

A firefighter in full gear, including a helmet with the number 42, stands next to a red fire truck. The truck's body is highly reflective, showing distorted reflections of the firefighter and the sky. The background is a clear blue sky.

State Fire Training & CSFA
Committee for Volunteer
Fire Departments

The National Fire Academy
TRAINING OPERATIONS IN
SMALL DEPARTMENTS



NFA COURSE GOAL

To apply a leadership philosophy to the training function of small fire departments.





Introductions!

- ▶ What are your goals and expectations?
- ▶ Name
- ▶ Department
- ▶ Years of service

Administrative Matters

- ▶ Class roster
- ▶ Final exam
- ▶ Training Manual Format and Class Schedule
- ▶ Safety Plan!

TRAINING AGENDA

*Unit 1 – Overview
& Leadership*

*Unit 2 – Legal
Issues*

*Unit 3 – Training
Assessments*

*Unit 4 – Financial
Management*

*Unit 5 – Making
Training Work*

*Unit 6 – Delivery
& Evaluation*



UNIT 1 GOAL

To fulfill the role of the fire department Training Officer by influencing others to achieve organizational goals and to facilitate change.





TRAINING OFFICER

Formal Role:

The fire department Training Officer is responsible for the management and operation of the Training Function and its programs.

What is your Informal Role?



TRAINING OFFICER

Culture Keeper?

Culture is a pattern of behavior that includes thought, speech, action, artifacts and the ability to pass knowledge and values along.

Culture reinforces itself!

**Why is it so hard to
change culture?**





Activity 1.2

Identification of Training Challenges for Small Fire Departments



LEADERSHIP IN TRAINING

What is Leadership?

How do you define the term?

What does it look like?

Are all leadership styles the same?





LEADERSHIP IN TRAINING

What are leadership qualities?

“The function of leadership is to produce more leaders, not more followers.”

Ralph Nader



MISSION OF THE ORGANIZATION

Every organization should have a mission statement.

- ▶ Defines what your organization does.
- ▶ Defines management philosophy of organization.

The mission of the OSFM is to protect life and property through the development and application of fire prevention engineering, education and enforcement.



TRAINING DIVISION VALUE STATEMENT

Think of Value Statements as the philosophy of success around here:

- ▶ Training firefighters is our most important business.
- ▶ Firefighters who perform the rescue tomorrow were trained here today.
- ▶ If you think training is expensive and time-consuming, check out the cost of ignorance.



MANAGING CHANGE

What key issues or trends are now prevalent in fire and emergency services agencies?





Activity 1.3

Change Makers



SUMMARY

Leadership is a process of influencing others toward the achievement of organizational goals.

- ▶ Responsible for training designed to maximize the efficiency of the organization, to reduce risk, and to improve safety.
 - ▶ Ongoing assessments and evaluations must be completed.
 - ▶ The fire service must train continually to maintain, update, and comply with new technology and regulations.
- 

SUMMARY (cont'd)

Mission

- ▶ Mission statement defines what an organization does and its management philosophy.
 - ▶ Training division value statement communicates and defines the philosophy of success for the training program.
- 

SUMMARY (cont'd)

Change

- ▶ Effective leaders are catalysts for change.
 - ▶ Change may not come easily or quickly.
 - ▶ Expect resistance to change as a necessary part of the change process.
- 



TRAINING AGENDA

*Unit 1 – Overview
& Leadership*

*Unit 2 – Legal
Issues*

*Unit 3 – Training
Assessments*

*Unit 4 – Financial
Management*

*Unit 5 – Making
Training Work*

*Unit 6 – Delivery
& Evaluation*



GOALS

To identify ethical and legal issues affecting training





ETHICS FOR ORGANIZATIONS

The five basic principles of ethics for organizations:

- ▶ Purpose
- ▶ Pride
- ▶ Patience
- ▶ Persistence
- ▶ Perspective

SFT: Ethical Leadership in the Classroom



EFFECTIVE LEADERS MUST

- ▶ Recognize that the fire service has a special public trust
- ▶ Set the tone for ethical and legal decisions
- ▶ Model the expected behavior
- ▶ Lead through the minefields

Gordon Graham



Activity 2.1

Ethical Behavior



PERSONNEL MANAGEMENT

Discrimination:

People or groups of people treated differently because of some characteristic (e.g., age, race, sex, orientation, religion, marital status, national origin).



