

COMPANY LEVEL TRAINING
BASICS & ESSENTIALS
FOR
THE SUBURBAN FIRE DEPARTMENT
A starter kit for success & survival

fireserviceleadership.com

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If it's not right in the head (mental imagery) it won't be right at the hands (performance).

If someone asked "are you a professional" what would your response be? If your answer is yes... why?

- Because you look good in the firehouse and grocery store?
- Because you are competent enough to earn a paycheck?
- Because you compete with fire, rescue, and emergency medical problem on and elite level?
- Because you are committed to continual improvement?
- All of the above

This is a training starter kit. There are many great books, articles, podcasts, and classes on fire service training. The important thing is to train... and when you do train, make sure it's quality training.

GOAL

1. Maximize operational capabilities
2. Minimize zero impact period

Maximizing Operational Capabilities

A fire department is a system made up of many sub-systems and processes. It's an organization made up of individuals who chose to be firefighters and paramedics.

Systems and individuals each have capabilities and limitations. A crucial part of training is to identify capabilities and limitations, and then develop efforts aimed at maximizing what systems and individuals can do, and minimizing what they can't, in relation to the purpose, mission, and core values of the organization.

Minimizing Zero Impact Period

As a fire department organization, we can't control how long it takes for someone to notify us of their problem, and need for our assistance.

We can control how long it takes us to react to that request, and turn out... our level of commitment to giving and not taking seconds away from those we serve.

We can't control how long it takes us to get there... traffic, laws, out of district responses, etc.

We have total control over how long it takes us to start problem solving once the parking brake is set... this is the zero-impact period. High performance, well trained and prepared fire companies have a small or minimal zero-impact period. The untrained and unprepared have a greater or longer period of time between setting the parking brake, and going to work in a meaningful and purposeful way.

**Prepare a lot to save a lot
Prepare a little to save a little
Don't prepare, and save nothing**

"You have every opportunity to be a firefighter at the highest level in _____ as I do in the South Bronx, it will just look a little different" – Lt. Pete Lund, FDNY

FIVE RULES FOR TRAINING FIREFIGHTERS

- #1 You can't expect their level of commitment to be greater than yours.
- #2 What you put into training is what they will get out of training.
- #3 Your outlook will determine the outcome.
- #4 They will not care how much you know, until they know how much you care about their success and survival.
- #5 Imposed is more likely to be opposed... make it personal.

SELLING TRAINING

- Focus on the mission
- Make the why me connection
- Establish standards that make sense
- Share experiences relating to the training subject
- Make it personal
- Let firefighters be firefighters

DEFINING SUCCESS

In order to achieve success, we first must be able to define success.

Start with the end in mind and why. Then ask, if not this... what?

This approach to training is based on the following definition of fire department/fire company success:

Be prepared mentally, physically, mechanically, and procedurally to...

1. Take care of people, them and us
2. Solve problems using all available resources
3. Manage risks inside and outside of the firehouse
4. Maximize operational capabilities

The success test:

- Ask anytime during a tour of duty "are we prepared mentally, physically, mechanically, and procedurally for a career event?"
- After each service opportunity ask...
 - Did we put the needs of those we serve (internal and external) above our own, and did we take care of their needs?
 - Did we use all that has been provided to us to solve the problem(s), or did we take shortcuts?
 - Did we manage risks by positioning people for success and survival, and not allowing them to drift towards failure by developing bad habits inside and outside of the firehouse? (The stuff that will hurt, kill, or end a career)
 - Were we trained and prepared to maximize the capabilities of our experience, training, equipment, and level of aggression?

LEVELS OF PROFESSIONALISM

In his book *Going Pro*, Tony Kerns identifies three levels of professionalism. Our commitment to quality training will determine our level of professionalism.

Level I Professional – Competent enough to earn a paycheck.

Level II Professional – Will rise or fall to the expectations of the organization/company. Will work towards being better in a high performing fire company. Will become comfortable in a low performing organization/fire company environment and will follow the path of least resistance.

Level III Professional – Committed to continual improvement.

Commitment to Quality Over Quantity

For the third year in a row, we will continue to focus as an organization on providing quality training versus delivering quantity training. To do this, two things must happen:

- Each level of the organization must be open and honest about the training needs at each level of the organization.
- Training must be planned, researched, and accurate so that when training does occur, it is efficient and accurate based on operating guidelines and identified best practices.

Quality Training Test

- Can success be clearly defined?
- Is the content accurate and up to date based on
 - Defined reference material
 - Actual experiences
- Is information compatible based on
 - Operational philosophy
 - FOGs/Protocols
 - Identified best practices
 - Trial guidelines
- Does the training answer
 - The who, what, where, when, why, how
 - And to what degree based on established standards and reference material
- Is the training relevant, realistic, and reality based?
- Is it personal?
- Can the training be rehearsed with available resources?
- Can it be measured and verified?

Based on standards for urgency and/or accuracy

Quantity Training Test

Do the minimum necessary to meet state, ISO, credentialing requirements and check the box. No standards

ANNUAL TRAINING OPPORTUNITIES

This is a sample of topics. The number of X's highlights the priority and importance.

