances of slips and falls. Apparatus should be designed to handle this task.

If it's heavy, get help. Back strains and sprains remain a high cause of firefighter injury. Take the time to get extra help if needed.

Always watch your incident position. Remember that conditions are constantly changing--adjust your plan accordingly. Brush fires, where wind and weather conditions are changing are a prime example.

Look and listen for signs of collapse. Newer, lightweight construction makes predicting building collapse difficult or impossible. Constantly monitor the building condition and pay attention to all signs of collapse. Unless you know otherwise, all construction should be considered to be lightweight. This type of construction is the most dangerous to the firefighter from the viewpoint of potential for collapse. Assume lightweight until you are able to confirm some other, more substantial type. In addition, you also must remember that older construction technologies do not ensure safe operations.

- In lightweight construction, such as parallel-chord wood truss, plywood I-beams or pitched truss, collapse has been known to occur in as few as five minutes after the fire has involved the assemblies. For steel-bar joist truss, collapse has occurred in as few as nine minutes.
- Collapse indicators may include creaking or cracking sounds, but during a fire you may not hear these. There are other cues to look for:
 - Building distortion (twisting, leaning) must be recognized.
 - Horizontal cracks in drywall on interior walls may indicate that the floor is sagging and pulling away from the wall assembly.
 - Horizontal cracks in exterior brick may indicate wall failure. Remember, many times the walls hold the floors up. Realize that if the walls fail, the floor also will collapse.
 - Vertical or diagonal cracks, or bowing of brick walls, need to be recognized and monitored. Again, wall failure could follow.
 - The length of time the fire has involved structure-bearing members must be monitored. Unprotected metal members ordinarily fail rapidly when exposed to high heat or direct flame contact, even for short periods of time.
 - **Note:** Realize that there is the potential for sudden collapse without warning and account for this in your strategic and tactical planning.

Rotate fatigued companies--assist stressed companies. Fatigued firefighters have a higher injury rate than rested firefighters. Rehabilitate personnel when necessary. There is a basic rule of thumb for firefighter rotation. A firefighter should be rotated out after he/she has consumed two full air bottles on his/her breathing apparatus. (The firefighter gets a slight breather while the first bottle is being replaced with the second bottle; after the second bottle is consumed, the firefighter should go to rehab to rest and replenish fluids.) Other factors affecting the rate at which firefighters get fatigued include the level of effort being expended (e.g., holding a hose versus going up and down stairways) and the humidity (the onset of fatigue occurs more rapidly in very humid climates). Studies have shown that firefighters lose about 70 percent of their energy through dehydration. Departments should have a definitive rehab procedure so that command officers can project total resource needs and have sufficient companies on scene.

Pay attention all the time. Never lose sight of the environment in which we operate. The environment provides you with cues that help you anticipate rapid shifts in the situation (e.g., hot dark smoke and/or the presence of dark carbonization on the window glass may indicate that backdraft is

imminent). Some of the cues that help you predict these shifts are covered in Module 4: Building Construction and Fire Behavior Factors.

Everybody takes care of everybody else. Safety is everybody's responsibility. We owe a duty to each other to be safe.

The company officer's responsibility for incident management

Safe and effective incident operations require that someone be in command at all times and that every person's responsibilities must be clearly defined. Resources assigned to a tactic or task must remain intact, and the IC must track them at all times. All resources must operate within the action plan developed by the IC and the IC must be able to communicate immediately with all resources through the organizational structure. The CO may initially serve as the IC or may function, at larger incidents, as a CO responsible for a small group of people.

Responsibility When Acting as Initial IC

When functioning as the initial IC, the CO is responsible for size-up of the incident, identifying strategy and selecting tactics. He/She also must develop and implement an action plan, manage incident resources, and coordinate overall emergency operations. In addition, the CO serving as an IC is responsible for scene safety, liaison with other agencies, and providing incident information to the media.

Responsibility When Acting as CO

When functioning as a CO, the CO is responsible for carrying out tactical size-up, maintaining ongoing supervision of the crew, and being aware of conditions and potential hazards. While carrying out assigned objectives the CO must always operate within the established organizational structure and within the specific incident action plan, and must maintain immediate communication with the next organizational level.

