CARVER FIRE DEPARTMENT

Standard Operating Guidelines

Section 5.05 – Leadership **June 15, 2013**

1.0 PURPOSE

The purpose of this guideline is to explain and emphasize the expectations that we have for our Carver Fire Department Officers that will guide them on the correct path to being a good leader.

1.1 SCOPE

This guidance applies to all Officers and firefighters who aspire to be Officers, and to those who want to gain an appreciation of what it takes to be a Carver Fire Department leader.

1.2 SOME BASICS OF BEING A GOOD LEADER

A good leader has to recognize that there is a place for everyone - Remember that and don't lose sight of it!

Just because a Firefighter doesn't make every call or even many, doesn't mean that they are not supporting the Department in other functions

01. Details, Fire Prevention, Association, Storm Standbys, Truck Checks, etc.

A. When you are not there they might be representing YOU

B. Figure out who those Firefighter are and remember it!

C. It takes all types of firefighter, Heavy, Medium and Light Hitters to make the system work

D. Our discipline process will take care of problems that arise.

E. Criticize in private, ...and praise in public

F. Treat everyone the same.....they are all adults, so treat them so

G. No tolerance for the criticizing of other firefighters or Officers

H. A good leader is aware of any discontent in your Company .....take care of the problem before it starts

I. How you confront the issue will define you as a LEADER.
- Do not let things feaster, normally will not go away by ignoring it.
- Confront the problem by sitting down and talking it out, before it gets b blown out of proportion,

J. Try not to embarrass anybody

K. Keep drills interesting by trying to keep everyone involved.....don't use the same people all the time

L. Go out of your way to talk and communicate with everyone

- I try to pick a couple Firefighters that I can call on during a meeting or drill

M. Every firefighter is at a different level, but they are all important to make the Fire Department work.....that is one of the Officers main objectives to keep the system working

N. As long as all of the men/women are treated the same and treated fairly, they will respect you.....even if they don't agree with you

O. A great leader learns how to motivate! Learn how to motivate your firefighters to go in your direction. The path they take to get there is not important, but getting there united is!

P. Make everyone feel welcome. If you see a firefighter being isolated, go over and make them feel wanted.

02. Things to work out among Officers

A. Captains let your fellow Officers grow and trust them

B. Captains work out a Response Zone - Only Officers in immediate area or covering that area, should sign on going Direct

C. In a perfect situation, one Officer should be on the Apparatus, one at the scene and one at the Station

D. We encourage an Officer on the Apparatus

E. It is important for 1 Officer to remain at or return to the Station. We have a lot of firefighters looking for some direction.

- Station manned with an Officer is a great asset to the Town

F. Discourage 2 Officers on a single Apparatus. We know that this will happen and is sometimes unavoidable, but in most cases, it is not necessary. Give your men and women a chance.

G. Officer at the Station should keep their firefighters well informed and busy

H. You will not make every call, every drill or every detail. Keep your fellow Officers in the loop. – Good communications is the key

03. Officer's general responsibilities

A. Follow and Respect the Chain of Command

B. Try and look beyond what is happening at the moment

C. Give orders because they need to be given,..... not because it makes you sound like an Officer

D. Look at the whole picture and remember the whole Town

E. Join in with the men's / women's work, but stay distant enough to let them do their things on their own, this way you get a better picture of what is going on

F. Never forget what it was like when you were a Company Firefighter.....

G. The Captain & Lieutenant are very important to keeping the call system working,.....if the men/women don't like coming to the Station, the system will die. To get 10 firefighters at a structure fire, it takes 30 - 40 active firefighters

H. Remember that fires go on 24 hours a day, it is your responsibility to make your Company capable of handling fires, whether you and other Officers are there or not