AREA OF FOCUS	1 ST QTR.			2 ND QTR.			3 RD QTR.			4 TH QTR.			
	Off Season		Spr. Trng	Training Season						Fall Classic		Off Season	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Training Needs Assessment												X	
Engine Company Operations (FOGs)												X	
Truck Company Operations (FOGs)												X	
Squad Company Operations (FOGs)												X	
Rescue Company Operations (FOGs)												X	
Boat Operations (FOGs)												X	
Brush Operations (FOGs)												X	
Technical Rescue Operations (FOGs)												X	
Haz Mat Operations (FOGs)												X	
Emergency Medical Operations (Protocols)												X	
Risk Management Principles/Model/Roles & Responsibilities												X	
Company Training Topics													
Purpose/Mission/Core Values	X												
Risk Management Practices	X												
Building Construction			X										
Fire Science/Behaviors/Dynamics			X										
District Familiarization	X	X	X	X	X	X	X	X	X	X	X	X	
Building Surveys	X	X	X	X	X	X	X	X	X	X	X	X	
Big 5 (list 3 to 5 topics each training season)													
Hose													
Handlines	X	X	X	X	X	X	X	X	X	X	X	X	
Master Streams				X									
Water Supply				X									
Ladders													
Ground	X	X	X	X	X	X	X	X	X	X	X	X	
Aerial	X	X	X	X	X	X	X	X	X	X	X	X	
Search													
Firefighter Rescue Survey													
Oriented													
VES													
Open Area/Large Area													
Personal Protective Equipment													
Clothing	X	X	X	X	X	X	X	X	X	X	X	X	
Breathing Apparatus	X	X	X	X	X	X	X	X	X	X	X	X	
Portable Radio	X	X	X	X	X	X	X	X	X	X	X	X	
Thermal Imager	X	X	X	X	X	X	X	X	X	X	X	X	
Firefighter Rescue/Survival													
Emergency Communications			X										
Calling the Mayday	X		X	X	X	X	X	X	X	X	X	X	
IRIT/RIT Operations			X										
First Five Minutes (list 2 to 5 topics each training season)													
Preparedness Standards			X	X	X	X	X	X	X	X			
Performance Standards			X	X	X	X	X	X	X	X			
Size-up			X										
Apparatus Placement			X										
Roles & Responsibilities			X										
The Initial Action Plan			X										
Hand Tools													
Power/Hydraulic Tools			X										
Hurst tools and airbags quarterly	X			X			X			X			
Forcible Entry	X	X	X	X	X	X	X	X	X	X	X	X	
Roadway/Highway Safety/Blocking		X											
Line of Duty Death/Close Call Report				X			X			X			
Elevator Emergencies			X					X					
Strategy & Tactics – Procedural Prep – The Playbook			X					X	X				
Single family				X					X				

Multi-family				x					x			
Mid rise				x					x			
High rise				x					x			
Big & Mega Box				x					x			
Strip				x					x			
Small box				x					x			
Technical Rescue – Operations Level							x					
Haz Mat – Operations Level								x				
Heat Emergencies				x								
Cold Weather Emergencies									x			
CO Emergencies									x			
Mentor Book Update												x
NIMS												x
Command & Control		x										
Back Injury Prevention	x											
Firefighter Cancer Awareness												x
Firefighter Mental Health Awareness												x
Laws, Rules & Regulations												
City	x	x		x	x	x	x	x			x	x
Department	x	x		x	x	x	x	x			x	x
Live Burns												
ISO												
Multi-Company Drills (Battalion Drills)									x	x		
Multi-Company Night Drills									x	x		
Multi-Jurisdiction Drills									x	x		
EMS												
Medical Control CE	x	x	x	x	x	x	x	x	x	x	x	x
Company Level Protocol Review	x	x	x	x	x	x	x	x	x	x	x	x
Company Level Hands-on Training	x	x	x	x	x	x	x	x	x	x	x	x
Cadaver Lab	x			x				x		x		
Medical Control Evaluation												
Professional Development												
Officer Academy (even years)			xE									
Apparatus Operator Academy (odd years)			xO									
Captains Camp												x
Apparatus Operator Camp												x
Battalion Chief Step-up prep									x	x	x	x
Company Officer Step-up prep	x	x							x	x		
Apparatus Operator Step-up prep	x	x							x	x		
Leadership Development	x											
Effective Supervision		x										
Human Resources												
Diversity Awareness; The Leaders Roll												
Drug & Alcohol Awareness												
Employment Law												
Defensive Driving												
The Supervisor's Roll												
Recruitment & Retention												
Employee Engagement												
Harassment in the Workplace												
Hazard Communication												

Based on the science that knowledge and/or skills begin to deteriorate after 30 to 45 days and a strong commitment to the basics... technique first, then tasks, then tactics, then strategy, and finally multi-company coordination.

QUALITY TRAINING ROLES AND RESPONSIBILITIES

Fire Chief

- Provide a vision of success
- Establish expectations for department-wide training
- Introduce initiatives
- Establish standards for professional development
- Make training an organizational priority
- Provide continual encouragement and support for the training effort

The organizational culture will not value training, if the chief of department doesn't value training

Operations Chief

- Establish expectations for battalion and company level training
- Coordinate the development of operating guidelines
- Provide logistical support
- Monitor progress
- Provide continual encouragement and support for the training effort

Training Coordinator

- Implement initiatives
- Develop learning objectives
- Identify reference materials that support the desired standard
- Identify logistical needs
- Ensure proper documentation of training
- Ensure training and reporting requirements are met

Training Officer

- Participate in training
- Focus on developing training to meet internal standards and identified training needs
- Make training personal
- Conduct training needs assessments
- Provide feedback relevant to the mission and operational philosophy

Shift Commander

- Identify battalion training needs
- Conduct battalion drills, multi-company coordination drills (Strategy and tactics training)
- Assure drill and training consistency and quality with other shifts and battalions
- Participate in drills
- Conduct training audits
- Provide encouragement and support for training

If the shift commander does not value training, the subculture will not value training

Company Officers

- Identify company training needs
- Conduct company level drills and training (Tactics, tasks, technique training)
- Provide technical input and oversight
- Share experiences when it can personalize the training experience
- Ensure quality control at the company level

- Coach performance issues
- Participate in drills and training
- Maintain an above average level of current skills and knowledge
- Ensure company level training is done and documented correctly

If the company officer does not value training, the micro culture will not value training

Senior Men and Women

- Demonstrate the correct way (Task and technique level training)
- Ensure proper technique is used during training
- Support the company officer’s vision of company success
- Coach and mentor
- Participate in drills and training
- Motivate and encourage the company during drills and training
- Maintain an above average level of current skills and knowledge