Traits of Effective Officers at Emergency Incidents

Responsible and effective emergency incident officers have the following characteristics:

- Safety oriented
- Proactive
- Decisive
- Objective
- Calm
- Quick-thinking
- Adaptable, flexible
- Realistic about personal limitations

Firefighter Survival Risk Management Profile

- We will always begin our response with the assumption we can save lives and property.
- We may risk our lives a lot, in a calculated manner, to save savable lives.
- We may risk our lives a little, in a calculated manner, to save property.
- We will not risk our lives for lives and property already lost.

Company Readiness

Introduction

Fire departments exist to save lives and property. Professional COs respond to each incident knowing that they are ready to manage their part in meeting this goal efficiently and effectively. They must prepare themselves and their company, develop a thorough knowledge of departmental operations and procedures, a knowledge of their district and community, and a knowledge of the resources available to them.

Personal Readiness

The CO must recognize that his/her major role is to direct the efforts of others. To do this, a body of knowledge that provides for effective, safe company operations must be developed. The personal characteristics that affect this ability to direct and perform are based on the CO's training and experience, knowledge of all aspects of operations, leadership and management ability, desire and motivation, and physical condition.

Values

Personal values are another component of the critical risk/benefit decision. The CO must be aware of the relationship between a person's personal values, and the impact that those values have on critical decisions that must be made quickly at incident scenes. The primary responsibility of the CO is his/her own safety and the safety of the firefighters of his/her company. The risks taken by personnel should be consistent with the potential results to be achieved.

Knowledge

Every CO should have background knowledge appropriate to the requirements of his/her own situation. Areas of general background knowledge include safety considerations, as applied to strategic, tactical and operational modes, building construction, and the ability to make fire behavior predictions. Communications skills, knowledge of strategy and tactics, the ability to analyze the company's performance at incidents, and an understanding of liability issues and the importance of accurate records and reports are also important.

A personal plan for improving those areas of identified weaknesses should be developed. Seeking continual improvement has long-term career development benefits.
company readiness

The fire company is a team and may be called upon to work independently or with other companies as part of a response assignment. If the achievement of the IC's goal is dependent upon the readiness of the company, it follows that the CO has a big job preparing for it.

Before the Alarm

Readiness of both personnel and resources is critical to overall success. The CO must know the attitude toward safety, the motivational level, the physical condition, and the knowledge and skill level of company members. The collective capabilities of the group are important to allow adequate lead time when making incident assignments. It is the performance level of the group as a whole, rather than that of individuals, that should be measured in a non-threatening way. Apparatus, personal protective equipment, and firefighting equipment should be maintained properly and be available in adequate types and amounts.

During the Alarm

The company must be prepared to work as a tactical unit toward achieving the objectives assigned by the IC. The possibilities include functioning as a single unit at minor incidents, and functioning with other companies, where the CO serves as the IC until relieved or where the CO commands several companies.

Response to Non-fire Incidents

The company also must be prepared to deal with non-fire emergencies. Many departments provide EMS service, and almost all departments could become involved in various types of rescue situations. The public relations benefit of supplying nonemergency service, within policy constraints of the department, should not be overlooked and the company should prepare to provide those services.

Returning to Service

Returning the company to service is probably the least liked of company activities but is extremely important to the well-being of personnel at subsequent alarms. Personnel should be accounted for and rested. Apparatus and equipment should be serviced and repaired. The CO should prepare the necessary reports and conduct a post-incident information analysis--compliment personnel and note areas that require improvement.

Knowledge of Departmental Operations

The CO must understand the organizational structure, relationship between line and staff personnel, and chain of command. Standard operating procedures provide guidelines for operations and should be simple and flexible, but should not remove the CO's decision making responsibility. The CO should be thoroughly familiar with the department's command and control procedures and be ready to assume the various CO roles within the departmental ICS.

Knowledge of District and Community

Many fire officers have a general feeling for the nature of their fire problem, but have not thought in detail about how they would deal with all of the specific incident types facing them. Assessing the potential types of incidents that you will have to face in your community can help you begin to attack a fire even before you reach it (through pre-incident planning and training). The Managing Company Tactical Operations: Simulation materials provide an excellent resource for building these critical assessment skills. An understanding of the specific fire problems facing the CO is critical to company readiness. Determining the specific hazards that exist in the CO's district enables him/her to establish pre-incident planning and company training priorities.

Community Risk Assessment

Community risk assessment involves three elements: life risk, property risk, and consideration of community consequences. The risk/benefit decision that we have discussed must be made primarily through the consideration of these three elements. Life risk is affected by the number of people at risk, the degree of risk, and the ability of the occupants to provide for their own safety. Property risk is affected by construction factors, the condition of structures, exposures, occupancy, and the available water supply. Community consequences are determined by the potential impact of a specific incident on a specific community. Considerations include direct life loss and property damage potential, indirect losses such as

wages and taxes, loss of pride and community spirit (e.g., a landmark destroyed), and environmental impact.