FEDERAL REGULATIONS

- ▶ Train all personnel to the minimum level of competency required by applicable regulations.
- ▶ Your Standard Operating Procedures (SOP's) or Standard Operating Guideline (SOG's)
- ▶ Fire departments must deliver and certify adequate and timely training based on applicable standards.



HEALTH AND SAFETY

Occupational Safety and Health Act (OSHA).

- Responsibility for compliance rests with employers.



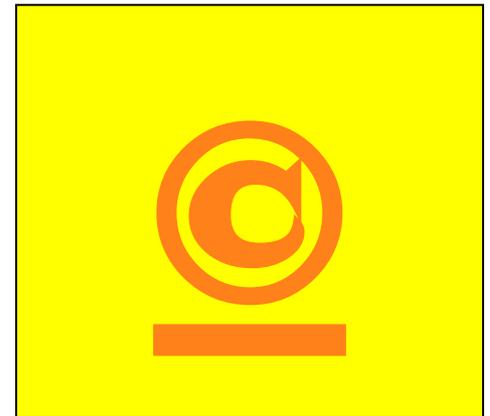
OSHA & CAL-OSHA REGULATIONS

- ▶ Protect employees from accidental injury or harm.
- ▶ Not "nice to do"; they must be enforced.
- ▶ If you violate OSHA regulations, legal action can be taken.



OTHER LEGISLATION

- ▶ Access to personnel files
- ▶ Drug and alcohol testing
- ▶ Copyright/Plagiarism





NATIONAL FIRE PROTECTION ASSOCIATION STANDARDS (NFPA)

Although not mandated unless adopted by the Authority Having Jurisdiction (AHJ), regulatory agencies are beginning to require compliance.



LIABILITY . . .

Results from a failure of duty

Vicarious Liability . . .

Employers are responsible for actions of their employees.





NEGLIGENCE

Failure to do something that a reasonable and prudent person would do, or doing something that a reasonable and prudent person would not do.





DEFENSE AGAINST LIABILITY

Perform your duties within reasonable guidelines or established standards, and document what you did.





TRAINING LIABILITY ISSUES

- ▶ Method of instruction
- ▶ Compromise safety for realistic training
- ▶ Liability defenses
- ▶ Responsibility for injuries



LEGAL ISSUES IN TRAINING

Minimizing legal liability:

- ▶ Meet moral and Ethical obligations
- ▶ Do the right thing!
- ▶ Have documentation to prove it



