

**Preparing to Lead; Firefighter to Lieutenant at the City of Sharonville Fire Department**

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## CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1. This paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

2. I have affirmed the use of proper spelling and grammar in this document by using the spell and grammar check functions of a word processing software program and correcting the errors as suggested by the program.

Signed: \_\_\_\_\_

Printed Name: Suzanne Casteel

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## ABSTRACT

The problem this study investigated is that the Sharonville Fire Department promotes firefighters to lieutenants that are not prepared for the responsibilities and expectations of the position. The Sharonville Fire Department had not adequately defined what knowledge and skills are necessary for a new lieutenant to be successful. A relatively new acting officer program had been implemented to begin the developing of aspiring firefighters, but it was only a couple of officer development courses to take and the experience of riding as the officer-in-charge in the absence of the lieutenant.

The purpose of this study was to identify and describe the essential components of an officer development program specific to the needs of the Sharonville Fire Department. This was done by utilizing a descriptive research method, which was used to answer the following questions:

1. What knowledge and skills are necessary to meet the performance expectations of the company officer at the Sharonville Fire Department?
2. What are the National, or State standards, or criteria that pertain to officer development?
3. What programs exist within other fire departments to assist the Sharonville Fire Department in developing a formal officer development program for their lieutenants?

The research conducted for this applied research project was done through a comprehensive literature review and four electronic surveys sent to internal and external fire department members. The survey results identified that many organizations don't have a formal officer development program, but recognize the need for such. The surveys also identified many

critical areas that could be better addressed to help aspiring and newly promoted lieutenants. Some of the areas of deficiency identified were: lack of mentorship, discipline issues, communication skills, collective bargaining agreement issues, tactics.

It is recommended that the Sharonville Fire Department review their current job descriptions and make sure that they meet the expectations of a lieutenant. In addition to this make sure that they are readily available to all employees and make sure that all current lieutenants meet the requirements of the job description. The Sharonville Fire Department needs to review and revise their current acting officer program to make it more encompassing than just a list of classes and the chance to ride officer-in-charge. The acting officer program should not only require courses for one to become a lieutenant but a way to take those courses and use the skills and knowledge gained and make it applicable to the Sharonville Fire Department. The last and most important recommendation is mentorship, through all of the surveys conducted the majority of respondents felt that it's important for one to be mentored. It's critical that the Sharonville Fire Department begin to mentor firefighters and prepare them for the future role of lieutenant.

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## INTRODUCTION

### **Statement of the problem**

Officer development from firefighter to lieutenant is a new concept for the Sharonville Fire Department (SFD). Up until recently the SFD has never had an officer development program. There was no formal process for firefighters, or newly promoted lieutenants to gain the knowledge and skills necessary to be successful at being a lieutenant. Over the years the lack of officer development for both lieutenants and firefighters, has caused some issues within the firehouse and on the fire ground. As an example, grievances have been filed due to scheduling errors, which occurred from a lack of procedural knowledge. On the fire ground, there have been individuals not using common terminology, ultimately leading to confusion and safety issues putting those on the fire ground at risk which could be deadly.

The SFD has made great strides in trying to learn from past mistakes and begin developing people who have an interest. When “we foster a culture of ‘growing talent from within’ by providing training and development opportunities for our staff to better equip them for the challenges of today and readiness for tomorrow” (Kincaid, 2015, 4<sup>th</sup> quote). They are then better prepared to serve their community, members of their organization and neighboring departments and communities. The SFD has begun to realize the importance in growing our people by providing them with the training and opportunities that they need in order to become better prepared for the future, especially from the firefighter to lieutenant rank.

*The problem this study will address is the Sharonville Fire Department promotes firefighters to lieutenant that are not prepared for the responsibilities and expectations of the position.* The City of Sharonville has a statutory form of government; therefore, it follows the Ohio Revised Code (ORC) and the Collective Bargaining Agreement (CBA), which covers the



promotional requirements and processes. The minimum requirement to be eligible to promote is to be in the role of firefighter/paramedic for a minimum of three years. The SFD does not require any specific classes, certification or mentorship to be able to promote, simply years of service makes you eligible.

### **Purpose of the Study**

*The purpose of this study is to identify and describe the essential components of an officer development program specific to the needs of the Sharonville Fire Department. This research will be used to develop a formal officer development program. The program will consist of courses that meet the specific needs of a Sharonville lieutenant. The program will also focus on a formal mentorship that will assist in providing Sharonville firefighters with the knowledge and skills necessary to become a successful lieutenant at the SFD.*

### **Research Questions**

Utilizing the descriptive method, the following research questions will be answered. *The research questions this study will investigate are:*

1. What knowledge and skills are necessary to meet the performance expectations of the company officer at the Sharonville Fire Department?
2. Are there National or State standards or criteria that pertain to officer development?
3. What programs exist within other fire departments to assist the Sharonville Fire Department in developing a formal officer development program for their lieutenants?

## **BACKGROUND AND SIGNIFICANCE**

The City of Sharonville is about 9.89 square miles located in Hamilton County, Ohio, just north of Cincinnati. The city has a statutory form of government with a strong mayor. The City of Sharonville has a residential population of 13,916 and a daytime population of about 28,750, due to the amount of business and industry within the city (OH Home Town Locator, 2019 para. 1, 2). The SFD does not operate out of the general fund, it operates out of its own fire department fund, which is funded by a 0.5% income tax and emergency medical services (EMS) billing.

The SFD provides both fire and EMS and operates out of three fire stations. Currently the SFD has 44 full time personnel, which includes: a chief, an assistant chief, a clerk, a nurse, an inspector, three captains, nine lieutenants, 24 firefighter paramedics and three firefighter emergency medical technicians (EMT's). The SFD also has 34 part time employees which includes: nine firefighter EMT's, three firefighter paramedics, 21 EMS only certified and one part time inspector (CrewSense, 2019, employees). The minimum daily staffing is ten cross trained firefighters and or lieutenants (there must be a minimum of two officers, either one captain and one lieutenant, or two lieutenants, the remaining officer positions are filled with acting officers), two EMS only and a captain for a total of 13 people with a maximum of 16 people per day. The SFD operates three advanced life support (ALS) ambulances, a district car, two quints and a rescue engine. In 2018 the SFD responded to 4,503 calls for emergency services (Mousa, 2019, p. 7).

Within the next five years the SFD could see 80% of their current senior officers (captain up to chief) retire. Within the next eight years the SFD could see 78% of their entire officer staff (lieutenant to chief) retire, that's 11/14 officers that could retire within the next eight years.

Currently the SFD does not have a formal succession plan or officer development plan in place to begin preparing employees for their next steps.

Several examples of the problems that SFD officers have encountered due to firefighters not being prepared to step into the role of lieutenant are as follows: There have been several instances where documentation has not been completed properly, or at all. Some of the documentation includes Bureau of Workers Comp (BWC) forms that were not filled out correctly, or in a timely fashion. Some employees have not received records of communication, or disciplinary administrative actions when they were warranted. Timesheets continue to be inaccurate, even after the lieutenants are supposed to have reviewed them. There have and continue to be scheduling errors which result in overtime, frustration and one of which resulted in a grievance being filed. As discussed previously there has been some non-common terminology used on the fire ground which has led to confusion. One lieutenant was demoted from lieutenant to firefighter, for not stepping up into the officer role. That particular lieutenant would continuously miss deadlines for assignments, allowed a certification to lapse and falsified documentation assuming all continuing education was completed, but failed to verify. The lieutenant had issues on their crew that were not handled, which ultimately led to larger problems.

Promotional testing at the SFD for the rank of lieutenant has historically consisted of a written test, assessment center and interview. The assessment center most recently consisted of a tactical exercise, personnel issue, presentation on what the candidate had done to prepare for promotion and several written exercises. After the written exam and assessment center a list was established and certified by civil service commission. The eligibility list is good for two years as outlined in the CBA. The top three candidates were interviewed for one position.

During the assessment center and interview process it became very apparent that very few candidates had prepared themselves for the promotion. The majority of the candidates had not attended courses, or trainings outside of their normal firefighter and paramedic certifications. Those that had attended leadership and officer development courses had nothing available to help them maintain the skills that they had learned in the courses in which they took.

When candidates were promoted, those who had taken officer development and leadership courses could focus on learning the SFD way, but those who had not taken any courses were even further behind. All mentioned are what have led to some of the problems that have identified: improper or inaccurate documentation, timesheets and scheduling errors and confusion on the fire ground due to uncommon terminology.

In May of 2018, the SFD implemented its first acting officer policy and program. Prior to this anyone could fill the officer role in the absence of a lieutenant, whether it be in the station, on the truck, or on scene. Under the current CBA, employees must be eligible for promotion and have a minimum of three years' experience as a firefighter/paramedic. Interested individuals must pass a test and evaluation process. The initial round of acting officers received their position by competing in the last civil service process for lieutenant. The SFD initially had nine acting officers with three of them on each unit day. Over the last two years with retirements and crew changes there are now eight acting officers with two on two of the days and four on the other. When a firefighter is in the acting officer position for four or more hours, they are then compensated at \$1.50 per hour more than their base rate (Mousa, 2018, policy43). The acting officer position gives the firefighter the same responsibilities as a lieutenant. It is expected that the acting officer will learn and obtain training and education to be able to perform successfully in that position.

Within the acting officer policy, it states participants must have: Fire Officer I and various non-fire service courses, with no time frame given. Blue Card Incident Command within twelve months and Leadership I, II, and III within twenty-four months. The policy does not address punitive actions as a result of non-completion. The SFD has had two acting officers who did not complete their Blue Card Incident Command within their first twelve months of being an acting officer. Those employees were allowed to continue operating as acting officers. There were times when they were on fire incidents and there was confusion, due to non-common incident command terminology. Some of the confusion on those scenes caused companies to go to the wrong location of the structure to investigate and or complete tasks. While no one got injured at those incidents and the emergencies were mitigated, there was the potential for this to go horribly wrong, potentially leading to injury or death. Both individuals have since completed their Blue Card Incident Command; one of the individuals has stepped down as an acting officer and has since taken a position as the lead fire inspector.

The implementation of the acting officer program is helping to guide interested candidates in what courses might be helpful in their officer development. While all training has been and is available to all employees, the acting officers now have a defined course of action in which they should take to help them receive the training and education that is necessary to become a successful lieutenant. However, there is nothing formal in place to assist them in maintaining the knowledge and skills they learned as well as making it applicable to the SFD. For one to be eligible for promotion, they do not have to be an acting officer. Therefore, a candidate with no education, additional training or skills applicable to the SFD could be promoted placing us in the same position we are now.

The acting officer program has assisted in giving Sharonville firefighters the opportunity to experience what it would be like to be a lieutenant at the SFD. The acting officer program has also given the participants education that will be beneficial to them as they promote to lieutenant and beyond. However, participating in the acting officer program is not a requirement for firefighters at the SFD to be eligible for promotion. It's great that the acting officers are being sent to officer development and leadership classes, but there is no mentorship program that takes what was learned in the classes and correlated with how it's applicable to the SFD. The lack of practical application, or correlation then leads to, or perpetuates the continued problems experienced; incomplete or inaccurate documentation, inaccurate timesheets, scheduling errors and confusion on the fire ground.

The SFD currently has no vacant positions, but there are a couple officers who will be retiring in early 2021. The lack of officer development means that the SFD will continue to have the same problems its currently facing, based on previous experiences. The goal of completing this research is to identify how succession planning and officer development can assist in identifying the knowledge, skills and abilities that are necessary to become a successful lieutenant.

*The potential impact this study could have on the Sharonville Fire Department is extensive.* By implementing an officer development program that identifies and addresses the training, education and experience needed to go from firefighter to lieutenant is invaluable. By doing this before a firefighter is promoted it allows them to be mentored and learn the knowledge and skills that will allow for a smoother and safer transition into the role of lieutenant. This will also help in empowering and developing employees. Ultimately making the SFD more successful, better

prepared for the future and able to provide exceptional service to the community in which it serves.

## **LITERATURE REVIEW**

This literature review will look at what officer development and succession planning are and how they contribute to the overall success of an organization. It will also look at what courses are necessary to attempt to prepare someone to lead, by providing the knowledge and skills needed to become a successful officer. The sources used in this literature review came from: articles, books, career development manuals, journals, national standards and personal interviews.

John Linstrom writes that many newly promoted officers don't have the tools they need to be successful. He feels that it is important for organizations to put a plan in place that will allow its members to learn the roles and responsibilities of future jobs. Linstrom talks about mentoring being an important aspect of succession planning. Linstrom defines mentoring as "the formal practice of developing a protégée into a future leader" (Linstrom, 2013, p. 18). Linstrom says that mentoring is generally a one on one process that allows for knowledge to be shared in an environment where there is honest feedback and an investment by both the mentor and the mentee.

In an article written by Yvonne Stargell, she says that leaders gain lots of knowledge, and it's their responsibility to pass it on to the up and coming leaders. Stargell also says that "mentoring is expert advice and empowerment" (Stargell, 2015, para. 5). Stargell discusses discipling being leadership, guidance and instruction. Discipling is guiding individuals and giving them the foundation needed to then build upon with the necessary skills and sensitivities technically and politically to prepare for a future mentoring process. Stargell says "leaders must create leaders.