General Knowledge

General knowledge of your fire district is essential for quality company performance. This knowledge includes:

- Characteristics of district:
 - Size, population, valuation, response distances, and topography.
- Access within district:
 - The roads and streets and their conditions (normal day and night), unusual or restricted conditions affecting response.
- Occupancy of the district:
 - Businesses, industrial, schools, rest homes, theaters, airports, petroleum producers, residential, hotels.
- Structural conditions in district:
 - Old or new, widely spaced or congested, fire-resistive.
- Contents and processes in district:
 - Predominant industries, specialized processes.
- Water supply in district:
 - Sources, adequacy and reliability, storage, distribution, and auxiliary supplies such as private wells, lakes, streams, swimming pools.
- Fire incidence in district:
 - History of types, special problems encountered.

Knowledge of Available Resources

Because the CO may function as the IC for some period at an incident, he/she must know about the availability of specific resources.

Resource Inventory

The CO should have available a resource inventory that provides a listing of special apparatus, information about personnel staffing and capability, and other local governmental and outside agencies that are available to assist with department operations. If a departmental resource inventory is not available, the CO can prepare an informal list of resources available in his/her own district.

Balancing Needs with Resources

Part of being ready is planning for the organization and management of resources. Anticipating needs in time so that adequate resources are available is a tough decision that is made even more difficult if sufficient planning has not been done prior to incident operations. Stay ahead of the fire. As identified in NFPA Standard 1500, a rapid intervention team (RIT) should be on scene to allow for timely reaction to unforeseen occurrences.

Effect of Environment on Resources

The CO should be aware of the effect of weather conditions on personnel, apparatus, and equipment. Rehabilitation areas should be established because fatigue tends to undermine safety. The CO should plan for backup resources so they are available when needed. In extreme environmental conditions, the CO should consider risks and benefits.

Personal Plan

The CO should develop a personal plan to assure that all aspects of company readiness have been considered. This plan will provide a focus for improvement. The plan will be most useful to the CO and to the department if the officer reviews and modifies it periodically.

Summary

The ability of a fire company to perform is dependent upon the personal readiness of the CO, the personnel, apparatus, tools, and equipment assigned, and the knowledge that the company and the CO have of departmental operations, the district and community, and resources available. The company can only meet the challenges presented at the incident scene by always being "ready."

Leadership Traits

DEFINITION: TO LEAD

- Be in charge or command of.
- Be the leader of.
- Be the head of.
- Preside over, head, govern, rule, run, control, **direct**.
- Be at the helm of, administer, organize, **manage**.

FIRE COMPANY OFFICER

- Direct link for firefighters between middle and executive management.
- Responsible for accomplishing the duties and obligations of the Cincinnati Fire Department as stated in our Mission Statement
- Look out for the well being and safety of firefighters assigned to them.
- Make duty assignments at the beginning of each tour.
- Foster teamwork. Ensure group members understand the success of tasks assigned to the company is reliant on a group effort.
- Train firefighters in all duties they are required to perform.

14 LEADERSHIP TRAITS

JUSTICE: The ability to administer a system of rewards and punishments impartially and consistently.

- The quality of displaying fairness and impartiality is critical in order to gain the trust and respect of subordinates and maintain discipline and unit cohesion, particularly in the exercise of responsibility.

JUDGEMENT: The ability to weigh facts and possible courses of action in order to make sound decisions.

- Sound judgement allows a leader to make appropriate decisions in the guidance and training of their subordinates. Those who exercise good judgement weight pros and cons accordingly when making appropriate decisions.

DEPENDABILITY: The certainty of proper performance of duty

- The quality that permits a senior to assign a task to a junior with the understanding that it will be accomplished with minimum supervision

INITIATIVE: Taking action in the absence of orders.

- Since an officer often works without close supervision, emphasis is placed on being a self-starter

DECISIVENESS: Ability to make decisions promptly and to announce them in a clear, forceful manner.

- The quality of character which guides a person to accumulate all available facts in a circumstance, weight the facts, and choose and announce an alternative which seems best.

TACT: The ability to deal with others in a manner that will maintain good relations and avoid offensive. More simply stated, tact is the ability to say and do the right thing at the right time.

