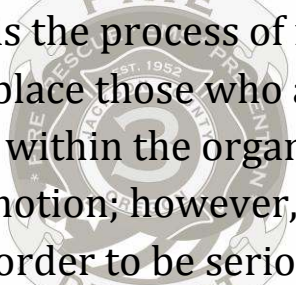


# DEVELOPMENT PLAN



February 7, 2013

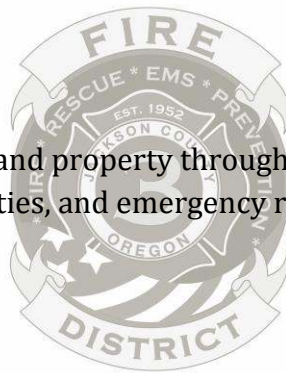


~Development planning is the process of identifying and preparing suitable employees to replace those who are or may be leaving the organization. Personnel within the organization are normally the best candidates for promotion; however, they must be interested and prepared in order to be seriously considered~

# TABLE OF CONTENTS

INTRODUCTION.....	1
FIRE DISTRICT 3 RISK MANAGEMENT STATEMENT.....	2
VISION, MISSION, AND ORGANIZATIONAL VISION .....	3
DEVELOPMENT PLAN OVERVIEW .....	4
CAREER DEVELOPMENT & SHARED RESPONSIBILITY .....	5
ORGANIZATIONAL CHART.....	6
DPSST ACCREDITATION.....	7
FIRE CERTIFICATION AT A GLANCE .....	9
ACCREDITED AGENCY FLOW CHART .....	11
VOLUNTEER SERVICES.....	13
SUPPORT SERVICES VOLUNTEER .....	15
FIRE & LIFE SAFETY VOLUNTEER.....	16
TENDER DRIVER.....	17
RESCUE VOLUNTEER.....	18
VOLUNTEER FIREFIGHTER.....	20
STUDENT FIREFIGHTER INTERN .....	22
VOLUNTEER COMPANY OFFICER .....	25
PROBATIONARY FIREFIGHTER.....	27
CAREER FIREFIGHTER .....	35
ENGINEER.....	41
CAPTAIN.....	51
DEPUTY FIRE MARSHAL .....	63
SHIFT BATTALION CHIEF .....	77
<b>APPENDIX .....</b>	<b>87</b>
FIRE DISTRICT 3 RETIREMENT PLANNING.....	89
NIMS REQUIREMENTS AND PROGRESSION.....	91
LEADERSHIP COMPETENCY OVERVIEW .....	93
EXTERNAL CANDIDATE REQUIREMENTS.....	95
THE HISTORY OF FIRE DISTRICT 3.....	97

~To protect life and property through public education,  
prevention activities, and emergency response services~



# INTRODUCTION



Welcome to Jackson County Fire District 3 and to our fire service family. In this document, you will find a variety of information about our fire department, a detailed development plan and training requirements for each rank/position, opportunity for career advancement (retirement schedule), and lastly our fire department history.

As many of you have already discovered, the fire service is an extremely competitive and exciting profession which requires a significant amount of diligence to master your skills. You must not only advance in your education, but it is also essential to develop your knowledge, skills, and abilities in firefighting and emergency medical services in order to be a competent and dedicated public servant.

Your career in the fire service will offer you many options as you progress and promote throughout your profession. With the support of the Training Department we will assist you in taking the right steps to achieve your individual goals while fulfilling the District's vision and goals.

The District prides itself focusing on the mission and vision as outlined in the District's strategic plan. It is imperative that all new members of our department know and understand our philosophy regarding professionalism and the expectations of each member of the District.

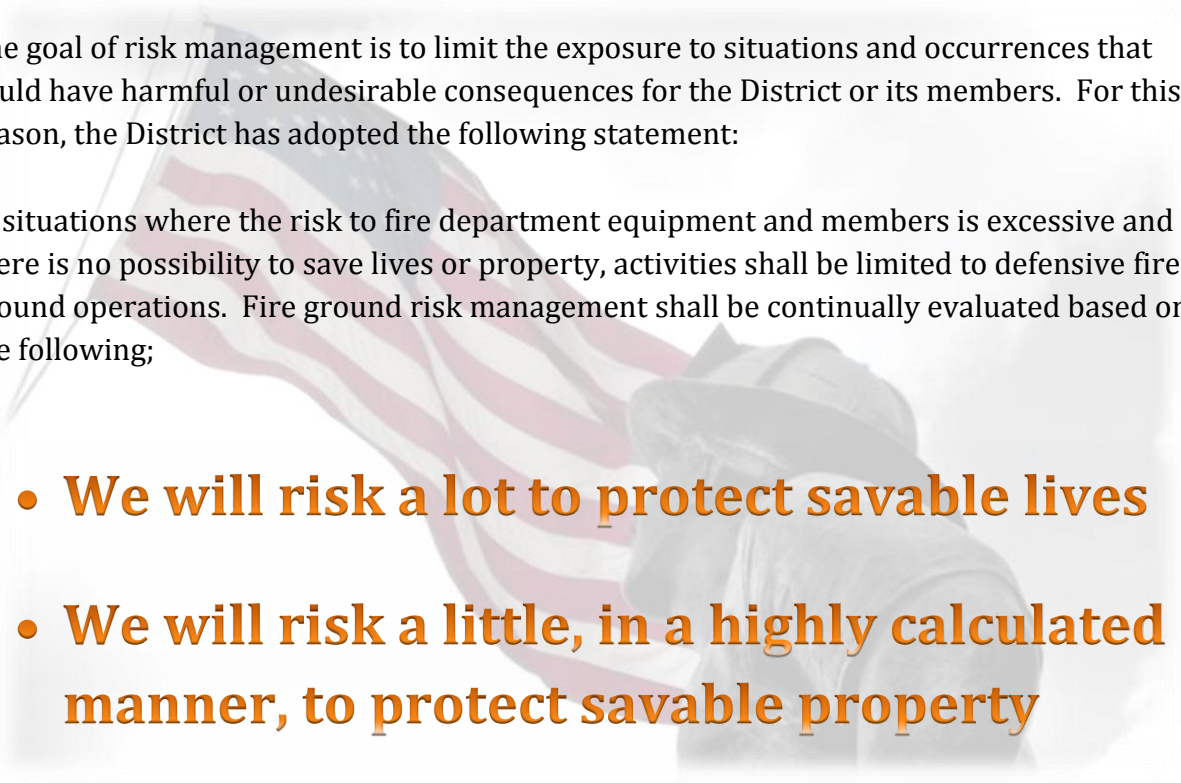
With that said, welcome to Fire District 3 and enjoy every day like it is your first day on the job!

# FIRE DISTRICT 3 RISK MANAGEMENT STATEMENT

Risk management is a process of identifying, evaluating, prioritizing, and controlling risks that can impact resources and members of the organization. Risk management incorporates a full range of control measure that may be used to limit, reduce, or eliminate the probability that an undesirable outcome will occur. Risk management also includes control measures that can be used to limit, reduce, or eliminate anticipated hazards, even if the event does not occur.

The goal of risk management is to limit the exposure to situations and occurrences that could have harmful or undesirable consequences for the District or its members. For this reason, the District has adopted the following statement:

In situations where the risk to fire department equipment and members is excessive and there is no possibility to save lives or property, activities shall be limited to defensive fire ground operations. Fire ground risk management shall be continually evaluated based on the following;

- 
- **We will risk a lot to protect savable lives**
  - **We will risk a little, in a highly calculated manner, to protect savable property**
  - **We will not take risks for life or property that is already lost**

# VISION, MISSION, AND ORGANIZATIONAL VISION

## Vision – What do we really want?

*“To reduce and eliminate risk from fire, rescue, and medical events in the communities we serve”*

## Mission – What is our purpose?

*“To protect life and property through public education, prevention activities, and emergency response services”*

## Organizational Vision

- *Prevention activities that are reducing risks from fire, rescue, and medical events*
- *Exceptional people with quality equipment who are arriving on the emergency scene at the right time*
- *Employees who are enthusiastic, motivated, and empowered*
- *Employees who are engaged with the community, sharing a sense of destiny with District patrons*
- *Leadership from the Board of Directors and the Management Team that is clear and concise*
- *An organization that is fiscally stable and prepared for the future*

## Values and Guiding Principles

- **Honesty and Integrity:** Fair, straightforward, sincere, truthful, and trustworthy.
  - *Don't be afraid of the truth. Do the right thing, even if it hurts.*
- **Teamwork:** Helpful, family, respect, receptive to the sharing of differing ideas and opinions, valuing each other, cooperation, flexibility, patience, and compassion.
  - *Play your position, don't walk on each other.*
- **Professionalism:** Confidence in ourselves and others, open, trust, helpful, loyalty, patience, personal accountability, pride in our work, commitment to quality, growth, and learning.
  - *Respect others, be nice!*
- **Health and Safety:** Physical and mental well-being, watching out for the safety of the public and for each other.
  - *Be fit and ready!*

# DEVELOPMENT PLAN OVERVIEW

Jackson County Fire District 3 prides itself on providing the highest level of quality training and experience for its members. It is our goal to support and assist you during the development of your knowledge, skills, and abilities throughout your career. The “**Career Development Plan**” has been created with the intention of providing the most current information about career development within the organization. It demonstrates how you can achieve your personal and professional goals by following a basic “roadmap” which exemplifies the various professional options you may wish to pursue.

**NOTE:** This plan **is not** intended to replace, supplement or otherwise alter existing or future contracts, policies, or other legal documents that may be in place which address similar issues.

Fire District 3 is a growing and evolving organization serving diverse communities and an expanding industrial area. Its growth has occurred at a rapid pace which has placed increased demands for service upon the organization; however, we are a dynamic organization of people that are highly trained and professionally motivated to meet the needs of our citizens and communities. Therefore, a significant emphasis is placed on training and educational pursuits. The Training Department will assist you in achieving your personal and professional goals and in doing so, the Training Department has identified some factors that you should consider as you begin and progress through your career path.

First, it is essential that you evaluate your personal career path options— do you know what they are? Have you taken the time to meet with your supervisor and the Training Department to review your records, education and training? Do you have an interest in a specific area but you’re not certain how to reach that goal? Have you researched which classes are necessary to achieve your goal and do you know how to sign up for them?

Secondly, you should ask yourself if you are committed to seeing the process through. If so, also ask how the department can support and assist you? If you were unable to answer the questions completely, it’s time for you to think about what your goals and ambitions are in your career. Make an appointment with your supervisor and the Training Department so you can successfully continue along your chosen path in the fire service.



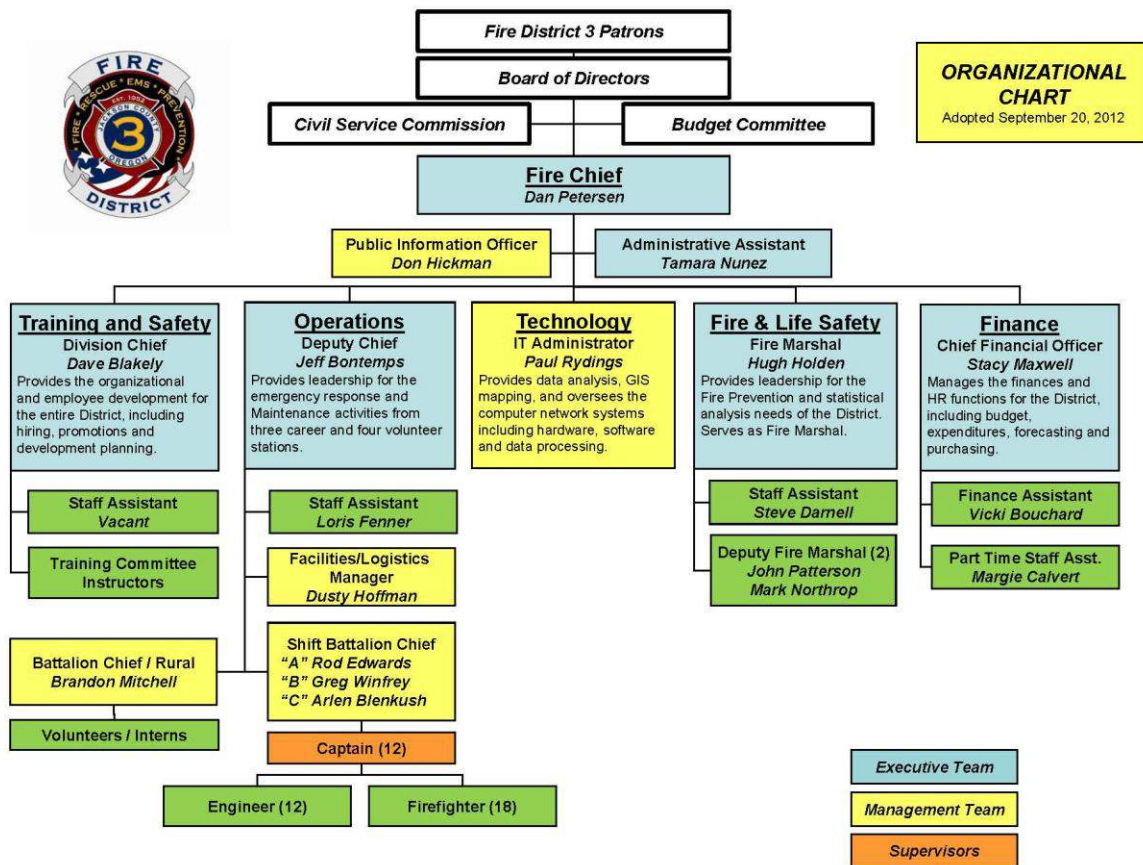
# CAREER DEVELOPMENT & SHARED RESPONSIBILITY

As part of the career development program there is an added responsibility to both the member and the organization. This can be described as “Mutual Obligations” which needs to be fulfilled by you and the organization in order to maximize the career development plan. In order for career development to happen, there has to be both motivation and opportunity. You must be willing to accept additional responsibilities and duties as they are assigned, while continuing to achieve the required roles and responsibilities. You must also spend countless hours studying for promotional examinations, and demonstrating a high level of commitment to both yourself and the organization to ensure success. In order for this to happen the organization will provide an environment that enables and fosters motivation, self-discipline and improvement. Once career development begins, a greater level of responsibility and authority will occur, which can lead to a successful promotional opportunity.



# ORGANIZATIONAL CHART

Jackson County Fire District 3 provides service to approximately 167 square miles including three cities, surrounding rural areas, and Jackson County's major industrial area. The District serves a resident population of approximately 48,000 from seven fire stations; three staffed with full-time career firefighters and four volunteer stations. The District responds to a variety of requests for service such as but not limited to fires, rescues, medical aids, and service calls.



# DPSST ACCREDITATION



Department of Public Safety Standards and Training (DPSST) implements minimum standards established by the Board on Public Safety Standards and Training for recruitment and training of city, county and state police, corrections officers, parole and probation officers, fire service personnel, emergency telecommunicators and private security providers. DPSST conducts public safety training throughout Oregon and at the central academy in Salem and inspects and accredits training programs throughout the state based on standards established by the Public Safety Standards and Training Board.

The DPSST Fire Certification Section is responsible for implementing and maintaining fire training and certifications set forth by the Board of Public Safety Standards and Training. These standards and resulting training are used to award voluntary certifications to Oregon Fire Service Professionals. The certification program is vital in that it validates training and provides formal recognition for those Fire Service Professionals who have demonstrated required levels of competency pertaining to certification. Certification helps protect local governments and individual fire service professionals from potential liability claims in the performance of their prescribed duties. Ultimately, high standards of training, consistency from the State, and appropriate safety practices are what make the fire certification section successful in its implementation.

Fire District 3 maintains a Department Accreditation Agreement with DPSST which states that we shall follow the rules and regulations in the Oregon Administrative Rules and the policies set forth by the Fire Certification Division in conjunction with the Fire Policy Committee and the Board of Directors. This is a voluntary compliance agreement; however we are committed to supporting the standards and making the various levels of certification available for our staff. Fire District 3 is committed to the process and participates on various committees to ensure safe standards of practice are implemented for not only members of our organization but for all those who serve in the Oregon Fire Service.

### **Maintenance Re-certification:**

Maintenance re-certification is critical in maintaining high-functioning knowledge, skills, and abilities to perform job performance requirements. This is a directive from the Fire Policy Committee, which formed a sub-committee in 2003 to address a number of certification concerns. The maintenance requirements were a bi-product of that committee and were recommended by the Oregon fire service to have DPSST implement and facilitate this process. DPSST is mandated by OAR 259-009-0065 to carry out this function. The purpose of this requirement is to maintain proficiency by frequently using the skills (service delivery), demonstrating proficiency through some type of evaluation or assessment (task performance), or through continuing education.

A maintenance re-certification packet will be mailed to the District every even year and verification that maintenance requirements have been completed must be submitted, via the Maintenance Re-Certification Form, to DPSST by December 31<sup>st</sup> of every even year. Please visit DPSST's website (<http://www.oregon.gov/DPSST/>) for frequently asked questions.

# FIRE CERTIFICATION AT A GLANCE

Certification formally acknowledges that a fire service professional in Oregon meets the recognized job performance standards and educational/training requirements as established by the Board on Public Safety Standards and Training.

There are a number of benefits to achieving fire service professional certification such as:

- Certification recognizes firefighters as professionals with specialized skills and reputation for providing quality service.
- Certification provides firefighters with opportunities to evaluate, document their performance, and compare their skills to each competency in the overall standard.
- Certification acknowledges a fire service professional commitment to ongoing training and life-long learning.
- Certification provides a concrete training path to follow.
- The certification program will continue to attract highly motivated people to the fire service.