Mentoring and discipling enable leaders to develop cadres prepared to advance when they move on” (Stargell, 2015, para. 23).

John Maxwell tells us that it’s imperative that we empower others. This is best accomplished by believing in people. If a person knows that they have the support and trust of someone else, because they believe in them, then they are more likely to believe in themselves. Maxwell believes that empowerment is just as beneficial for the mentor as it is the mentee. It helps the mentor to do way more than they could do by themselves, but also makes them a better leader. Any leader can experience this “as long as you are willing to believe in people and give your power away” (Maxwell, 2007, p. 151).

Captain D. Michael Abrashoff of the United States Navy talks about how when he took over the USS Benfold there was only one person trained to do each job, this caused problems anytime someone was off due to vacation, illness, or anything else that caused one to be off. Jobs did not get done, or not done well. Abrashoff had the mindset that it was important that multiple people could do each job, this allowed for individuals to be mentored and trained so they could continue to move up and accept additional roles and responsibilities. Not only were people better prepared to do their job, but they could do the jobs of others, which gave them a better understanding of what their shipmates were doing, this raised morale and teamwork amongst the sailors. Abrashoff says “if you want to climb the ladder you have to do more than your specific job; you have to do things that affect the lives of others in the organization” (Abrashoff, 2002, p. 163).

Oren Harari describes some of Colin Powell’s secrets to leadership. Powell believes that people are the most important part of an organization. Powell treats his people “not as subordinates who are expected to follow him blindly, but as partners who will bring their experience and expertise to the table and who will walk with him to achieve exceptional goals”



(Harari, 2002, p. 137). Powell also tells us that “you should spend at least fifty percent of your time on people” (Harari, 2002, p. 140). People are what make your organization, it’s important to make sure that organizations foster an atmosphere where people can develop and succeed.

The National Fire Protection Association (NFPA) is a nonprofit organization that is committed to eliminating, death, injury, property and economic loss due to fire, electrical and related hazards. The NFPA has greater than 300 codes and standards that have been put into place to try and lessen the risk and effects of fire; this is done by having standards for building, processing, design, service and installation around the world (NFPA, 2019).

NFPA 1021 *Standard for Fire Officer Professional Qualifications*, describes the minimum job performance requisites for fire officers. NFPA 1021 can be used as a guide to assist aspiring and current fire officers to help them meet the qualifications needed for their position. NFPA 1021 is broken down into four different levels: Fire Officer I, II, III and IV. The various levels are not based on rank, but on the knowledge and skills associated with those positions. The NFPA believes that job performance requirements described in 1021 can be implemented at any fire department or private organization throughout North America (NFPA, 2014, p. 20).

“Implementing standards can be challenging for departments. Though often daunting, it is important to remember standards are essential in creating a healthy and safe environment for responders” (NFPA, 2014, p. 38).

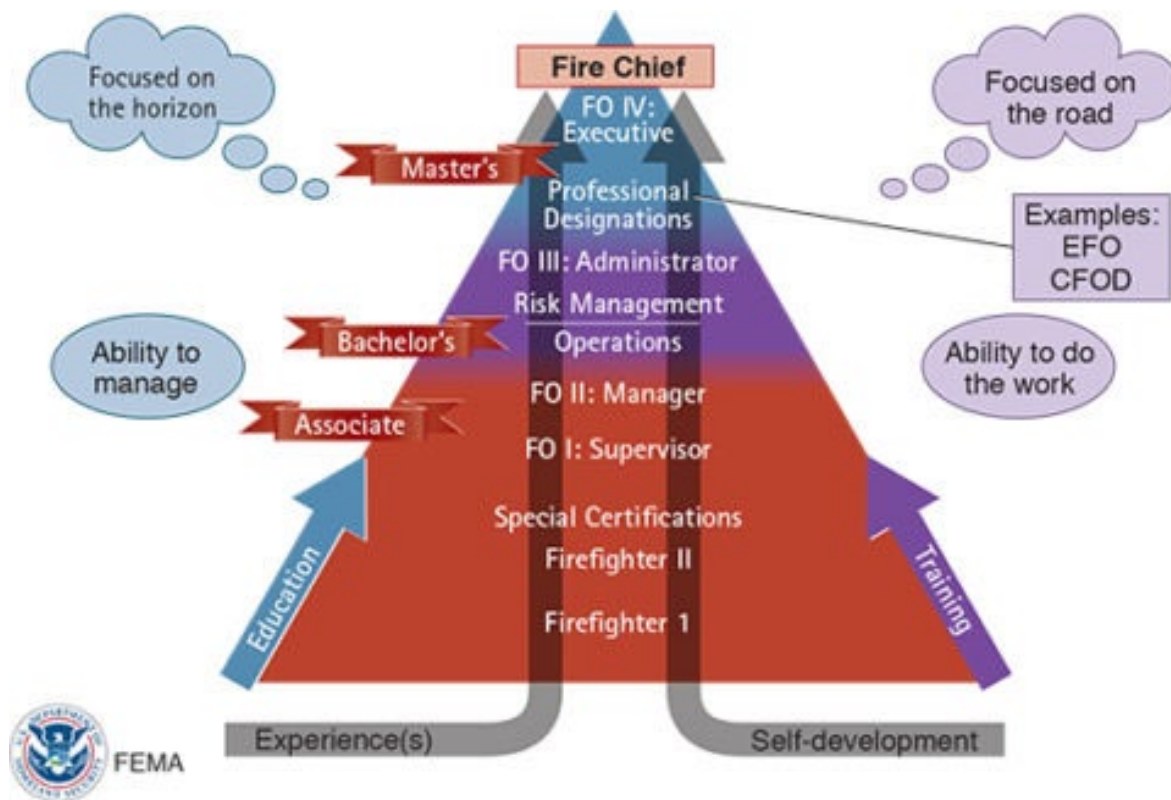
In Chief Ernest Malone’s officer development manual for the Indianapolis Fire Department (IFD), he discusses how it’s important to continue your education and develop your knowledge, skills and abilities of all aspects of the fire service. Chief Malone says that the IFD career development manual was created to assist individuals in obtaining their goals, but also meeting the needs of the department and the community. Chief Malone says that a “firefighter wishing to

move ahead on the career path must have the motivation to prepare for and accept additional responsibilities and duties provided by the department” (Malone, 2017, p. 3). Chief Malone says with that in mind the organization must provide an environment that provides motivation, self-discipline and advancement. Chief Malone talks about the importance of a mentor and how they will assist them through their growth and development. Having a mentor allows the mentee to not only have someone to help them grow, but also to teach them how to mentor, so that they can do the same for others. Chief Malone reminds us, “Your professional development is a journey and not a destination” (Malone, 2017, p. 4).

The International Association of Fire Chiefs (IAFC) has created a book entitled *Officer Development Handbook*. The handbook is dedicated to the professional development of fire officers and is broken down into four levels of fire officer: Fire Officer I- supervising fire officer, Fire Officer II- managing fire officer, Fire Officer III- administrative fire officer and Fire Officer IV- executive fire officer. The handbook focuses on the importance that individuals have experience, mentoring and education. Experience allows an individual to gain knowledge from actually doing and being exposed to the job. Mentoring can be done formally or informally; it allows members who show an interest to prepare to become leaders of the organization. Mentoring is done by working closely with another individual who is able to share their knowledge and experiences to help coach, instruct and teach. “Many mentees “repay” their debt to the mentor and the organization by becoming a future mentor” (IAFC, 2010, p. 7). The handbook discusses how many times firefighters and officers end up with many college credits and certifications, but no degree to show their efforts. The IAFC recognizes the National Professional Development Model (NPDM) which is shown in table 1 was created by the

National Fire Academy by the Fire and Emergency Services Higher Education (FESHE) representatives.

*National Professional Development Model*



**Table 1**

The NPDM shows that both training and education are important, however at the beginning of one’s career the focus should be on emergency response training activities and later shift to focus more on education. Fire officers must continue to learn and maintain their knowledge, skills and abilities, but they must also work to look beyond themselves and work to develop others (IAFC, 2010).

While conducting research and reviewing past Ohio Fire Executive (OFE) applied research projects one of the applied research projects that was viewed was by Captain Kent Clary

of the Clearcreek Fire District (CCFD). Captain Clary did his applied research project on “Training Company Officers for the Clearcreek Fire District.” After reviewing Captain Clary’s applied research project, he was then contacted and a personal interview was conducted (personal communication, January 14, 2020). Captain Clary states that he had identified that CCFD had been promoting people to officer levels that they were not fully prepared for. Because of this they had people demoted and others voluntarily step down, this caused disruption to their day to day operations. As a result of the problems Captain Clary developed and implemented a professional development program for CCFD.

The professional development program is open to all employees who meet CCFD’s promotional requirements. Employees must submit a letter of interest to participate, Captain Clary then determines who will be in the program. The program is a year long commitment with monthly assignments. Assignments range from computer skills such as: excel, PowerPoint, word documents, outlook calendar and maintenance request programs. Blue Card Incident Command, or continuing education for those who have already successfully completed it. Other assignments include how to handle different situation, such as an employee being late to work from oversleeping, vehicle damaged in an accident, post incident analysis from a call with the crew, how to handle a citizen complaint and so on.

During the program, they have to do a minimum of ten shifts riding in the position above where they are (firefighter to lieutenant or lieutenant to captain), when they ride above where they normally are their officer rides the apparatus with them to watch and critique them. The program also has a fire officer task book that must be completed, which includes skills that come directly from NFPA 1021. At the end of the program there is a final checkoff over the skills they have learned. Captain Clary’s professional development program appears to be all encompassing

of information and skills that are pertinent to CCFD aspiring officers, or officers. At the end of the program all participants have to complete a survey to give Captain Clary feedback, so he can adjust the program accordingly.

Captain Clary has had 13 people complete the professional development program since its inception in 2017. Since then all of the people who have been promoted have gone through the professional development program, while not a requirement, but definitely a perk of being better prepared for which the job one is seeking.

In an article written on Leader Development in the United States Army, it says that “leader development is achieved through the lifelong synthesis of training, education and experiences acquired through opportunities in the operational, institutional and self-development domains” (Parson, 2019, p.2). The article also goes on to describe that everyone has the responsibility to develop themselves, but also to help develop others. The article also discusses the importance for an organization to place the right amount of emphasis on training, education and experience, this is done by planning, preparing, executing and assessing the organizations leader development program (Parson, 2019).

In an article written by Marc Revere, he discusses succession planning vs. succession management. He describes succession planning as focusing more on one person, such as the fire chief. He describes succession management as a much broader approach to all positions and all aspects, trying to develop people all the time, not just key people at critical times. The military is a great example of what succession management is. The military must prepare as many people as possible for as many roles as possible because you never know when someone may become injured or die and have to be replaced immediately (Revere, 2012).

Revere suggests that regardless of which path you take it's important to identify people who have talent and interest in developing and being developed for future roles within the organization. Organizations must foster an environment which is conducive to working together and sharing information and knowledge. If organizations hire for quality and high character, then they should have no issues filling roles within their organization (Revere, 2012).

What is succession planning? Heathfield states that "succession planning is the process where an organization ensures that employees are recruited and developed to fill each role within the company" (Heathfield, 2019, para.1). Heathfield suggests that if succession planning is done properly then you should never have a vacant position in which someone is not prepared for.

Heathfield tells us that succession planning is essential in all organizations; she also tells us that succession planning allows us to identify those who may have an interest in furthering their careers. Through creating a formal program allows the organization to "commit to mentor and develop employees so that they are ready to take over" (Heathfield, 2019, para. 10). In addition to preparing employees for the future, it also empowers them and allows them to feel valued.

Heathfield says that some of the benefits of succession planning are that as employees leave, or move up, then there is someone to move into that position that is prepared and can continue to carry out the mission and vision of the organization.

In a personal interview with Dr. Graylin Stargell (personal communication, November 7, 2019), he says that succession planning is critical in an organizations ability to be successful. Dr. Stargell also says that you must first identify those who have the interest in furthering their careers. Once you have identified those who have an interest you must learn what they are great at. Give the individuals who are great at something the opportunity to excel in that area. It's best to mentor and coach individuals so that they learn all the knowledge and skills necessary to be

successful at the next level. Dr. Stargell says that sometimes people build walls around themselves do to past experiences, this does not allow them to see the potential, or the desire to go further than they are. In this case “sometimes you want more for a person than they want for themselves” (Stargell, 2019). Dr. Stargell says that it’s important for leaders to identify possible successors and let them know it. If a possible successor does not know that their leader thinks they can do the job, or wants them to do the job, then they may not know this opportunity exists. Dr. Stargell says that many times leaders don’t identify possible successors for two reasons; fear that they will hurt others feelings or slow them down.

In summary, after reviewing several different sources with regards to officer development and succession planning, it has become very clear how important it is to develop people. Help people see how important they are by giving them the experience, mentoring and education they need to be successful. Employees who feel valued will likely work harder and work to help develop others, just as those did for them. Regardless of whether in the fire service, military, or any other business you can’t wait until critical times to develop people. The developing of people must be done all the time, this will give them the knowledge, skills and abilities to be successful leaders. Leaders who are successful develop successful leaders.