Activity 2.2

Documentation



REASONS FOR DOCUMENTATION

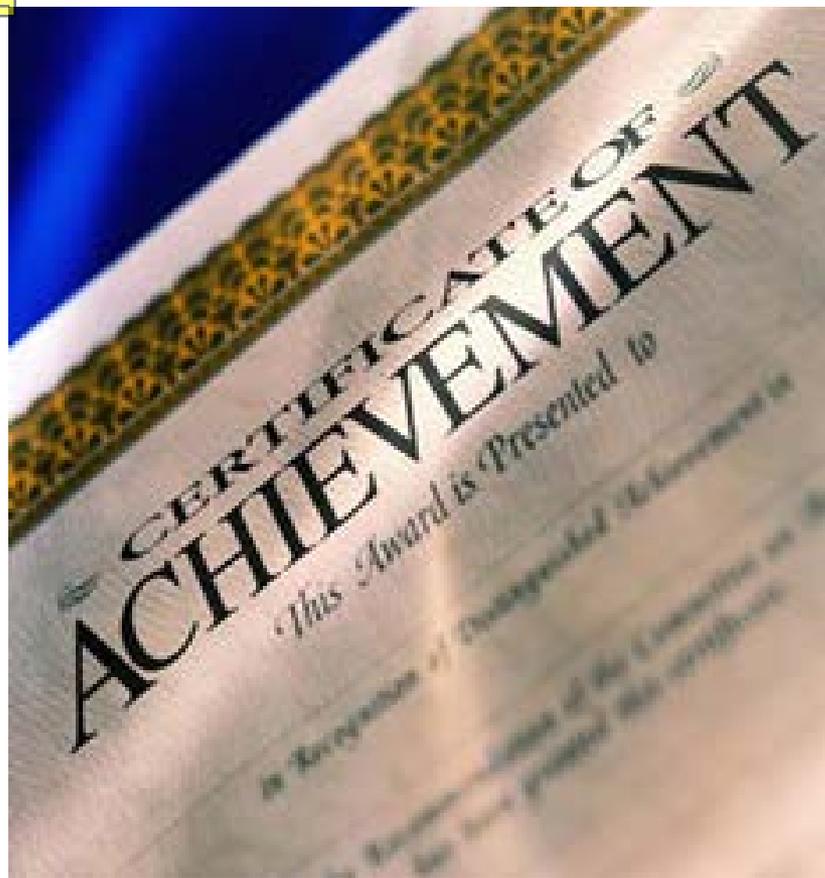
- ▶ Satisfy legal requirements.
- ▶ Reduce liability exposure.
- ▶ Verify certification.
- ▶ Justify additional resources.



SFT DOCUMENTATION

- ▶ Class Roster & Daily Attendance
- ▶ Calendar of Events
- ▶ Student Assignment and Progress
- ▶ Taskbooks
- ▶ Instructor Qualifications / Resume
- ▶ Summative Tests

SFT: Record Retention 4 years



Activity 2.3

Documentation

SUMMARY

- ▶ Legislation and governmental regulations increase exposure to liability.
 - ▶ Performing training within standards reduces this exposure.
 - ▶ Documentation reduces exposure by proving what happened.
 - ▶ Documentation can be used in a needs assessment for training in the fire department.
- 



TRAINING AGENDA

*Unit 1 – Overview
& Leadership*

*Unit 2 – Legal
Issues*

*Unit 3 – Training
Assessments*

*Unit 4 – Financial
Management*

*Unit 5 – Making
Training Work*

*Unit 6 – Delivery
& Evaluation*



GOAL

To implement an ongoing proactive process to identify departmental training needs





DETERMINING TRAINING NEEDS

How to do a Needs Assessment!

- ▶ How do you determine training needs for your organization?
- ▶ What will happen to your proposal and recommendation without management commitment?
- ▶ How will you get the resources to analyze needs without management support?



DETERMINING TRAINING NEEDS

Step #1: Specify the Problem

Step #2: Identify the "Gap"

Step #3: Analyze the Gap

Step #4: Recommendations



IDENTIFYING TRAINING NEEDS

- ▶ Observation
- ▶ Interviews
- ▶ Questionnaires & Tests
- ▶ Focus Groups
- ▶ Document Review:
 - Job analysis
 - Performance review
 - Records and reports study



COMPONENTS OF ANALYSIS

Audience Analysis:

- ▶ Academic
 - ▶ Personal and social factors
 - ▶ Job performance requirements
 - Task to be performed
 - Tools and equipment for task
 - Evaluation parameters
- 



EXAMPLES OF RECOMMENDATIONS

- ▶ Where training is needed.
- ▶ Where a specific practice is needed.
- ▶ Where organizational change is needed.
- ▶ Where motivational change is needed.
- ▶ How to cope with environmental obstacles and constraints.