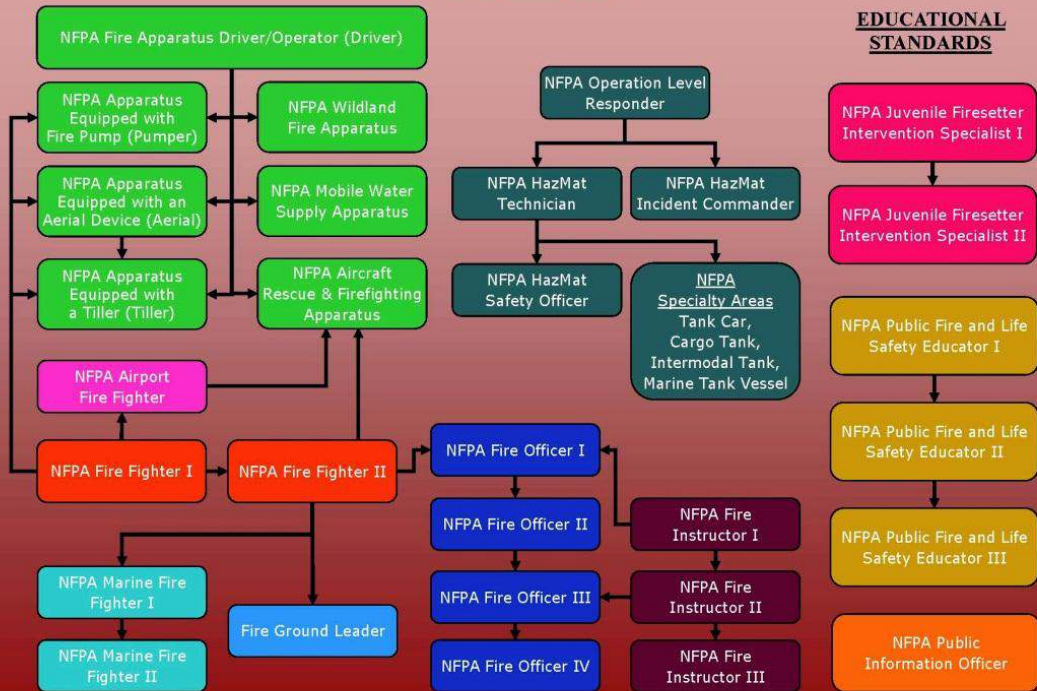
In order to successfully apply for certification within the DPSST system, the applicant must first be of the legal age of 18 and must be affiliated with an Oregon Fire Service Agency (fire department). A fire service professional, once affiliated and through the District's Training Department, may apply for certification by satisfactorily completing the requirements outlined within the application for certification.

The applicant must also complete the required training by participating in a fire service agency training program accredited by DPSST, through a course certified by DPSST, or by evaluation of experience as specified in OAR 259-009-0063. Task performance evaluations and/or task books are also required to be completed prior to applying for certification in the respective areas. In most cases, Fire District 3 requires that an individual completes an approved task book and participates in a task performance evaluation.

The following flow charts demonstrate the process through which an individual can pursue a specialty area, or simply apply for professional levels of certification with the support and approval of the Training Department. DPSST works closely with the National Fire Protection Agency (NFPA) and the Northwest Wildfire Coordinating Group (NWCG), and DPSST adheres to their changing standards. Fire District 3 also maintains the same standards for certification which ensures maximum levels of education.



(Revised October 2011)

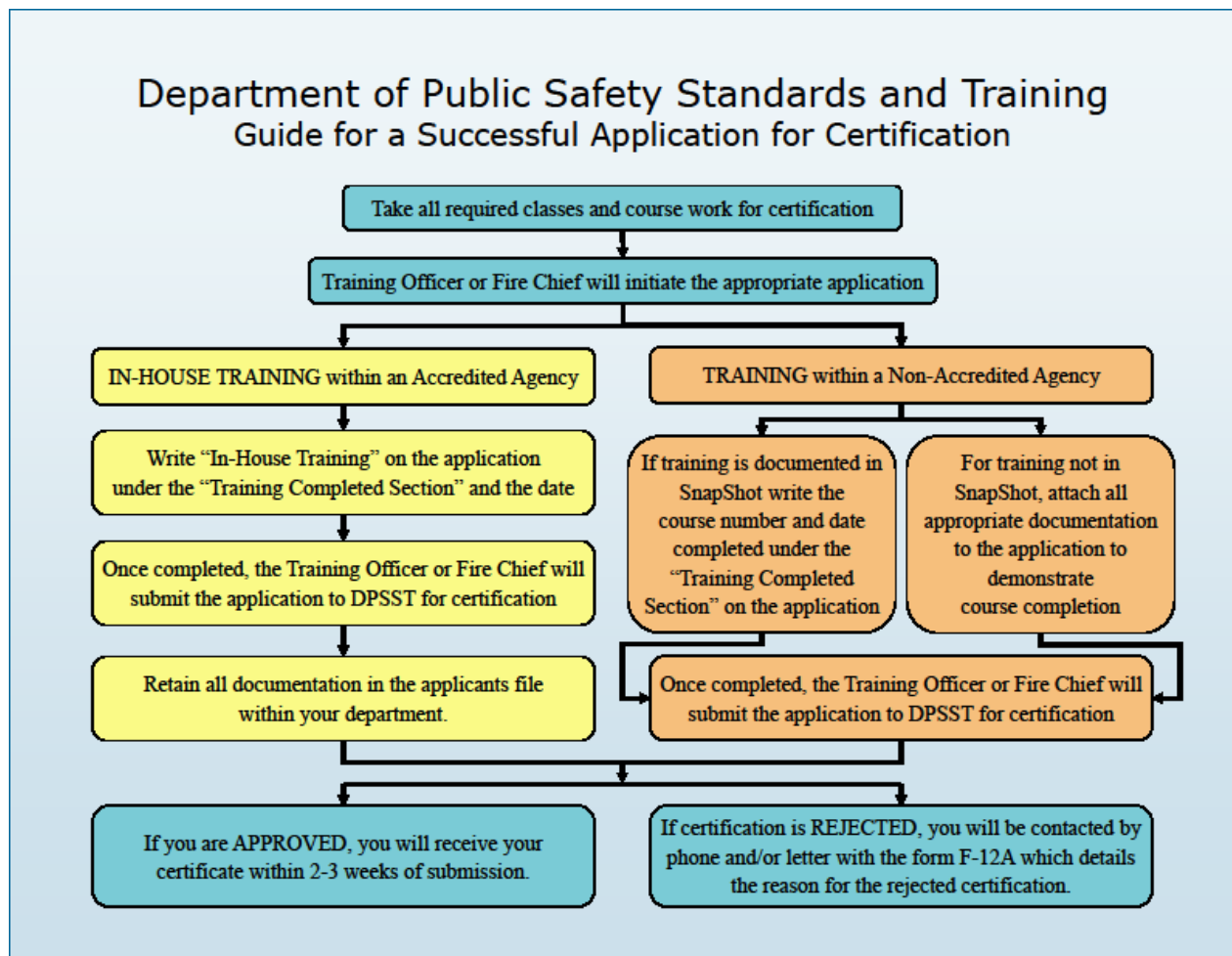


(Revised October 2011)

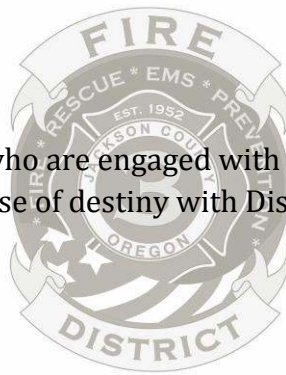


# ACCREDITED AGENCY FLOW CHART

You will notice that all certification actions are to begin with the Training Officer/Training Department—***under no circumstances can you apply for DPSST fire certifications independently; you must have the approval and full knowledge of the District's Training Department.***



~Employees who are engaged with the community,  
sharing a sense of destiny with District patrons~

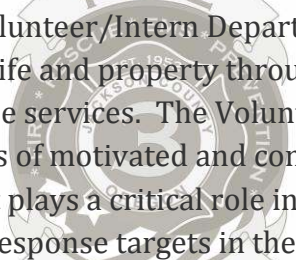




# VOLUNTEER SERVICES



*JANUARY 30, 2013*



The overarching goal of the Volunteer/Intern Department is to actively support the District's mission of protecting life and property through public education, prevention activities, and emergency response services. The Volunteer/Intern Department strives to attain this goal through the efforts of motivated and community-minded individuals. The Volunteer/Intern Department plays a critical role in achieving the District's newly established prevention and response targets in the rural communities we serve.

# SUPPORT SERVICES VOLUNTEER

## **The Role:**

The Support Services Volunteer is a non-compensated position. Support Services Volunteers are not normally assigned to a shift, but are expected to respond to District calls for service as needed. The Support Services Volunteer will render support at the level of his/her training and assignment. This position does not normally perform hazardous functions within any zones of danger at an emergency scene. Individuals fulfilling the duties and responsibilities of this position will present themselves in a courteous, professional, and responsible manner.

## **ESSENTIAL FUNCTIONS:**

- May assist Command Staff personnel as an aide with additional training in specific command function tasks.
- Provides emergency scene rehabilitation for crews operating on emergency scenes or extended training exercises.
- Provides Self-Contained Breathing Apparatus (SCBA) cylinder exchange and re-fills SCBA cylinders as needed on emergency scenes or extended training exercises.
- Provides logistical support of fireground and emergency operations when requested.

## **Training, Education, and Certification:**

### **Minimum Training and Certification:**

- Valid driver's license with an acceptable MVR and must be insurable
- At least 18 years of age on application closing date
- Graduation from high school or equivalent GED
- Pass a thorough back ground investigation
- Basic First Aid and CPR or the ability to obtain and maintain certification



# FIRE & LIFE SAFETY VOLUNTEER

## **The Role:**

The Fire and Life Safety Volunteer is a non-compensated position. Fire and Life Safety Volunteers are not normally assigned to a shift, but will be required to perform prevention, education, inspection, and other related duties of the Fire and Life Safety Department. The Fire and Life Safety Volunteer will render support at the level of his/her training and assignment. This position does not normally perform hazardous functions within any zones of danger at an emergency scene. Individuals fulfilling the duties and responsibilities of this position will present themselves in a courteous, professional, and responsible manner.

## **ESSENTIAL FUNCTIONS:**

- Provide assistance with home inspections in the rural community and other areas as assigned.
- Provide assistance with delivery of the fire prevention message to the rural community and other areas as assigned.
- Provide assistance with educational events as needed.
- Provide assistance with public relations and community events as needed.
- Provide assistance during investigations on fire scenes and other related activities.

## **Training, Education, and Certification:**

### **Minimum Training and Certification:**

- Valid driver's license with an acceptable MVR and must be insurable
- At least 18 years of age on application closing date
- Graduation from high school or equivalent GED
- Pass a thorough back ground investigation
- Basic First Aid and CPR or the ability to obtain and maintain certification

# TENDER DRIVER

## **The Role:**

The Tender Driver is a non-compensated position. The individual drives, operates, and maintains fire apparatus during emergency and routine situations, operates fire pumps, tenders, and other specialized tools and equipment, and performs station and apparatus maintenance.

The Tender Driver must be familiar with the geography and streets of the District and various water systems such as above/below ground water storage systems and rivers, lakes, ponds, and streams within the District.

## **ESSENTIAL FUNCTIONS:**

- Responds to emergency alarms including fires or other alarms requiring a mobile water supply.
- Drives and operates tender apparatus and other emergency vehicles; operates and monitors pump operations and use of specialized equipment.
- Assists in the maintenance of firefighting apparatus and equipment; checks and assures vehicles and equipment are ready for emergency response and use; reports maintenance and mechanical problems as identified.
- Attends both classroom and practical training; participates in simulated exercises and field activities.
- Performs strenuous lifting and moving activities under routine and hazardous conditions; climbs ladders and stairs; performs bending, twisting, carrying, and/or other physically demanding activities.
- Conducts station and ground maintenance activities and other special projects as assigned.
- Supports and participates in all training programs and activities including providing any specialized training that may be required.
- Completes accident reports, incident reports, training records, inspection notices, and other required forms.
- Practices safe work habits and reports any unsafe conditions to the appropriate supervisor.

## **Training, Education, and Certification:**

### **Minimum Training and Certification:**

- Valid driver's license with an acceptable MVR and must be insurable
- At least 18 years of age on application closing date
- Graduation from high school or equivalent GED
- Pass a thorough back ground investigation
- Minimum of three (3) years experience operating tender-type apparatus.
- Successfully complete JCFD3 Mobile Water Supply Operator course (min. 16 hours)

# RESCUE VOLUNTEER

## **The Role:**

The Rescue Volunteer is a non-compensated position. Rescue Volunteers are not normally assigned to a shift, but are expected to respond to District calls as needed. The Rescue Volunteer will render support at the level of his/her training and assignment. This position may normally perform hazardous functions within zones of danger at an emergency scene. Individuals fulfilling the duties and responsibilities of this position will present themselves in a courteous, professional, and responsible manner. There are currently two categories of Rescue Volunteer; the EMS Volunteer and the Technical Rescue Volunteer.

## **ESSENTIAL FUNCTIONS:**

### **General functions for EMS and Technical Rescue:**

- In an emergency event or an officially declared State of Emergency, responds as directed to ensure the restoration of essential public services, facilities, and infrastructure.
- Performs other duties of a similar nature or level.

### **EMS:**

- Responds to and properly assesses, treats, and supports transport of any ill, injured, or otherwise incapacitated person who is experiencing a medical emergency.
- Responds to and renders medical care appropriate to the standard of care associated with his/her level of medical training and certification.
- Maintains DHS and NREMT certifications as required.

### **Technical Rescue:**

- Responds to and assists with the rescue, disentanglement, extrication, medical support, and other related services to persons who may be trapped, lost, injured, or otherwise incapacitated as a result of, or in an area where personal egress is not possible.
- Responds to and assists with the rescue of persons involving swift water.
- Responds to and assists with the rescue of persons involving confined spaces.

## **Training, Education, and Certification:**

### **Minimum Training and Certification for EMS and Technical Rescue:**

- Valid driver's license with an acceptable MVR and must be insurable
- At least 18 years of age on application closing date
- Graduation from high school or equivalent GED
- Pass a thorough back ground investigation
- Basic First Aid and CPR or the ability to obtain and maintain certification

### **EMS:**

- Oregon Emergency Medical Technician or Paramedic license is required prior to becoming a Rescue Volunteer
- Must maintain relevant medical license

### **Technical Rescue (must possess two of these prior to being considered):**

- NFPA Rope Rescue Level I or II
- NFPA Water Rescue Level I or II
- NFPA Swiftwater Rescue
- NFPA Confined Space Rescue
- Short Haul training and/or certification
- Boating Handling/Operations training



# VOLUNTEER FIREFIGHTER

## **The Role:**

The Volunteer Firefighter position is a non-compensated position. The Volunteer Firefighter's role is constantly changing and evolving. Statistically speaking, a majority of all responses are medical related in nature while fighting fire accounts for a very small percentage of the calls for service. For this reason, the District prefers personnel to be licensed to a minimum of Emergency Medical Technician.

Due to the high demands placed upon Volunteer Firefighters, they must be physically fit to handle the sustained intense and physical effort required to perform various duties. Firefighters may carry upwards of 80-100 lbs. of equipment including axes, hoses, ladders, fans, chain saws, and other equipment. This work may include climbing many flights of stairs and ascending and/or descending ground ladders and fire escapes. Firefighters also work at various heights and in confined spaces to fight fires and perform rescues. When not responding to alarms, firefighters spend a significant amount of time training, inspecting local occupancies, cleaning and maintaining personal protective gear and other fire department equipment.

## **ESSENTIAL FUNCTIONS:**

- Participates in and responds to emergent and non-emergent calls for service including but not limited to fires, emergency medical assistance, rescues, hazardous material incidents, and a variety of other calls. These activities may require personnel to ascend and descend ladders and stairs, perform strenuous lifting and moving activities under routine and hazardous conditions such as bending, twisting, and/or carrying.
- Assists in the maintenance of apparatus, firefighting equipment, medical equipment, station grounds, and any other special projects as assigned.
- Participates in classroom and practical training, fire prevention inspections, fire investigation activities, public education, and assists in preparation of pre-fire plans.
- Drives and operates fire apparatus and other emergency vehicles when needed.
- Completes incident reports, training forms, and accident reports as required.
- Report deficiencies and unsafe conditions to Captains, Battalion Chiefs ( Urban And Rural), and maintenance personnel.



## **Training, Education, and Certification:**

### **Minimum Training and Certification:**

- Valid driver's license with an acceptable MVR and must be insurable
- At least 18 years of age on application closing date
- Graduation from high school or equivalent GED
- Pass a thorough back ground investigation
- NFPA Firefighter I or equivalent
- Oregon Emergency Medical Technician
- NIMS IS-100, IS-200, IS-700, IS-701, and IS-704
- Weapons of Mass Destruction – Awareness Level (AWR-160)

### **Desirable Training and Certification:**

- Associate Degree in Fire Science or Technology
- Previous structural firefighting experience (paid and/or volunteer)



# STUDENT FIREFIGHTER INTERN

## **The Role**

The Student Firefighter Intern is a unique position within the Fire District; this program is designed to provide opportunities to learn firefighting and EMS skills and to supplement career firefighters in the stations and on the apparatus. Student Firefighter Interns are assigned to a 24 hour shift with a career crew and respond to emergent and non-emergent calls for service. During this assignment, Interns develop and build interpersonal relationship skills by living and working in the same environment as the career firefighter, which gives them insight into what it really means to work as a firefighter and emergency medical technician (EMT). As a department, our goal is to select Interns who have a strong work ethic and the skills and abilities to move forward into a full time paid position as they become available. The District will provide opportunities for Interns to receive state certification in EMS, fire, and emergency skills.