- The quality of consistently treating peers, seniors, and subordinates with respect and courtesy is a sign of maturity.

INTEGRITY: Uprightness of character and soundness of moral principles. The quality of truthfulness and honesty.

- Nothing less than complete honesty in all of your dealings with subordinates, peers, and superiors is acceptable.

ENTHUSIASM: The display of sincere interest and exuberance in the performance of duty.

- Displaying interest in a task and optimism that can be successfully completed greatly enhances the likelihood that the task will be successfully completed.

BEARING: Creating a favorable impression in carriage, appearance, and personal conduct at all times.

- The ability to look, talk, and act like a leader whether or not these manifestations indicates one's true feelings.

UNSELFISHNESS: Avoidance of providing for one's own comfort and personal advancement at the expense of others.

- The quality of looking out for the needs of your subordinates before your own.

COURAGE: Courage is a mental quality that recognizes fear of danger or criticism, but enables one to proceed in the face of danger with calmness and firmness.

- Knowing and standing for what is right, even in the face of popular disfavor; courage on the foreground is obvious.

KNOWLEDGE: Understanding of a science or an art. The range of one's information, including professional knowledge and understanding of your subordinates.

- Firefighters know the Standard Operating Procedures of the Cincinnati Fire Department in order to perform effectively in emergency situations.

LOYALTY: The quality of faithfulness to the public, department, and fellow firefighters.

- The efficiency, loyalty and sense of duty of its members constitutes the best assets of the department.

ENDURANCE: The mental and physical stamina measured by the ability to withstand pain, fatigue, stress and hardship.

- Firefighters operate in adverse conditions and must possess the stamina to see a tough job to its end.

11 Leadership Principles:

Know Yourself and Seek Self Improvement

- This principle of leadership should be developed by the use of leadership traits. Evaluate yourself by using the leadership traits and determine your strengths and weaknesses.
- You can improve yourself in many ways. To develop the techniques of this principle:
 - Know what is expected of you then expend time and energy on becoming proficient at those things
 - Observe and study the actions of capable leaders
 - Prepare yourself for the job of the leader at the next higher rank
 - Seek feedback from superiors, peers and subordinates

Be Technically and Tactically Proficient

- A person who knows their job thoroughly and possesses a wide field of knowledge. Before you can lead, you must be able to do the job. Tactical and technical competence can be learned from books and on the job training.
- To develop this leadership principle of being technically and tactically proficient, you should:
 - Know what is expected of you then expend time and energy on becoming proficient at those things
 - Observe and study the actions of capable leaders
 - Prepare yourself for the job of the leader at the next higher rank
 - Send feedback from superiors, peers and subordinates

Know Your People and Look Out For Their Welfare

- This is one of the most important of the leadership principles. A leader must make a conscientious effort to observe a firefighter and how they react to different situations.
- To put this principle in to practice successfully you should:
 - Put your firefighters' welfare before your own
 - Be approachable
 - Encourage individual development
 - Ensure fair and equal distribution of rewards

Keep Your Personnel Informed

- To promote efficiency and morale, a leader should communicate clearly to their subordinates.
- Techniques to apply this principle:
 - Whenever possible, explain why tasks must be done and the plan to accomplish a task
 - Be alert to detect the spread of rumors. Stop rumors by replacing them with the truth

Set the Example

- A leaders who shows professional competence, courage and integrity sets high personal standards for their self before they can rightfully demand it from others. Your appearance, attitude, physical fitness and personal example are all on display daily for others.

- Techniques for setting the example:
 - Show your subordinates that you are willing to do the same things you ask them to do
 - Maintain an optimistic outlook
 - Avoid showing favoritism to any subordinate
 - Delegate authority and avoid over supervision, in order to develop leadership among subordinates
 - Leadership is taught by example

Ensure That the Task is Understood, Supervised and Accomplished

- Leaders must give clear, concise orders that cannot be misunderstood, and then by close supervision, ensure that these orders are properly executed. Before you can expect your firefighters to perform, they must know what is expected of them.
- The most important part of this principle is the accomplishment of the mission. In order to develop this principle you should:
 - Issue every order as if it were your own
 - Use the established chain of command
 - Encourage subordinates to ask questions concerning any point in your orders or directives they do not understand
 - Question subordinates to determine if there is any doubt or misunderstanding in regard to the task to be accomplished
 - Supervise the execution of your orders
 - Exercise care and thought in supervision; over supervision will hurt initiative