THE TRAINING SEASON CONCEPT

Date	Activity	Players	Program
February 1	Senior and junior members prepare for Spring Training	<ul style="list-style-type: none"> • Senior firefighters • Junior firefighters 	Begin planning for Spring Training <ul style="list-style-type: none"> • Identify training needs at the technique and task level • Write training objectives • Define knowledge, skills, and abilities necessary for success • Define performance standards and reference materials that support the standard • Prepare Spring Training modules • Secure apparatus, tools, materials • Plan and coordinate down time activities • Present Spring Training plan to shift commanders and the operations chief
March 1 <i>Training cycle: 10 training opportunities per shift in the month of March.</i>	First day of Spring Training	Lead <ul style="list-style-type: none"> • Senior firefighters Participating <ul style="list-style-type: none"> • Engine companies • Truck companies • Rescue company • Squad company • Medic companies Support <ul style="list-style-type: none"> • Driver engineers • Company officers • Shift commanders • Division chiefs • Assistant chiefs • Fire chief 	Location <ul style="list-style-type: none"> • The yard Training Goals <ul style="list-style-type: none"> • Technique and task level training • Identify training at the individual level • Focus on the Basic Big 5 • Focus on the First Five Minutes (15-30 minutes) • Explain the: <ul style="list-style-type: none"> ○ Who ○ What ○ Where ○ When ○ Why ○ To what degree • Per FOGs (Fire Operations Guidelines) • Demonstrate <ul style="list-style-type: none"> ○ How

			<ul style="list-style-type: none"> • Coach all members on proper technique and task performance • Mentor junior members to step up and present at future Spring Trainings • Evaluate performance to existing standards • <u>Provide operational capabilities and limitations per FOGs assessment up the chain of command.</u>
<p>April 1</p> <p><i>Training cycle: 50 training opportunities per shift from April 1 thru August 31</i></p> <p><i>M,T,W: heavy training days, Th,F,S: light training days, Sunday: make-up</i></p>	Opening Day Formal training season	<p>Lead</p> <ul style="list-style-type: none"> • Company officers <p>Participating</p> <ul style="list-style-type: none"> • Engine companies • Truck companies • Rescue company • Squad company <p>Support</p> <ul style="list-style-type: none"> • Medic companies • Shift commander • Assistant chief operations • Fire chief <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>NOTE: Members who attend outside training should be scheduled ASAP so that they can share their experience with the organization. The individual member will be the lead for these sessions.</p> </div>	<p>Location</p> <ul style="list-style-type: none"> • In-house • In-district • The Yard • Class A live fire training facility <p>Training Goals</p> <ul style="list-style-type: none"> • Tasks and tactics training <ul style="list-style-type: none"> ○ Engine company operations ○ Truck company operations • An EMS track will be developed in addition to monthly EMS CE for paramedics. • Identify training needs at the company level • Focus on engine and truck company tasks and tactics defined in FOGs • Develop learning objectives, identify the K.S.A. necessary for success • Focus on the Basic Big 5 • Focus on the First Five Minutes (15-30 minutes) • Explain the: <ul style="list-style-type: none"> ○ Who ○ What ○ Where ○ When ○ <u>Why</u> ○ To what degree • Per FOGs • Demonstrate <ul style="list-style-type: none"> ○ How • Coach all members on proper tactics and task performance • Evaluate performance to standard • <u>Provide operational capabilities and limitations assessment per FOGs up the chain of command</u>
<p>September 1</p> <p><i>Training cycle: 30 training opportunities per shift from September 1</i></p>	The Fall Classic	<p>Lead</p> <ul style="list-style-type: none"> • Shift Commanders <p>Participating</p> <ul style="list-style-type: none"> • Engine companies • Truck companies • Rescue company • Squad company 	<p>Location</p> <ul style="list-style-type: none"> • In-house • In-district • The Yard • Class A live fire training facility <p>Training Goals</p> <ul style="list-style-type: none"> • Tactics and strategy training

<p><i>thru November 30</i></p> <p><i>M,T,W: heavy training days, Th,F,S: light training days, Sunday make-up</i></p>		<ul style="list-style-type: none"> • Medic Companies <p>Support</p> <ul style="list-style-type: none"> • Company officers • Assistant chief operations • Fire chief 	<ul style="list-style-type: none"> ○ Multi-company ○ Multi-jurisdictional ○ Night drills ○ Meet ISO Class 1 requirements <ul style="list-style-type: none"> • Identify training needs at the battalion level • Focus on multi-company coordination, strategy, and tactics defined in FOGs • Develop learning objectives, identify the K.S.A. necessary for success • Focus on the Basic Big 5 • Focus on the First Five Minutes (15-30 minutes) • Explain the: <ul style="list-style-type: none"> ○ Who ○ What ○ Where ○ When ○ Why ○ To what degree • Per FOGs • Demonstrate <ul style="list-style-type: none"> ○ How • Coach all companies on proper strategy tactics and operational coordination • Evaluate performance to the standard <p><u>Provide operational capabilities and limitations assessment per FOGs up the chain of command</u></p>
<p>November 1</p> <p><i>Training cycle: 40 training opportunities per shift from November 1 thru February 28</i></p>	<p>First day of off-season</p>	<p>Lead</p> <ul style="list-style-type: none"> • TBA based on individual needs <p>Participating</p> <ul style="list-style-type: none"> • All members 	<p>Location</p> <ul style="list-style-type: none"> • In-house • In-district • The Yard • TBD based on needs <p>Training Goals</p> <ul style="list-style-type: none"> • Company Contribution Exercise • Individual and small group development • Identify training needs at position, rank, personal level • Focus on individual development • Develop learning objectives, identify the K.S.A. necessary for success at the rank or position • Driver operator development • Officer development • Step-up preparation • Mandated training/courses <ul style="list-style-type: none"> ○ HR ○ TIMS ○ NIMS ○ TBA • Coach and mentor each member on knowledge, skills, abilities necessary for

			<p>success at their current position and rank, and at future position and rank</p> <ul style="list-style-type: none"> Evaluate performance to standard <p><u>Provide operational capabilities and limitations assessment per FOGs up the chain of command</u></p>
January	<p>The Draft</p> <p>Goal Level III Professionals</p>	<p>Lead</p> <ul style="list-style-type: none"> Assistant chief operations <p>Participating</p> <ul style="list-style-type: none"> Shift commanders and division chiefs <p>Support</p> <ul style="list-style-type: none"> Fire chief 	<p>Training Goals</p> <ul style="list-style-type: none"> Identify training/budget needs for the next training season (Fiscal Year) Evaluate existing talent <ul style="list-style-type: none"> Engine Truck Rescue Squad Management Supervision Operations Leadership Eight levels of company contribution exercise Evaluate future talent Perform an operational capabilities and limitations assessment Update FOGs Begin planning for the upcoming season

THREE TYPES OF PRACTICE

Deliberate Practice (reference *Peak* by Ericsson and Pool)

Deliberate practice as applied to the fire service is about increasing operational capabilities by getting individuals and small groups (fire companies) to achieve their maximum operational potential. Deliberate practice carried out over a period of time (everyone is different) leads to an increased level of performance. Deliberate practice improves the physical and mental aspects of performance, this is why focusing on technique and task level performance is essential for success and survival on the fire ground.