## **ESSENTIAL FUNCTIONS**

- Participates in and responds to emergent and non-emergent calls for service including but not limited to fires, emergency medical assistance, rescues, hazardous material incidents, and a variety of other calls. These activities may require personnel to ascend and descend ladders and stairs, perform strenuous lifting and moving activities under routine and hazardous conditions such as bending, twisting, and/or carrying.
- Assists in the maintenance of apparatus, firefighting equipment, medical equipment, station grounds, and any other special projects as assigned.
- Participates in classroom and practical training, fire prevention inspections, fire investigation activities, public education, and assists in preparation of pre-fire plans.
- Drives and operates fire apparatus and other emergency vehicles when needed.
- Completes incident reports, training forms, and accident reports as required.
- Report deficiencies and unsafe conditions to Captains, Battalion Chiefs (Urban and Rural), and maintenance personnel.

**Minimum Requirements to test for Internship Program:**

- Valid driver's license with an acceptable MVR and must be insurable
- At least 18 years of age on application closing date
- Graduation from high school or equivalent GED
- Possess the physical strength to successfully complete the physical agility test
- Completed application packet with all required documentation (**Incomplete application packets are automatically rejected; NO exceptions**)

**Minimum Requirements for acceptance into the Internship Program:**

- Successfully complete all application and testing requirements
- Consent to a drug screen
- Consent to an extensive background investigation
- Consent to a criminal and driving check
- Participate in a psychological questionnaire
- Possess a current Healthcare Provider CPR card by the beginning of academy
- Complete a self-study wildland firefighter training package by the end of academy

**Minimum Requirements to maintain Internship Program:**

- Enroll in a minimum of 12 credits per term; maximum of 18 credits per term
- Maintain a minimum 2.5 GPA or better
- Complete all assigned District mandatory training
- Be prepared and on time for shift assignment
- Maintain communication with assigned shift Captain, Advisor, and Battalion Chief – Rural Community (follow chain of command at all times)
- Complete probationary manual and other duties and/or training as assigned
- Successful completion/graduation from an approved NFPA Firefighter I Academy

## **Characteristics of Successful and Unsuccessful Interns**

Many students believe that by participating in an internship, the experience will automatically give them a job upon completion of their experience; in life, there are no guarantees. Therefore, many experiences do not lend themselves to becoming an “automatic” candidate for this position. The list offered below helps an individual understand program standards in regards to what behaviors are successful and what behaviors are not.

<b>Successful Firefighter Intern</b>	<b>Unsuccessful Firefighter Intern</b>
Seeks and clarifies intern program information	Ignores confusion regarding program
Asks questions in respectful manner	Doesn't ask questions, makes assumptions/ mistakes
Corrects and learns from mistakes	Makes mistakes and moves on
Attends all scheduled classes	Consistently late to classes and makes excuses
Realizes there's always more to learn	Thinks he/she knows it all
Genuinely cares about helping people	Helps people only so he/she can “look good”
Willingly participates in menial tasks	Doesn't think they have to do this type of work
Displays a positive/mature attitude.	Self-Centered; cares only about self and getting ahead

# VOLUNTEER COMPANY OFFICER

## **The Role:**

The Volunteer Company Officer is a non-compensated position. A Volunteer Company Officer performs the duties of providing supervision, direction, control, and guidance of assigned volunteer company personnel. Duties include responding to emergency incidents and assuming command; scheduling, providing, and participating in training for volunteer personnel; conducting fire inspections and public education activities; preparing reports and records, and conducting performance appraisals.

## **ESSENTIAL FUNCTIONS:**

- Supervises and directs the routine and emergency scene activities of assigned volunteer personnel. Directs deployment of apparatus, equipment, and personnel at emergency scenes and directs initial strategy and tactics until the first arriving Chief Officer or career company arrives on scene. May begin or conduct fire investigations as needed.
- Functions as a first line supervisor of volunteer personnel in both routine and emergency situations. Enforces District rules, regulations and procedures, maintains discipline, transmits orders, and conducts performance appraisals of volunteer personnel in cooperation with the Battalion Chief – Rural Community.
- Coordinates, supervises, and/or directs maintenance activities, training activities, fire inspections, public education activities, administrative and operational support assignments, and other duties as assigned. May provide supervision, coordination, training, and liaison functions with career programs and personnel as needed.
- Responsible for practicing and promoting a safe working environment, reporting unsafe working conditions to the Battalion Chief – Rural Community, Shift Battalion Chief, and/or Safety Committee, completing incident reports, training forms, accident reports, inspection notices, and other required forms. May write memos and other reports as needed.
- Participates in Firefighter task-level activities under routine and hazardous conditions.

## **Training, Education, and Certification:**

### **Minimum Training and Certification:**

- Non-probationary Volunteer Firefighter
- All Volunteer Firefighter training and certification levels:
  - Valid driver's license with an acceptable MVR and must be insurable
  - At least 18 years of age on application closing date
  - Graduation from high school or equivalent GED
  - Pass a thorough back ground investigation
  - NFPA Firefighter I or equivalent
  - NIMS IS-100, IS-200, IS-700, IS-701, and IS-704
  - Weapons of Mass Destruction – Awareness Level (AWR-160)
- Oregon Emergency Medical Responder (First Responder)
- NFPA Fire Apparatus Driver/Operator (Driver)
- NFPA Fire Instructor I (within one (1) year of assignment)
- NFPA Fire Officer I **or** DPSST Fire Ground Leader **or** equivalent
- DPSST Wildland Interface Firefighter
- Remain NIMS compliant
- Three (3) years experience in fire suppression for a fire department with primary responsibility for structural fire protection and emergency medical service delivery.

## PROBATIONARY FIREFIGHTER



*JANUARY 30, 2013*

~Employees who are enthusiastic, motivated, and empowered~





## **The Hiring Process:**

The selection process for Firefighter involves a competitive Civil Service Exam. This exam is administered as needed. Once administered, the register will be valid for up to 30 months following Civil Service Rules.

### **Minimum requirements to test for Entry Level Firefighter are:**

- Minimum age of 18 years old
- Graduation from high school or equivalent GED
- NFPA Firefighter I or equivalent
- Certified as an Oregon or National Registry Emergency Medical Technician in good standing
- Valid driver's license
- Requirements established by the Civil Service Commission and included in the job description

### **Desirable Training and Certification:**

- Associate Degree in Fire Science or Technology
- NFPA Firefighter II or equivalent
- DPSST Wildland Interface Firefighter
- NWCG FFT2 and/or FFT1
- NFPA Fire Instructor I
- NFPA Fire Apparatus Driver/Operator (Driver)
- NFPA Mobile Water Supply Apparatus
- NFPA Wildland Fire Apparatus
- NFPA Rope Rescue Level I & II
- NFPA Vehicle and Machinery Rescue
- NFPA Surface Water Rescue Level I & II
- NFPA Swiftwater Rescue
- Advanced Emergency Medical Technician (AEMT)
- EMT Intermediate (Oregon specific)
- Paramedic

## **The Role:**

The purpose of the probationary period is to provide the knowledge, skills, and abilities to the Probationary Firefighter that will enable him/her to work with minimum direct supervision both in the fire station and on the emergency scene.

The Career Firefighter Recruit Academy will be based on NFPA 1001, *Standards for Fire Fighter Professional Qualifications*. Recruits will need to demonstrate proficiency in assigned tasks prior to being assigned to an emergency response engine company. After successful completion of the Recruit Academy, the Probationary Firefighter will be assigned to an engine company. During this time, the District will generally keep the Probationary Firefighter at his/her assigned station and will not be moved to accommodate daily staffing needs; trades and exchanges will be in accordance with the current collective bargaining agreement. The Training Chief will evaluate the effectiveness of the assignment during the sixth month of probation to ensure the employee is meeting the District's expectations; through this evaluation, it may be deemed necessary to assign the Probationary Firefighter to a different Captain. Throughout this probationary year, it is essential that the Probationary Firefighter seeks coaching and mentoring to enhance his/her firefighting and EMS skills.

During the last month of probation, personnel shall attend the Advanced Firefighter Academy which will provide training for Driver, Brush, Tender, and an introduction to Pumper Operation.

## **The Probationary Year:**

Below is a summary of benchmarks that need to be achieved within the probationary year; timelines may be subject to change.

### ***April – May (Month 1 and 2)***

- Recruit Academy (40 hour week)
- Recruit Firefighter Observation Report, April
- Begin NFPA Firefighter 1 and 2 task books. (Portions of the tasks will be signed off during the academy, the remainder of the tasks will be completed during probation)
- EMS Task Performance during the month of May
  - EMS tasks related to individual EMT level (this may be accomplished during weekly performance evaluations)
- Fire Task Performance, May
- Recruit Academy Written Final Test, May
- Recruit Firefighter Performance Appraisal, May
- Recruit Firefighter Academy Graduation Ceremony, May (successful Recruits only)

***June (Month 3)***

- Assigned to a station and shift (56 hour week)
- Continue with probationary task book(s) – due by the end of February
- Prepare & deliver a class to the crew: SCBA care, maintenance & use
- Complete S130 and S190 Wildland Firefighter Computer Based Training
- Complete Surface Water Rescue course (hosted by the District)
- Prepare for July Task Performance Evaluation
- Prepare for August Written Exam
- Probationary Firefighter Observation Report, due last shift in June

***July (Month 4)***

- Continue with probationary task book(s) – due by the end of February
- Task Performance Evaluation, Mid - July
  - Individual Tasks
    - Portable/Mobile Radio Use
    - Calling a Mayday
    - Interior Search
    - Pulling & Loading Crosslays
    - Hydrant Operations
- Prepare for August Written Exam
- Probationary Firefighter Observation Report, due last shift in July

***August (Month 5)***

- Prepare & deliver a class to the crew: Ground Ladders
- Prepare for October Task Performance Evaluation
- Continue with probationary task book(s) – due by the end of February
- Written Exam, Mid - August
  - IFSTA Essentials, 5<sup>th</sup> Edition – Chapters 1-7
  - Assigned Apparatus Inventory
  - JCFD3 Performance Standards
  - Jackson County Standing Orders – Administrative Rules
- Probationary Firefighter Observation Report, due last shift in August

***September (Month 6)***

- Prepare & deliver a class to the crew: Hydrant Operations
- Prepare for October Task Performance Evaluation and Written Exam
- Continue with probationary task book(s) – due by the end of February
- Probationary Firefighter Observation Report, due last shift in September

***October (Month 7)***

- Task Performance Evaluation, Mid - October
  - Individual Tasks
    - Low Angle Rope Rescue
    - Positive Pressure Attack
    - Blitzfire Monitor
    - 2 ½" Hose, Loading & Pulling
- Written Exam, Mid - October
  - IFSTA Essentials, 5<sup>th</sup> Edition – Chapters 8-13
  - JCFD3 Policies – Organization and Board Manual
  - Jackson County Standing Orders – Medications
  - Major Routes of Travel
- Probationary Firefighter Observation Report, due last shift in October

***November (Month 8)***

- Continue with probationary task book(s) – due by the end of February
- Prepare & deliver class to crew: Fighting Vehicle Fires
- Prepare for January Task Performance Evaluation and Written Exam
- Probationary Firefighter Observation Report, due last shift in November

***December (Month 9)***

- Prepare & deliver a class to the crew: Low Angle Rope Rescue techniques & set up
- Continue with probationary task book(s) – due by the end of February
- Prepare for January Task Performance Evaluation and Written exam
- Probationary Firefighter Observation Report, due by last shift in December

***January (Month 10)***

- Continue with probationary task book(s) – due by the end of February
- Task Performance Evaluation, Mid - January
  - Individual Tasks
    - Forcible Entry
    - Hotel Pack
    - Peaked Roof Vertical Ventilation
    - RIT Pack Operations
    - 24 ft. Ground Ladder Carries & Raises
- Written Exam, Mid - January
  - IFSTA Essentials 5<sup>th</sup> Edition – Chapters 14-20
  - Assigned Apparatus Inventory
  - JCFD3 Performance Standards
  - Jackson County Standing Orders – Protocols
- Probationary Firefighter Observation Report, due by last shift in January

### ***February (Month 11)***

- Prepare & deliver a class to the crew: Cardiac Arrest & Airway Management
- Complete probationary task book(s)
- Meet with the Fire Chief
  - Discuss career long goals and experiences at the District
- Probationary Firefighter Observation Report, due by last shift in February

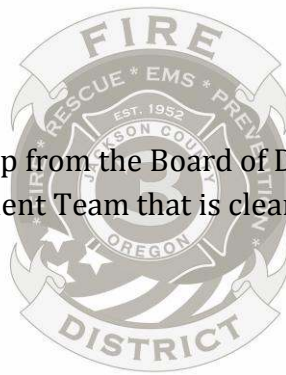
### ***March (Month 12)***

- The Training Chief will evaluate the need for an “Advanced Firefighter Academy” based on the training needs of individuals on probation. Generally, if the “Advanced Firefighter Academy” is needed, personnel will be given prior notice so they can plan for a change to their normal work schedule (the change is usually a 40 hour week). The Advanced Firefighter Academy may include courses such as;
  - NFPA Fire Apparatus Driver/Operator (Driver)
  - NFPA Mobile Water Supply Apparatus
  - NFPA Wildland Fire Apparatus
  - NFPA Apparatus Equipped with a Fire Pump (introduction only)
- Final written exam and performance appraisal, due by the end of March
  - The final written exam and performance appraisal may be completed during the Advanced Firefighter Academy, if appropriate.

The Probationary Firefighter must successfully meet all requirements listed below to continue employment with Jackson County Fire District 3:

- 70% or better on all written exams
- 80% or better on all Task Performance Evaluations
- Satisfactory or better on personnel evaluations
- Certification through DPSST in:
  - NFPA Firefighter I
  - NFPA Firefighter II
  - DPSST Wildland Interface Firefighter
  - NFPA Fire Apparatus Driver/Operator (Driver)
  - NFPA Mobile Water Supply Apparatus
  - NFPA Wildland Fire Apparatus
  - NFPA Surface Water Rescue Level I & II

~Leadership from the Board of Directors and  
the Management Team that is clear and concise~



# CAREER FIREFIGHTER



*JANUARY 30, 2013*

~An organization that is fiscally stable and prepared for the future~





Members of the District should continually develop their knowledge, skills and abilities in all areas of firefighting. Individuals should take the profession seriously, review performance standards, study and learn from NIOSH LODD reports, strive for excellence in your performance during training sessions, apply all of your learnings during the real event, and learn from your experiences. Beyond the normal in-service training the District provides for skill development, outside training opportunities are available and encouraged, specifically in regards to specialty rescue.

This development plan identifies desirable training, education, and certifications for this position. It is the District's expectation that Firefighters continue to work on their training and education plan, focusing on their current and next level.

### **The Role:**

The Firefighter's role is constantly changing and evolving. Statistically speaking, a majority of all responses are medical related in nature while fighting fire accounts for a very small percentage of the calls for service. For this reason, the District requires personnel to be licensed to a minimum of Emergency Medical Technician.

Due to the high demands placed upon Firefighters, they must be physically fit to handle the sustained intense and physical effort required to perform various duties. Firefighters may carry upwards of 80-100 lbs. of equipment including axes, hoses, ladders, fans, chain saws, and other equipment. This work may include climbing many flights of stairs and ascending and/or descending ground ladders and fire escapes. Firefighters also work at various heights and in confined spaces to fight fires and rescue civilians. When not responding to alarms, firefighters spend a significant amount of time training, inspecting local occupancies, cleaning and maintaining personal protective gear and other fire department equipment.

### **ESSENTIAL FUNCTIONS:**

- Participates in and responds to emergent and non-emergent calls for service including but not limited to fires, emergency medical assistance, rescues, hazardous material incidents, and a variety of other calls. These activities may require personnel to ascend and descend ladders and stairs, perform strenuous lifting and moving activities under routine and hazardous conditions such as bending, twisting, and/or carrying.
- Assists in the maintenance of apparatus, firefighting equipment, medical equipment, station grounds, and any other special projects as assigned.
- Participates in classroom and practical training, fire prevention inspections, fire investigation activities, public education, and assists in preparation of pre-fire plans.
- Drives and operates fire apparatus and other emergency vehicles when needed.
- Completes incident reports, training forms, and accident reports as required.
- Practices safe work habits and reports unsafe conditions to the Company Officer.

## **How to be Successful:**

While the District can identify certain course work requirements to increase knowledge and prepare for promotional opportunities, it is difficult to provide training for some of the key components or characteristics that make a Firefighter truly successful. Some of the key characteristics for this position may include:

- Multi-tasking – performs and/or coordinates multiple events simultaneously.
- Attention to detail – acknowledge the little things that may make a difference.
- Attitude – enjoy every day like it's your first; go above and beyond in all that you do.
- Communication skills – the ability to write and speak effectively.
- Listening skills – the ability to listen without bias.

## **LEADERSHIP COMPETENCIES:**

The organization has identified the following ten leadership competencies as important for success in the Firefighter position. These are further described in the Korn/Ferry International book “*FYI: For Your Improvement*”. Each competency description includes what an unskilled, skilled or overused skill looks like, identifies some causes, and provides remedies for those of us who wish to improve our skill in any of the competencies.