Activity 3.1

Needs Assessment

TRAINING AGENDA

*Unit 1 – Overview
& Leadership*

*Unit 2 – Legal
Issues*

*Unit 3 – Training
Assessments*

*Unit 4 – Financial
Management*

*Unit 5 – Making
Training Work*

*Unit 6 – Delivery
& Evaluation*



GOAL

To justify the fire department's training budget.





FINANCIAL MANAGEMENT

The art of directing the wise use of money to accomplish a purpose.



FINANCIAL MANAGEMENT CYCLE

- ▶ Planning
- ▶ Budget preparation
- ▶ Budget justification
- ▶ Adoption

FINANCIAL MANAGEMENT CYCLE

Sample 4 Column Budget with Notes Column

| TYPE OF EXPENDITURE | AMOUNT BUDGETED | AMOUNT | AMOUNT REMAINING | NOTES |
|-------------------------------|-----------------|----------------|------------------|---|
| Staffing | \$10,000 | \$1,000 | \$9,000 | All staff are part of organization |
| A. Staff | \$5,000 | \$200 | \$4,800 | Represents 4% of time |
| B. Staff | \$3,000 | \$100 | \$2,900 | Represents 3% of time |
| C. Staff | \$2,000 | \$700 | \$1,300 | Represents 2% of time |
| Materials and Supplies | \$5,000 | \$500 | \$4,000 | Overall expenses |
| Meals for team led meetings | \$1000 | 0 | \$1000 | 5 team led meetings over six months |
| Office supplies | \$2000 | \$500 | \$1500 | \$500 for first six months of supplies |
| Postage | \$500 | 0 | \$500 | Postage for entire project |
| Equipment | \$10,000 | \$8000 | \$2000 | Computers and software |
| Computers | \$8000 | \$8000 | 0 | |
| Computer software | \$1500 | 0 | \$1500 | |
| Audio recorders | \$500 | 0 | \$500 | |
| Travel | \$3000 | 0 | \$3000 | |
| Pre-evaluation meeting | \$500 | 0 | \$500 | In organization field office |
| Mid-evaluation meeting | \$500 | 0 | \$500 | In organization field office |
| Follow up meeting | \$500 | 0 | \$500 | In organization field office |
| Conference presentation | \$1500 | 0 | \$1500 | In Portland, OR |
| Total Amounts | \$28,000 | \$9,500 | \$17,500 | Reflects current amounts as of January 18, 2009 |



ALTERNATIVE FUNDING

Budget pressures have forced fire departments to consider reducing services, increasing efficiency, or finding alternative funding sources.



Activity 4.1

Money for Training!



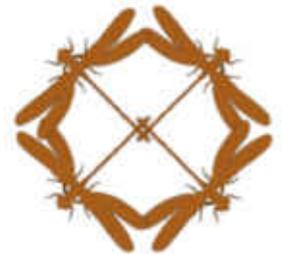
WAYS TO INCREASE FUNDS

- ▶ Secure more funds through grants and interagency agreements.
- ▶ Make better use of available funds by reducing waste and redundancy.
- ▶ Reduce expenditures: prioritize budget line items.



GRANT GUIDES & RESOURCES

- ▶ *Federal Register*
- ▶ *Commerce Business Daily*
- ▶ *Foundation Grants to Individuals*
- ▶ *Guide to Federal Funding for Government and Nonprofits*
- ▶ *Annual Register of Grant Support: A Directory of Funding Sources*
- ▶ *The Foundation Directory*





NEW REVENUE SOURCES

- ▶ Revenue projection
- ▶ Legality
- ▶ Acceptability
- ▶ Ethics



Activity 4.2

Training Budget Justification



SUMMARY

- ▶ A knowledge of financial management is essential to managing resources.
 - ▶ The financial management cycle involves planning, budget preparation, budget justification, and adoption.
- 

SUMMARY (cont'd)

- ▶ A budget is a plan that defines the goals of an organization and how it intends to achieve them.
 - ▶ Fire departments must consider methods of increasing their efficiency, reducing services, and finding alternative funding services.
- 

TRAINING AGENDA

*Unit 1 – Overview
& Leadership*

*Unit 2 – Legal
Issues*

*Unit 3 – Training
Assessments*

*Unit 4 – Financial
Management*

*Unit 5 – Making
Training Work*

*Unit 6 – Delivery
& Evaluation*

GOAL

To apply leadership skills to all aspects of a functional training program.