“The answer is that the most effective and most powerful types of practice in any field work by harnessing the adaptability of the human body and brain to create, step by step, the ability to do things that were previously not possible. If you wish to develop a truly effective training method for anything – creating world-class gymnasts, for instance, or even something like teaching doctors to perform laparoscopic surgery – that method will need to take into account what works and what doesn’t in driving changes in the body and brain. Thus, all truly effective practice techniques work in essentially in the same way.” (*Peak* by Anders Ericsson and Robert Pool page 9).

Purposeful Practice

Purposeful practice has well-defined specific goals. This is why developing standards and defining the “best way” has value.

Purposeful practice is focused. By allowing our people to concentrate on engine or truck tactics, tasks, and techniques, we are allowing them to focus on what it takes to be highly successful.

Purposeful practice provides feedback. A commitment to coaching and mentoring continues to produce amazing results. However, in order for mentors and coaches to provide valuable feedback, they must understand what success looks like, and the necessary steps for achieving success. Without feedback, the ability to improve is greatly reduced.

Deliberate practice requires getting out of your comfort zone. If you don't push yourself beyond what you are comfortable with, you will never be better than you are. "Getting out of your comfort zone means trying to do something that you couldn't do before." "Generally, the solution is not "try harder" but rather "try differently." (Page 19).

Naïve Practice

Naïve practice is doing the same thing over and over again and expecting improvement. In fact, the science tells us naive practice doesn't even maintain existing skills... yet this is the most common type of drilling occurring in the fire service today.

The fire service has a long history of putting people in positions and assuming they will figure it out. Delivering fire, rescue, and pre hospital medical care has gotten so complex, expecting an engine guy to figure out truck work, or visa versa, in addition to maintaining a high level of EMS proficiency, has a questionable future, especially as delivering a high level of firefighting, rescue, and pre hospital care continues to become more complex.

If we hope to be viewed as professionals, and compensated and respected as the best in our profession, we better be prepared mentally, physically, mechanically, and procedurally to compete with fire, rescue, and emergency medical problems on a professional level. Just imagine the success of any other profession if they operated like the suburban fire service. "Hey it's your turn to be the quarterback, oh and you will be doing carpentry today instead of the plumbing because it's your turn and fair."

The fire service is actively looking to data and science to deliver a higher level of service; where is the data or science that has led the fire service to believe that a firefighter should be able to do everything they learned in the academy, at the same level of performance, ten years later, with little to no hands-on practice in between?

The fire service... *"But it's my turn to ride the truck. You suck at truck work. But it's my turn. Okay you can ride the truck"*. We just positioned a person for failure out of fairness...

Each action you take is a vote for the person you will become
Each action by the fire company is a vote for what the fire company will become
Paraphrased - *Atomic Habits*

MONTHLY TRAINING SCHEDULE

Quality Training Plan

November

Daily Quick Drills

Roof Types	45° Inspection cut	Cold Weather Emergencies	CO Emergencies	Pre-Connects	FOG #511	City Harassment Policy	Foam Operations	Tower Ladder Placement	Frost Bite Emergencies
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Pre Fire Plan

Nebraska Furniture Mart	Distribution Way	C473
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Book Tab	Date	Day	&	Shift	Type / Category / Topic	Hours	Coordinator	Location	ISO Classification
1	3	4	5		Multi-Company Drill	2	Battalion	Austin Ranch	Multi-Company
	Day	M	T	W	Engine Operations				
	Shift	A	B	C	Hotel Load First Five Minutes				
	Note to BC								
2	6	7	8		Company Drill	1	Company Officer	In-house	Company Drill
	Day	Th	F	S	Officer's Choice				
	Shift	A	B	C	Multi-Company AAR				
	Note to BC								
3	10	11	12		Chief Hayde, F.D.N.Y.	8	Chief Young	Station #3	Company Drill
	Day	M	T	W	Truck Co. Operations				
	Shift	B	C	A	Retail / MultiFamily				
	Note to BC								
4	13	14	15		Company Drill	1	Truck Co. 13	The Yard	Company Drill
	Day	Th	F	S	Truck Company Operations				
	Shift	B	C	A	Forcible Entry Big 5 Hand Tools				
	Note to BC								
5	17	18	19		EMS CE	4	MCP Staff	Station 3	N/A
	Day	M	T	W					
	Shift	C	A	B					
	Note to BC								
6	20	21	22		Company Drill	2	Company Officer	In-house	N/A
	Day	Th	F	S	Airway Management				
	Shift	C	A	B					
	Note to BC								
7	24	25	26		Company Drill	2	Battalion Chief	The Yard	Multi-Jurisdiction Drill
	Day	M	T	W	Vent Enter Search				
	Shift	C	A	B	Search Big 5				
	Note to BC								
	With Lewisville FD								

BIG 5 DRILL

Purpose

- Engine and truck company drills.
- Purposeful practice.
- Technique and task level company training.

The purpose of the Big 5 Drill is twofold. First, is to assure the basics are addressed quarterly. Science tells us that knowledge and skills that are not used, begin to deteriorate after approximately 45 days. This drill assures that the Big 5 are practiced on a regular, reoccurring basis. Second, is to stay connected to our chosen learning culture that values mastering the basics.