The following card sort was completed in October of 2012;

- *Action Oriented (1)*
- *Compassion (10)*
- *Composure (11)*
- *Customer Focus (15)*
- *Ethics and Values (22)*
- *Integrity and Trust (29)*
- *Interpersonal Savvy (31)*
- *Learning on the Fly (32)*
- *Problem Solving (51)*
- *Self-Development (54)*

The introduction section of the FYI book describes how these competencies were developed, how to use the book, and how to find what you need. This section is an important portion to review for individuals on a quest to improve their skills in the competencies that have been identified as important.

## **Mentoring:**

While there is not a formal mentoring plan for this position, the District strongly encourages Firefighters to seek knowledge from other personnel. This will help develop the Firefighter's technical skills as well as provide guidance to develop leadership skills for future use.

## **Training, Education, and Certification:**

The following list has been developed to provide guidance for current Firefighters who wish to improve knowledge, skills, and abilities and/or to pursue the next level within the organization. This training and education will require a career-long commitment to learning and certification for Firefighters to pursue.

The District does not expect personnel to achieve all of the training or certifications listed in the “desirable” section. The intent is that personnel should identify the training and/or courses that they are interested in and pursue them. The goal is to sustain personal development, contribute to the District’s priorities, and stay engaged.

### **Minimum Training and Certification:**

- All Probationary Firefighter certification levels (this phase-in for current members began during the 1<sup>st</sup> quarter of 2012 with a goal of completion by March of 2013).
  - NFPA Firefighter I and II
  - DPSST Wildland Interface Firefighter
  - NFPA Fire Apparatus Driver/Operator (Driver)
  - NFPA Mobile Water Supply Apparatus
  - NFPA Wildland Fire Apparatus
  - NFPA Surface Water Rescue Level I & II
- Oregon Emergency Medical Technician
- NIMS IS-100, IS-200, IS-700, IS-701, and IS-704
- Weapons of Mass Destruction – Awareness Level (AWR-160)
- NFPA Operations Level Responder (Haz-Mat Ops) (to be completed by Dec. 2013)

### **Desirable Training and Certification:**

- NFPA Fire Instructor I
- Associate Degree in Fire Science or Technology
- DPSST Fireground Leader Training
  - Fire Resistive Building Construction
  - Ordinary Building Construction
  - Incident Safety Officer or Firefighter Safety & Survival
  - Managing Water Supply Operations
  - Managing Company Tactical Operations (MCTO) Series
  - Incident Command System
  - Fire Investigation

### Training, Education, and Certification Continued:

- Specialty Rescue Training
  - NFPA Confined Space Rescue
  - NFPA Structural Collapse Rescue
  - NFPA Trench Rescue
  - NFPA Rope Rescue Level I & II
  - NFPA Vehicle and Machinery Rescue
  - NFPA Surface Water Rescue Level I & II
  - NFPA Swiftwater Rescue
- Wildland Training
  - S-131, Advanced Firefighter
  - S-215, Fire Operations in the Wildland Urban Interface
  - S-290, Intermediate Fire Behavior

# ENGINEER



*JANUARY 30, 2013*

~Honesty and Integrity~

*Don't be afraid of the truth. Do the right thing, even if it hurts.*



Fire District 3's training program provides extensive training opportunities for employees to develop their skills in operating engines, trucks, and specialty fire apparatus. In odd years the District focuses on Pumper Operations and in even years Aerial Operations. All employees who operate the engines and aerial are required to complete the training and Task Performance Evaluation. The Firefighter must already be certified by DPSST in NFPA Fire Apparatus Driver/Operator (Driver). Additional training can be received through Rogue Community College's Fire Science program.

### **The Role:**

The Engineer is responsible for the safe operation of all district vehicles while responding to and returning from calls for service and other various functions throughout the work day. The Engineer is often referred to as the "crew safety officer" and typically serves as the initial accountability officer on the emergency scene. The Engineer is often times the "go-to-person" for questions regarding apparatus, equipment, district geography, and various other items. During emergent and non-emergent activities, the Engineer provides support to crew members by retrieving equipment and anticipating the needs of crew members dependent on the type of incident.

Furthermore, the Engineer drives, operates and maintains fire apparatus during emergency and routine situations, operates fire pumps, aerial ladders, and other specialized tools and equipment. He/she is responsible for apparatus maintenance and may be required to perform firefighting tasks, conduct code enforcement and public education activities, and station maintenance.

Lastly, the Engineer must be familiar with the geography and streets of the District, water systems, fixed fire protection systems, and buildings within the District.

### **ESSENTIAL FUNCTIONS:**

- Drives, operates, and responds all District vehicles to emergent and non-emergent calls for service including but not limited to fires, emergency medical assistance, rescues, hazardous material incidents, and a variety of other calls.; operates and monitors pump operations and the use of specialized equipment.
- Checks and assures vehicles and equipment are ready for use and response; reports maintenance and mechanical problems as identified. May assist in the maintenance of firefighting equipment, medical equipment, station grounds, and any other special projects as assigned.
- Performs firefighter tasks that may require personnel to ascend and descend ladders and stairs, perform strenuous lifting and moving activities under routine and hazardous conditions such as bending, twisting, and/or carrying.
- Participates in classroom and practical training, fire prevention inspections, fire investigation activities, public education, and assists in preparation of pre-fire plans.
- Completes incident reports, training forms, and accident reports as required.
- Practices safe work habits and reports unsafe conditions to the Company Officer.

## **How to be Successful:**

While the District can identify certain course work requirements to increase knowledge and prepare for promotional opportunities, it is difficult to provide training for some of the key components or characteristics that make an Engineer truly successful. Some of the key characteristics for this position may include:

- Multi-tasking – performs and/or coordinates multiple events simultaneously.
- Attention to detail – acknowledge the little things that may make a difference.
- Mechanical aptitude – understand the inner-workings of the apparatus, pump, various hand and power tools, etc.
- Motivation – the excitement and desire to perform this job.
- Anticipation – expect the unexpected; anticipate the needs of the crew. Retrieve equipment and support them before being asked to do so.
- Attitude – enjoy every day like it's your first; go above and beyond in all that you do.
- Communication skills – the ability to write and speak effectively.
- Listening skills – the ability to listen without bias.

## **LEADERSHIP COMPETENCIES:**

The organization has identified the following ten leadership competencies as important for success in the Engineer position. These are further described in the Korn/Ferry International book ***“FYI: For Your Improvement”***. Each competency description includes what an unskilled, skilled or overused skill looks like, identifies some causes, and provides remedies for those of us who wish to improve our skill in any of the competencies.

The following card sort was completed in March of 2012;

- ***Composure (11)***
- ***Decision Quality (17)***
- ***Ethics and Values (22)***
- ***Functional/Technical Skills (24)***
- ***Humor (26)***
- ***Integrity and Trust (29)***
- ***Learning on the Fly (32)***
- ***Problem Solving (51)***
- ***Self-Knowledge (55)***
- ***Technical Learning (61)***

The introduction section of the FYI book describes how these competencies were developed, how to use the book, and how to find what you need. This section is an important portion to review for individuals on a quest to improve their skills in the competencies that have been identified as important.



## **Acting In Capacity (AIC) of an Engineer:**

Firefighters who are off of probation or have successfully completed all training requirements for probation with a positive recommendation from the Training Chief may pursue certification of Acting In Capacity of an Engineer. In addition to the training delivered by the District, individuals may pursue additional shift training and mentorship from members of his/her crew to prepare for the exam.

It is recognized that the initial certification of AIC Engineer is specific to engines and it will take an individual additional training to pursue operation of aerial apparatus. While this has a potential impact for responding the aerial as a second due apparatus, the benefits of getting individuals experience in the position is the District's priority.

Initial certification of AIC Engineer includes the following:

- NFPA Fire Apparatus Driver/Operator (Driver) certification
- Attendance and participation of training delivered by the District
  - Pumper workshops and in-service training program
- NFPA Apparatus Equipped with Fire Pump (Pumper) task book
- Mentoring program with a positive recommendation from the assigned Captain and Battalion Chief
- Successful completion of a written exam and task performance evaluation conducted by the Training Department

After successful completion of the written exam and task performance evaluation, the individual will be "District Certified" to operate engines only; additional training is required to operate aerial apparatus. AIC Engineers who are not "District Certified" as an aerial operator shall not be permitted to work out of class as an Engineer at a station where the aerial apparatus is housed. Final approval for AIC status is granted by the Shift Battalion Chief once all training requirements are satisfied.

Aerial Operation requires the following:

- All requirements listed above for initial certification of AIC Engineer
- NFPA Apparatus Equipped with Fire Pump (Pumper) certification
- Aerial training (may be obtained through the District's in-service training program)
- NFPA Apparatus Equipped with an Aerial Device (Aerial) task book
- Successful completion of a written exam and task performance evaluation conducted by the Training Department

After successful completion of the written exam and task performance evaluation, the individual will be "District Certified" to operate aerial apparatus.

Personnel are expected to maintain their skills between the certification cycles; those not maintaining their skills may be removed from AIC status by their Battalion Chief. Once certified, all Engineers and AIC Engineers must recertify every two years.

## **Mentoring:**

Firefighters who are interested in becoming an Engineer should initially work with an Engineer performing the routine maintenance activities. On approval of the Captain and Engineer, the Firefighter can initiate an AIC Engineer task book and begin the formal mentor program. During this mentorship program, the individual shall complete and become “District Certified” to operate engines and aerial apparatus. It is preferred that individuals pursue certification through DPSST as a NFPA Apparatus Equipped with Fire Pump (Pumper) and NFPA Apparatus Equipped with an Aerial Device (Aerial).

The Firefighter can initially drive the engine in non-emergent modes to become more familiar with the apparatus. After the Firefighter has completed the in-service training program and the NFPA Apparatus Equipped with Fire Pump (Pumper) task book, the Captain and Engineer can request approval from the Battalion Chief to allow the Firefighter to operate the engine for emergency response while a qualified Engineer is available for supervision.

## **Annual/Periodic Training**

The District offers Engine and Aerial training annually: Engine in odd years and Aerial in even years. It is essential that personnel take advantage of these opportunities to remain on the District’s Certified Acting List. The recertification training and exam will focus on an individual’s skills and abilities to operate the equipment proficiently. The District’s in-service training program provides for the recertification process.

## **Training, Education, and Certification:**

The following list has been developed to provide guidance for aspiring and current Engineers. This training and education will require a career long commitment to learning and certification for Engineers to pursue.

The District does not expect personnel to achieve all of the training or certifications listed in the “desirable” section. The intent is that personnel should identify the training and/or courses that they are interested in and pursue them. The goal is to sustain personal development, contribute to the District’s priorities, and stay engaged.

### **Minimum Training and Certification:**

- All Career Firefighter training and certification requirements
- Fire District 3 AIC Engineer Certification
  - NFPA Apparatus Equipped with a Fire Pump (Pumper) certification
  - NFPA Apparatus Equipped with an Aerial Device (Aerial) task book
- Oregon Emergency Medical Technician
- NIMS compliant

### **Desirable Training and Certification:**

- Associate Degree in Fire Science or Technology
- NFPA Apparatus Equipped with an Aerial Device (Aerial) certification
- Pumper and/or Aerial Operator workshops
- Water Supply Operations workshop
- NFPA Fire Instructor I
- S-215 Fire Operations in the Wildland Urban Interface

## **Self-Study**

The following list identifies some of the material to enhance your development and will require both existing and aspiring Engineers to engage in self-development. This core list will not change often, but will be dynamic to allow us to incorporate new sources of information. These materials will be the main sources used for written exams during promotional and probationary testing.

- Core Study Material (all materials are current edition)
  - IFSTA Pumping Apparatus Driver/Operator Handbook
  - IFSTA Aerial Apparatus Driver/Operator Handbook
  - Fire Engineering Truck Company Operations
  - IFSTA Essentials of Firefighting
  - Fire District 3 Organization and Board Manual policies
  - Fire District 3 Performance Standards (applicable to the Engineer position)
  - IFSTA Foam, Fire Streams, Hose, and Water Supplies
  - NFPA 1901, *Standard for Automotive Fire Apparatus*
  - JCFD 3 Apparatus and Pump Manuals

## **Promotional / Hiring Process:**

The promotional process for Engineer is generally administered every two years (odd years) or as needed. This process will be open to outside candidates if the District cannot produce a valid register. Individuals who meet the minimum requirements but do not meet the minimum experience requirement (2 years) may be permitted to participate in the promotional process; however, the individual shall not be promoted to Engineer until the experience requirement has been satisfied. The process generally consists of a written exam followed by a practical skill assessment. The practical evaluation typically consists of skill evaluations based on the Essential Functions of the job description, District Performance Standards, published materials, and an oral interview. Successful candidates will be placed on a promotional register that is valid for 24-30 months following Civil Service Rules.

## **Minimum Requirements:**

- Fire District 3 Certified Acting In Capacity of Engineer
- Two (2) years as a full-time paid Firefighter in fire suppression for a fire department with primary responsibility for structural fire protection and emergency medical service delivery with one (1) year of service with Jackson County Fire District 3

## **Desirable requirements:**

- Associate Degree in Fire Science or Technology
- Oregon EMT-Intermediate, Advanced EMT (AEMT), or Paramedic

## **Probationary Requirements:**

To ensure success in the position, the probationary Engineer will be evaluated utilizing the “Probationary Employee Observation Report” and skill evaluations. Generally, the assigned Captain, Battalion Chief, and Training Chief will conduct these evaluations.

### **1<sup>st</sup> Quarter (3<sup>rd</sup> month)**

This evaluation will consist of a discussion between the probationary Engineer, Captain, Battalion Chief and Training Chief. If deemed necessary by the Captain and/or Battalion Chief, a skill evaluation may be conducted as part of this evaluation. The purpose of this evaluation is to discuss progress, strengths, weaknesses, and assure he/she is prepared for the second quarter skill evaluation.

### **2<sup>nd</sup> Quarter (6<sup>th</sup> month)**

This evaluation will consist of a written exam and skill assessment pertinent to the Engineer position and based on the Essential Functions outlined in the job description. This evaluation will be administered by the Battalion Chief and Training Chief.

### **3<sup>rd</sup> Quarter (9<sup>th</sup> month)**

This evaluation will consist of a discussion between the probationary Engineer, Captain, Battalion Chief and Training Chief. If deemed necessary by the Captain and/or Battalion Chief, a skill evaluation may be conducted as part of this evaluation. The purpose of this evaluation is to discuss progress, strengths, weaknesses, and assure he/she is prepared for the fourth quarter skill evaluation.

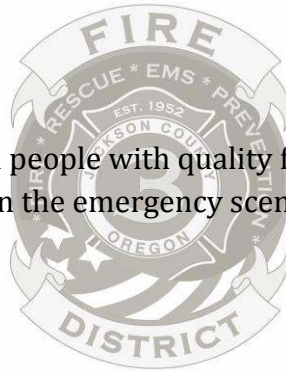
### **4<sup>th</sup> Quarter (11<sup>th</sup> month)**

During the 4<sup>th</sup> quarter, the probationary Engineer shall meet with the Fire Chief.

During the eleventh (11<sup>th</sup>) month of probation, a final written exam and skill evaluation will be administered by the Battalion Chief and Training Chief. This evaluation will be based on the Essential Functions outlined in the job description. Successful completion of this evaluation will lead to the recommendation of the probationary Engineer to non-probationary status.

A Fire District 3 Firefighter who is promoted to Engineer but fails probation due to specific performance issues centered on the role of Engineer will be demoted to a Firefighter position.

~Exceptional people with quality fire equipment  
who are arriving on the emergency scene at the right time~



## CAPTAIN



***JANUARY 30, 2013***





Personnel who are interested in the position of Captain have several opportunities to prepare for the position and the promotional process itself. Existing Captains should work through the training opportunities to stay current in their field. Once complete, Captains should continue to develop their knowledge, skills, and abilities through participation in the in-service training program and outside training opportunities.

Captains and those aspiring for the position should experience a variety of project and program assignments. This involvement will provide opportunities for leadership, budgeting, purchasing, and project/program management. This involvement will provide insight into the District's Organizational Vision as well as meet Strategic Goals.

### **The Role:**

A Captain provides supervision, direction, control, and guidance of assigned company personnel. Captains are the first level of supervision within the fire department and makes recommendations concerning improvements in fire protection and EMS services. Captains oversee and supervise the daily activities of their company and station and are responsible for the supervision of firefighting personnel, emergency medical activities, and effective extinguishment of fires until relieved by a higher ranking officer. The Captain must maintain a thorough knowledge of the principles, practices and procedures of the fire service including fire suppression, fire prevention, public education, emergency medical care, special rescue, personnel management, and supervisory techniques.

### **ESSENTIAL FUNCTIONS:**

- Supervises and directs both routine and emergency incidents. Coordinates and directs the activities of assigned company personnel and volunteer firefighters, deployment of apparatus, equipment, develops and implements strategy and tactics, and may conduct fire investigations.
- Functions as the first line supervisor for assigned personnel. Enforces District rules, regulations, and procedures. Conducts performance appraisals, and is responsible for discipline up to and including written reprimand; may recommend suspension and/or termination.
- Coordinates, supervises and/or directs maintenance activities, training activities, fire inspections, public education activities, administrative and operational support assignments, and other duties that may be assigned.
- Is responsible for practicing and promoting a safe working environment, reporting unsafe working conditions to the Battalion Chief and/or Safety Committee, completing incident reports, training forms, accident reports, inspection notices, and other required forms. May write memos and other reports as needed.
- Participates in Firefighter task-level activities under routine and hazardous conditions.