Train Your Firefighters as a Team

- Teamwork is key to successful operations. Train, play and operate as a team. Be sure that each firefighter knows their position and responsibilities within the company framework.
- To develop the techniques of this principle you should:
 - Stay sharp by continuously studying and training
 - Do not publicly blame and individual for the team's failure
 - Ensure that training is meaningful, and that the purpose is clear to all members
 - Train your team based on realistic conditions
 - Insist that every person understands the functions of the company on the fireground

Make Sound and Timely Decisions

- The leader must be able to rapidly estimate a situations and make a sound decision based on that estimation.
- Techniques to develop this principle include:
 - Perform "size-up" at every incident
 - Pre-plan
 - Consider others' input
 - Considering the effects of your decisions on all members of the company

Develop a Sense of Responsibility Among Your Subordinates

- Delegate authority and promote mutual confidence and respect between the leader and subordinates.
- Encourage subordinates to exercise initiative and to give wholehearted cooperation in accomplishment of company tasks.
- To develop this principle you should:

- Operate through the chain of command
- Provide clear, well-thought out directions
- Be quick to recognize your subordinates accomplishments when they demonstrate initiative and resourcefulness
- Correct errors in judgement and initiative in a way that will encourage the individual to try harder
- Give advice and assistance freely when your subordinates request it
- Resist the urge to micro manage
- Be prompt and fair in backing subordinates
- Accept responsibility willingly and insist that your subordinates live by the same standard

Employ Your Command Within its Capabilities

- A leader must have a thorough knowledge of tactical operations on the foreground as a company can be assigned duties to fulfill any tactical function. For example: rescue, ventilation, extinguishment, or rapid intervention.
- Techniques for developing this principle include:
 - Evaluate and ensure that all members are trained to perform all expected duties
 - Ensure that all members have proper and functioning equipment

Seek Responsibility and Take Responsibility

- Seeking responsibilities means that you take responsibility for your actions. Regardless of the actions of your subordinates, the responsibility for decisions and application falls on you
- Techniques for developing this principle:
 - Learn the duties of your immediate senior, and be prepared to accept the responsibilities of these duties
 - Perform every task, no matter whether it is urgent or seemingly trivial, to the best of your ability
 - Stand up for what you think is right. Have courage in your convictions
 - Carefully evaluate a subordinate's failure before taking action against that subordinate
 - In the absence of orders, take the initiative to perform the actions you believe your senior would direct you to perform if present

*Adapted from RP 0103 - Principle of Marine Corps Leadership:
MCRP 6-11B, Marine Corps Values: Appendix A, B
REV: July 2008*

THE BOSS AND THE LEADER

1. The Boss drives their personnel; The Leader coaches them.
2. The Boss depends on authority; The Leader good will
3. The Boss inspires fear; The Leader inspires enthusiasm
4. The Boss says "I"; The Leaders says "We"
5. The Boss says "Get here on time"; The Leader gets there ahead of time
6. The Boss fixes blame for the breakdown; The Leaders fixes the breakdown
7. The Boss knows how it is done; The Leader shows how
8. The Boss makes work a drudgery; The Leader makes work a learning experience
9. The Boss says "Go"; The Leader says "Lets Go"

LEADERSHIP & COPING WITH CONFLICT

1. Don't create a win - lose situation
2. Don not assume orientation
3. Interact in a normal voice
4. Use language for clarity, not emotional ventilation
5. Do not attack others' person, focus on the problem
6. Identify and deal with one problem at a time
7. Deal with conflict in private, no in public
8. Select an appropriate time for the discussion
9. Use two key communication skills: (A) request for clarification and (B) restatement
- 10.If you are wrong - ADMIT IT
11. Use restatement to summarize all agreements once a solution is reached
- 12.Reaffirm the relationship
- 13.Extra ordinary conflicts require extra ordinary solutions

The responsibility of the Officer is to see that his company does what he is ordered to do!

A company officer cannot afford to show any sign of weakness at a fire!

How can a company officer go wrong on the fireground?

1. Vague and incompetent orders
2. Vague or nonexistent foreground progress reports
3. Lack of initiative
4. Undersized hose line selection
5. Lack of search for people and/or fire extension
6. Reluctance to ventilate (when appropriate)
7. Abnormal fear of water damage
8. Failure to recognize and change tactics
9. Misuse of positive pressure ventilation
10. Underestimate the potential for collapse