1. Hose
2. Ladders
3. Search
4. PPE (to include SCBA, portable radio, TIC)
5. Firefighter Survival & Rescue

Choose your own Big 5 to maximize the capabilities of your system and the individuals in the organization/small group fire company.

Goal

Maintain a high level of proficiency and efficiency doing the things we do the most. The things that will determine our success and survival. Maximize our operational capabilities, minimize our limitations.

Review

- Objective based Fire Operations Guidelines.
- Relevant established standards.
- Accepted best practices.
- The Six Rs of Learning and Experience.

The Drill

- Purposeful or deliberate practice only.
- Drill on each of the Big 5 at a minimum of each quarter. One company drill may include multiple Big 5 subjects.
- Research the correct way at the technique and task level.
- Demonstrate the correct way.
- Practice, practice, practice – sets and reps.
- Do not allow bad habits to form.
- Provide immediate feedback.
- Practice, practice, practice.



THE FIRST FIVE MINUTES DRILL

This drill is based on Chief Alan Brunacini's saying "the first five minutes will determine the next five hours". Rest In Peace Chief

Purpose

Multi-company drill.

Deliberate practice.

Tasks, tactics, and strategic level training with the goal of coordinated tactics.

The purpose of the First Five Minute Drill is to exercise Fire Operations Guidelines while challenging each fire company. Because this is deliberate practice, the expectation for this drill is to have companies perform evolutions that expand their level of comfort.

Goal

Maintain a high level of proficiency and efficiency doing the things we do in the early stages of an incident. The things that will determine our success and survival. Maximize our operational capabilities, minimize our limitations.

Review

- Objective based Fire Operations Guidelines.
- UL studies.
- Fire Rescue Survey.
- Relevant established standards.
- Accepted best practices.

The Drill

- Scenario based.
- Deliberate practice.
- Involve multiple companies assigned to address engine company and truck company tasks and tactics.
- Focus on size-up, deployment, initial decision making, and the coordination of tactics and tasks.
- Incorporate the Big 5.
- Provide immediate feedback.
- Revise guidelines/best practices.



MONDAY MORNING QUARTERBACK DRILL

Purpose

- Weekly department wide training.
- Knowledge retention.
- Enhance decision making in the first five minutes.
- Training on sensible acceptable operational aggression and reckless unacceptable aggression.

Goal

From the newest member to the fire chief, review the Monday Morning Quarterback Drill. Bring uniformity and continuity of thinking regarding the mission and operational aggression in the early stages of an incident.

Attempt to better define go and no-go situations based on the operational capabilities and limitations of the resources on-scene.

Review

- Relevant operating guidelines.

The Drill

- Each Monday a video of fire service current event will be posted for department viewing.
- As a company, watch the video and answer the following questions:
 - What was the mission?
 - What didn't go so well?
 - What went well?
 - What would we do differently?
 - Was the level of risk taking (operational aggression) justifiable based on our operational philosophy?
- As a company, discuss your conclusions.
- If there is a discrepancy regarding the level of operational aggression, send a summary of opinions to the training chief so that we can identify possible training needs or gaps.



FREDERICKS' FRIDAY DRILL

Never forget Lt. Andy Fredericks, FDNY, Squad Company 18 – 9/11/01

Purpose

- Weekly department-wide training.
- Knowledge retention.
- Develop Engine Company performance and consistency.

Goal

From the newest member to the fire chief, review the work of Andy Fredericks. Bring uniformity and continuity of thinking to engine company operations.

Review

- Review the Book of Andy
- Fire Engineering articles

The Drill

- Each Friday a portion of Lt. Andy Fredericks' work is put out to the department.
- Each member reads the submission, and the company has a joint discussion on the application of the information discussed.



THE LINE OF DUTY DEATH REPORT

Chief Rick Lasky introduced me to this drill

Purpose

- Company or Battalion Drill.
- Make training personal.
- Learn from the past... never forget.

Goal

- Learn from actual incidents and influence firefighters on an emotional level by making the reality connection.
- Make the "it could happen to you connection".

Review

- NIOSH reports
- State reports
- Department reports
- Statistics

The Drill

- Assign a date and time to each shift and company.
- Only allow constructive feedback, not destructive.
- Each company prepares a 30 to 45- minute report on:
 - The details of the incident – provide names and pictures...make the personal connection
 - Lessons learned
 - How it could happen here?



This drill has saved firefighters' lives

CALLING THE MAYDAY DRILL

Purpose

- Company Drill.
- Prepare firefighters for calling the mayday.
- Combat survival stress reaction.
- Position firefighters for success and survival.

Goal

Create a habit for calling the mayday. Minimize anxiety in mayday situations to delay the onset of survival stress reaction.

Review

- Emergency Communication guidelines.
- Mayday procedures.
- Firefighter survival and rescue techniques.
- Information on survival stress reaction

The Drill

- Provide each company with a mayday drill tag.
- The person in possession of the tag “challenges” another member of the company to “call the mayday here and now” using the information on the tag.
- If done correctly, the tag is passed off to the member who just called the mayday, empowering them to challenge another member at another time.
- Positive reinforcement only. **NO ONE DIES IN TRAINING.**



This drill has saved firefighters' lives

OFFICER'S CHOICE

Purpose

- Training needs assessment.
- Engine and truck company drills.
- Purposeful practice.
- Knowledge, technique and task level company training.
- Provide the company officer with opportunities to fine-tune his or her company. After all, the company officer is in the best position for understanding the strengths and weaknesses of their company.

Goal

Maintain a high level of proficiency and efficiency doing the things we do the most. The things that will determine our success and survival. Maximize our operational capabilities, minimize our limitations.

Review

- SOP, SOG, R&R REVIEW City Policies and Procedures
Complete the sign-in sheet and return to training
- Daily Quick Drills/Weekly Drills

Other training sources

- NIOSH reports
- www.cdc.gov/niosh/fire/
- firfighterclosecalls.com
- firehouse.com
- fireengineering.com
- respondersafety.com
- rapidintervention.com
- www.usfa.dhs.gov
- www.fireground.com/articlesandtraining.htm
- Firefighterrescuesurvey.com
- Projectmayday.net
- Social media
- Task books
- Step-up practice
- NFPA 1710

The Drill

- Purposeful or deliberate practice.
- Drill on each of the Big 5 at a minimum of each quarter. One company drill may include multiple Big 5 subjects.
- Research the correct way at the technique and task level.
- Demonstrate the correct way.
- Practice, practice, practice – sets and reps.
- Do not allow bad habits to form.
- Provide immediate feedback.
- Practice, practice, practice.