## **How to be Successful:**

While the District can identify certain course work requirements to be met for promotional opportunities, it is difficult to provide training for some of the key components or characteristics that make a Captain truly successful. Some of the key characteristics for this position may include:

- Multi-tasking – performs and/or coordinates multiple events simultaneously.
- Effective communication skills – the ability to write and speak effectively.
- Leading by example – setting a good example for others to follow.
- Interpersonal skill – putting others first to get the results you need without damaging other parties; this will leave them wanting to work with you again.
- Critical thinking skills – “reflective” thinking focused on deciding what to do or believe.
- Customer service – interacts and fulfills the customer’s request or need; this pertains to both internal and external customers.
- Effective problem solving skills – use logic and methods to solve difficult problems with effective solutions.

## **LEADERSHIP COMPETENCIES:**

The organization has identified the following ten leadership competencies as important for success in the Captain position. These are further described in the Korn/Ferry International book “*FYI: For Your Improvement*”. Each competency description includes what an unskilled, skilled or overused skill looks like, identifies some causes, and provides remedies for those of us who wish to improve our skill in any of the competencies.

The following card sort was completed in January of 2012;

- ***Approachability (3)***
- ***Command Skills (9)***
- ***Composure (11)***
- ***Customer Focus (15)***
- ***Timely Decision Making (16)***
- ***Directing Others (20)***
- ***Ethics and Values (22)***
- ***Integrity and Trust (29)***
- ***Problem Solving (51)***
- ***Building Effective Teams (60)***

The introduction section of the FYI book describes how these competencies were developed, how to use the book, and how to find what you need. This section is an important portion to review for individuals on a quest to improve their skills in the competencies that have been identified as important.

## **Acting In Capacity (AIC) of a Captain:**

The individual who is interested in Acting In Capacity of a Captain must complete several tasks prior to “moving up” to Captain. The non-probationary employee must submit a request to the assigned Captain and Battalion Chief and complete the following:

- A “self-assessment”; must be reviewed with the Captain and Battalion Chief.
- Captain Orientation Checklist:
  - The employee must submit a request to the Captain and Battalion Chief to be considered for participation in the mentor program. At the Captain and Battalion Chief’s discretion, the requestor will be scheduled to begin the “Captain Orientation Checklist”. This checklist provides the requestor with the basic skills necessary to perform the role.
- Incident Management tasks:
  - These tasks are designed to provide both coaching and evaluation of proficiency in the Incident Commander role. These scenarios will be performed at a single company level, focusing on the arrival report, size up, and initial assignment(s) to the crew. He/she can meet the intent of these tasks by performing them on a “real-life” incident with proper supervision and evaluation, training events, or an event coordinated by the Training Chief.
    - Residential fire incident
    - Commercial fire incident
    - Multiple Patient or MCI
    - Wildland fire incident
- Complete the NFPA/DPSST Fire Officer 1 task book through the mentoring program.
- Positive recommendation from his/her assigned Captain to the Battalion Chief.
- Successful completion of the Captain Certification process.

Completion of a task book does not guarantee an individual will be certified as an AIC Captain; after successful completion of the Certification process, final approval for AIC status is granted by the Battalion Chief, Training Chief, and Operations Chief.

The Battalion Chief has the authority to suspend AIC privileges; the final decision for suspension and/or removal a member from the Acting In Capacity role will be made by the Operations Chief.

Once certified, all Captains and AIC Captains must recertify every two years. The District’s in-service training program provides for the recertification process.

## **Mentoring:**

The mentoring program provides training and experience for personnel who are interested in the position of Captain. This program allows individuals to perform the role of an AIC Captain under the direct supervision of a Captain. Personnel interested in this program must first secure approval from their Captain and Battalion Chief.

Captain responsibilities if assigned an AIC Captain trainee:

- The Captain reviews the NFPA/DPSST Fire Officer 1 task book
  - Create opportunities to observe the individual in each of the areas
  - Initial and date each section that is covered during the assignment
- The Captain allows the individual to perform all the duties of the job, only stepping in when necessary
- At the end of the designated period the Captain completes an observation report and reviews it with the AIC Captain trainee

An employee should have several mentors to ensure they receive a well-rounded experience. It is the individual's responsibility to take the initiative to create a plan to meet the recommendations identified by the Captain and Battalion Chief.

## **Captain Workshops**

The Fire District will support or sponsor periodic Captain workshops on topical issues related to performing the role of Captain. Subjects may include but are not limited to strategy and tactics, reading buildings, followership, crew resource management, decision making, and adaptive change.

## **Training, Education, and Certification:**

The following list has been developed to provide guidance for aspiring and current Captains. This training and education will require a life-long commitment to learning and certification for personnel to pursue.

The District does not expect personnel to achieve all of the training or certifications listed in the “desirable” section. The intent is that personnel should identify the training and/or courses that are of interest and pursue them. The goal is to sustain personal development, contribute to the District’s priorities, and stay engaged.

### **In-Service Training**

Officer level training will be delivered several times each year through the in-service training program. Topics may include supervision, leadership, incident management, fire prevention, investigation, providing quality company-level training, and general administrative skills. All employees are invited to attend these training opportunities.

### **Minimum Training and Certification:**

- All Career Firefighter training and certification levels
- Oregon Emergency Medical Technician
- Fire District 3 Certified Acting In Capacity of Engineer
- Fire District 3 Certified Acting In Capacity of Captain
- NIMS compliant
- NFPA Fire Officer I

### **Desirable Training and Certification:**

- Associate Degree in Fire Science or Technology
- DPSST/NWCG Wildland Interface Engine Boss
- DPSST/NWCG Interface Strike Team Leader Engine
- I-300, Intermediate Incident Command System
- Hazardous Materials Incident Commander
- Oregon EMT-Intermediate, Advanced EMT (AEMT), or Paramedic
- S-215, Fire Operations in the Wildland/Urban Interface
- S-290, Intermediate Wildland Fire Behavior
- S-231, Engine Boss
- S-330, Strike Team/Task Force Leader
- S-336, Fire Suppression Tactics
- S-300, Extended Attack Incident Command
- S-390, Introduction to Wildland Fire Behavior Calculation
- S-339, Division/Group Supervisor

## **Outside Training Opportunities:**

The following courses are available through Rogue Community College, Rogue Interagency Training Association, and the National Fire Academy (NFA). Some similar classes can be secured through independent study, at conferences, or even coursework at other college institutions. Contact the Training Department for a review of your educational status.

- NFPA Fire Officer 1 Education (Oregon specific):
  - Advanced Writing (WR 121)
  - Technical Writing (WR 227)
  - Speech (SP 101 or SP 111)
  - Math (MTH 95 or Greater)
  - Physical Science (CHEM 101 or Physics 201)
  - Human Resource Management
  - Community and Government Relations
  - Administration
  - Inspection and Investigation
  - Emergency Service Delivery
  - Health and Safety
- NFPA Fire Officer 1 Academy (Maryland Fire and Rescue Institute curriculum)
- EMS Conferences that provide the bigger picture of EMS
- NIMS IS-200, IS-800, and IS-703
- NFA, Command and Control of Fire Department Operations at Target Hazards
- NFA, Command and Control of Incident Operations
- NFA, Fire Cause Determination for Company Officers
- NFA, Wildland Urban Interface Firefighting for the Structural Company Officer
- Miscellaneous leadership and Incident Management workshops and/or seminars.

## Self-Study

The following list identifies some of the material to enhance your officer development; this will require both existing officers and aspiring officers to engage in their self-development. This core list will not change often, but will be dynamic to allow us to incorporate new sources of information.

- Core Study Material (i.e. the first thing an aspiring officer should study)
  - IFSTA Company Officer, 4<sup>th</sup> Edition
  - Delmar Fire Department Incident Safety Officer, 2<sup>nd</sup> edition (Dodson)
  - IFSTA Essentials of Firefighting, 5<sup>th</sup> Edition
  - Fire District 3 Organization and Board Manual policies
  - Fire District 3 Performance Manual
- Additional Material
  - Fire Periodicals – Stay current...
  - Strategic and Tactical Considerations on the Fireground, Smith, 2002
  - Incident Management for the street smart Fire Officer, Coleman
  - Building Construction, Brannigan
  - Managing Major Fires, Coleman
  - Structure Protection in the I-Zone, Bradford
  - Truck Company Operations, Mittendorf
  - Fireground Tactics, Fried
  - Fire Officer's Handbook of Tactics, Norman
  - Fire Service Instructor, IFSTA
  - Leadership – theory and practice, Northouse
  - 21 Irrefutable Laws of Leadership, Maxwell
  - Irresistible pull of Irrational Behavior, Brafman
  - Normalization of Deviance, Vaughan
  - Command Safety, Brunacini
  - Blue Card, Brunacini
- Web Sites
  - RITA (local training): <http://www.orrta.com/>
  - WFCA Daily Dispatch: <http://dailydispatch.com/subscribe.asp>
  - NIOSH: <http://www.bfrl.nist.gov/>
  - NIST – Fire Research: <http://www.bfrl.nist.gov/866/frd.htm>
  - Everyone Goes Home: <http://www.everyonegoeshome.com/>
  - Firefighter Close Calls: <http://www.firefighterclosecalls.com/>
  - Firefighter Near Miss: <http://firefighternearmiss.com/home.do>
  - Lexipol (Gordon Graham): <http://www.lexipol.com/>
  - USFA Coffee Break Training: <http://www.usfa.fema.gov/>
  - FEMA Independent Study: <http://training.fema.gov/IS/crslist.asp>

### **Promotional / Hiring Process:**

The promotional process for Captain is generally administered every two years (even years) or as needed. This process will be open to outside candidates if the District cannot produce a valid register. The process consists of a written exam followed by a practical assessment; the practical evaluation consists of skill evaluations based on the Essential Functions of the job description and an oral interview. Successful candidates will be placed on a promotional register that is valid for 24-30 months following Civil Service Rules.

### **Minimum requirements:**

- Rank of Firefighter or Engineer
- Fire District 3 Certified Acting In Capacity of Engineer
- Fire District 3 Certified Acting In Capacity of Captain
- NFPA Fire Officer I
- Three (3) years full-time paid experience in fire suppression for a fire department with primary responsibility for structural fire protection and emergency medical service delivery with two (2) years of service with Jackson County Fire District 3.

### **Desirable requirements:**

- Associate Degree in Fire Science or Technology
- DPSST/NWCG Wildland Interface Engine Boss
- DPSST/NWCG Wildland Interface Strike Team Leader Engine
- I-300, Intermediate Incident Command System



## **Probationary Requirements:**

To ensure success in the position, the probationary Captain will be evaluated quarterly utilizing the “Probationary Employee Observation Report” and/or a skill evaluation. Generally, the assigned Battalion Chief and Training Chief will conduct these evaluations.

### **1<sup>st</sup> Quarter (3<sup>rd</sup> month)**

This evaluation will consist of a discussion between the probationary Captain, Battalion Chief, and Training Chief. If deemed necessary by the Battalion Chief, a skill evaluation may be conducted as part of this evaluation. The purpose of this evaluation is to discuss progress, strengths, weaknesses, and assure they are meeting the Essential Functions of the job description.

### **2<sup>nd</sup> Quarter (6<sup>th</sup> month)**

This evaluation will consist of a discussion between the probationary Captain, Battalion Chief, and Training Chief. If deemed necessary by the Battalion Chief, a skill evaluation may be conducted as part of this evaluation. The purpose of this evaluation is to discuss progress, strengths, weaknesses, and assure they are meeting the Essential Functions of the job description.

### **3<sup>rd</sup> Quarter (9<sup>th</sup> month)**

This evaluation will consist of a discussion between the probationary Captain, Battalion Chief, and Training Chief. If deemed necessary by the Battalion Chief, a skill evaluation may be conducted as part of this evaluation. The purpose of this evaluation is to discuss progress, strengths, weaknesses, and assure they are meeting the Essential Functions of the job description.

### **4<sup>th</sup> Quarter (11<sup>th</sup> month)**

During the 4<sup>th</sup> quarter, the probationary Captain shall meet with the Fire Chief.

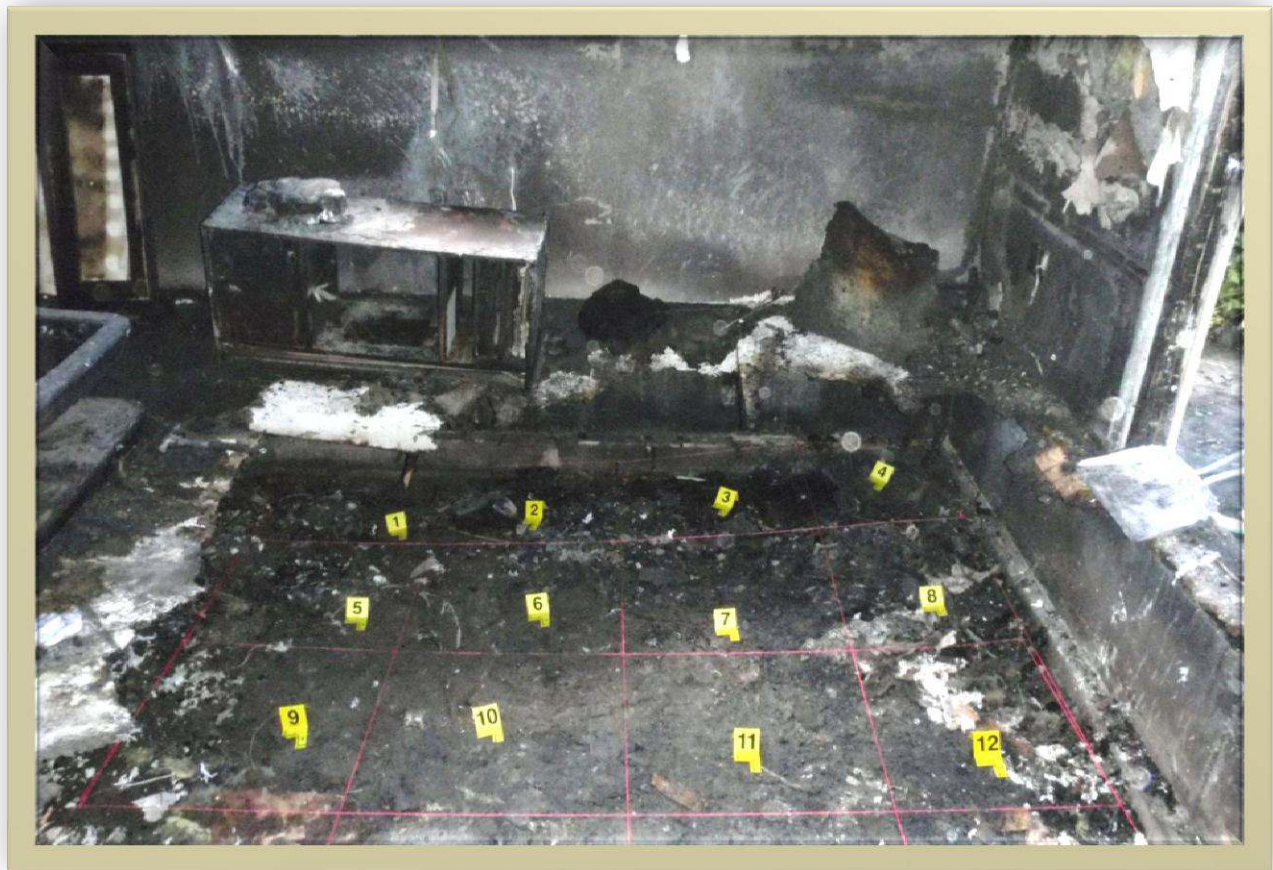
During the eleventh (11<sup>th</sup>) month of probation, a final evaluation will be administered by the Battalion Chief and Training Chief. This evaluation may be knowledge and/or skill based but in either case will focus on the Essential Functions of the job description. Successful completion of this evaluation will lead to the recommendation of the probationary Captain to non-probationary status.

A Fire District 3 member who is promoted to Captain but fails probation due to specific performance issues centered on the role of Captain will be demoted to his/her last held position.

~Promote community involvement and satisfaction~



## DEPUTY FIRE MARSHAL



*JANUARY 30, 2013*

~Prevention activities that are reducing risks from fire, rescue, and medical events~



Personnel who are interested in the position of Deputy Fire Marshal (DFM) have several opportunities to prepare for the position and the promotional process. Existing DFM's should work through the training opportunities to stay current in their field. Once complete, DFM's should continue to develop their knowledge, skills, and abilities through participation, application of skills, and the pursuit of outside training opportunities.

DFM's and those aspiring for the position should experience a variety of project and program assignments. This involvement will provide opportunities for developing the knowledge, skills and abilities to perform as DFM's. This involvement will provide insight into the District's Organizational Vision as well as meet Strategic Goals.

### **The Role:**

The Deputy Fire Marshal conducts fire and life safety code enforcement inspections, fire investigations, construction plan review; develops and conducts fire safety and EMS public education programs; participates in juvenile firesetter intervention programs, instructs District employees in various inspection and investigation techniques; works with other agencies on community development and fire prevention issues, and other duties as assigned. The Deputy Fire Marshal may on occasion perform firefighting and/or other emergency scene activities.

The work requires consistent and effective communication with the public, business owners, and other agencies to achieve adequate fire and life safety practices in new and existing buildings, to determine the origin and cause of fires, and to promote fire safety education. All work is performed under District and Department guidelines and policies.