## **PROCEDURES**

Descriptive research methodology was conducted during this applied research project. A comprehensive literature review was completed by utilizing articles, books, the IAFC, NFPA, personal interviews and professional journals to provide information that will assist the SFD in developing a formal officer development program from firefighter to lieutenant.

After the completion of OFE week three surveys for both Sharonville and non-Sharonville firefighters and or officers were assembled. Once the surveys were assembled they were sent to the OFE reader for discussion and approval. After the feedback from the OFE reader was received, surveys were modified and sent out. The focus of the Sharonville survey was whether employees feel or felt prepared from firefighter to lieutenant and feel prepared for the next level. The survey for the non-Sharonville firefighters and or officers focused on whether they feel or felt prepared from firefighter to lieutenant and prepared for the next level. The external surveys also inquired what the participants organizations are doing to prepare their people from firefighter to lieutenant and how its working for them? The internal surveys were sent out to all full-time members at the SFD. The external surveys were sent to 72 different departments from Butler, Clermont, Hamilton, Montgomery and Warren counties, as well as several departments from Kentucky. The external surveys that were sent out were of similar staffing and call volume as that of the SFD.

There were three different internal surveys sent out at the SFD, the first survey went to the five senior officers (three captains, one assistant chief and one chief). The second survey went to nine lieutenants and the third survey went to all 28 career firefighters. All of the surveys were sent electronically through e-mail and were conducted anonymously thorough Microsoft forms. The surveys inquired how the senior officers felt when they were promoted to the rank of lieutenant. Also, how well they feel the lieutenants, or them as lieutenants are prepared and able to handle their roles and responsibilities as a lieutenant, also what training, education and skills are essential to being efficient and effective at the rank of lieutenant.

All four surveys were sent out on June 25, 2020 with a requested response date by



July 10, 2020. The internal surveys produced a 52% return rate: two out of five senior officers, nine out of nine lieutenants and 11 out of 28 career firefighters. The external survey produced a 54% return rate for a total of 39 out of 72 responses. Total between all four surveys there were 114 surveys sent out with 60 responses for a 53% return rate. All four surveys are located in appendixes A through H.

### **Definition of Terms**

Blue Card Incident Command. A certification program designed to instruct, train and evaluate fire department officers who serve in the role of the incident commander.

Bureau of Workers Compensation (BWC). Provides medical compensation benefits for work-related injuries, diseases and deaths.

Collective Bargaining Agreement (CBA). A written legal contract between and employer and union representing employees.

Emergency Medical Technician (EMT). A person trained to administer basic emergency services to sick or injured people before and during transport to the hospital.

Fire and Emergency Services Higher Education (FESHE). An acknowledgement that a collegiate emergency services degree program meets the minimum standards of excellence established by FESHE professional development committees and the National Fire Academy.

International Association of Fire Chiefs (IAFC). Represents the leadership of firefighters and emergency responders worldwide.

Ohio Fire Executive (OFE). Assesses, enhances and refines leadership qualities of officers who are currently leading their organizations and developing senior officers.

Officer In-Charge (OIC). The person who is in charge in the absence of the officer.

Ohio Revised Code (ORC). All statutes of a permanent and general nature of the state as revised and consolidated into general provisions, titles, chapters and sections.

### **Limitations of the Study**

This survey was limited by the lack of response to the survey. Out of 72 area departments with a similar makeup as the Sharonville Fire Department only 39 responded. Out of the three internal surveys sent to 42 people within the SFD only 22 responded, obviously this is just a small glimpse of what other organizations do when it comes to officer development from firefighter to lieutenant. This researcher believed that it would be best to send the survey out electronically, as it would allow for quick and easy anonymous response, however after looking at the amount of surveys returned it may have been better to send this survey out in another format, or it may be that organizations have been bombarded with similar surveys over the years and don't feel it's necessary to respond.

Additional limitations are one's personal bias that they may or may not have towards officer development. These biases could be from previous experiences, or a lack of experience. Another limitation is that because the surveys were conducted anonymously there was no way to follow up with participants to get them to elaborate on some of their responses.

## **RESULTS**

A literature review and surveys were used to answer the three research questions posed within this applied research project. The answers to the four surveys are located in Appendices I, J, K and L. The surveys were created and completed by SFD firefighters, lieutenants and senior officers. All external survey respondents but one was an officer.

The first research question examined was; what knowledge and skills are necessary to meet the performance expectations of the company officer at the SFD? To answer this question there were three internal surveys created, one for the senior officers (captain to chief), one for the rank of lieutenant and one for all career firefighters at the SFD. All members were asked how strongly they believed different training, education and or skills were of importance to the development of a company officer. The criteria for this question came from the SFD Lieutenants Job Description as found in Appendix M.

There were 10 items in the initial question from the survey, of this all three groups found NIMS training and college degrees of least importance. Fire officer classes were of some importance amongst all groups and the firefighters found union experience to be more beneficial than the officers, who felt that Blue Card training was more important. Shown below in Figure 1 is what all internal respondents felt to be of most importance.

Necessary Skills and Knowledge					
Level of Importance	Most Important 1	2	3	Least Important 4	Comments
Firefighters	Time on the Job	Being Mentored	Instructor Certification with the ability to instruct	Union Experience	Number 3 and 4 tied
Lieutenants	Time on the Job	Being Mentored	Instructor Certification with the ability to instruct	Blue Card Training	Number 2 and 3 tied
Senior Officers	Time on the Job	Being Mentored	Instructor Certification with the ability to instruct	Blue Card Training	Numbers 1 thru 4 tied

**Figure 1**

When looking at the question that asks what areas respondents felt their lieutenant, or they as the lieutenant were unprepared for the position; across the board firefighters, lieutenants and senior officers all responded the same stating that the new lieutenants were not prepared to handle discipline issues and collective bargaining agreement issues.

The second research question examined was; what are the national or state standards, or criteria that pertain to officer development? This question was answered in the literature review, NFPA 1021 *Standard for Officer Professional Qualifications* describes the minimum job performance requisites for fire officers. NFPA 1021 is broken down into four different levels which is based on knowledge and skills and not rank. In addition to NFPA 1021 there is the IAFC *Officer Development Handbook* which is also broken down into four levels. The handbook focuses on the importance that individuals have experience, mentoring and education.

From the surveys conducted of the 11 firefighters that responded to Sharonville firefighter survey, only 18% were somewhat familiar with either NFPA 1021 or the IAFC Officer Development handbook. Of 61 responses from all surveys 83% have either achieved a degree in higher education, or are currently working on a degree. Forty-one percent of the external departments surveyed are currently following either NFPA 1021 or the IAFC *Officer Development Handbook* for their formal officer development program from firefighter to lieutenant.

The third research question examined was; what programs exist within other fire departments to assist the SFD in developing a formal officer development program for their lieutenants? This question was answered through a personal interview with Captain Kent Clary of the CCFD (personal communication, January 14, 2020). Captain Clary is a graduate of the Ohio Fire Executive program, for his applied research project he did his research on training company officers. Through Captain Clary's research he was able to develop a program for the CCFD. Captain Clary states that those who wish to ride up must go through the ride up program and successfully complete it. To get into the program one must apply and be accepted, once in the program it is a year long commitment with monthly assignments, that pertain to their organization as well as skills that are important to being an officer. In addition to the monthly assignments participants must go through and complete several officer and leadership classes. At the end of the program the participant has to go through an assessment and also spend several shifts riding in the officer's role while the officer is there to watch, critique and guide them. Once the participant has successfully completed the program they are allowed to ride in the position above them, so firefighters can ride as a lieutenant and lieutenants can ride as a captain.

Following the program there are quarterly assignments that all participants must complete to try and keep them engaged in learning new things.

In addition to the personal interview a survey was sent to 72 external departments that have a similar size and makeup as the SFD. Of the 72 surveys sent out 39 were returned. Fifteen of the 39 departments currently have an officer development program, eight more are currently developing an officer development program. Of the departments that either have an officer development program, or are developing one, they use a combination of NFPA 1021 standards, the IAFC Officer Development Handbook and internal department standards.

## **DISCUSSION**

Research conducted shows that the SFD would benefit from a formal officer development program. While the SFD has an acting officer program, this program only gives employees a list of classes they should attend and allows them the opportunity to ride as the officer-in-charge (OIC) in the absence of their officer. Since this study began there was a promotional process for the rank of lieutenant. Many candidates have express through impromptu personal interviews that they feel they are not receiving the training, knowledge and mentoring they believe should be a part of the acting officer program, or be prepared for the role of a SFD lieutenant.

The IAFC Officer Development Handbook, tells us that both the organization and the individuals must take responsibility in preparing people for the future. The organization needs to realize that their people are the most valuable resource. If they want to meet the needs of their customers then they will have to adequately prepare their people for both technical and administrative responsibilities. Organizations must be willing to implement officer development and professional development programs for their people. Individuals as well as the organization

must take some responsibility in preparing for their future. Individuals must be willing to not only put in the time and effort it takes to gain the knowledge, skills and experience needed for future positions. They must also be willing to step out of their comfort zone, take risks and engage in activities that exceed their current position requiring them to make decisions.

Out of all four surveys that were conducted for this research paper 59% of the respondents felt that mentoring and time on the job were the most important aspects of preparing a firefighter for the role of lieutenant. Through all of the research that was conducted there was a large amount of data to support that mentoring employees proves to be very beneficial to both the employee and the organization. The IAFC Officer Development Handbook, (2010) shows that “Many successful individuals in the fire service attribute their achievements to a formal mentorship relationship” (p.6). Mentoring can be accomplished through either a formal or informal process. Some of the goals of mentoring is to provide aspiring leaders with the tools they need to promote ongoing training and education, inspire career advancement, enhancing effectiveness with leadership and team building and fostering an environment where the mentee then begins to mentor others (IAFC, 2010).

Through all of the research that was conducted there was very little emphasis that was put in on time on the job. In the Indianapolis Career Development Manual, they very specifically state how much time one must spend at each level before they are eligible to promote to the next rank. Through business and military articles that were utilized for this research time on the job was not discussed. NFPA 1021 doesn't even have a time on the job requirement before someone can attend fire officer classes, ultimately making them eligible to promote at any time frame.

From the three internal surveys conducted 73% of the respondents felt that newly promoted lieutenants were not prepared to handle delivering discipline. Fifty-nine percent of the

respondents said that newly promoted lieutenants were not prepared to handle collective bargaining agreement issues, those were the two major areas that the respondents felt were the main issues at the SFD. In addition to the main problems identified some of the respondents felt that there were also issues with new lieutenants not being prepared for tactics, scheduling, communication, computer skills and harassment issues.

Based on the research conducted the SFD could begin providing their firefighters with the information they need to prepare them for the role of lieutenant. They could do this as a part of their acting officer program, in addition to sending the acting officers to officer development and tactics classes they could begin a formal mentorship. The mentorship would allow for guidance and feedback, not only applicable to becoming a lieutenant, but also applicable to the way the SFD operates.

## **RECOMMENDATIONS**

The SFD has and continues to promote firefighters to lieutenant that are not prepared for the responsibilities and expectations of the position. The research conducted shows that the SFD would benefit from expanding their current acting officer program to be more encompassing than just officer development courses and time riding OIC. The recommendations within this applied research project are based off of the information and data collected throughout the research process.

The first recommendation would be for the SFD to review all job descriptions for all levels, but more specifically for the level of lieutenant. SFD needs to determine what knowledge, skills and courses are pertinent to the level of lieutenant and make sure that its reflected within the job description. It was identified through the survey's conducted for this research that not all



of the current lieutenants have the required training as described in the lieutenant's job description. It is important that the job descriptions mirror the expectations of a lieutenant. All job descriptions should be readily available to all employees, so that they can know what is not only expected of them at their level, but also at the proceeding level. Having these job descriptions readily available will allow people to prepare for the next level before they are in that role.

The second recommendation for the SFD is to look at the current acting officer program and the requirements. Through looking at the acting officer program it is necessary to make sure that the required courses match up with those of the lieutenant's job description. It is also important to spell out what the ramifications are if one does not complete the required training as set forth in acting officer program guidelines. It's important to make the acting officer program more encompassing of the skills and tasks that are expected of a Sharonville lieutenant and help the acting officer members understand how the skills and knowledge that they learn in the required classes are applicable to the SFD. This could be accomplished through monthly assignments that deal with communication skills, delivering discipline, tactics, collective bargaining agreement issues and much more. There also needs to be well defined procedures as to how often and what kind of testing will occur to become an acting officer.

The third recommendation for the SFD once the acting officer program is up and fully functional to meet the needs of the department and its members, it would then be recommended that being an acting officer would be a requirement to be eligible to test for the rank of lieutenant. For this to occur it would take some work with both civil service and the firefighters union to get this approved, as this is not something that is currently required. The recommendation would be that a firefighter would have to work for the SFD for three years (one

probationary and two non-probationary), then they would be eligible to test to become an acting officer. At a minimum, the firefighter would need to spend one year as an acting officer, before they could be promoted to the rank of lieutenant. The purpose of requiring one to be an acting officer prior to being promoted to the rank of lieutenant would be to ensure that firefighters are receiving the proper training, education and mentoring to make sure they are to the level necessary to be a successful lieutenant at the SFD.