ROLL CALL QUICK DRILLS



Courtesy of Forest Reader and Firefighterclosesalls.com



Courtesy of Forest Reader and Firefighterclosesalls.com



STANDARDS

Standards are essential for standard outcomes. It is difficult for a fire fighting system to produce a consistent level of fire suppression and fire rescue response without system wide performance standards.

Company Preparedness Drills are one way to evaluate the fire companies' commitment to mental, physical, mechanical, and procedural preparedness, and to develop performance standards for basic company evolutions.

COMPANY PREPAREDNESS DRILLS

Purpose

- Engine and truck company evolutions.
- Rehearsal (naive practice).
- Company level evolutions.
- The purpose of Company Preparedness Drills is to establish company level performance standards while evaluating mental, physical, mechanical, and procedural preparedness at the individual and company level.

Goal

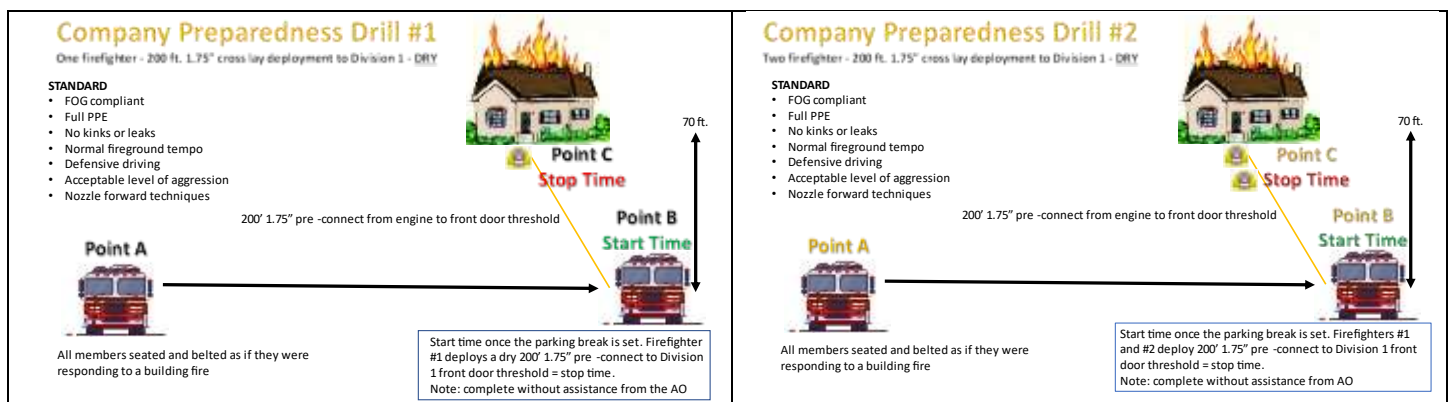
Establish a department standard for performing basic company evolutions.

Review

- Drill illustration distributed by the training chief.
- Engine and truck company tasks books.
- Identified reference materials.
- Existing standards.

The Drill

- Scenario based.
- Fire company performs the evolution three times.
- Each evolution is timed and evaluated based on actual operating practices.
- Make the evolution as reality based as possible.
- Send your three times to the training chief.
- Times are averaged and a time standard is established.
- Standards are also established based on accuracy.

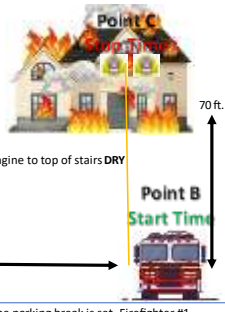


Company Preparedness Drill #3

Two firefighter - 200 ft. 1.75" cross lay deployment to Division 2 - DRY

- STANDARD**
- FOG compliant
 - Full PPE
 - No kinks or leaks
 - Normal fireground tempo
 - Defensive driving
 - Acceptable level of aggression
 - Nozzle forward techniques

200' 1.75" pre-connect from engine to top of stairs DRY



All members seated and belted as if they were responding to a building fire

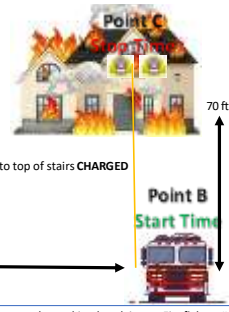
Start time once the parking break is set. Firefighter #1 assisted by Firefighter #2 deploys 200' 1.75" pre-connect to top of stairs Division 2 dry = stop time
Note: complete without assistance from AO

Company Preparedness Drill #4

Two firefighter - 200 ft. 1.75" cross lay deployment to Division 2 - CHARGED

- STANDARD**
- FOG compliant
 - Full PPE
 - No kinks or leaks
 - Normal fireground tempo
 - Defensive driving
 - Acceptable level of aggression
 - Nozzle forward techniques

200' 1.75" pre-connect from engine to top of stairs CHARGED



All members seated and belted as if they were responding to a building fire

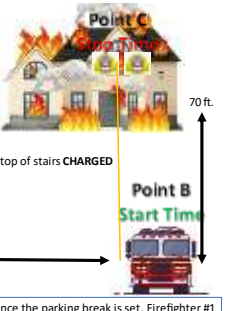
Start time once the parking break is set. Firefighter #1 and #2 deploy 200' 1.75" pre-connect to top of stairs Division 2 charged = stop time
Note: complete without assistance from AO

Company Preparedness Drill #4

Two firefighter - 200 ft. 1.75" cross lay deployment to Division 2 - CHARGED

- STANDARD**
- FOG compliant
 - Full PPE
 - No kinks or leaks
 - Normal fireground tempo
 - Defensive driving
 - Acceptable level of aggression
 - Nozzle forward techniques