### **ESSENTIAL FUNCTIONS:**

- Conducts on-site fire inspections of buildings on a routine basis; writes inspection notices and conducts re-inspection and special inspections.
- Conducts plans review of new construction; meets with agency representatives, owners, and developers; establishes and evaluates plans for compliance with various fire and life safety standards.
- Conducts on-site inspection of buildings under constructions; conducts and/or observes tests of various fire protection systems.
- Conducts investigation and analysis of fire and explosion incidents and renders opinions as to origin, cause, responsibility or prevention of such incidents and the damage and injuries that may arise from such incidents. Testifies in court as an expert witness.
- Develops, implements, and participates in public relations and education programs; conducts presentations for various public groups.
- Conducts research; maintains records and prepares statistical reports.
- Attends meetings, seminars, and conferences that may require out-of-town travel.

### ESSENTIAL FUNCTIONS CONTINUED:

- Writes news releases; communicates with the news media on a routine and/or emergency basis; may serve as District Information Officer.
- Develops and delivers fire and life safety training programs to other employees and/or agencies.
- Performs strenuous lifting and moving activities under routine and hazardous conditions; climbs ladders and stairs; performs bending, twisting, carrying and/or other physically demanding activities.
- Supports and participates in various Volunteer activities and provides related training as may be required.
- Participates in structural and wildland firefighting as required.

### How to be Successful:

While the District can identify certain course work requirements to be met for promotional opportunities, it is difficult to provide training for some of the key components or characteristics that make a DFM truly successful. Some of the key characteristics for this position may include the ability to:

- Multi-tasking – performs and/or coordinates multiple activities simultaneously
- Communication skills – the ability to write and speak effectively
- Listening skills – the ability to listen without judging
- Lead by example – setting a good example for others to follow
- Interpersonal skill – putting others first to get the results you need without damaging other parties; this will leave them wanting to work with you again



## **LEADERSHIP COMPETENCIES:**

The organization has identified the following ten leadership competencies as important for success in the DFM position. These are further described in the Korn/Ferry International book “*FYI: For Your Improvement*”. Each competency description includes what an unskilled, skilled or overused skill looks like, identifies some causes, and provides remedies for those of us who wish to improve our skill in any of the competencies.

The following card sort was completed in May of 2012;

- ***Composure (11)***
- ***Customer Focus (15)***
- ***Ethics and Values (22)***
- ***Functional/Technical Skills (24)***
- ***Integrity and Trust (29)***
- ***Interpersonal Savvy (31)***
- ***Listening (33)***
- ***Problem Solving (51)***
- ***Time Management (62)***
- ***Written Communications (67)***

The introduction section of the FYI book describes how these competencies were developed, how to use the book, and how to find what you need. This section is an important portion to review for individuals on a quest to improve their skills in the competencies that have been identified as important.

## **Mentoring:**

The mentoring program provides training and experience for personnel who are interested in the position of DFM. This program allows individuals to perform a part of or the entire role of a DFM under the direct supervision of a current DFM and/or the Fire Marshal (FM). Personnel interested in this program must first secure approval from his/her supervisor and the FM.

Fire Marshal’s responsibilities to the assigned firefighter:

- The FM reviews DPSST’s NFPA Fire Inspector II and/or Fire Investigator task book.
  - Create opportunities to observe the individual in each of the areas.
  - Initial and date each section that is covered during the assignment.
- The FM allows the individual to perform all the duties of the job, only stepping in when necessary. At the conclusion of this period, the FM completes an observation report and reviews it with the individual.

An employee should have more than one mentor to ensure they receive a well-rounded experience (e.g. deputy fire marshal). It is the individual’s responsibility to take the initiative to create a plan to meet the recommendations identified by the FM.

## **Special Assignment as a Fire Investigator and/or Fire Inspector:**

An individual who is interested in exploring the DFM position must complete several tasks prior to performing fire investigations or inspections at the DFM level. The non-probationary employee must submit a request to the Fire Marshal (FM) and complete the following:

- A “self-assessment”; must be reviewed with the FM.
- Fire Investigator or Fire Inspector Orientation Checklist:
  - The employee must submit a request to the FM to be considered for participation in the mentor program. At the FM discretion, the requestor will be scheduled to begin the “Fire Investigator/Fire Inspector Orientation Checklist”. This checklist identifies the basic skills necessary to perform one or both of these roles.
    - 1. Fire Investigator    2. Fire Inspector
- Complete DPSST’s NFPA Fire Investigator and/or Fire Inspector I task book through the mentoring program.
- Attend required courses (both on-line and schools.)
- Completion of the Fire Investigator and/or Fire & Life Safety Specialist I certification processes.

Completion of a task book does not guarantee an employee will be certified as a Fire Investigator and/or Fire Inspector; final approval for Fire Investigator and/or Fire Inspector status is granted by the Fire Marshal after successful completion of the certification process. Employees are expected to maintain their skills between certification cycles; those not maintaining their skills may be removed from Fire Investigator and/or Fire Inspector status by the FM. Once certified, all Fire Investigators and Fire Inspectors maintain their certifications by completing the required continuing education and activity. This can include periodic in service and/or outside training.



## **Training, Education, and Certification:**

The following list has been developed to provide guidance for aspiring and current DFM's. This training and education will require a career long commitment to learning and certification for personnel to pursue.

The District does not expect personnel to achieve all of the training or certifications listed in the “desirable” section below. The intent is that personnel should identify the training and/or courses that are of interest and pursue them. The goal is to sustain personal development, contribute to the District's priorities, and stay engaged.

### **In Service Training**

DFM level training will be delivered several times each year through the in service training program generally conducted as part of weekly and monthly meetings. Topics may include public education, public safety, Fire Prevention and Investigation, and general administrative skills.

### **Minimum Training and Certification:**

- Three (3) years full-time work experience with a municipal or rural fire department. Additional specialized course work may be substituted for up to one (1) year of the required work experience
- 30 credit hours of college level educational programs with specific course work related to fire and life safety activities or a satisfactory combination of experience and education that demonstrates the required knowledge, skills, and ability to perform the above described duties
- Fire Inspector I (International Code Council-ICC) Certification
- Fire Plans Examiner (ICC) certification. Must be obtained within six (6) months of employment
- Oregon Fire & Life Safety Competency Level 3; FLS Specialist II certification within eleven (11) months of employment
- Oregon Inspector Certification (OIC) within eleven (11) months of employment
- Fire Investigation Certification (i.e. OR-DPSST-NFPA or; CFI or; other recognized and NFPA 1033 compliant certification)

### **Desirable Training and Certification:**

- Fire Inspector II (ICC) Certification
- Associate degree or higher in Fire Science or related field
- Oregon Fire Code Amendments training
- Oregon Fire & Life Safety Competency Level 2: Fire & Life Safety Specialist I

## Minimum Requirements for Fire and Life Safety Inspectors (Oregon)

### Measuring Competency

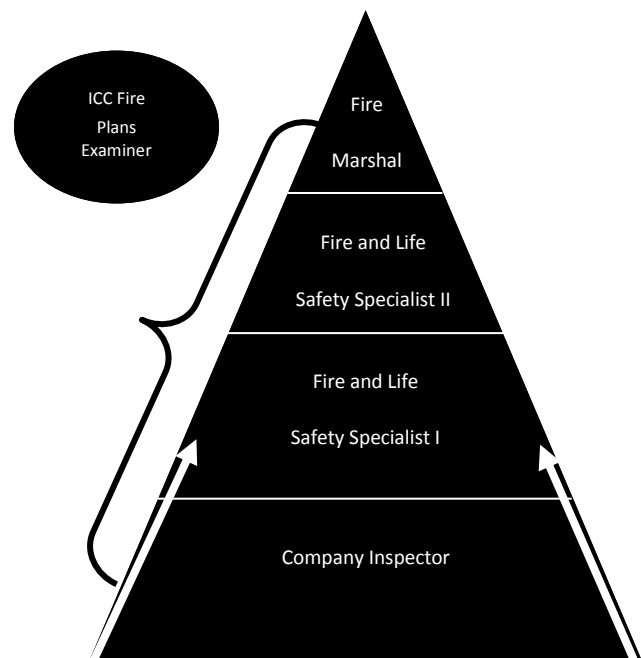
The competency recognition and education program focuses on fire and life safety training, technical certifications, and experience to ensure competent fire code enforcement in Oregon.

- The educational trainings are designed to ensure that all fire officials responsible for enforcing the fire code have the same core level of understandings and knowledge.
- The technical certifications include International Code Council (ICC) certifications. State certification through the Department of Public Safety Standards and Training's (DPSST) Fire Inspector Task Books, which are based on the National Fire Protection Association's (NFPA) 1031 Standards for Fire Inspectors and Oregon specific trainings (through OSFM).
- Experience is the final element in professional development. While education provides the knowledge, experience provides the skills necessary to do the work. Experience in the recognition program is represented through the completion of the DPSST's NFPA Fire Inspector Books and on the job training.

### Recognition Levels

The Fire and Life Safety Competency Recognition levels are designed to build upon each other. Each level of recognition is provided below with a high-level description of the scope of practice associated with the recognition level. The Fire and Life Safety Competency Recognition program currently has four levels of recognition: Additionally, fire officials who have obtained recognition level two, three, or four and have ICC Fire Plans Examiner certification will receive an ICC Fire Plan Review endorsement on his/her competency recognition certificate.

State of Oregon minimum requirements for fire investigators in exempt jurisdictions are certified by DPSST, International Association of Arson Investigators, National Association of Fire Investigators or other recognized state or federal certification agencies meeting the requirements of NFPA 1033.



## **COMPETENCY RECOGNITION REQUIREMENTS**

### **Company Inspector: (level I)**

- Successfully complete the OSFM's Company Inspection training program.
- Receive a test score of 70 percent on each module or greater to obtain competency recognition.
- Upon completion of the course students will be awarded a Company Inspector Competency recognition certificate. No further certification is required.

### **Fire and Life Safety Specialist I, Specialist II, and Fire Marshal (level 2-4)**

The Fire and Life Safety Competency Recognition requirements for Level 2: Fire and Life Safety Specialist I, Level 3: Fire and Life Safety Specialist II, and Level 4: Fire Marshal is comprised of training and certification requirements related to scope of practice. Level 2-4 are required to take all core and certification requirements listed below:

#### **Oregon Core Curriculum Requirements for Level 2-4**

- Fire and Life Safety Awareness I (online or classroom)
- Fire and Life Safety Awareness II<sup>1</sup> (online or classroom)
- Oregon Basic Building Code<sup>2</sup> (online)
- Oregon Basic Mechanical Code<sup>3</sup> (online)
- Current Oregon Fire Code Amendment (online or classroom, renewal required within one year following every current code cycle change)

#### **National and International Certification Requirements:**

##### **Level 2: Fire and Life Safety Specialist I**

- DPSST's NFPA Fire Inspector 1 task book (renewal every 2 years per DPSST)
- ICC Fire Inspector I or II certification (renewal every 3 years)

##### **Level 3: Fire and Life Safety Specialist II**

- DPSST's NFPA Fire Inspector 2 task book (renewal every 2 years per DPSST)
- ICC Fire Inspector II certification task book (renewal every 3 years)

##### **Level 4: Fire Marshal**

- DPSST's NFPA Fire Inspector 3 task book (renewal every 2 years per DPSST)
- ICC Fire Inspector II certification (renewal every 3 years)

## **Outside Training Opportunities:**

The following courses are available through Rogue Community College, Rogue Interagency Training Association, Rogue Valley Fire Prevention Co-Op, and the National Fire Academy (NFA). Some similar classes can be secured through independent study, at conferences, or even coursework at other college institutions. Contact the Training Department for a review of your educational status.

- Oregon State Fire Marshal training (OSFM):
  - Fire & Life Safety Awareness I
  - Fire & Life Safety Awareness II
  - Oregon Basic Mechanical Code
  - Oregon Basic Building Code
  - Oregon Fire Code Amendments
  - Basic Fire Investigation 100
  - Basic Fire Investigation 200
  - Company Inspector
  - Fire Plans Review
- Oregon Fire Marshals Association (OFMA):
  - Annual Winter School training
  - Annual Round Table conference
- International Association of Arson Investigators (IAAI):
  - CFITrainer.net
    - Over 40 topics of interest, with transcripts and certificates of training
  - Oregon Chapter IAAI
    - Annual State Conference (Fall)
  - Rogue Valley District
    - Annual Advanced Career Development School (Winter)
- Oregon Fire Instructors Association (OFIA):
  - ICS courses
  - Public Information Officer (PIO) training
  - Other areas continuously added
- National Fire Academy (NFA):
  - Fire Inspection Principles
  - Fire Arson Origin and Cause Investigation
  - Principles of Fire Protection: Structures and Systems

## Self-Study

The following list identifies some of the material to enhance your development; this will require both existing DFM's and aspiring DFM's to engage in their self-development. This core list will not change often but will be dynamic to allow us to incorporate new sources of information.

- Core Study Material
  - Oregon Fire Code
  - Fire Prevention Inspection and Code Enforcement (Diamantes)
  - NFPA 1033 Standard for Professional Qualifications for Fire Investigators
  - NFPA 1031 Standard for Professional Qualifications for Fire Marshals
  - Kirk's Fire Investigation (current edition)
  - NFPA 921 Guide for Fire and Explosion Investigations (current edition)
- Additional Material
  - Fire Periodicals – Stay current...
  - Forensic Fire Scene Reconstruction, Icove
  - Principles of Fire Behavior, Quintiere
  - Building Construction, Brannigan
  - IFC Fire Code Commentary
  - Leadership – theory and practice, Northouse
  - 21 Irrefutable Laws of Leadership, Maxwell
  - How To Become a Dangerous Expert Witness, Babitsky Esq.
  - Scientific Protocols for Fire Investigation, Lentini
- Web Sites
  - Oregon State Fire Marshal: <http://oregon.gov/OSP/SFM/>
  - WFOA Daily Dispatch: <http://dailydispatch.com/subscribe.asp>
  - NIOSH: <http://www.bfrl.nist.gov/>
  - NIST – Fire Research: <http://www.bfrl.nist.gov/866/frd.htm>
  - InterFire Online <http://www.interfire.org>
  - NFPA: <http://www.nfpa.org>
  - FEMA Self-Study: <http://training.fema.gov/IS/crslist.asp>
  - DPSST: <http://www.oregon.gov/DPSST>
  - Fire Sprinkler Initiative: <http://firesprinklerinitiative.org>
  - Home fire sprinkler: <http://www.homefiresprinkler.org>

## **Promotional / Hiring Process:**

The promotional process for DFM is administered as needed. This process will be open to outside candidates if the District cannot produce a valid register. The process consists of a written exam followed by a practical evaluation; successful candidates will be placed on a register that is valid for 24-30 months following Civil Service Rules.

## **INTERNAL & EXTERNAL CANDIDATES**

### **Minimum requirements for internal candidates:**

- Graduation from high school or equivalent GED.
- Three (3) years full-time work experience with a municipal or rural fire department. Additional specialized course work may be substituted for up to one (1) year of the required work experience.
- Current CPR/AED certification.
- 30 credit hours of college level educational programs with specific course work related to fire and life safety activities or a satisfactory combination of experience and education that demonstrates the required knowledge, skills, and ability to perform the above described duties.
- Requirements established by the Civil Service Commission as set forth in the job announcement.
- Valid driver's license.
- Fire Inspector I (International Code Council-ICC) Certification
- Fire Plans Examiner (ICC) certification. Must be obtained within six (6) months of employment.
- Must achieve Oregon Fire & Life Safety Competency Level 3; FLS Specialist II within eleven (11) months of employment.
- Oregon Inspector Certification (OIC) within eleven (11) months of employment.
- Fire Investigation Certification (i.e. OR-DPSST-NFPA or; CFI or; other recognized and NFPA 1033 compliant certification).

### **Desirable requirements for internal candidates:**

- Fire Inspector II (ICC) Certification
- Associate or higher degree in Fire Science or related field.
- EMT-Basic or higher.
- Oregon Fire Code Amendments Training.
- Oregon Fire & Life Safety Competency Level 2: Fire & Life Safety Specialist I.

## **Probationary Requirements:**

To ensure success in the position, the probationary DFM will receive a set of specific objectives for the first year and will be evaluated quarterly on progress toward accomplishment of those objectives. The Fire Marshal will conduct these evaluations.

### **1<sup>st</sup> Quarter (3<sup>rd</sup> month)**

This evaluation will consist of a discussion between the employee and FM. The purpose of this evaluation is to discuss progress, strengths, weaknesses, and assure they are prepared for the second quarter.

### **2<sup>nd</sup> Quarter (6<sup>th</sup> month)**

This evaluation will consist of a review of the candidate's progress toward accomplishment of their assigned objectives and to address any other needs or concerns. This evaluation will be administered by the FM.

### **3<sup>rd</sup> Quarter (9<sup>th</sup> month)**

This evaluation will consist of a discussion between the employee and FM. The purpose of this evaluation is to discuss progress, strengths, weaknesses, and assure they are prepared for the fourth quarter evaluation.

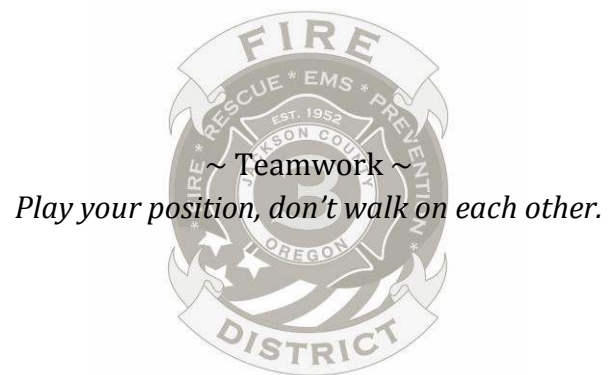
### **4<sup>th</sup> Quarter (11<sup>th</sup> month)**

During the 4<sup>th</sup> quarter, the probationary DFM shall meet with the Fire Chief.