I. Don't bluff.....if you don't know the answer, tell them you will look into it. Nobody knows everything.

J. Firefighters have a right to free speech – Make sure it is done professionally

K. Handle your problems in-house

1.3 GENERAL OFFICER RULES

01. Officers Meetings

A. Start at 7:00 pm sharp and every effort will be made to end by 9:00 pm

B. Come prepared to Officers Meetings

C. Completed Drill Forms

D. Company Slips

E. Know when to push and when to back off on certain issues /topics – Respect Chain of Command

F. Unified Front

G. No one likes surprises – even your fellow Officers

H. We leave every Officers Meeting united in our decisions – regardless of your vote on an issue, you represent a group

I. What is discussed among Officers stays among Officers

02. Communicate

A. Communicate your whereabouts with your fellow Officers

- If you are going to be out of Town for an extended period of time, notify your Captains and vice versa
- Make sure they confirm they got your message, don't assume.
- Captain will notify the respective Chief Officer of that district, when no Officers are available for their Company
- Company 2 only exception - we ask Captain to check with 401 before notifying Chief Officers
- It is easy to do - call the Dispatcher to "I AM RESPOND" (8:30 am – 4:30 pm) a fellow Officer or pick up the phone

B. Communication is the key within your company. (Emails, Phone calls, White boards, Tone tests, I AM RESPONDING)

- Do not get caught in the email trap
- There is no excuse to have someone tell you that they didn't know about something if you use all the above

C. Radio

- Remain Calm
- Study the attached Communication Guidelines
- Give a good, brief, accurate Incident Report
- Report should include: Fire/Incident Condition, Orders to Responding Apparatus and Establish Command
- Use your Accountability Number
- Only need to hear priority messages, a long dissertation will only tie up the radio and make you sound unprofessional
- You are an Officer, you don't have to explain yourself or your decisions to anyone other than another Officer
- When you want something, ORDER IT, do not explain it or justify it over the radio
- Fire Alarm does not need a play by play of what you are doing over the radio – this accomplishes nothing but tying up the radio
- At extended Incidents, a periodic update is very helpful
- To help with communication, you may choose to establish Direct as your Fireground Channel - Command stays on Primary
- Police Officers make the best assessment they can, however they are not trained in Fire behavior, therefore trust your own judgment
- Do not radio the that Stations aremanned until Command and priority messages have been completed
- We want to make an effort to eliminate Carver from your transmissions, when in Carver. Example: "Carver Tanker 1 is on". "Tanker 1 is on" is much shorter. We will use Carver when responding out of Town on Mutual Aid calls
- One Officer in that first due area , signs on going direct, only

D. Stations

1. Stations and Apparatus should be kept clean - Divide up the duties
2. Truck checks need to be completed monthly and well documented – forms available on Web and in Dispatch, then given to Safety Officer
3. SCBA's need to be checked monthly and documented – Forms on the Web and Dispatch
4. When manning a station use everyone's time wisely. Check trucks, critique Incidents, know your job drills, etc.
5. Truck Check System? Be creative!

E. Storm Standby

1. Prefer to have one Officer and three Firefighters – We try to give you as much notice as possible.
2. Divide up the duties and shifts

3. Would like one firefighter to stay awake to answer door and man the radio
4. Great opportunity to bond with your firefighters – Keep the interaction positive!
5. Great opportunity for truck checks, clean the apparatus bays, review equipment and have a small training class

F. Open Burning

1. Be reasonable, but authoritive with people burning / Put yourself in their shoes / Remember how you would like to be treated
2. If you have a problem with a resident, call for a Police Officer and/or a Chief Officer.
3. Read the attached Open Burning Regulations carefully