200' 1.75" pre-connect from engine to top of stairs CHARGED



All members seated and belted as if they were responding to a building fire

Start time once the parking break is set. Firefighter #1 and #2 deploy 200' 1.75" pre-connect to top of stairs Division 2 charged = stop time
Note: complete without assistance from AO

Company Preparedness Drill #5

Two firefighter - 150 ft. 2.50" rear load to Division 1 - DRY

- STANDARD**
- FOG compliant
 - Full PPE
 - No kinks or leaks
 - Normal fireground tempo
 - Defensive driving
 - Acceptable level of aggression
 - Nozzle forward techniques

150' 2.50" from engine to front door threshold



All members seated and belted as if they were responding to a building fire

Start time once the parking break is set. Firefighters #1 and #2 deploy 150' 2.50" off the rear to Division 1 front door threshold = stop time
Note: AO may assist with connection

Company Preparedness Drill #6a

Hydrant connection - 100' 5" supply line to driver side intake

- STANDARD**
- FOG compliant
 - Full PPE
 - No kinks or leaks
 - Normal fireground tempo
 - Defensive driving
 - Acceptable level of aggression

100 ft. 5 in. Supply hose



All members seated and belted as if they were responding to a building fire

Time will stop when a permanent water supply is established

Company Preparedness Drill #6b

Hydrant connection - 100' 5" supply line to officer side intake

- STANDARD**
- FOG compliant
 - Full PPE
 - No kinks or leaks
 - Normal fireground tempo
 - Defensive driving
 - Acceptable level of aggression

100 ft. 5 in. Supply hose



All members seated and belted as if they were responding to a building fire

Time will stop when a permanent water supply is established

Company Preparedness Drill #6c

Hydrant connection - 100' 5" supply line to front intake

- STANDARD**
- FOG compliant
 - Full PPE
 - No kinks or leaks
 - Normal fireground tempo
 - Defensive driving
 - Acceptable level of aggression

100 ft. 5 in. Supply hose



All members seated and belted as if they were responding to a building fire

Time will stop when a permanent water supply is established

Company Preparedness Drill #6d

Hydrant connection - 100' 5" supply line to rear intake

- STANDARD**
- FOG compliant
 - Full PPE
 - No kinks or leaks
 - Normal fireground tempo
 - Defensive driving
 - Acceptable level of aggression

100 ft. 5 in. Supply hose



All members seated and belted as if they were responding to a building fire

Time will stop when a permanent water supply is established

Company Preparedness Drill #7

28' ground ladder to Alpha Side Division 2

STANDARD

- FOG compliant
- Full PPE
- Proper angle for VES operations
- Firefighter carrying VES tools
- Normal fireground tempo
- Defensive driving
- Acceptable level of aggression

Point C Stop Time

28 ft.

70 ft.

Point A

Point B Start Time on Go

Time will stop when a firefighter reaches the bottom window sill on Division 2 Alpha Side with VES tools

All members seated and belted as if they were responding to a building fire

Company Preparedness Drill #8

Deck gun "blitz attack" on tank water

STANDARD

- FOG compliant
- Full PPE
- Normal fireground tempo
- Defensive driving
- Acceptable level of aggression
- 500 GPM/ 30 sec.

Point C Stop Time

500 GPM 30 Seconds

70 ft.

Point A

Point B Start Time

Start time once the parking break is set.

All members seated and belted as if they were responding to a building fire

Company Preparedness Drill #9

Deck gun "blitz attack" and establish water supply driver side intake

STANDARD

- FOG compliant
- Full PPE
- Normal fireground tempo
- Defensive driving
- Acceptable level of aggression
- 500 GPM

Point C Stop Time

500 GPM 30 Seconds

70 ft.

75' of 5" to driver side intake

Point B Start time when Break is set

Point A

Time stops when permanent water supply is established to the driver side intake and required flow is accomplished

All members seated and belted as if they were responding to a building fire

Company Preparedness Drill #10

Deck gun "blitz attack" and establish water supply front intake

STANDARD

- FOG compliant
- Full PPE
- Normal fireground tempo
- Defensive driving
- Acceptable level of aggression
- 500 GPM/ 30 sec.

Point C Stop Time

500 GPM 30 Seconds

70 ft.

75' of 5" to front intake

Point B Start time when Break is set

Point A

Time stops when permanent water supply is established to the front intake

All members seated and belted as if they were responding to a building fire

Company Preparedness Drill #11

3 person IRIT (initial rapid intervention team) ready

STANDARD

- FOG compliant
- Full PPE
- Normal fireground tempo
- Defensive driving
- Acceptable level of aggression
- 500 GPM/ 30 sec.

Point B Start time when Break is set

70 ft.

Point C Stop Time

Point A

Time stops when crew is ready for activation.

All members seated and belted as if they were responding to a building fire

Ts and Es DRILL

Purpose

- Engine and truck company assignments.
- Recall.
- Exercise fireground operations.
- The purpose of Company Preparedness Drills is to establish company level performance standards while evaluating mental, physical, mechanical, and procedural preparedness at the individual and company level.

Goal

Create mental images and models for order of arrival assignments and riding assignments based on an engine company and truck company deployment model.

The Drill

- Scenario based.
- Take a picture of a building.
- In PowerPoint, use Ts and Es in place of Xs and Os, to show the position of Engine and Truck assignments.
- Make the evolution as reality based as possible.
- Talk about audibles.



Start with the end in mind and why
If not this...What?