During the eleventh (11<sup>th</sup>) month of probation, a final evaluation will be conducted by the FM. Successful completion of this evaluation will lead to the recommendation of the probationary DFM to regular employee status.

A Fire District 3 member who is promoted to DFM but fails probation due to specific performance issues centered on the role of DFM will be demoted to his/her last held position.

In the event that a non-Fire District 3 member is hired for this position and fails probation, he/she will be terminated.



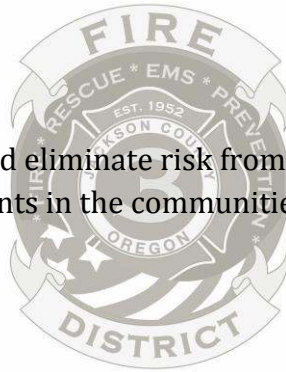


## SHIFT BATTALION CHIEF



*JANUARY 30, 2013*

~ To reduce and eliminate risk from fire, rescue, and  
medical events in the communities we serve ~



Captains who are interested in the Shift Battalion Chief position have several opportunities to prepare for the position. This development plan identifies a significant number of desirable training, education, certification, and experiential possibilities. It is not expected that the aspiring Battalion Chief complete all of the training and education prior to Acting In Capacity or promotion. After selection, Battalion Chiefs are expected to continue working on their training and education plan.

Those aspiring for the position of Battalion Chief should experience a variety of project and program assignments. At this level, program management should involve more complex issues or multiple projects.

### **The Role:**

The Battalion Chief (BC) is responsible for the management of operations on their assigned shift. The BC provides the leadership and direction in the field that allows the District to accomplish its mission. The BC works highly independent in a wide variety of complex duties and responsibilities that can have significant impact on the District. The BC works as the representative of Management to the line personnel and the representative of the line personnel to Management.

### **ESSENTIAL FUNCTIONS:**

- Provides leadership and supervision in emergency scene operations that develop and ensure safe and effective operations, teamwork, appropriate strategy and tactics; responds to emergency incidents including all multi-company incidents, mutual aid incidents, and any other incident as appropriate.
- Provides leadership and supervision in non-emergency conditions what will enable the shift personnel to be successful in their assigned role through shift training, team building exercises, and personnel development. This may also be accomplished by mentoring, coaching, counseling, performance appraisals, and discipline.
- Provides the management of their shift to ensure the business of the District is accomplished. This includes but is not limited to staffing, payroll, accident and injury investigation, reports, response area coverage, project/program oversight, and budget administration.
- Assures that the Captain is providing the training necessary for success at the individual and single company level under the general direction of the Training Chief. Assures effective multi-company operations on assigned shift. Also provides position and career development opportunities for Captains and Acting Captains assigned to the shift.
- Participates in the leadership of the District as a member of the Management Team.
- Represents the District in media and public relation opportunities and investigates and resolves citizen complaints when possible.
- Conducts fire cause and origin investigations, determines need to involve a fire investigator.

## **How to be Successful:**

While the District can identify certain course work requirements to increase knowledge and prepare for promotional opportunities, it is difficult to provide training for some of the key components or characteristics that make a Battalion Chief truly successful. Some of the key characteristics for this position may include:

- Multi-tasking – performs and/or coordinates multiple events simultaneously.
- Organization and Planning – effective prioritization and time management skills.
- Attitude – enjoy every day like it's your first; go above and beyond in all that you do.
- Critical thinking skills – “reflective” thinking focused on deciding what to do or believe.
- Leading by example – setting a good example for others to follow.
- Interpersonal skill – putting others first to get the results you need without damaging other parties; this will leave them wanting to work with you again.
- Customer service – interacts and fulfills the customer's request or need; this pertains to both internal and external customers.
- Effective communication skills – the ability to write and speak effectively.
- Listening skills – the ability to listen without bias.
- Effective problem solving skills – use logic and methods to solve difficult problems with effective solutions.

## LEADERSHIP COMPETENCIES:

The organization has identified the following ten leadership competencies as important for success in the Shift Battalion Chief position. These are further described in the Korn/Ferry International book *“FYI: For Your Improvement”*. Each competency description includes what an unskilled, skilled or overused skill looks like; identifies some causes; and provides remedies for those of us who wish to improve our skill in any of the competencies.

The following card sort was completed in July of 2012;

- *Action Oriented (1)*
- *Composure (11)*
- *Developing Direct Reports (19)*
- *Ethics and Values (22)*
- *Integrity and Trust (29)*
- *Managerial Courage (34)*
- *Priority Setting (50)*
- *Problem Solving (51)*
- *Building Effective Teams (60)*
- *Written Communications (67)*

The introduction section of the FYI book describes how these competencies were developed, how to use the book, and how to find what you need. This section is an important portion to review for individuals on a quest to improve their skills in the competencies that have been identified as important.



## **Acting In Capacity (AIC) Shift Battalion Chief:**

The non-probationary Captain is eligible for consideration as an AIC Battalion Chief after the following are met:

- **Shift Battalion Chief Orientation Checklist:** Non-Probationary Captains submit a request to the Battalion Chief to be considered for participation in the shadow program. At the Battalion Chief's discretion, the Captain will be scheduled to begin completing the "Shift Battalion Chief Orientation Checklist". This checklist provides the Captain with the basic management level skills necessary to perform the role.
- **Incident Management tasks:** These tasks are designed to provide both coaching and evaluation of proficiency in the Incident Commander role. The Training Chief will provide the simulated events and coordinate this evaluation.
  - Manage a residential fire incident with three companies
  - Manage a commercial fire incident with five or more companies (2+ alarms)
  - Manage a Hazardous Materials incident
  - Manage a Multiple Patient Scene or MCI
  - Manage a wildland fire incident with five or more units
  - Manage a Mayday during a fire incident
  - Conduct a roll call of incident personnel
  - Conduct a media interview on an incident scene
  - Coordinate with the Duty Officer during an incident
- **Interview with Operations Chief.** The Operations Chief will conduct a personal interview with the Captain to determine if they will be certified to act in the capacity of a Shift Battalion Chief after the orientation and tasks are completed.

The pace at which an individual completes this process will vary based on factors such as current work load, motivation, opportunity, and the comfort level of the individual and the Battalion Chief. The Training Department will monitor and assist as needed.

AIC Battalion Chiefs may move up to Battalion Chief on their assigned shift. The expectation is to continue the plan established for the shift by the regular BC and gain experience before they will be eligible for any overtime as a Shift Battalion Chief on a different shift. The Operations Chief will determine when the AIC Battalion Chief is eligible for overtime as a Shift Battalion Chief.

Staff Chiefs who are at least an EMT-Basic and have secured approval from the Fire Chief are eligible to work as a Shift Battalion Chief once the Shift Battalion Chief Orientation Checklist and Incident management tasks have been successfully completed.

The District reserves the right to determine the process for managing temporary vacancies at the BC position. The goal will be to balance the opportunities for Chief Officers with the developmental opportunities for aspiring Battalion Chiefs.

## **Mentoring**

The AIC Battalion Chief will work with current Battalion Chiefs to learn about the leadership role of the Battalion Chief and initiate a NFPA/DPSST Fire Officer 2 task book. The Battalion Chief will create opportunities for the Captain to experience the skills necessary to complete this task book.

AIC Battalion Chiefs may also have the opportunity to ride with designated Battalion Chiefs from outside agencies. The AIC BC submits a request to the Training Department for the ride along and if the request is approved, arrangements will be made for 3-5 days of ride-along time with Battalion Chiefs from multiple agencies. The aspiring Battalion Chief will meet with members of the Management Team to report on the observations and learning's from the ride-along.

The Operations Chief may assign a work assignment to the aspiring Battalion Chief as deemed necessary. The project may be a written assignment of experiences gained during the ride-along (journals, etc.) or to make an improvement to a program or process currently being utilized by the District.

## **Battalion Chief Workshops**

The Fire District will support or sponsor periodic Battalion Chief workshops on topical issues related to performing the role of Battalion Chief. Subjects such as major emergency strategy and tactics, managing a mayday, reading buildings, leadership, fire officer, and providing quality multi-company training will be considered for delivery to the regular and AIC Battalion Chiefs in the Southern Oregon area.



## **Training, Education, and Certification:**

The following list has been developed to provide guidance for aspiring and existing Battalion Chiefs. This training and education will require a life-long commitment to learning and certification for Battalion Chiefs to pursue.

### **Minimum Training and Certification:**

- All Captain training and certification requirements
- NFPA Fire Officer 1
- NFPA/DPSST Fire Officer 2 task book completed (may contain specific District info)
- ICS 300 and ICS 400
- DPSST/NWCG Strike Team Leader Engine (may be completed during probation)
- Oregon Emergency Medical Technician
- NIMS compliant

### **Desirable Training and Certification:**

- Associate Degree in Fire Science or Technology
- Bachelor's Degree in Fire Administration
- NFPA/DPSST Fire Officer 2
- NFPA/DPSST Fire Officer 3 and 4 educational requirements
  - Basic and Advanced Fire Services Institute courses
- DPSST/NWCG Division/Group Supervisor
- NFPA Fire Instructor 2
- Miscellaneous leadership and Incident Management workshops/conferences
- Major Emergency Strategy and Tactics - RCC
- Fire Service Leadership - RCC
- Public Information Officer
- S-330 Task Force/Strike Team Leader
- S-336 Tactical Decision Making
- S-339 Division/Group Supervisor
- S-390 Introduction to Wildland Fire Behavior Calculations
- NFA - Executive Fire Officer Program
- NFA, Command and Control of Fire Department Operations at Target Hazards
- NFA, Command and Control of Incident Operations
- NFA, Command and Control of Wildland/Urban Interface Fire Operations for the Structural Chief Officer
- Hazardous Materials Incident Commander



## **Promotional / Hiring Process:**

The selection process for Battalion Chief involves a competitive Civil Service Exam that will be open to outside candidates if fewer than four internal qualified candidates apply for the exam. This exam is administered as needed, however, once administered the register will be valid for up to 30 months following Civil Service Rules.

## **INTERNAL CANDIDATES**

### **Minimum requirements for internal candidates**

- Fire District 3 Certified Acting In Capacity of Battalion Chief
- NFPA Fire Officer 1
- NFPA/DPSST Fire Officer 2 task book completed (may contain specific District info)
- ICS 300 and ICS 400
- DPSST/NWCG Strike Team Leader Engine (may be completed during probation)

### **Desirable requirements for internal candidates:**

- Department sponsored ride-along with outside Battalion Chiefs
- Associate Degree in Fire Science or Technology
- Bachelor's Degree in a related field
- Basic Fire Administrators Institute series (7 courses)
- NFPA Fire Officer 2 or equivalent
- NFPA Fire Instructor 2
- DPSST/NWCG Interface Strike Team Leader Engine
- DPSST/NWCG Interface Division/Group Supervisor

## **Probationary Requirements:**

The probationary Battalion Chief will be evaluated quarterly by the Operations Chief to ensure success in the position. External candidates must complete the “Shift Battalion Chief Orientation Checklist” and the Incident Management Tasks as outlined in the AIC Shift Battalion Chief section of this plan prior to assignment to shift.

During the probationary year the Battalion Chief is required to accomplish the following tasks. For internal candidates, these can be completed during the Acting In Capacity role.

- Become familiar with all Departments in the District to learn how the position of Battalion Chief works with each Department. This objective is met by meeting or working with members from all departments following a specific set of issues for you to be familiar with. The Operations Chief will determine through a discussion that you have met this requirement, normally during your performance appraisals.
- Become familiar with our partner agencies to learn how the position of Battalion Chief works with each agency. This objective is met by meeting or working with members from all departments following a specific set of issues for you to be familiar with. The Operations Chief will determine through a discussion that you have met this requirement, normally through your performance appraisals.
  - ECSO
  - Mercy Flights
  - Oregon Department of Forestry
  - Jackson County Sheriff
  - Medford Fire Rescue
  - Jackson County Fire District 4
  - Rogue River Fire
  - Jacksonville Fire
- Complete the following certification and orientation
  - DPSST Strike Team Leader Engine certification
  - Department sponsored mentor ride-along with outside Battalion Chief's

A Fire District 3 Captain who is promoted to Battalion Chief but fails probation due to specific performance issues centered on the role of Battalion Chief will be demoted to a Captain position.

A Fire District 3 Captain who is promoted to Battalion Chief does not have the option to voluntarily demote back to the position of Captain.

## APPENDIX





## FIRE DISTRICT 3 RETIREMENT PLANNING

The following chart represents potential retirements for Jackson County Fire District 3 as of 2013. This chart is used by the District for planning selection processes for new hires, planning to replace key positions, and as a tool for employees to determine what promotional opportunities may be available in the coming years. Retirement is an individual choice by the employee; age 55 is used as a target for planning purposes only.

55 in year.....	Rank	Position(s)
<b>Now</b>	Finance Assistant	1
	Fire Captain	1
	Chief of Operations	1
	Facilities/Logistics Manager	1
	Deputy Fire Marshal	1
	Battalion Chief	1
<b>2014</b>	Firefighter	1
<b>2016</b>	Fire Chief	1
	Fire Engineer	1
<b>2017</b>	Fire Engineer	1
<b>2018</b>	Battalion Chief	1
<b>2019</b>	PT Admin Assistant	1
<b>2020</b>	Fire Captain	2
	Staff Assistant	1
<b>2021</b>	Admin Assistant	1
<b>2023</b>	Fire Engineer	1
	Firefighter	1
	IT Administrator	1
<b>2024</b>	Fire Captain	1
	Fire Engineer	1
<b>2025</b>	Firefighter	2
<b>2026</b>	Fire Captain	1
	Firefighter	1
	Chief Finance Officer	1

55 in year.....	Rank	Position(s)
<b>2027</b>	Firefighter	1
<b>2028</b>	Battalion Chief Rural	1
	Fire Captain	1
	Firefighter	1
	Fire Marshall	1
<b>2029</b>	Chief of Training	1
	Firefighter	1
<b>2030</b>	Fire Captain	2
	Fire Engineer	3
	Firefighter	1
<b>2031</b>	Fire Captain	1
	Fire Engineer	1
<b>2033</b>	Fire Engineer	1
<b>2034</b>	Fire Engineer	1
	Firefighter	2
<b>2035</b>	Fire Captain	1
	Firefighter	1
<b>2038</b>	Fire Captain	1
	Fire Engineer	1
	Firefighter	1
	Staff Assistant	1
<b>2040</b>	Firefighter	1
<b>2042</b>	Firefighter	1

~Set the example for others to follow~



# NIMS REQUIREMENTS AND PROGRESSION

## An Introduction to NIMS

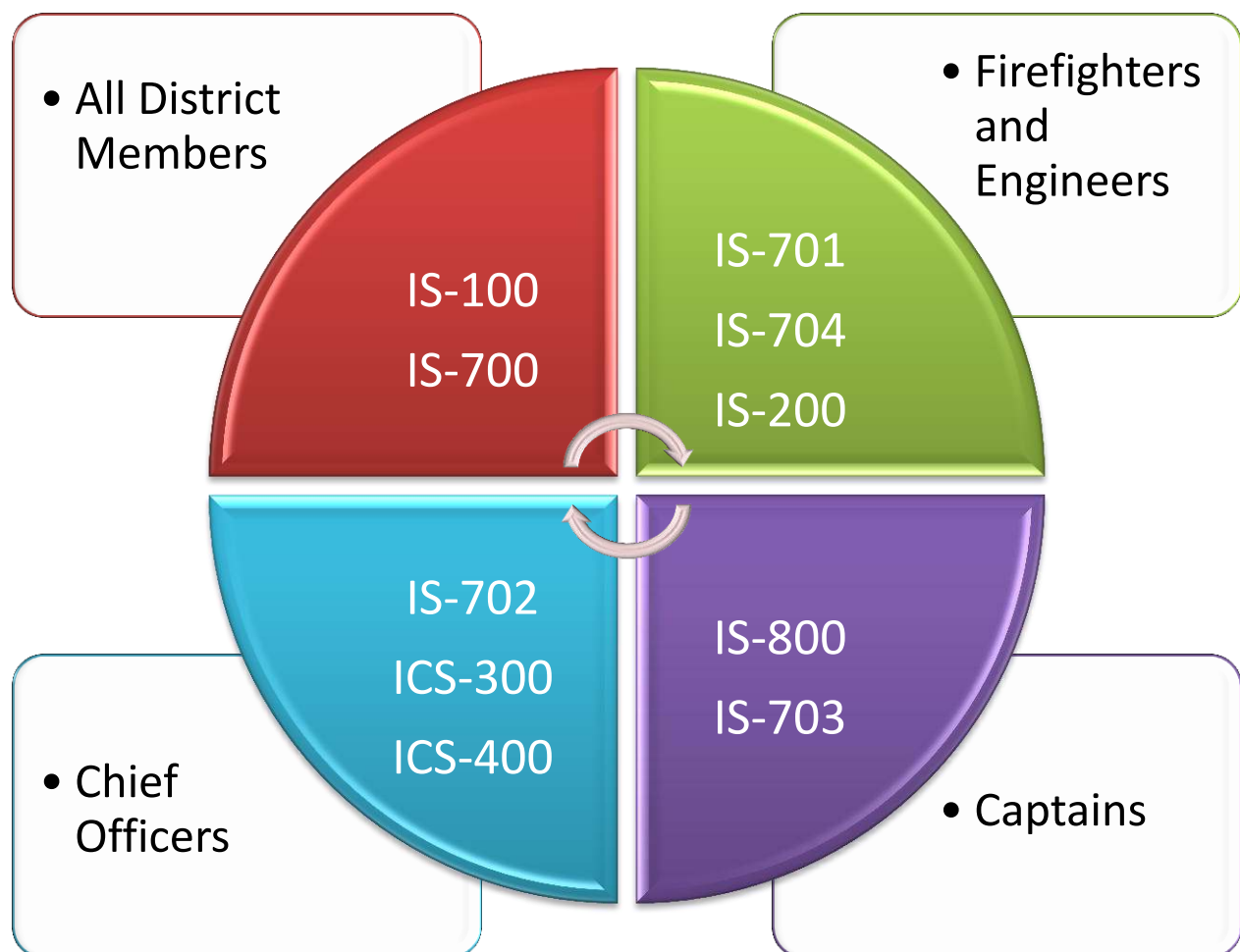
Homeland Security Presidential Directive (HSPD)-5, Management of Domestic Incidents, directs the Secretary of the Department of Homeland Security (DHS) to develop a National Incident Management System (NIMS). Initially published in March of 2004 and revised in December of 2008, the NIMS provides a consistent national approach for Federal, State, tribal, local governments, the private sector, and nongovernmental organizations (NGO) to work together to prepare for, respond to, recover from, and mitigate domestic incidents, regardless of cause, size, or complexity. HSPD-5 directs Federal agencies to adopt NIMS and encourages adoption of NIMS by all other stakeholders – State, tribal, and local governments; private sector organizations; critical infrastructure owners and operators; and NGOs involved in emergency management. In addition, the adoption and implementation of NIMS by State, tribal, and local organizations is a condition for receiving Federal preparedness assistance through grants, contracts, and other activities, as stated in HSPD-5.