THE BASICS OF MARKETING

Marketing in a business environment is the creation and delivery of a standard of living.





MARKETING FOR YOUR DEPARTMENT

Identify your Audience:

- ✓ Chiefs
- ✓ New members
- ✓ Veteran members
- ✓ Union or Labor Groups
- ✓ Special groups or committees



MARKETING MINDSET

- ▶ Marketing involves motivation
- ▶ Helps buy acceptance
- ▶ Helps open minds of skeptics
- ▶ Critical element for new concepts, procedures, or changes to existing operations



MARKETING SUGGESTIONS

- ▶ Post training notices.
- ▶ Post or advertise in department newsletter the title of the lesson and the objectives to be accomplished. If the drill is hose testing, say so.



MARKETING SUGGESTIONS

- ▶ Close out training session with teaser of what next drill or training will be.
- ▶ Get members to assist you with apparatus, equipment, training props.
- ▶ Adults like to learn new skills.

[Engage Your Team!](#)



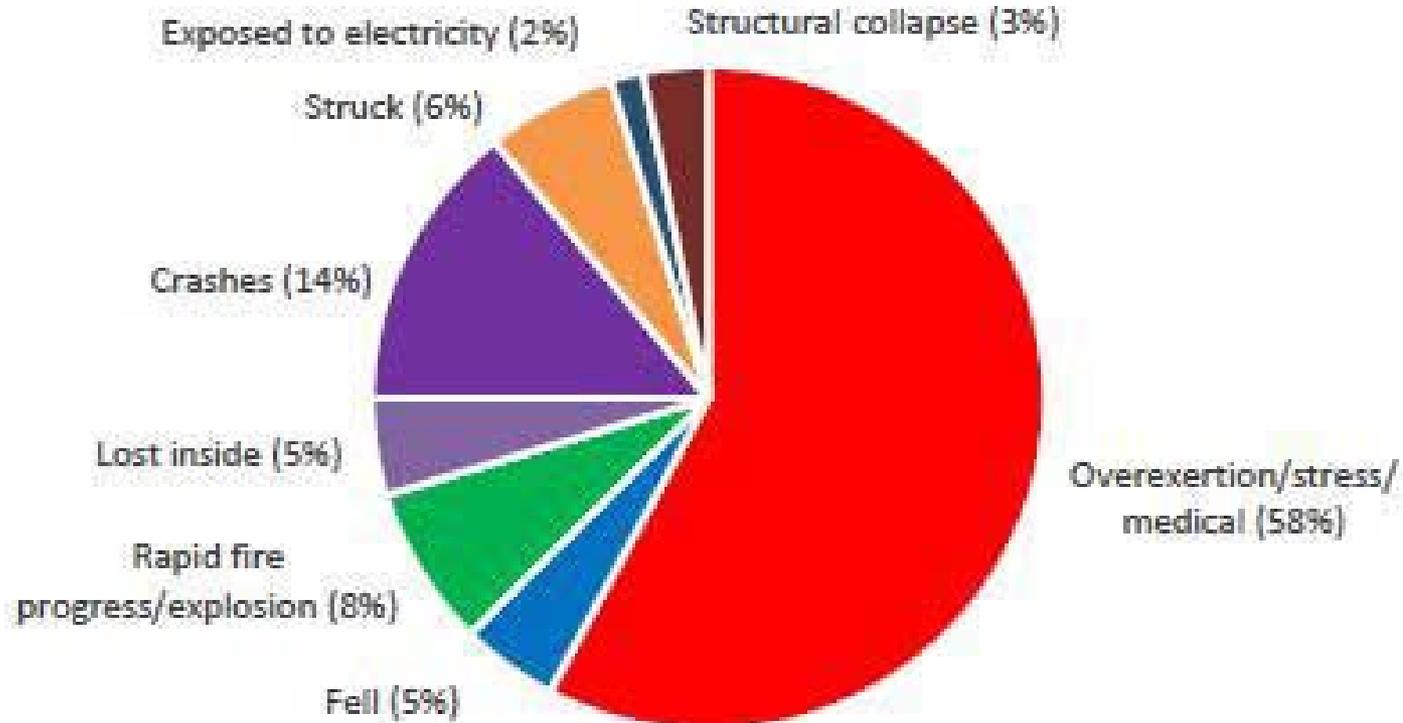
SAFETY IN TRAINING

Safety is a prime consideration in all aspects of training!

- Practical training exercises should be done with same safety procedures we expect at an emergency.
- Safety Officers.
- Safety considerations emphasized.
- Safety briefings prior to live fire training or other evolutions that pose special risk.