The fourth recommendation for the SFD is to begin mentoring current lieutenants to make sure that they are not only up to where they should be for their current position, but also being developed for future roles. It is important to also begin mentoring firefighters, especially those who have chosen to participate in the acting officer program as they have expressed interest in learning and preparing for the next level.

The SFD will need to discuss what aspects of the job are important and what the organization would like to see shared with mentees. A formal mentorship program will need to be established and mentors selected by a committee of people who feel that a mentorship program is important to the organization. Officers who choose to participate in the mentorship program will have to be selected to mentor individuals. Once the mentors have been selected, then they will be assigned one, or more mentees. It will be important to constantly evaluate the mentorship program with feedback from both the mentor and mentee, so that the program can be changed to meet the needs of the organization. There may be some immediate results, but in order to see if this program is successful it may take a couple of years to see the full effects of the program.

In conclusion, this applied research project has helped to identify some areas that the SFD can improve upon to begin developing firefighters for the future role of becoming a

lieutenant. When the SFD began their acting officer program, that was a step in the right direction, but more time and effort must be spent on developing people. Through creating a formal program allows the organization to “commit to mentor and develop employees so that they are ready to take over” (Heathfield, 2019, para. 10). In addition to preparing employees for the future, it also empowers them and allows them to feel valued.

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**Appendix A**

Sharonville Firefighter Survey Cover Letter

Good Afternoon,

I am currently enrolled in the Ohio Fire Executive Program through the Ohio Fire Chiefs Association, as a part of this program I am required to complete an applied research project. I am

conducting research on officer development from firefighter to lieutenant. Please take a few moments of your valuable time to complete the survey listed below. Your help will go toward making this project a valuable tool that may be used in the future for the Sharonville Fire Department. If you could please complete the survey by July 10, 2020 I would greatly appreciate it.

This survey is completely anonymous, should you wish to have a copy of the results, or have further discussion please contact me at the e-mail below.

Please click the link below for the survey:

<https://forms.office.com/Pages/ResponsePage.aspx?id=DQSIkWdsW0yxEjajBLZtrQAAAAAIAAAAAAAMAAAIYOU9UMUtEVThNV1YzMUfZSDhWSDVXMDRfWjJMMS4u>

Thank you for your time and assistance,

Suzanne Casteel  
Lieutenant  
Sharonville Fire Department  
[scasteel@cityofsharonville.com](mailto:scasteel@cityofsharonville.com)

## **Appendix B**

### Sharonville Firefighter Survey

This survey is intended for all career members at Sharonville Fire Department. This survey is for my Ohio Fire Executive research project. Please complete the survey as accurately as you can. Your responses will be recorded amongst other data being compiled to look at the possibility of

a formal officer development program for the Sharonville Fire Department. This survey is completely anonymous.

1. What is your rank?
  - Firefighter
  - Firefighter/AO
  
2. How many years of experience do you have in the fire service?
  - 0-5
  - 6-10
  - 11-15
  - 16-20
  - 21-25
  - 26+
  
3. Which of the following apply to you? (select all that apply)
  - Working on an Associate Degree
  - Completed an Associate Degree
  - Working on a Bachelor's Degree
  - Completed a Bachelor's Degree
  - Working on a Master's Degree
  - Completed a Master's Degree
  - No College Experience
  
4. Which of the following classes have you completed? (select all that apply)
  - Fire Officer I
  - Fire Officer II
  - Fire Officer III
  - Fire Officer IV
  - Blue Card Incident Command
  - NIMS 300- Intermediate ICS for expanding incidents
  - NIMS 400- Advanced ICS for command and general staff
  - Leadership I
  - Leadership II
  - Leadership III
  - Fire Instructor
  - EMS Instructor
  - Technical Rescue
  
5. How strongly do you believe that the following items are important to the development of a company officer?



	Strongly Agree	Agree	Neutral Disagree	Strongly Disagree
Time on the job				
Fire officer I				
Fire officer II				
Blue Card training				
Instructor certifications with the ability to instruct				
Union experience (familiar with the contract and grievance procedures)				
Associate Degree				
Bachelor's Degree				
Being mentored				
NIMS classes				

6. What areas did, or do you feel your lieutenant was, or is unprepared to handle? (select all that apply)
- Verbal communication skills (how to talk with the crew and or superior officers)
  - Discipline issues (how and when someone should receive discipline and or how to actually discipline someone)
  - Written communications (e-mails, memos, reports...)
  - Computer skills (Microsoft word, excel, and or power point)
  - Collective bargaining issues (grievance procedures, and or knowing the actual contract)
  - Harassment
  - Employee Safety
  - Tactics
  - Scheduling

7. Do you think aspiring and newly promoted officers would benefit from a formal officer development program at the Sharonville Fire Department?
  - Yes
  - No
  - Maybe
8. Please explain your response to #7
9. Do you think SFD has established clear expectations of the required experience and education for the position of lieutenant?
  - I don't know
  - Somewhat clear
  - Very clear
  - Not clear
10. Do you believe SFD has established clear expectations of the required experience and education for the position of acting officer?
  - I don't know
  - Somewhat clear
  - Very clear
  - Not clear
11. Do you think your lieutenant has faced personnel issues that they were not prepared to handle and it was at the lieutenant's level of responsibility?
  - No issues
  - Some issues
  - Many issues
12. Do you think your lieutenant is able to regularly perform the essential functions for the position of lieutenant?
  - Always
  - Usually
  - Sometimes
  - Never
13. Do you think your lieutenant has responded to emergency incidents that they were not prepared to handle?
  - No incidents
  - Some incidents
  - Many incidents
14. If you answered some or many to #13, did your lieutenant seek help to get through the emergency incident?
  - Sometimes

- Always
- Never

15. I am familiar with Emergency Reporting and can complete run reports without any issues?

- Agree
- Disagree
- Neutral

16. I am familiar with Emergency Reporting and can complete a maintenance request without any issues?

- Agree
- Disagree
- Neutral

17. I am familiar with CrewSense and can schedule and page out overtime?

- Agree
- Disagree
- Neutral

18. I know how to load and assign trainings in target solutions?

- Agree
- Disagree
- Neutral

19. I am knowledgeable about SFD's policies and procedures?

- All policies and procedures
- Most policies and procedures
- Some policies and procedures
- None

20. I am competent in completing a blue card size up?

- Agree
- Disagree
- Neutral

21. I could establish and run command on a residential structure fire?

- Agree
- Disagree
- Neutral

22. I have a mentor (formal or informal)?

- Yes
- No

23. I would like a mentor?

- From SFD
- From somewhere outside of SFD
- I don't need a mentor
- I already have a mentor

24. Are you familiar with the guidelines in the IAFC Officer Development handbook and, or NFPA 1021 for officer development?

- No
- Somewhat
- Mostly
- Completely

25. Have you established a career development plan for yourself?

- Yes
- No

26. Any additional comments, or anything you think might be helpful in developing our firefighters for future roles?

## **Appendix C**

### **Sharonville Lieutenant's Survey Cover Letter**

Good Afternoon,

I am currently enrolled in the Ohio Fire Executive Program through the Ohio Fire Chiefs Association, as a part of this program I am required to complete an applied research project. I am conducting research on officer development from firefighter to lieutenant. Please take a few moments of your valuable time to complete the survey listed below. Your help will go toward making this project a valuable tool that may be used in the future for the Sharonville Fire Department. If you could please complete the survey by July 10, 2020 I would greatly appreciate it.

This survey is completely anonymous, should you wish to have a copy of the results, or have further discussion please contact me at the e-mail below.

Please click the link below for the survey:

<https://forms.office.com/Pages/ResponsePage.aspx?id=DQSIkWdsW0yxEjajBLZtrQAAAAAIAAAAAAMAAAIGOU9UNDIOVUpaMEIDRDMzN1VXVIpUNDJGRU5HSC4u>

Thank you for your time and assistance,

Suzanne Casteel  
Lieutenant  
Sharonville Fire Department  
[scasteel@cityofsharonville.com](mailto:scasteel@cityofsharonville.com)

## **Appendix D**

### Sharonville Lieutenants Survey

This survey is intended for all Lieutenants at Sharonville Fire Department. This survey is for my Ohio Fire Executive research project. Please complete the survey as accurately as you can. Your responses will be recorded amongst other data being compiled to look at the possibility of a formal officer development program for the Sharonville Fire Department. This survey is completely anonymous.

1. How many years of experience do you have in the fire service?
  - 0-5
  - 6-10

- 11-15
- 16-20
- 21-25
- 26+

2. How many years have you been an officer?

- 0-5
- 6-10
- 11-15
- 16-20
- 21-25
- 26+

3. Which of the following apply to you? (select all that apply)

- Working on an Associate Degree
- Completed an Associate Degree
- Working on a Bachelor's Degree
- Completed a Bachelor's Degree
- Working on a Master's Degree
- Completed a Master's Degree
- No College Experience

4. Which of the following classes have you completed? (select all that apply)

- Fire Officer I
- Fire Officer II
- Fire Officer III
- Fire Officer IV
- Blue Card Incident Command
- NIMS 300- Intermediate ICS for expanding incidents
- NIMS 400- Advanced ICS for command and general staff
- Leadership I
- Leadership II
- Leadership III
- Fire Instructor
- EMS Instructor
- Technical Rescue

5. How strongly do you believe that the following items are important to the development of a company officer?

	Strongly Agree	Agree	Neutral Disagree	Strongly Disagree
--	----------------	-------	------------------	-------------------

Time on the job				
Fire officer I				
Fire officer II				
Blue Card training				
Instructor certifications with the ability to instruct				
Union experience (familiar with the contract and grievance procedures)				
Associate Degree				
Bachelor's Degree				
Being mentored				
NIMS classes				

6. What area's did you feel unprepared to adequately handle upon becoming a lieutenant? (select all that apply)
- Verbal communication skills (how to talk with the crew and or superior officers)
  - Discipline issues (how and when someone should receive discipline and or how to actually discipline someone)
  - Written communications (e-mails, memos, reports...)
  - Computer skills (Microsoft word, excel, and or power point)
  - Collective bargaining issues (grievance procedures, and or knowing the actual contract)
  - Harassment
  - Employee Safety
  - Tactics
  - Scheduling
7. Do you think aspiring and newly promoted officers would benefit from a formal officer development program at the Sharonville Fire Department?
- Yes

- No
  - Maybe
8. Please explain your response to #7
9. Do you think SFD has established clear expectations of the required experience and education for the position of lieutenant?
- Not clear
  - Somewhat clear
  - Very clear
10. Do you believe SFD has established clear expectations of the required experience and education for the position of acting officer?
- Not clear
  - Somewhat clear
  - Very clear
11. Do you think you as the lieutenant have faced personnel issues that you were not prepared to handle and they were at the lieutenant's level of responsibility?
- No issues
  - Some issues
  - Many issues
12. Do you think you as the lieutenant are able to regularly perform the essential functions for the position of lieutenant?
- Always
  - Usually
  - Sometimes
  - Never
13. Do you think you as the lieutenant have responded to emergency incidents that you were not prepared to handle?
- No incidents
  - Some incidents
  - Many incidents
14. If you answered some or many to #13, did you as the lieutenant seek help to get through the emergency incident?
- Sometimes
  - Always
  - Never
15. I am familiar with Emergency Reporting and can complete run reports without any issues?
- Agree



- Disagree
- Neutral

16. I am familiar with Emergency Reporting and can complete a maintenance request without any issues?

- Agree
- Disagree
- Neutral

17. I am familiar with CrewSense and can schedule and page out overtime?

- Agree
- Disagree
- Neutral

18. I know how to load and assign trainings in target solutions?

- Agree
- Disagree

19. I am knowledgeable about SFD's policies and procedures?

- All policies and procedures
- Most policies and procedures
- Some policies and procedures
- None

20. I am competent in completing a blue card size up?

- Agree
- Disagree
- Neutral

21. I could establish and run command on a residential structure fire?

- Agree
- Disagree
- Neutral

22. I have a mentor (formal or informal)?

- Yes
- No

23. I would like a mentor?

- From SFD
- From Somewhere outside of SFD
- I don't need a mentor
- I already have a mentor

24. Are you familiar with the guidelines in the IAFC Officer Development handbook and, or NFPA 1021 for officer development?
- No
  - Somewhat
  - Mostly
  - Completely
25. Have you established a career development plan for yourself?
- Yes
  - No
26. Any additional comments, or anything you think might be helpful in developing our firefighters for future roles?

## **Appendix E**

### Sharonville Senior Officer Survey Cover Letter

Good Afternoon,

I am currently enrolled in the Ohio Fire Executive Program through the Ohio Fire Chiefs Association, as a part of this program I am required to complete an applied research project. I am conducting research on officer development from firefighter to lieutenant. Please take a few moments of your valuable time to complete the survey listed below. Your help will go toward making this project a valuable tool that may be used in the future for the Sharonville Fire Department. If you could please complete the survey by July 10, 2020 I would greatly appreciate it.