Based upon emergency management and incident response practices, NIMS represents a core set of doctrine, concepts, principles, terminology, and organizational processes that enables effective, efficient, and collaborative incident management. The institutionalization of these elements nationwide through training helps to mitigate risk by achieving greater preparedness. Incident after-action-reviews and NIMS both emphasize that successful implementation relies upon development and maintenance of a national NIMS training program. Furthermore, NIMS implementation relies upon comprehensive NIMS training and standardized personnel qualification.

A basic premise of NIMS is that all incidents begin and end locally. The Federal Government supports State, tribal, and local authorities when their resources are overwhelmed or anticipated to be overwhelmed. The intention of the Federal Government in these situations is not to command the response, but rather to support the affected State, tribal, and local authorities. This is most easily achieved when all the entities are participating in a unified system of emergency management and incident response. NIMS also recognizes the role that NGOs and the private sector have in preparedness and activities to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. As such, DHS strongly emphasizes the importance of NIMS training for all emergency management and incident response personnel, NGOs, and the private sector.

To ensure the District is eligible for future federal funding and assistance, we have adopted the following NIMS requirements. All training and education requirements will need to be met prior to the beginning of a new federal fiscal year (October 1<sup>st</sup> – September 30<sup>th</sup>).

The chart below illustrates the progression of NIMS requirements for each level within the organization. Beginning with “All District Members”, continue clockwise; as members progress they must maintain the requirements held in the last position.



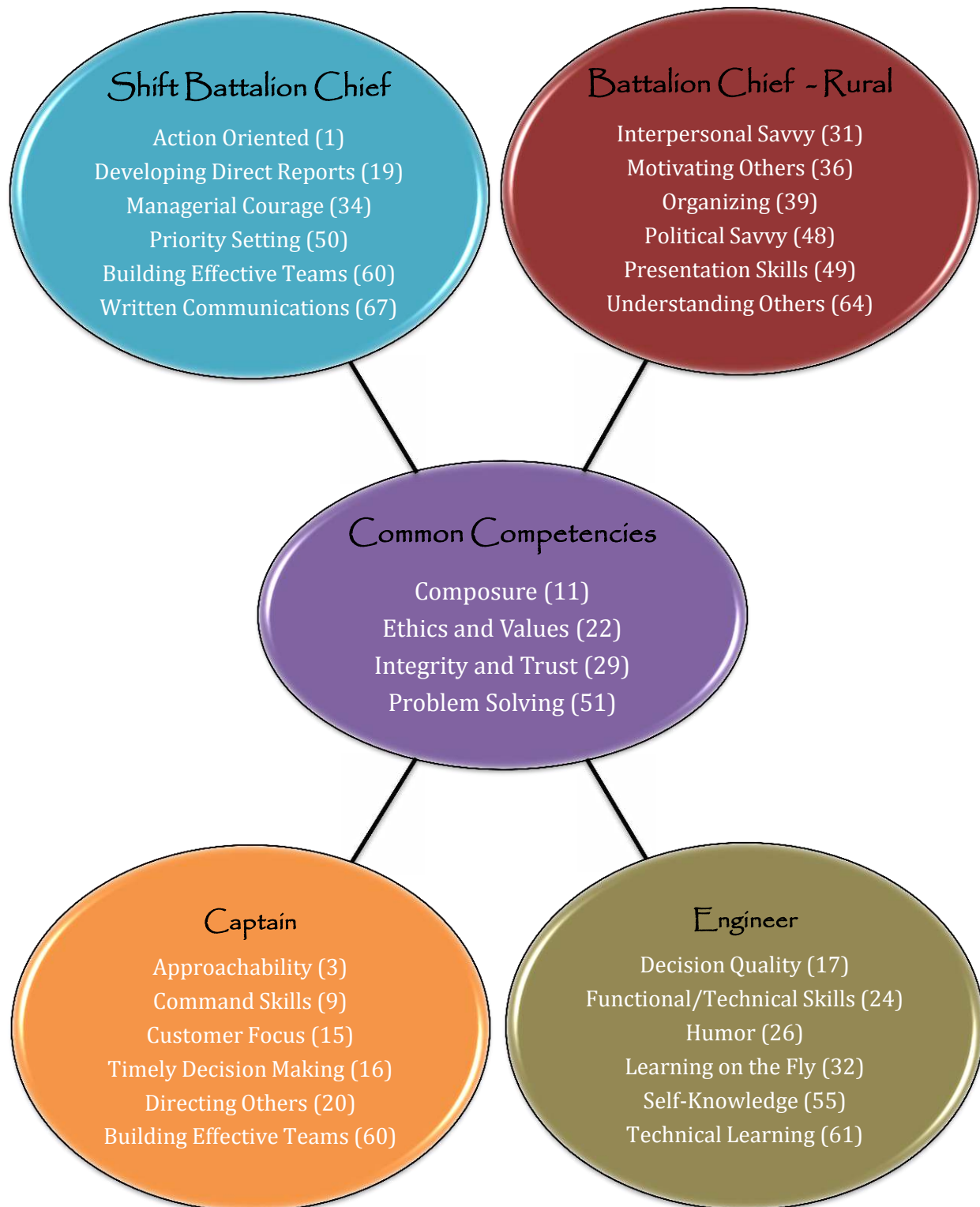


## LEADERSHIP COMPETENCY OVERVIEW

This following charts display the stand-alone and common competencies for various positions within the organization. These competencies are derived from various card sorts conducted by members of the District. Ethics / Values (22) and Integrity / Trust (29) are automatically included in all top ten lists for all positions. The remaining eight competencies are those that were deemed most important for the position and displayed a well-balanced representation of the 6 factors and 21 clusters. The District acknowledges that many other competencies are important for these positions and encourages members to reference the FYI – For Your Improvement book for additional information and tips to be successful.



# LEADERSHIP COMPETENCY PROGRESSION CHART



# EXTERNAL CANDIDATE REQUIREMENTS

(REFERENCE ONLY)

## **Engineer**

### **Minimum Requirements:**

- Graduation from high school or equivalent GED
- Valid driver's license
- Two years as a full-time paid Firefighter in fire suppression for a fire department with primary responsibility for structural fire protection and emergency medical service delivery
- Oregon Emergency Medical Technician (EMT) or the ability for reciprocity (Oregon)
- NFPA Firefighter I or equivalent
- NFPA Apparatus Equipped with a Fire Pump (Pumper Operator) or equivalent

### **Desirable requirements:**

- Associate Degree in Fire Science or Technology
- Oregon EMT-Intermediate, Advanced EMT (AEMT), or Paramedic
- NFPA Firefighter II or equivalent
- NFPA Apparatus Equipped with an Aerial Device (Aerial Operator)
- Experience as a full-time paid Engineer or Acting in Capacity of an Engineer in fire suppression for a fire department with primary responsibility for structural fire protection and emergency medical service delivery

## **Captain**

### **Minimum Requirements:**

- Graduation from high school or equivalent GED
- Valid driver's license
- Oregon Emergency Medical Technician (EMT) or the ability for reciprocity (Oregon)
- Five (5) years full-time paid experience in fire suppression for a fire department with primary responsibility for structural fire protection and emergency medical service delivery
- NFPA Fire Officer I or equivalent

### **Desirable requirements:**

- Associate Degree in Fire Science or Technology
- DPSST/NWCG Wildland Interface Engine Boss
- DPSST/NWCG Wildland Interface Strike Team Leader Engine
- I-300, Intermediate Incident Command System
- Experience as a full-time paid Engineer or Acting in Capacity of an Engineer in fire suppression for a fire department with primary responsibility for structural fire protection and emergency medical service delivery

# EXTERNAL CANDIDATE REQUIREMENTS CONTINUED...

(REFERENCE ONLY)

## **Battalion Chief**

### **Minimum Requirements:**

- Graduation from high school or equivalent GED
- Valid driver's license
- Oregon Emergency Medical Technician (EMT) or the ability for reciprocity (Oregon)
- Eight years full-time career experience
- One year career experience as a Company Officer
- NFPA Fire Officer 2 or equivalent

### **Desirable requirements:**

- Experience as a Shift Battalion Chief
- Associate Degree in Fire Science or Technology
- Bachelor's Degree in a related field
- Basic Fire Administrators Institute series (7 courses)
- NFPA Fire Instructor 2
- DPSST/NWCG Interface Strike Team Leader Engine
- DPSST/NWCG Interface Division/Group Supervisor

## THE HISTORY OF FIRE DISTRICT 3

As is frequently the case in rural portions of the United States, city fire departments are initially formed where population centers begin to develop. Subsequently, around the perimeter of these small cities, farms, and other rural areas, development begins to take place without the benefit of services available to city residents.

The City of Central Point began with the coming of the railroad. Eventually, a fire department was formed to provide protection within the city limits. It was not an uncommon sight in past years for city fire departments to stop at the city limits where their jurisdiction ended and watch from a distance as a barn, home, or other building burned to the ground. It did not take long before the residents living outside city limits began to perceive a need for their own fire protection. In the case of Central Point, this process began in the early 1950's.

The following timeline illustrates major benchmarks and accomplishments of the fire district...



## THE HISTORY OF FIRE DISTRICT 3 CONTINUED...

### 1951

A non-profit corporation, "Central Point Rural Fire Protection District, Inc." is formed to collect donations for creating a rural fire protection district.

### 1952

The County Court held a successful election and formed the Central Point Rural Fire Protection District (CPRFPD).

### 1953

Mr. Richard Krupp is hired as the first salaried Fire Chief.

The first fire station is built on Highway 99 in Central Point with donated funds.

As industry grows considerably, commercial and industrial businesses in the White City area donate materials and land to build a second fire station on Agate Road.



### 1955

The Board of Directors appoints former volunteer firefighter and Assistant Chief Mr. L. C. "Liz" Lisenbee as the new Fire Chief. The District experiences considerable residential, commercial, and industrial growth, creating complex protection and service delivery issues.

# THE HISTORY OF FIRE DISTRICT 3 CONTINUED...

## 1970

Mr. William H. Anson is hired to replace Chief Lisenbee. Chief Anson had extensive experience in southern California with departments that had experienced rapid growth and expansion and had worked with both paid and volunteer personnel.

The District was considerably under-equipped in apparatus and equipment to combat the increasing fire problems that existed. The Board of Directors recognized these deficiencies and undertook the task of bringing the District up to standard. The outcome was reduced fire insurance premiums and increased levels of fire protection.



## 1974

The Land of Many Oaks Rural Fire Protection District (LOMO RFPD), a one (1) square mile fire district located in Sams Valley was annexed into the District.

The Board of Directors makes a determination to provide emergency medical services. A fundraising drive, led by Mr. Michael Burrill, General Manager of Eugene F. Burrill Lumber Co., was successful in raising approximately \$15,000 for the acquisition of a multi-purpose vehicle for emergency medical calls and for incident command situations.



## 1975

CPRFPD officially becomes Jackson County Fire District No. 3 (JCFD3) to better describe the areas being protected. It is the third fire district formed within Jackson County protecting approximately 140 square miles.





# THE HISTORY OF FIRE DISTRICT 3 CONTINUED...

## 1977

Funding from a Federal grant allows the District to construct a new White City Station and Administrative Offices in White City across the street from the original station on Agate Road. The classroom is dedicated in the honor of Wes Claflin, a former Volunteer Fire Captain and schoolteacher.



## 1978

The Board of Directors send personnel to the University of Oregon Health Sciences Center in Portland to be trained as Firefighter/EMT 4 (Paramedics). JCFD3 was the first fire department in southern Oregon to provide Paramedic services.



## 1979

The third fire station (Dodge Bridge) is built by JCFD3 personnel on land donated by Jim and Lois Wilson. This station, located at the intersection of Highway 234 and Rogue River Drive, is staffed by volunteers.



## 1983

The Central Point Station is demolished and a new station is built at the same location. This station continues to service the southern and western regions of the District.



## 1985

The Sams Valley Station is constructed to replace the existing Land of Many Oaks station and is staffed by volunteer personnel living on site in residential mobile homes.





# THE HISTORY OF FIRE DISTRICT 3 CONTINUED...

## **1986**

A new maintenance facility is added to the White City station in 1986. The facility is officially named in honor of Mr. Rupert R. Wilson, former Chief Mechanic, who had recently retired from the District after an extensive length of service as a volunteer, Board Director, part-time employee, and full-time employee.



## **1989**

Property is purchased on Access Road near the City of Gold Hill for a future fire station. The location is selected because of its strategic location for response to the Sams Valley area, Interstate 5, Blackwell Road, and Old Stage Road towards Central Point and Jacksonville.

## **1991**

Fire Chief Anson retired in December of 1991 after 20 years of service with the District and over 35 years in the fire service. Assistant Chief/Fire Marshal Randall Iverson was hired as the new Fire Chief. He came to the District in 1980 with previous fire service experience in Oregon and California.



## **1994**

The City of Gold Hill contracts with JCFD3 for fire protection. One year later the territory of the City is annexed to the District by a passing vote.

## **1995**

The fifth District fire station is built near Agate Lake following the successful annexation of that area.



# THE HISTORY OF FIRE DISTRICT 3 CONTINUED...

## **1996**

The District enters into a five year contract with the City of Central Point to provide fire and EMS services for City residents.

Ballot Measure 50 is passed by Oregon voters, changing the way property taxes are computed. The District gets a permanent tax rate of \$3.1194 per \$1,000 of assessed value.

## **1999**

The City of Eagle Point contracts with the District for fire and EMS response for City residents. The City's volunteer fire department merges with the District's volunteer firefighter association.

The sixth District fire station is constructed in Gold Hill on the Access Road land the District purchased in 1989.



## **2001**

The residents within the cities of Central Point and Eagle Point both pass a measure to annex into the Fire District for permanent fire and EMS protection. Funding now comes from property taxes and service contracts with the two cities terminate.

## **2002**

The District purchases land on Loto Street in the City of Eagle Point and builds the seventh fire station.

The Veterans Administration Domiciliary in White City elects to close its fire department and transfers responsibility to JCFD3.



# THE HISTORY OF FIRE DISTRICT 3 CONTINUED...

## **2003**

The Central Point Station is remodeled and expanded.

The District increases staffing by hiring twelve firefighters to meet increased service demands within the two cities.

The White City Urban Renewal Agency funds and constructs a training center complex for the District on adjacent property. This project includes a large training area, five story tower, confined space rescue prop, and a warehouse.



## **2004**

The District purchases land on Table Rock Road between the White City and Central Point stations.

The volunteer program is enhanced and a Volunteer Program Coordinator is hired to support and promote the volunteers.

## **2005**

Fire Chief Randall P. Iverson retires after 25 years with the District.

## **2006**

Barry Hutchings is hired in May as the new Fire Chief.

## **2007**

Chief Hutchings resigns in March and David K. Hard is hired in November as Fire Chief.

The District secures funding and starts the construction of a new administrative office building on land donated by the White City Urban Renewal Agency adjacent to the White City Station.

# THE HISTORY OF FIRE DISTRICT 3 CONTINUED...

## **2008**

The District completes construction of the new Administrative Office Building.

Opening ceremonies are held on September 30, 2008



## **2009**

The remodel of the White City Fire Station gets underway.

White City Urban Renewal Agency expires and the frozen assessed valuation from 1996-2008 comes back onto the District's tax rolls.

## **2010**

Fire Chief David K. Hard leaves the District and former Fire Chief Randall P. Iverson is appointed as the Interim Fire Chief.

Daniel V. Petersen, formally of Medford Fire-Rescue, is hired as the District's Fire Chief, commencing on October 11, 2010.

## **2011**

The District purchases two pumper/tenders for suppression that are a new design for the existing fleet.

The District embraces a new deployment method by adding a fourth engine company staffed with three person crews each.

The District develops a new Strategic Planning process by incorporating members of the community to participate.