SAFETY IN TRAINING

Firefighter Deaths by Cause of Injury - 2014

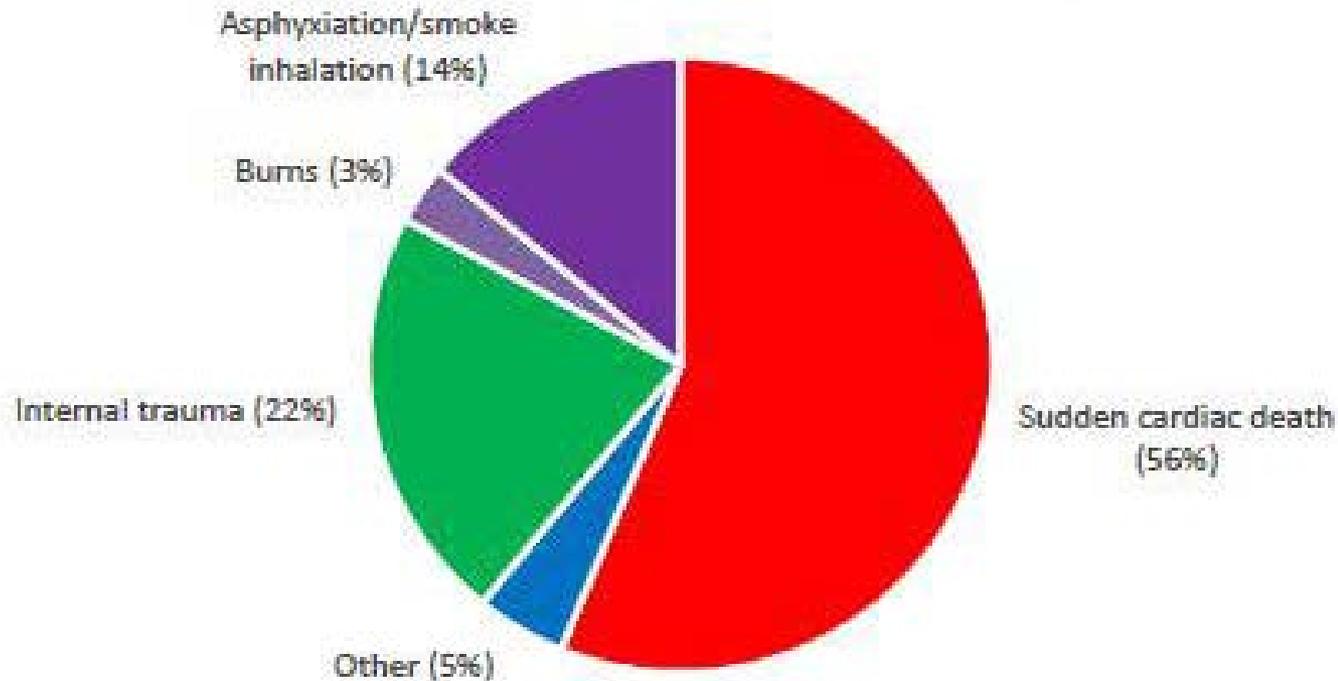


Firefighter Fatalities in The United States – 2014

SAFETY IN TRAINING

Figure 4

Firefighter Deaths by Nature of Injury - 2014





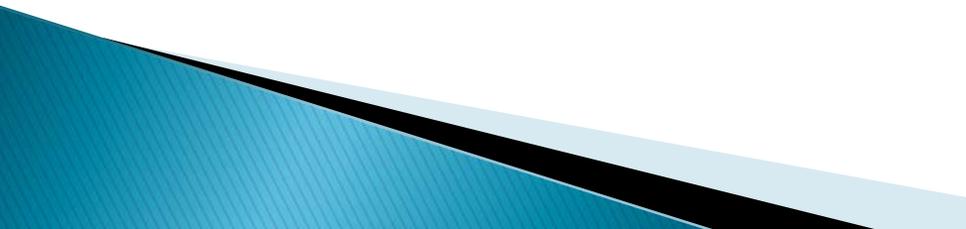
SAFETY IN TRAINING

Safety Plan required by OSFM

Title 19 California Code of Regulations,
Section 1990.06

Safety Procedures, Emergency Notification, First Aid Equipment, and Medical Facilities.

As the department Training Officer, what safety precautions could you initiate to enhance safety during the practical application phase of training?





CONFLICT RESOLUTION

Introduction

- ▶ Conflict is normal.
- ▶ Conflict may be productive if it can be resolved and common interest united.
- ▶ Resolution of a conflict ultimately should serve the best interests of the organization.



CONFLICT RESOLUTION STRATEGIES

- ▶ Avoiding
- ▶ Accommodating
- ▶ Compromising
- ▶ Competing
- ▶ Collaborating

What is your need?



PRINCIPLES OF CONFLICT RESOLUTION

- ▶ Determine common interest or goals.
- ▶ Express each side's concerns and interest.
- ▶ Develop criteria for a good solution.
- ▶ Generate action ideas and develop solutions.
- ▶ Agree to solution, timeframes, goals, and what action will be required.
- ▶ Implement suggestions and evaluate results.