This survey is completely anonymous, should you wish to have a copy of the results, or have further discussion please contact me at the e-mail below.

Please click the link below for the survey:

<https://forms.office.com/Pages/ResponsePage.aspx?id=DQSIkWsW0yxEjajBLZtrQAAAAA...AAAAAAMAAAIgOU9UNkFBN0M2MFJDV0NWVUw1NkswOEFaQkpEWC4u>

Thank you for your time and assistance,

Suzanne Casteel  
Lieutenant  
Sharonville Fire Department  
[scasteel@cityofsharonville.com](mailto:scasteel@cityofsharonville.com)

## **Appendix F**

### Sharonville Senior Officer Survey

This survey is intended for Sharonville Fire Department officers who hold the rank of captain and above. This survey is for my Ohio Fire Executive research project. Please complete the survey as accurately as you can. Your responses will be recorded amongst other data being compiled to look at the possibility of a formal officer development program for the Sharonville Fire Department. This survey is completely anonymous.

1. How many years of experience do you have in the fire service?
  - 0-5
  - 6-10
  - 11-15
  - 16-20
  - 21-25
  - 26+
  
2. How many years have you been an officer?

- 0-5
  - 6-10
  - 11-15
  - 16-20
  - 21-25
  - 26+
3. Which of the following apply to you? (select all that apply)
- Working on an Associate Degree
  - Completed an Associate Degree
  - Working on a Bachelor's Degree
  - Completed a Bachelor's Degree
  - Working on a Master's Degree
  - Completed a Master's Degree
  - No College Experience
4. Which of the following classes have you completed? (select all that apply)
- Fire Officer I
  - Fire Officer II
  - Fire Officer III
  - Fire Officer IV
  - Blue Card Incident Command
  - NIMS 300- Intermediate ICS for expanding incidents
  - NIMS 400- Advanced ICS for command and general staff
  - Leadership I
  - Leadership II
  - Leadership III
  - Fire Instructor
  - EMS Instructor
  - Technical Rescue
5. How strongly do you believe that the following items are important to the development of a company officer?

	Strongly Agree	Agree	Neutral Disagree	Strongly Disagree
Time on the job				
Fire officer I				
Fire officer II				

Blue Card training				
Instructor certifications with the ability to instruct				
Union experience (familiar with the contract and grievance procedures)				
Associate Degree				
Bachelor's Degree				
Being mentored				
NIMS classes				

6. Think back to when you first became a company officer (Lt.), what areas did you feel unprepared to adequately handle? (select all that apply)
- Verbal communication skills (how to talk with the crew and or superior officers)
  - Discipline issues (how and when someone should receive discipline and or how to actually discipline someone)
  - Written communications (e-mails, memos, reports...)
  - Computer skills (Microsoft word, excel, and or power point)
  - Collective bargaining issues (grievance procedures, and or knowing the actual contract)
  - Harassment
  - Employee Safety
  - Tactics
  - Scheduling
7. As an experienced officer what areas have you seen new lieutenants unprepared to adequately handle? (select all that apply)
- Verbal communication skills (how to talk with the crew and or superior officers)
  - Discipline issues (how and when someone should receive discipline and or how to actually discipline someone)
  - Written communications (e-mails, memos, reports...)
  - Computer skills (Microsoft word, excel, and or power point)

- Collective bargaining issues (grievance procedures, and or knowing the actual contract)
  - Harassment
  - Employee Safety
  - Tactics
  - Scheduling
8. Do you think aspiring and newly promoted officers would benefit from a formal officer development program at the Sharonville Fire Department?
- Yes
  - No
  - Maybe
9. Please explain your response to #8
10. Do you believe SFD has established clear expectations of the required experience and education for the position of lieutenant?
- Not clear
  - Somewhat clear
  - Mostly clear
  - Very clear
11. Do you believe SFD has established clear expectations of the required experience and education for the position of acting officer?
- Not clear
  - Somewhat clear
  - Mostly clear
  - Very clear
12. Do you believe SFD lieutenants have faced personnel issues that they were not prepared to handle at their level?
- No issues
  - Some issues
  - Many issues
13. Please explain your response to #12
14. Do you believe SFD lieutenants are able to regularly preform the essential functions for their position?
- Always
  - Usually
  - Sometimes
  - Never

15. Do you believe SFD acting officers are able to regularly preform the essential functions for their position?
- Always
  - Usually
  - Sometimes
  - Never
16. Do you believe SFD lieutenants have responded to emergency incidents that they were not prepared to handle?
- No incidents
  - Some incidents
  - Many incidents
17. If you answered some or many to #16, did the SFD lieutenant seek help from a senior officer to get through the emergency incident?
- Sometimes
  - Always
  - Never
18. Do you believe SFD acting officers have responded to emergency incidents that they were not prepared to handle?
- No incidents
  - Some incidents
  - Many incidents
19. If you answered some or many to #18, did the SFD acting officer seek help from a officer to get through the emergency incident?
- Sometimes
  - Always
  - Never
20. SFD lieutenants are able to complete Emergency Reporting reports without error?
- Frequently
  - Rarely
  - Never
21. SFD acting officers are able to complete Emergency Reporting reports without error?
- Frequently
  - Rarely
  - Never
22. SFD lieutenants are able to complete Emergency Reporting maintenance requests without any issues?
- Frequently
  - Rarely

- Never
23. SFD acting officers are able to complete Emergency Reporting maintenance requests without any issues?
- Frequently
  - Rarely
  - Never
24. SFD lieutenants are familiar with CrewSense and can schedule and page out overtime without error?
- Frequently
  - Rarely
  - Never
25. Do you believe SFD lieutenants are proficient at loading and assigning trainings in target solutions?
- Yes
  - No
  - Maybe
26. Do you believe SFD lieutenants are knowledgeable about SFD's policies and procedures?
- All policies and procedures
  - Most policies and procedures
  - Some policies and procedures
  - None
27. Do you believe SFD acting officers are knowledgeable about SFD's policies and procedures?
- All policies and procedures
  - Most policies and procedures
  - Some policies and procedures
  - None
28. Do you believe SFD lieutenants are competent in completing a blue card size up?
- Most lieutenants
  - All lieutenants
  - None of the lieutenants
29. Do you believe SFD acting officers are competent in completing a blue card size up?
- Most acting officers
  - All acting officers
  - None of the acting officer
30. Do you believe SFD lieutenants can establish and run command on residential structure fire?



- Most lieutenants
  - All lieutenants
  - None of the lieutenants
31. Do you believe SFD acting officers can establish and run command on residential structure fire?
- Most acting officers
  - All acting officers
  - None of the acting officers
32. Have you assisted any SFD lieutenants in developing a career path?
- Yes
  - No
  - Maybe
33. Have you assisted any SFD acting officers in developing a career path?
- Yes
  - No
  - Maybe
34. Have you ever had a mentor? (formal or informal)
- Yes
  - No
35. If you answered yes to #34, do you believe having a mentor impacted your career?
- Yes
  - No
  - Maybe
36. Any additional comments, or anything you think might be helpful in developing our firefighters for future roles?

## Appendix G

### External Survey Cover Letter

Good Afternoon,

My name is Suzanne Casteel, I am currently enrolled in the Ohio Fire Executive Program through the Ohio Fire Chiefs Association, as a part of this program I am required to complete an applied research project. I am conducting research on officer development from firefighter to lieutenant (or company officer). Please take a few moments of your valuable time to complete the survey listed below. Your help will go toward making this project a valuable tool that may be used in the future for the Sharonville Fire Department. If you could please complete the survey by July 10, 2020 I would greatly appreciate it.

This survey is completely anonymous, should you wish to have a copy of the results, or have further discussion please contact me at the e-mail below.

Please click the link below for the survey:

<https://forms.office.com/Pages/ResponsePage.aspx?id=DQSIkWdsW0yxEjajBLZtrQAAAAAIAAAAAAMAAAIgOU9UQU9aOUVHTk9aNjhUWlpIVjBPVTdFMVVMRS4u>

Thank you for your time and assistance,

Suzanne Casteel

Lieutenant  
Sharonville Fire Department  
[scasteel@cityofsharonville.com](mailto:scasteel@cityofsharonville.com)

## Appendix H

### External Survey

This survey is for my Ohio Fire Executive research project and is intended for all firefighters and or fire officers. Please complete the survey as accurately as you can. Your responses will be recorded amongst other data being compiled to look at the possibility of a formal officer development program for firefighter to lieutenant at the Sharonville Fire Department. For the purpose of this survey when referring to lieutenant, I am referring to a first line company officer. This survey is completely anonymous.

1. What type of department do you work for?
  - Career (all full-time)
  - Combination (full-time, part-time)
  - Other
  
2. Does your department have a formal officer development program from firefighter to lieutenant?
  - Yes
  - No
  - In the process of developing
  
3. Only answer if you answered yes to #2, what standards does your department follow? (select all that apply)
  - NFPA 1021
  - IAFC Officer Development Handbook
  - Internal department standards

- I don't know
  - Other
4. What is your Rank?
- Volunteer Firefighter
  - Part-time Firefighter
  - Career Firefighter
  - Lieutenant
  - Captain
  - Battalion Chief/ District Chief
  - Assistant Chief
  - Chief
5. How many years of experience do you have in the fire service?
- 0-5
  - 6-10
  - 11-15
  - 16-20
  - 21-25
  - 26+
6. Which of the following apply to you? (select all that apply)
- Working on an Associate Degree
  - Completed an Associate Degree
  - Working on a Bachelor's Degree
  - Completed a Bachelor's Degree
  - Working on a Master's Degree
  - Completed a Master's Degree
  - No College Experience
7. Which of the following classes have you completed? (select all that apply)
- Fire Officer I
  - Fire Officer II
  - Fire Officer III
  - Fire Officer IV
  - Blue Card Incident Command
  - NIMS 300- Intermediate ICS for expanding incidents
  - NIMS 400- Advanced ICS for command and general staff
  - Leadership I
  - Leadership II
  - Leadership III
  - Fire Instructor

- EMS Instructor
- Technical Rescue

8. In your opinion, which of the following should be a prerequisite before being promoted to the rank of lieutenant?

	Strongly Agree	Agree	Neutral Disagree	Strongly Disagree
Time on the job				
Fire officer I				
Fire officer II				
Blue Card training				
Instructor certifications with the ability to instruct				
Union experience (familiar with the contract and grievance procedures)				
Associate Degree				
Bachelor's Degree				
Being mentored				
NIMS classes				

9. Does your department currently require any of the following prior to being promoted to the rank of lieutenant?

	Yes	No
Time on the job		
Fire officer I		
Fire officer II		

Blue Card training		
Instructor certifications with the ability to instruct		
Union experience (familiar with the contract and grievance procedures)		
Associate Degree		
Bachelor's Degree		
Being mentored		
NIMS classes		

10.

	<b>Extremely important</b>	<b>Somewhat important</b>	<b>Neutral</b>	<b>Somewhat not important</b>	<b>Extremely not important</b>
Job knowledge					
Communicates well (written and, or verbal)					
Public speaking					
Common sense					
Compassionate					
Morals and ethics					
Ability to lead					
Ability to follow					
Mature					
Physically fit					

11. When thinking about your department, what are some areas you think could be better addressed when preparing a firefighter to move to the lieutenant role? (select all that apply)

- Verbal communication skills (how to talk with the crew and or superior officers)
  - Discipline issues (how and when someone should receive discipline and or how to actually discipline someone)
  - Written communications (e-mails, memos, reports...)
  - Computer skills (Microsoft word, excel, and or power point)
  - Collective bargaining issues (grievance procedures, and or knowing the actual contract)
  - Harassment
  - Employee Safety
  - Tactics
  - Scheduling
12. What problems do you anticipate, or has your department experienced in implementing a program in officer development from firefighter to lieutenant? (select all that apply)
- Lack of interest from firefighters
  - Lack of funding
  - Lack of support from fire administration
  - Union issues
  - Fire department culture
  - Civil service
  - Other
13. Do you believe that preparing firefighters for future officer roles is important?
- Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
14. What does your department currently do to develop firefighters for future officer roles? (select all that apply)
- Mentoring
  - In department officer development program
  - Education reimbursement
  - On-line education
  - None of the above
  - Other
15. Any additional comments

## Appendix I

### Sharonville Firefighters Survey Results

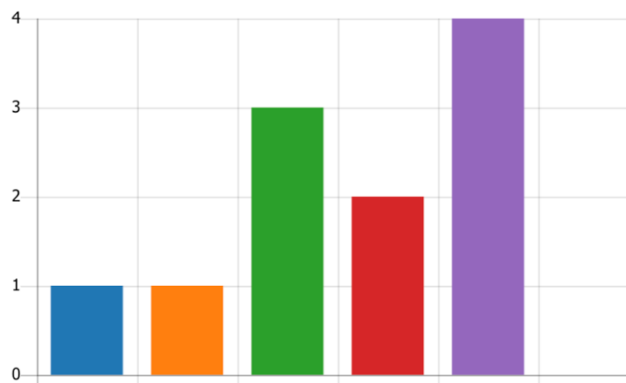
#### 1. What is your rank?