G. Dispatch

1. Dispatchers are not perfect – Many of you have previously been Dispatchers and can relate to what they are going through
2. Some calls are handled by Officers, with no response from a Company necessary – This is based upon careful screening by the Dispatcher and a determination that this is a very minor or a specific call for an Officer to handle
3. If you receive a call from a Dispatcher - Normally you are receiving the call based on the level of response they feel is necessary, according to our response guidelines - Listen to what they are asking for - sometimes they just need advice
4. Normally the Dispatcher will call the Chief or Chief Officer, if they need advice or have a minor call. Based on the information they have received, they sometimes feel an Officer is more appropriate to handle the call, rather than a 20 person Company. Dispatchers are informed to follow the Chain of Command. Normally, the Chief or Deputy will instruct the Dispatcher to notify a particular Company Captain. The Captain will decide if he can take the call or prefer one of his/her Lieutenants to. It is not the Dispatchers responsibility to notify your Lieutenants.
Have Dispatcher re-notify the caller that someone from CFD will be out with an ETA.
   - Lets not play round robbin, get someone out there ASAP
   - If none of your Officers are available, have it toned
5. If you go out on a call, sign on, with a periodic update. This lets the Chief Officers know the call is being handled.

1.4 OFFICER'S RESPONSIBILITIES AT INCIDENTS

01. Remember the customer

A. The customer (homeowner, person in distress), is having an emergency, might be the biggest crisis they have ever gone through. Obviously important enough that they have call the Fire Department.
B. When on scene it is your responsible to talk with the customer, comfort the customer, update the customer and respect the customer's property.
C. Carefully explain to them the problem and what you are going to do to solve it. Before you leave, have one final conversation with them to make sure they are comfortable with what has been done.
D. Not all Firefighters should enter the homeowner's house, have them wipe their feet, clean up when done. Treat the structure as it was your house

02. Responding

A. Remain Calm – difference between some excitement and panic!
B. Pay attention to the radio, the report from the first unit off at the scene will tell you a lot
C. Touch base with your men/women while responding on what your plan is, and what you want them to do
D. Have a game plan before exiting the apparatus.
E. Have Firefighters remain in or by the apparatus until you have your orders or know exactly what you need to do - Nothing worse than having to re-gather your firefighters for new orders and they are not there!
F. Watch out for traffic problems, along with the driver
G. When off at the scene, think about positioning your apparatus, if you have to take a little time to size up, do it
H. Start staging up apparatus – this will prevent you from getting overwhelmed!
I. Rule of thumb – Keep at least one lane of travel open at all times
J. Start thinking and assigning the Fire Basic Command Functions
- Command, Operations, Safety, Water Supply and Manpower
- Officer should be assigned to each function

03. Structure Fires

If you are first off at scene, take Command and give an accurate report

A. Command

1. Make sure everyone is accounted for, both the patients and your own men/women. – Think Accountability!

2. Try to isolate yourself so that you can get the whole picture
3. Remember the other 40 square miles in Carver
4. Good initial report
5. Establish a Radio Frequency – Primary or Direct?
6. Divide up duties - Assign sectors of the Fire – Sides A, B, C and D
7. Think attack, but don't put your men/women in a situation that you would not go into yourself
8. Use the portable radio, communicate, but not to excess – use Direct when ordered, Command will stay on Primary
9. Size up, ask questions, ...it can save time in the long run
   - Where did fire start?
   - What is the best way to put to it?
10. Other responding units
    - Position or stage up
    - Passing Command .....give new Command a good size up

B. Operations Officer

1. Interior / Exterior Attack
   - Go get it!
   - Search and Rescue
   - Put wet stuff on the red stuff
2. Think salvage - can start immediately, by not doing anymore damage than necessary
3. Prepare to ventilate - Different types - Makes inside job a lot easier
4. Search
5. Fighting the fire
6. Communicate with inside, work as a Team
7. If possible, make yourself available to the men/women ..... Every person's job on the fireground is important - make sure they know that
8. Again think salvage
   - What might not be important to you, might be very important to the homeowner
   - Think about irreplaceable items

C. Safety Officer

1. Immediately check in with Command for scene size-up and orders
2. Do your job, while trying not to interfere with fireground attack
3. If firefighters are in danger, do what you have to do and then let Command know immediately
4. Use common sense
5. Think proper PPE
6. Give the scene a fresh size-up

7. Ask yourself – Has power been cut, overhead wires, slip hazards, second and third egresses, R.I.T.
8. Establish Accountability
9. Establish R.I.T.