Activity 5.1

Conflict Resolution



SUMMARY

- ▶ Internal marketing motivates and encourages participation.
 - ▶ Safety during training must be practiced as if it is an actual emergency.
 - ▶ Conflict resolution is an important consideration when it affects the training program.
- 



TRAINING AGENDA

*Unit 1 – Overview
& Leadership*

*Unit 2 – Legal
Issues*

*Unit 3 – Training
Assessments*

*Unit 4 – Financial
Management*

*Unit 5 – Making
Training Work*

*Unit 6 – Delivery
& Evaluation*



GOAL

To successfully manage training delivery and to evaluate the effectiveness of classes and training program.





TRAINING RESOURCES

Curriculum Options

1. Develop your own Lesson Plans
 - SFT format
 - DHS curriculum guidelines
 2. Adopt and amend another curriculum or program
- 



TRAINING RESOURCES

Fire Industry

- ▶ National Fire Academy (NFA)
 - ▶ International Association of Fire Chiefs (IAFC)
 - ▶ International Association of Fire Fighters (IAFF)
 - ▶ National Volunteer Fire Council (NVFC)
 - ▶ National Fire Heritage Center ([NFHC](#))
- 



TRAINING RESOURCES

National Publishers Materials

- ▶ National Fire Protection Association (NFPA)
 - ▶ International Fire Service Training Association (IFSTA)
 - ▶ International Code Council (ICC)
 - ▶ Jones & Bartlett
 - ▶ CMC Rescue, Inc.
- 