● Firefighter	5
● Firefighter/AO	6



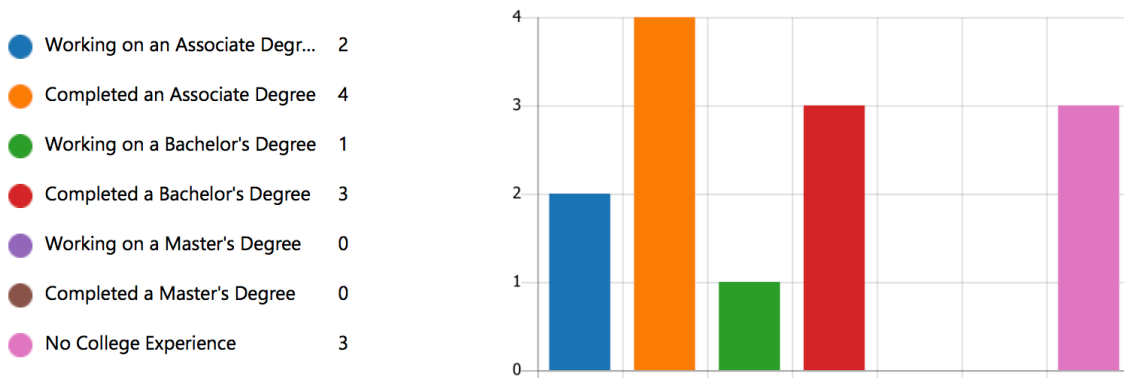
#### 2. How many years of experience do you have in the fire service?

● 0-5	1
● 6-10	1
● 11-15	3
● 16-20	2
● 21-25	4
● 26+	0

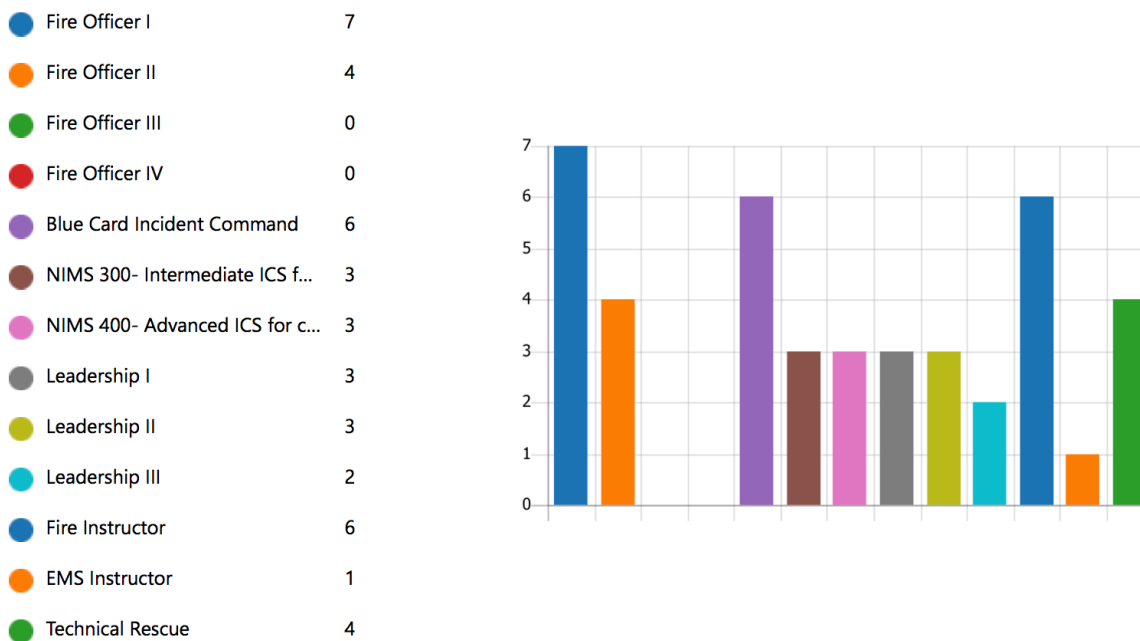




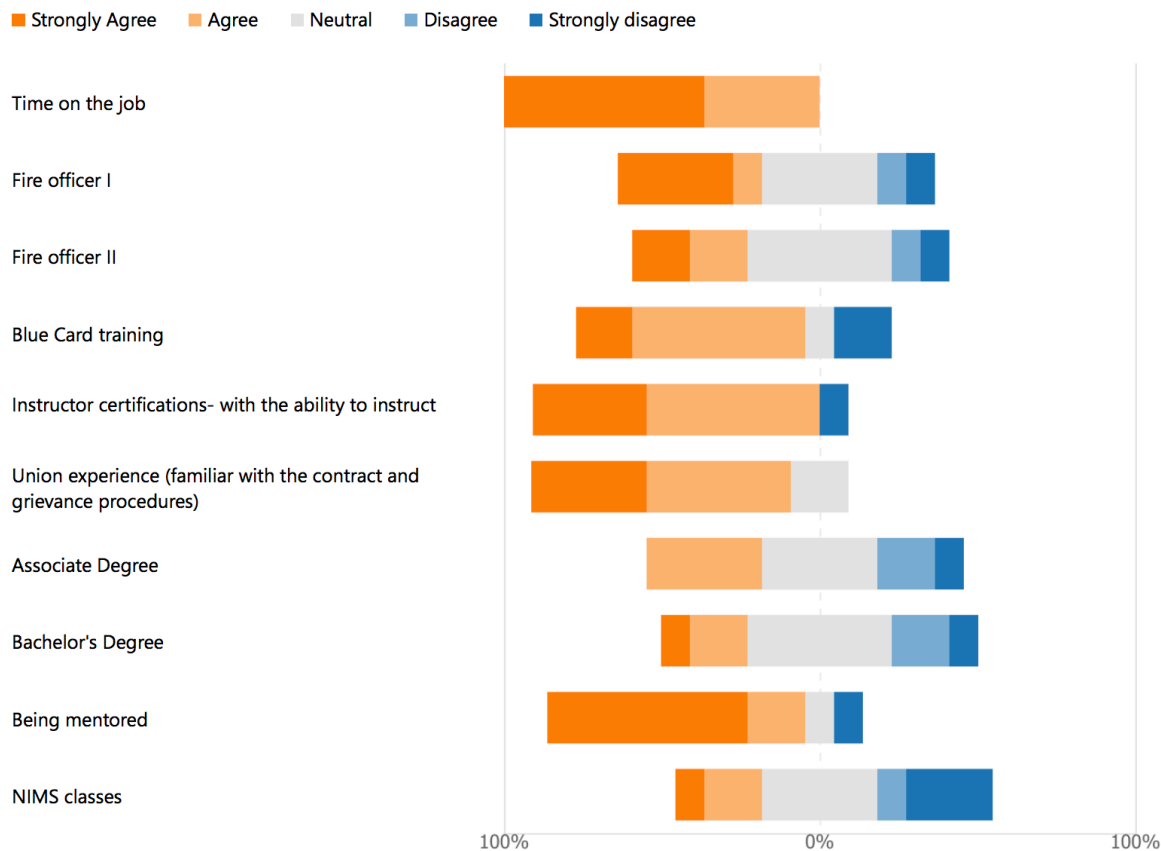
3. Which of the following apply to you? (select all that apply)



4. Which of the following classes have you completed? (select all that apply)

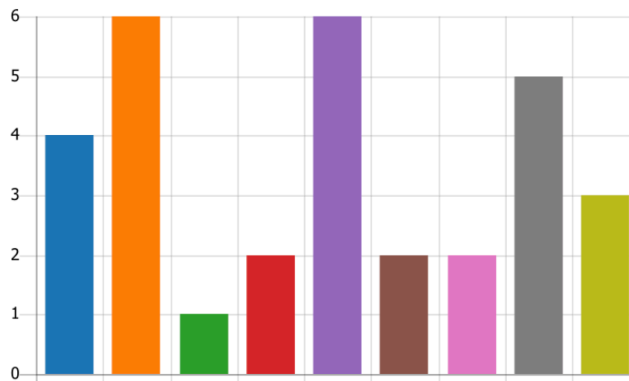


5. How strongly do you believe that the following items are important to the development of a company officer?



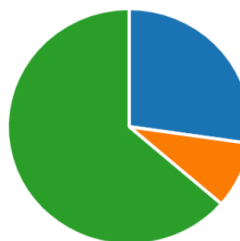
6. What area's did, or do you feel your lieutenant was, or is unprepared to handle? (select all that apply)

- Verbal communication skills (h... 4
- Discipline issues (how and wh... 6
- Written communications (e-m... 1
- Computer skills (Mircosoft wo... 2
- Collective bargaining issues (g... 6
- Harassment 2
- Employee safety 2
- Tactics 5
- Scheduling 3



## 7. Do you think aspiring and newly promoted officers would benefit from a formal officer development program at the Sharonville Fire Department?

● Yes	3
● No	1
● Maybe	7



## 8. Please explain your response to #7

### 10 Responses

ID ↑	Name	Responses
1	anonymous	If it's just another generic set of hoops to jump through it will waste everyone's time.
2	anonymous	I do believe that an officer development program would be a benefit to the members of the Sharonville Fire Department, however, I strongly believe that it would have a much greater impact and legitimacy if this program were largely instructed/created by outside instructors/mentors. My logic for the previous statement is this . . . it is my opinion that there is very little respect and/or perception of legitimacy of our current officers and for that reason I believe that it would be much more successful if it involved reputable instructors/mentors.
3	anonymous	The majority of our officers including the captains need improvement in multiple areas at this time so they are unable to pass along good habits/knowledge for the officer role in a development program.
4	anonymous	There is too much favoritism and cronyism in the Sharonville Fire Department and too much influence from the city administration for a fair, impartial and equal process to develop officers. Also, too much emphasis is placed on old or outdated leadership/management styles that have proven to be ineffective. Our department and city is a "poster child" for these ideals.
5	anonymous	If there is a collective belief that leadership styles need to change/take a new direction as a department, then we are grooming the next generation to be stuck in old ways potentially. Part of leadership is welcoming new ideas and tactics. This program could potentially stagnate growth and decrease morale for a brighter future at SFD.
6	anonymous	With all things, the idea could be good. Quality comes from commitment to executing the details.

7	anonymous	Officer development programs can only take a person so far. A true leader is natural and from experience. You can take every class/program out there, but if you can't apply it in real life it is useless.
8	anonymous	As long everyone in the current ranks would also be required to take the same development program to at least obtain the same required certifications so everyone is trained at the same level. Every officer current or acting should be certified to the same level. AO and Lieutenants should all be trained to the same level and have the same training requirements. The Captains should also meet the same requirements of the Lieutenants, in addition to added development requirements for Captains and AO Lieutenants riding up in the place of the Captain.
9	anonymous	I believe the purpose of leaders is to create more leaders. I also believe having a mentor that you work with on a constant basis will hone the skills of the aspiring officer. This type of program should be the foundation of promotion.
10	anonymous	There needs to be something in place so that when a position opens its not a training gap in the process. I believe that the emphasis should be on Sharonville policies and procedures, Sharonville/NEFC strategy and tactics, and Union issues.

**9. Do you think SFD has established clear expectations of the required experience and education for the position of lieutenant?**

<span style="color: blue;">●</span> I don't know	1
<span style="color: orange;">●</span> Somewhat clear	4
<span style="color: green;">●</span> Very clear	0
<span style="color: red;">●</span> Not clear	6



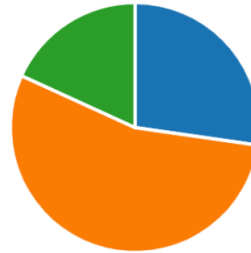
**10. Do you believe SFD has established clear expectations of the required experience and education for the position of acting officer?**

<span style="color: blue;">●</span> I don't know	1
<span style="color: orange;">●</span> Somewhat clear	4
<span style="color: green;">●</span> Very clear	1
<span style="color: red;">●</span> Not clear	4



11. Do you think your lieutenant has faced personnel issues that they were not prepared to handle and it was at the lieutenants level of responsibility?

● No issues	3
● Some issues	6
● Many issues	2



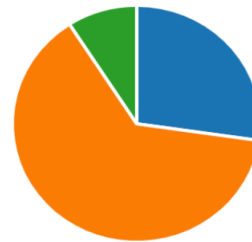
12. Do you think your lieutenant is able to regularly perform the essential functions for the position of lieutenant?

● Always	2
● Usually	6
● Sometimes	3
● Never	0



13. Do you think your lieutenant has responded to emergency incidents that they were not prepared to handle?

● No incidents	3
● Some incidents	7
● Many incidents	1



14. If you answered some or many to #13, did your lieutenant seek help to get through the emergency incident?

● Sometimes	6
● Always	2
● Never	0



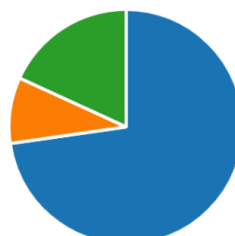
15. I am familiar with Emergency Reporting and can complete run reports without any issues?