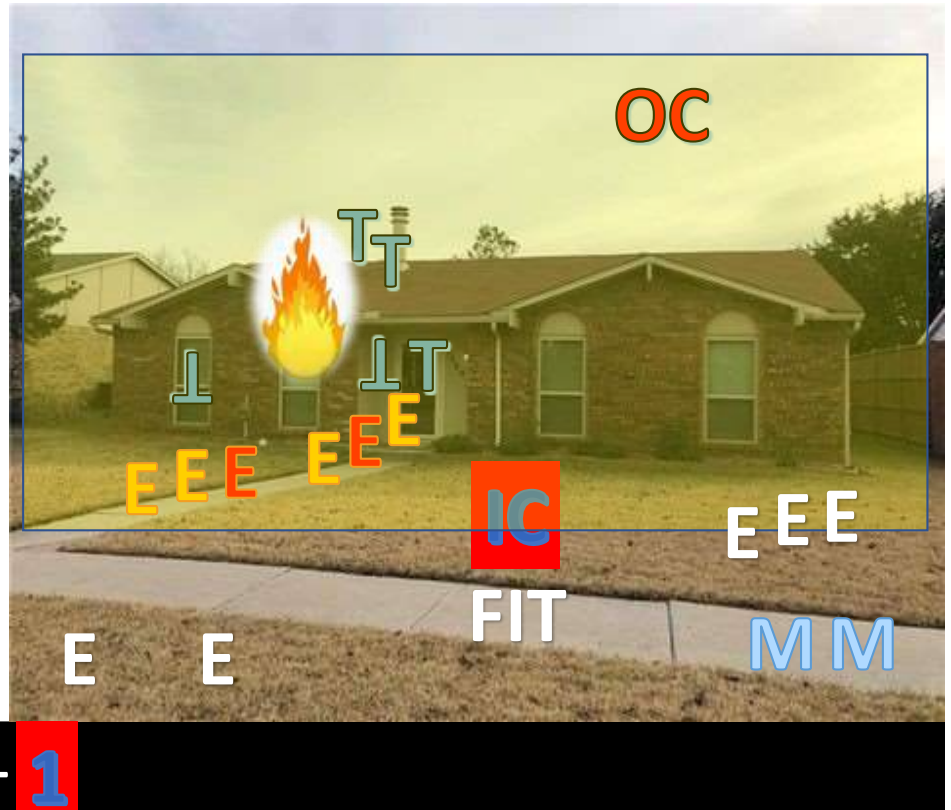
Es & Ts



6,5,4,3/3,2,1

THE FUNCTIONAL FIRE COMPANY

E = Engine
T= Truck
L= Decision
Supervisor
M= Medic
Support
 Yellow shade =
HOT ZONE



This drill exercises assignments and positioning on a One Alarm single family response, creating a mental image and mental map.

In this scenario, there are:

6 – engine positions

5 – truck positions including the outside control. The inside, or search team, must decide on VES, or to search ahead of the line through the front door.

4 – supervisor positions to illustrate span of control, and accountability.

3 – fire operations support positions

2- Engineers or apparatus operators

1 – Field Incident Technician

2 – Medical personnel

1 – Incident Commander

Functional Technique & Task Training

Based on the 6Rs of Learning and Experience

- Choose an Engine Company or Truck Company assignment
 - Search
 - Forcible entry
 - Extrication
 - Vertical event as shown below
- Break the assignment into tasks – try to limit it to 5 training steps for each assignment
- Start each 45 minute to one hour training session with a review of the previous session

<p>Functional Training</p> <p>Phase 1 Introduction to the tool and technique</p> <p><i>"That's a chainsaw. This is how you hold the chainsaw"</i></p>  <p>Recognition level training</p>	<p>Technique Training</p> <p>Phase 2</p> <ul style="list-style-type: none">• Purposeful practice• Coaching• Immediate feedback <p><i>"You are doing great... try this"</i></p>  <p>Repetition level training</p>
<p>Tasks, Technique, Knowledge</p> <p>Phase 3</p> <ul style="list-style-type: none">• Reading conditions• Construction• Approaching• Sounding• Cutting• Punching through <p><i>"Show me your technique for sounding"</i></p>  <p>Recital & Recall level training</p>	<p>Task Level Training</p> <p>Phase 4</p> <ul style="list-style-type: none">• Get out of comfort zone• Increase the degree of difficulty - <u>deliberate practice</u>• Problem solving <p><i>He's gaining confidence</i></p>  <p>Rehearsal level training</p>
<p>Advanced Technique</p> <p>Phase 5 Putting it all together</p> <p><i>I got this</i></p>  <p>Confidence building</p>	

TRAINING NEEDS & EFFECTIVENESS CRITIQUE

Rank: _____

Read each question and decide your level of personal agreement with each statement. Place an "X" along the agreement scale that best represents your level of agreement.

1) Suppression personnel have input into their training needs

1 2 3 4 5 6 7

Strongly	Somewhat	Strongly
Disagree	Agree	Agree

2) Our department's operational needs are addressed during training sessions

1 2 3 4 5 6 7

Strongly	Somewhat	Strongly
Disagree	Agree	Agree

3) Training is relevant to specific job requirements

1 2 3 4 5 6 7

Strongly	Somewhat	Strongly
Disagree	Agree	Agree

4) Training is planned, and the plan is followed

1 2 3 4 5 6 7

Strongly	Somewhat	Strongly
Disagree	Agree	Agree

5) There is training continuity between all stations and shifts

1 2 3 4 5 6 7

Strongly	Somewhat	Strongly
Disagree	Agree	Agree

6) Training impacts firefighters on a personal level

1	2	3	4	5	6	7
Strongly Disagree			Somewhat		Strongly Agree	
Disagree			Agree		Agree	

7) All stations on each shift have a similar operational philosophy

1	2	3	4	5	6	7
Strongly Disagree			Somewhat		Strongly Agree	
Disagree			Agree		Agree	

8) Training is accurate and effective

1	2	3	4	5	6	7
Strongly Disagree			Somewhat		Strongly Agree	
Disagree			Agree		Agree	

9) Training is given the priority it deserves throughout the organization

1	2	3	4	5	6	7
Strongly Disagree			Somewhat		Strongly Agree	
Disagree			Agree		Agree	

10) Sufficient time is allowed for training each operational tour of duty

1	2	3	4	5	6	7
Strongly Disagree			Somewhat		Strongly Agree	
Disagree			Agree		Agree	

You know your training is effective when...

- They apply it correctly
- They meet, and to exceed the standard
- They talk about it
- They improve it
- They pass it on

Please feel free to use this information as you see fit. My only request is that you don't use it for profit. If you have questions, please email me at

scott@fireserviceleadership.com

Functional Fire Company LLC