TRAINING RESOURCES

Industry Materials

- ▶ Utility (SMUD, PG&E, SCGE, etc.)
 - ▶ Oil and Gas Industry Associations
 - ▶ Vehicle Manufacturers
 - ▶ Chemical Manufacturers Association
- 



TRAINING RESOURCES

Manufactures Materials

- ▶ Apparatus & Vehicles
- ▶ Tools and Equipment
- ▶ SCBA Manufacturers
- ▶ Training props (Fireblast, Fire Training Structures, etc.)



TRAINING RESOURCES

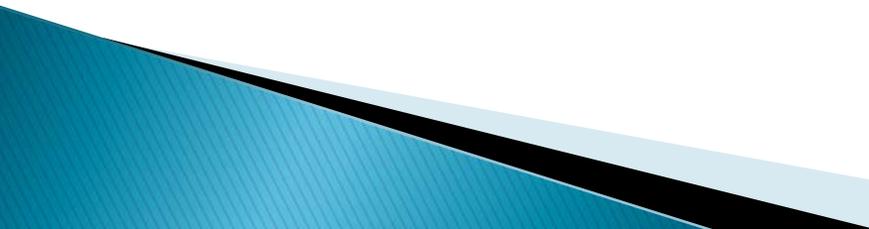
National Fire Training

- ▶ National Wildfire Coordination Group (NWCG)
- ▶ National Incident Management (NIMS)
- ▶ National Fire Academy



TRAINING RESOURCES

California Fire Training

- ▶ California Specialized training Institute (CSTI)
 - ▶ California Governors Office of Emergency Services (CAL OES)
 - ▶ California State Firefighters Association (CSFA)
 - ▶ State Fire Training (SFT)
- 

TRAINING RESOURCES

Office of the State Fire Marshal State Fire Training

- ▶ Course Information and Required Materials (CIRM)
- ▶ Instructor Resources (Course Plans, Activity Sheets, Taskbooks)
- ▶ SFT course materials





TRAINING DELIVERY

Build flexibility into training delivery!

Prepare an alternate (Plan B) class for any training activity that may be affected by weather, equipment availability, or other factors.





TRAINING DELIVERY

- ▶ Have logistical issues been addressed?
- ▶ Has a safety plan been developed?
- ▶ Is facility ready and accessible?
- ▶ Is audiovisual equipment ready?
- ▶ Are Instructor Guides (IG's) and Student Manuals (SM's) reproduced?



EVALUATING THE TRAINING FUNCTION

Evaluation considerations should include two major functions of training program:

- ▶ Process evaluation
- ▶ Impact evaluation



PROCESS EVALUATION

- ▶ Also known as program monitoring
- ▶ Documents that a program provided some service, nature of service, and who completed it
- ▶ Measures extent of program's activity
 - Number of students attending
 - Hours spent on training
 - Budget details



IMPACT EVALUATION

- ▶ Answers questions
- ▶ Measures performance and change
- ▶ Measures behavior change
- ▶ Can use pretests and posttests
- ▶ Can measure observable changes in behavior



EVALUATING TRAINING PROGRAMS

- ▶ How effective is the program?
- ▶ What do you do with curricula once goals have been met and objectives accomplished?
- ▶ What should be done if program is not meeting goals and objectives?
- ▶ What should be done if evaluation identifies weaknesses in curricula?
- ▶ What should be done if material is failing to meet program needs?



Activity 6.1

Training Program Evaluation



SUMMARY

- ▶ A fire department Training Officer should consider all options available to obtain training curricula and training media.
 - ▶ The training curricula should be evaluated to ensure it meets the needs of the organization and has appropriate objectives for the local audience.
- 

SUMMARY (cont'd)

- ▶ An evaluation of both the product and impact of training programs should be done frequently enough to provide the Training Officer with guidance and direction for the training program.
- 