



***Building the Ladder: Officer
Development Programs***

Student Guide

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Building the Ladder: Officer Development Programs

- 6. Does your department have a training program for qualifying individuals to serve as acting officers?
yes / no
- 7. Once an individual is promoted does your department have a program in place to educate new officers? yes / no
- 8. Does your department have an ongoing continuing education program for its officers? yes / no
- 9. If your department has a continuing education program for officers, who is included (i.e. only promoted, acting officers, next to be promoted, all of the above, etc.)?
- 10. Does your department have in place a program to prepare existing officers for the next rank?
yes / no
- 11. What are your department's biggest challenges with officer development?

- 12. What keeps you up at night in regards to what is not getting done in regard to officer development?

What Are Your Challenges With Officer Development?



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Needs Assessment

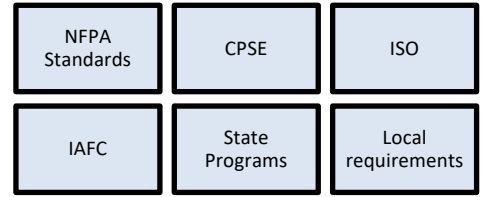
Professional Standards & References

- NFPA standards

- CPSE

- ISO

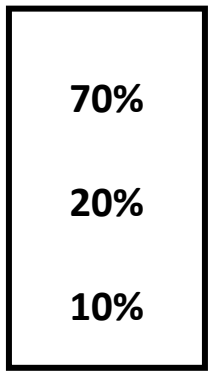
- State Certification
- Local requirements
- Job description
- IAFC Officer Development Handbook



Are your job descriptions up to date and accurate?

Needs Assessment

1. Expectations
2. How officers are selected
3. Needs of department
4. Needs of current and future Officers
5. Job Descriptions
6. National, State, Local standards



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What expectations does your department hold your officers to in relation to job performance?

Check all that apply to your officers

- Officers should have knowledge of all jobs below their level of authority
- Officers will supervise a given number of firefighters in a variety of emergency and non-emergency situations
- Officers are equipped to the same level of protection as the people that they supervise
- Officers are expected to be able to execute decision-making functions during incidents
- Officers will fill many positions of responsibility during an incident
- Officers have requisite knowledge and skills of many aspects of emergency service delivery

A Typical Job Description for a Fire Officer & Requisite Knowledge and Skills

Place an "x" In the Box for Items that are Emergency Related and Circle the Boxes for areas that are Administrative Functions:

Duties and Responsibilities

- 1. Become and remain extremely knowledgeable in the policies and procedures, rules and regulations, practices and procedures/guidelines of the District.
- 2. Be responsible for the enforcement of all policies and procedures, rules and regulations, practices and procedures/guidelines of the District within his command.
- 3. Become and remain extremely knowledgeable in the Incident Command System, modern methods of firefighting and emergency situations management.
- 4. Be familiar with personnel management policies and procedures and practices as they apply to the officers' position.
- 5. Be familiar with the terms of and implication of the Collective Bargaining Agreement.
- 6. Be responsible for those personnel-related functions necessary to discharge his duties. This includes responsibility for performance reviews and for discipline of personnel within his command.
- 7. Respond to full still alarms, box alarms and other calls as requested.
- 8. When in command at the scene of an emergency, be responsible for the deployment of equipment and personnel at the scene of a fire or other emergency until relieved by a superior officer or until command is turned over to another officer pursuant to District procedures.

Requisite Knowledge's and Skills

- 1. Knowledge of modern firefighting and emergency medical techniques and problems, and application thereof. Considerable knowledge of fire hazards and firefighting resources such as personnel, water supply and communications.
- 2. Ability to evaluate tactical and operational requirements and conflagration situations.
- 3. Knowledge of District policies and procedures, rules and regulations and of State and Federal laws related to District operations and management.
- 4. Knowledge of fire hazards and firefighting resources such as personnel, water supply and communications.
- 5. Knowledge of personnel management policies and procedures and practices, and of the Collective Bargaining Agreement.
- 6. Ability to plan, coordinate and supervise the work of subordinates.
- 7. Good oral and written communication skills.
- 8. Ability to maintain accurate records and prepare reports.

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Continuing Education

Purposes



Topics/Scheduling/Delivery

Complete Your Annual Officer Development Schedule

<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>
<u>September</u>	<u>October</u>	<u>November</u>	<u>December</u>
<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>

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Continuing Education – Follow Up List

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- _____
- _____
- _____
- _____

What challenges or issues will you need to address to implement a continuing education program for your officers?

Other Important Considerations/Lessons Learned



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Initial Qualification

Purposes



Prerequisites



Assessment process

What local policies/SOG's and other documents will you use to assess candidates?

What local scenarios will you use to provide a practical assessment of candidates?

Education & Experience

What are your expectations of students in the program and their officers?

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My Personal Follow-up Plan

Upon my return to duty, I plan to implement the following personal improvement plan for my department's officer development program:

On my first shift / day / night back on duty I will: (High Priority)

Working through the proper chain of command and staff members in my department, I will recommend the following actions be taken:

I will measure progress in becoming an advocate and change agent in my organization by the following actions:

Personal Follow-Up Notes:

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Officer Development Program Resources

Red Elm Fire Solutions, LLC	www.redelmfire.com
M.A.D. Training	www.thetrainingofficer.com
Fire Engineering Magazine	https://www.fireengineering.com/
Wildland Fire Leadership Development	https://www.nwcg.gov/wfldp
Long Beach (CA) Fire Department (online tactical scenarios)	http://www.lbfdtraining.com/index.html
National Fire Academy library EFO Papers	1-800-638-1821 https://netc-library.libguides.com/efo
Firefighter Close Calls	www.firefighterclosecalls.com
Everyone Goes Home	www.everyonegoeshome.com
San Bernardino FD Inside the Command Post videos	http://www.youtube.com/user/maldersbfd
IAFC – Volunteer & Combination Officers Section	www.iafc.org/micrositeVCOSorg
IAFC – Officer Development Handbook	https://www.iafc.org/docs/default-source/1leadership/odp_handbook.pdf
NIOSH firefighter fatality reports	https://www.cdc.gov/niosh/firefighters/fffipp/?CDC_AAref_Val=https://www.cdc.gov/NIOSH/FIRE/
IFSTA	www.ifsta.org
International Society of Fire Service Instructors	www.isfsi.org
National Volunteer Fire Council	www.nvfc.org
International Association of Firefighters	www.iaff.org
International Association of Fire Chiefs	www.iafc.org
UL Firefighter Safety Research Institute	https://fsri.org/
Chief J. Scott Thompson – Fire Service Mentoring Guide and Functional Fire Company book	www.fireserviceleadership.com