D. Water Supply Officer

1. Immediately check with Command for orders
2. Keep water moving
3. Stage up Tankers if need be
4. Let Command know if you need additional recourses
5. Keep road open - Ambulance, Rescue, Ladder Truck may have to get through
6. Try to keep radio as clear as possible

E. Manpower Officer

1. Keep all firefighters not assigned a task in one spot, under your direction
2. Report to Operations directly
3. Setup yellow trap and start staging needed equipment
4. Anticipate needed requests and keep firefighters assigned to you ready to go and updated.
5. The Manpower Station is the key to an efficient operation.

05. Brush Fires

A. Class day can be very important to your response and actions upon arrival
B. Night fires are more dangerous and can look bigger than they are
C. Report what you have, call for help if needed
D. Keep portable radio with you
E. Spend time with men/women on the nozzle looking for hot spots, but also keep an eye on the perimeter
F. Let Command know your situation when need be
G. No matter what your job is, keep your mind on that task and as soon as it is done, let Command know
H. Put Breaker back in service as soon as possible

06. F. Dive Responses

A. Work very closely with the Incident Commander
B. Divemaster and Assistant Divemaster should control the water
C. Focus on your Team and keep Safety a priority
D. Remember the family and bystanders. Keep them update!

07. Rescues

A. Motor Vehicle

1. Establish Command, Operations and Manpower
2. Work with EMT's, we are there to assist them
3. Explain to them what we can do
4. If not in charge - keep eyes open, Manpower position - make sure other equipment is set up, Engine etc.
5. Always keep a travel lane open – Make sure the Ambulance can get in and out
6. Stage up 2nd due Engine Company for possible Med-Flight

B. Water and Ice

1. Ask questions, try to get a good location, could save time
2. Work with Divemaster and Assistant Divemaster - listen to their suggestions, they control the water operations, but Command is in charge
3. Give the Divemaster and Assistant Divemaster the support they need
4. If your men/women are not involved in the rescue, keep their minds on what is being done
5. This applies to all fireground operations; the time to shoot the breeze is when the complete job is done

08. Training

A. C3 is in charge of overall Department Training
B. Training should be based on or consistent with the Firefighting Skills - Jones and Bartlet book
C. Training should follow Deputy's Training guideline with your own spin
D. Training should always be set up so that you are always repeating the basics
E. You have some excellent talent on your Company's, use it to help out with training.....a man/women learns more about a subject by teaching it than if he/she were one of the people being taught
F. When having a drill in your Company area, keep a piece of apparatus in service or capable of being put in service at a moments notice
G. Complete a Drill Form prior to the drill and have it available at the Officers Meeting – available on station computers
H. Try to keep drills interesting, but remember, the firefighters are there to review and to learn, not to be entertained
I. Try not to put yourself above your men/women, you are all reviewing and learning at the same time, you're just the leader
J. If you don't know something, don't bluff
K. Lead by example, if you set the standard, the firefighters will follow
L. Be part of the drill, show the men/women you can perform the task as well as they can

M. Every firefighter is an adult with adult problems and decisions that have to be made when they are not at the fire station
N. When training, be yourself, look at the whole class, make eye contact
O. Time sheets - list what you did at the drill and what the drill was about
P. Want to include one hands-on Drill (Company Drills and Dive Drills) with your neighboring Towns, per year

1. Company 1 - Plymouth
2. Company 2 – Plympton / Kingston
3. Company 3 – Wareham / Onset
4. Dive Team – Plymouth and Wareham

09. Mutual Aid

A. You are responsible for the performance of your entire crew
B. Immediately identify yourself to the Incident Commander and ask for orders.
C. You are working for that town now and Command is in Charge
D. You and your crew represent all of us
E. Bring all equipment you many need with you to the Fire Scene. Nothing worse than having to go back to the truck after you are given a task and your crew is not ready!

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