● Agree	6
● Disagree	2
● Neutral	3



16. I am familiar with Emergency Reporting and can complete a maintenance request without any issues?

● Agree	8
● Disagree	1
● Neutral	2



17. I am familiar with CrewSense and can schedule and page out overtime?

● Agree	1
● Disagree	1
● Don't have privileges	9



18. I know how to load and assign trainings in target solutions?

● Agree	5
● Disagree	1
● Don't have privileges	5



19. I am knowledgeable about SFD's policies and procedures?

● All policies and procedures	1
● Most policies and procedures	7
● Some policies and procedures	3
● None	0



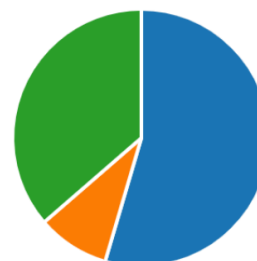
20. I am competent in completing a blue card size up?

● Agree	6
● Disagree	2
● Neutral	3



21. I could establish and run command on a residential structure fire?

● Agree	6
● Disagree	1
● Neutral	4



22. I have a mentor (formal or informal)?

● Yes	4
● No	7



## 23. I would like a mentor?

● From SFD	2
● From somewhere outside of S...	5
● I don't need a mentor	1
● I already have a mentor	3



## 24. Are you familiar with the guidelines in the IAFC Officer Development handbook and, or NFPA 1021 for officer development?

● No	8
● Somewhat	3
● Mostly	0
● Completely	0



## 25. Have you established a career development plan for yourself?

● Yes	5
● No	6





## 26. Any additional comments, or anything you think might be helpful in developing our firefighters for future roles?

### 4 Responses

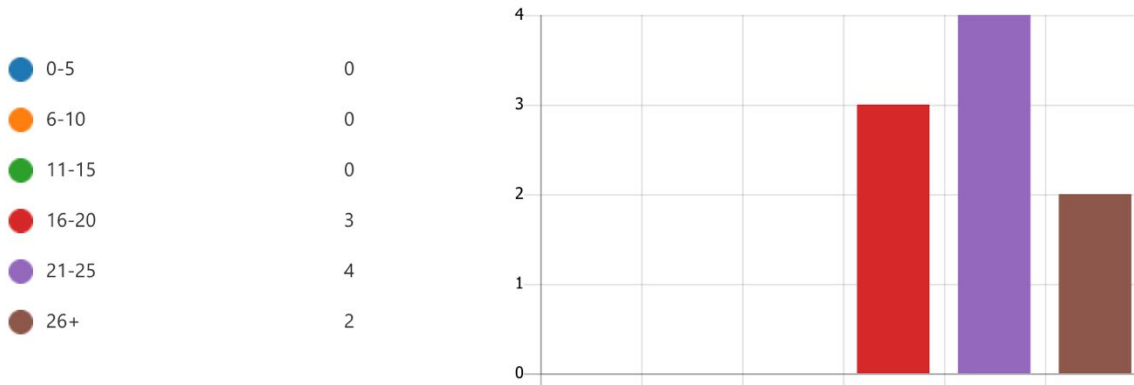
ID ↑	Name	Responses
1	anonymous	The fire service needs to bring back the respect and admiration for the "senior firefighter" These individuals can help make or brake a crew/platoon more than any officer. Officers have historically needed a strong foundation to work from and this only comes from experience. There is a reason that the military and large metropolitan fire departments put emphases on actual job experience requirements(time in a position) for a leadership position as they put in formal training and schooling. Too many suburban firefighters are quick to promote!!!!
2	anonymous	I do like the idea of mentor program for new full time and part time fire/ems. A new Lieutenant or Captain should have a promotional exam and be evaluated in the field before promotion to new position. Just because you pass a test does not mean you should be a office.
3	anonymous	Have consistent expectations for every rank and position. Having a set training schedule that focuses on the basics of fire, rescue, and EMS. Treat all of the firefighters as the most important commodity. Truly show that you care about their physical and mental well-being. More time on the training ground and base these training ground session on JPR, SOG/SOP, Officer Development Requirements and follow-up training to PIA's.
4	anonymous	Having a clear set of guidelines and needs for promotion. A mentor program that is not your direct company officer.

## Appendix J

### Sharonville Lieutenant Survey Results

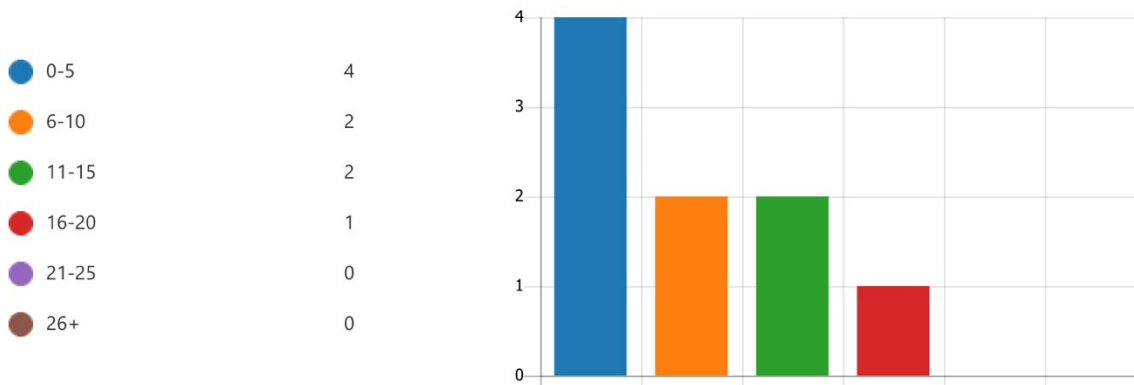
1. How many years of experience do you have in the fire service?

[More Details](#)



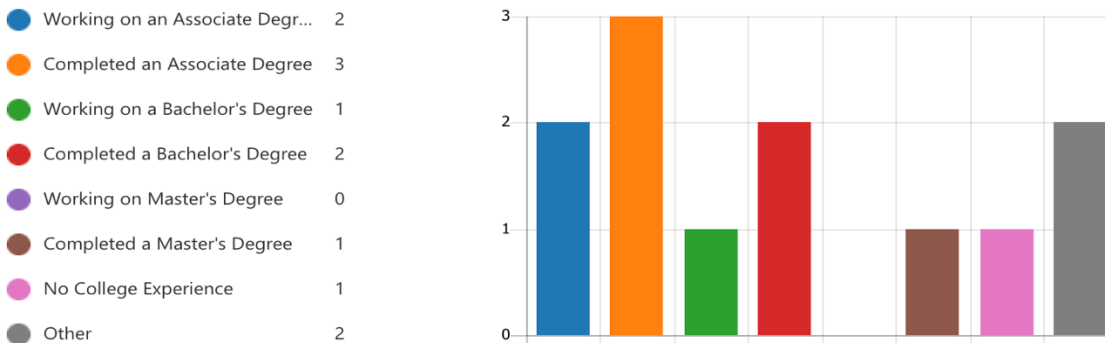
2. How many years have you been an officer?

[More Details](#)



3. Which of the following apply to you? (select all that apply)

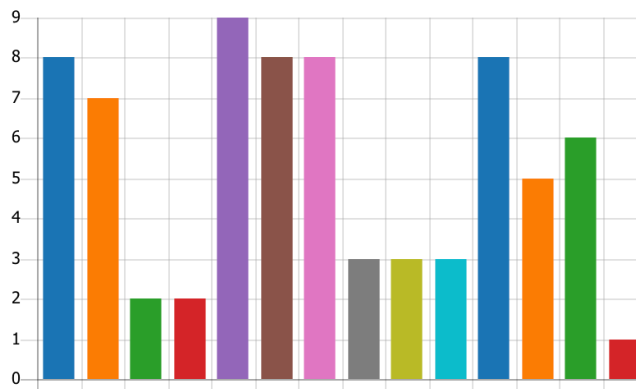
[More Details](#)



4. Which of the following classes or certifications have you completed? (select all that apply)

[More Details](#)

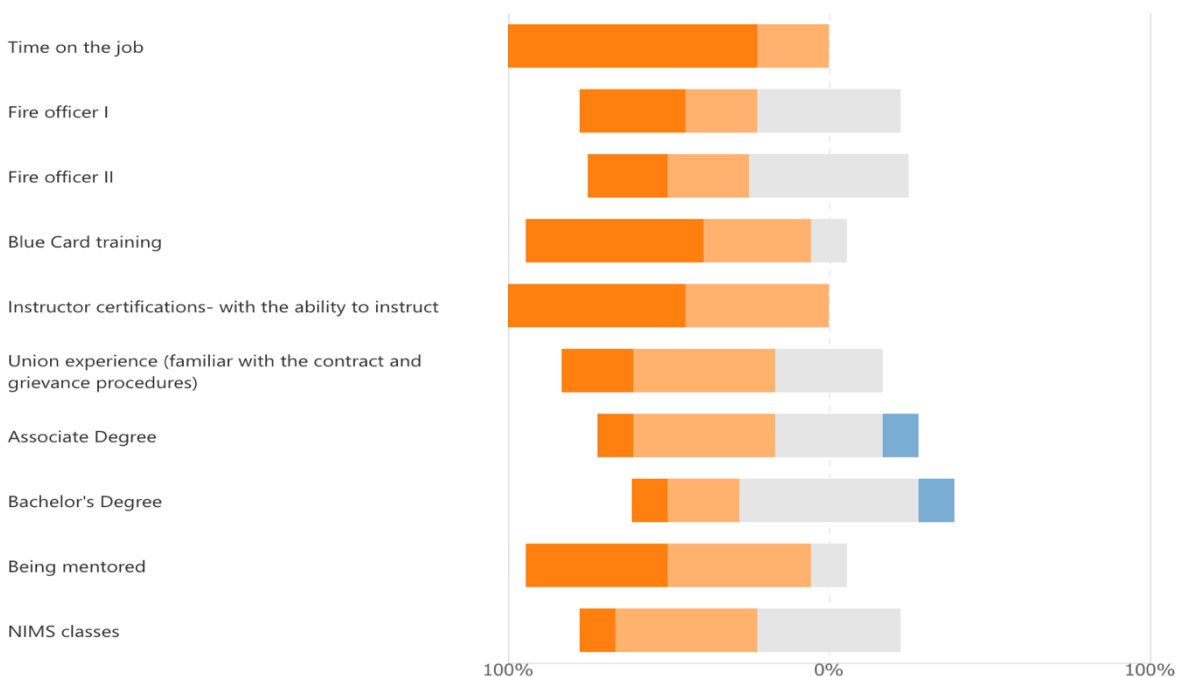
- Fire Officer I 8
- Fire Officer II 7
- Fire Officer III 2
- Fire Officer IV 2
- Blue Card Incident Command 9
- NIMS 300- Intermediate ICS f... 8
- NIMS 400- Advanced ICS for c... 8
- Leadership I 3
- Leadership II 3
- Leadership III 3
- Fire Instructor 8
- EMS Instructor 5
- Technical Rescue 6
- Ohio Fire Executive Program (... 1



5. How strongly do you believe that the following items are important to the development of a company officer?

[More Details](#)

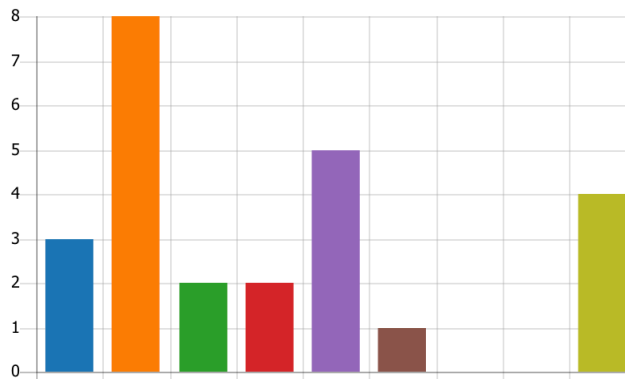
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree



6. What area's did you feel unprepared to adequately handle upon becoming a lieutenant? (select all that apply)

[More Details](#)

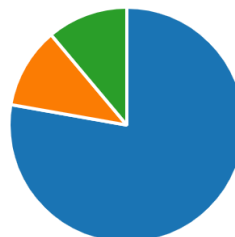
- Verbal communication skills (h... 3
- Discipline issues (how and wh... 8
- Written communications (e-m... 2
- Computer skills (Mirrosoft wo... 2
- Collective bargaining issues (g... 5
- Harassment 1
- Employee safety 0
- Tactics 0
- Scheduling 4



7. Do you think aspiring and newly promoted officers would benefit from a formal officer development program at the Sharonville Fire Department?

[More Details](#)

- Yes 7
- No 1
- Maybe 1



## 8. Please explain your response to #7

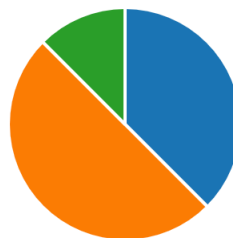
## 8 Responses

ID ↑	Name	Responses
1	anonymous	How could they not? Discipline issues, how to write those, what legal concerns there are with issuing them, things to say or not say when issuing them, how to deal with someone who is hostile about it would be great things to have additional info on. Also reports, I'm not sure on how to do them, college may have helped here or maybe just classes in excel, PowerPoint, and windows. Lastly extra training on how to avoid grievances or what to do when they're issued, or write things in order to make sure they're not issued.
2	anonymous	Sharonville is very set in their ways and not likely to change. Promotions should be based off assessments, not test scores.
3	anonymous	I believe placing emphasis the importance of being a well rounded and highly informed supervisor will raise the bar for those looking to promote in the future.
4	anonymous	I think it's important for those who aspire to become an officer to attend classes, but I also believe that it's important for someone to show them how and why what they learned in class is important and how its applicable to SFD. Also there is much to know about SFD, just as any organization and sometimes you just don't know that information if someone isn't sharing it.
5	anonymous	I think the AO program should be used to groom aspiring officers. Separately I believe newly promoted officers would benefit from an in house officer development program which I do not think AO's should be part of.
6	anonymous	A formal training system would be great; however, I don't think it will cover the most difficult issues. The program will obviously cover daily issues like staffing and policies, but this program will lack formal education candidates will receive in college programs.
7	anonymous	This type of program would thoroughly lay out the expectations for a newly promoted officer within the Sharonville Fire dept.
8	anonymous	I believe officer development should start long before the person is promoted. I also believe it would give a preview of what the job actual is, help to prepare them for the job and allow the department to see if the person fit for the position.

9. Do you think SFD has established clear expectations of the required experience and education for the position of lieutenant?

[More Details](#)

● Not clear	3
● Somewhat clear	4
● Very clear	1



10. Do you believe SFD has established clear expectations of the required experience and education for the position of acting officer?

[More Details](#)

● Not clear	2
● Somewhat clear	6
● Very clear	0



11. Do you think you as the lieutenant have faced personnel issues that you were not prepared to handle and they were at the lieutenants level of responsibility?

[More Details](#)

● No issues	3
● Some issues	5
● Many issues	1



12. Do you think you as the lieutenant are able to regularly perform the essential functions for the position of lieutenant?

[More Details](#)

● Always	5
● Usually	4
● Sometimes	0
● Never	0



13. Do you think you as the lieutenant have responded to emergency incidents that you were not prepared to handle?

[More Details](#)

● No incidents	2
● Some incidents	7
● Many incidents	0



14. If you answered some or many to #13, did you as the lieutenant seek help to get through the emergency incident?

[More Details](#)

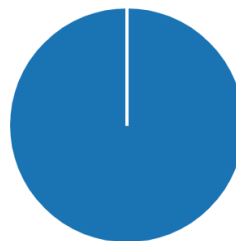
● Sometimes	1
● Always	7
● Never	0



15. I am familiar with Emergency Reporting and can complete run reports without any issues?

[More Details](#)

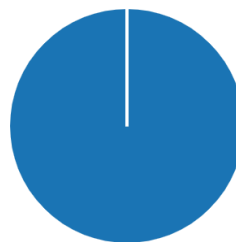
● Agree	8
● Disagree	0
● Neutral	0



16. I am familiar with Emergency Reporting and can complete a maintenance request without any issues?

[More Details](#)

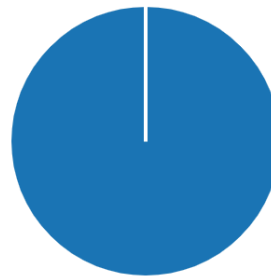
● Agree	9
● Disagree	0
● Neutral	0



17. I am familiar with CrewSense and can schedule and page out overtime?

[More Details](#)

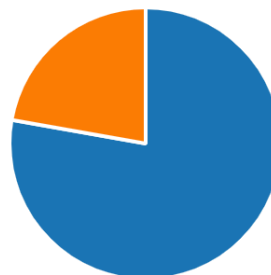
<span style="color: blue;">●</span> Agree	9
<span style="color: orange;">●</span> Disagree	0



18. I know how to load and assign trainings in target solutions?

[More Details](#)

<span style="color: blue;">●</span> Agree	7
<span style="color: orange;">●</span> Disagree	2



19. I am knowledgeable about SFD's policies and procedures?

[More Details](#)

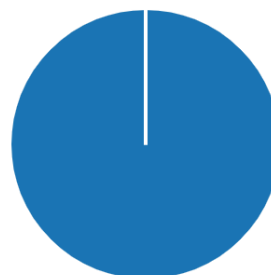
<span style="color: blue;">●</span> All policies and procedures	1
<span style="color: orange;">●</span> Most policies and procedures	8
<span style="color: green;">●</span> Some policies and procedures	0
<span style="color: red;">●</span> None	0



20. I am competent in completing a blue card size up?

[More Details](#)

<span style="color: blue;">●</span> Agree	9
<span style="color: orange;">●</span> Disagree	0
<span style="color: green;">●</span> Neutral	0

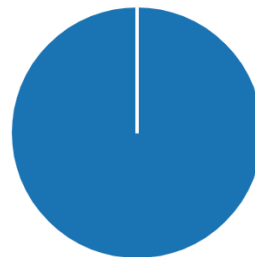




21. I could establish and run command on a residential structure fire?

[More Details](#)

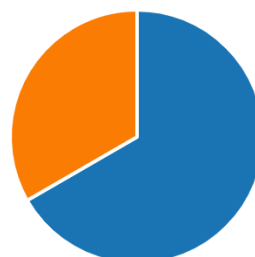
● Agree	9
● Disagree	0
● Neutral	0



22. I have a mentor (formal or informal)?

[More Details](#)

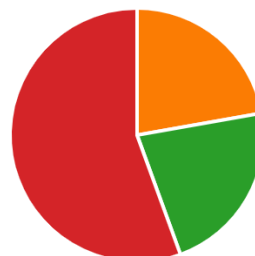
● Yes	6
● No	3



23. I would like a mentor?

[More Details](#)

● From SFD	0
● From somewhere outside of S...	2
● I don't need a mentor	2
● I already have a mentor	5



24. Are you familiar with the guidelines in the IAFC Officer Development handbook and, or NFPA 1021 for officer development?

[More Details](#)

● No	3
● Somewhat	4
● Mostly	2
● Completely	0



---

25. Have you established a career development plan for yourself?

[More Details](#)

● Yes	7
● No	2



## 26. Any additional comments, or anything you think might be helpful in developing our firefighters for future roles?

### 7 Responses

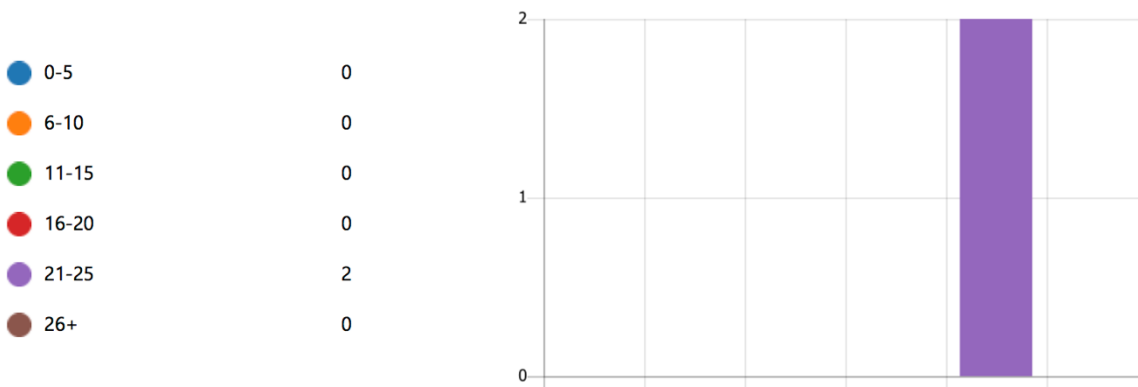
ID ↑	Name	Responses
1	anonymous	<p>1.I can put run reports in, however due to not frequently having fires, the more complex the run, the more rusty I am on completing the complexity of the run report. 2.While I have read the guidelines in IAFC Officer Development Handbook and NFPA 1021, I am certainly rusty on where they are and what ALL of them are, it's been a long time since I referred to them. 3. Issuing disciplinary paperwork I think is essential training we need, I am writing what I think is best, but knowing what legal ramifications there are would be helpful. Short of being an attorney, I don't want to jam myself but inadequately issuing discipline. 4. Reference being prepared for all runs..... I don't know if that is possible. When we get there we put our heads together to mitigate the problem. It may not always best way but we always get through and complete it. 5. Runs I do not feel adequately prepared for at hazmat runs, and as that pertains to the railyards. I know Haz Mat is boring stuff and you May only need it once in a career but with what we have going through town, it's one type of run I worry about. Thanks Suzanne for doing this! I hope these answers help. ~Amy Nutley</p>
2	anonymous	<p>Quit using Ohio Fire Chiefs to do assessment center for promotions</p>
3	anonymous	<p>Focus on making decisions and following through ;with them. Supervisors must have an ability to be self aware and must be open to constructive criticism.</p>
4	anonymous	<p>I think that it's important to mentor and mold those who show an interest in becoming an officer. If we don't teach our people and take care of our people then who will. Who will take over for us when we move on. We should want future officers to be better prepared than we were and we should make sure that they know as much as possible before put into any position. I think this program will only work if there is full support from SFD senior officers and Lt's if they don't fully buy into this program then we should not waste our time.</p>

5	anonymous	<p>The AO program needs a complete overhaul. It currently is nothing more than getting to talk on the radio. We also have AO's that have no business riding in a Lieutenants position. I believe the AO program can be successful and can be used to groom future Officers. Its my belief the AO program could be a great tool for you to utilize.</p>
6	anonymous	<p>I think some type of formal education should be required to be promoted. I was promoted prior to earning my college degrees and I'm shocked by how much information I lacked when I was promoted. Had I gained this knowledge prior to being promoted I would have been much more effective especially when handling personnel and personal issues. I placed a neutral mark next to the Fire Officer I and II classes for this reason. I feel a college education is much more powerful than these classes.</p>
7	anonymous	<p>The Sharonville Fire Dept. has come a long way in the manner in which it promotes to management positions. However, still could provide a more clear cut path to the expectations of the position the candidate is trying to achieve.</p>

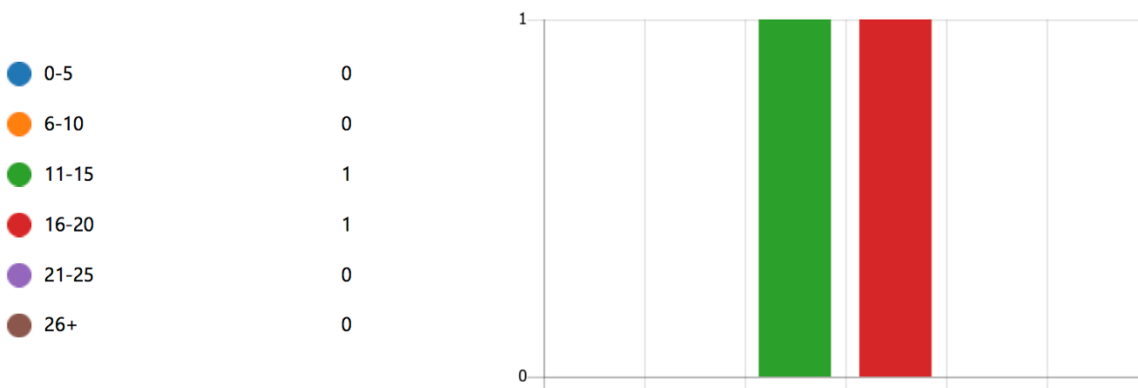
## Appendix K

### Sharonville Senior Officer Survey

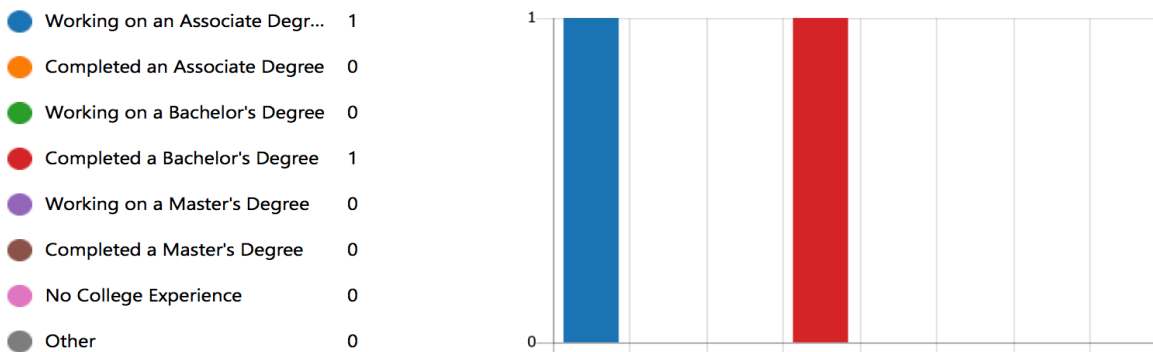
1. How many years of experience do you have in the fire service?



2. How many years have you been an officer?

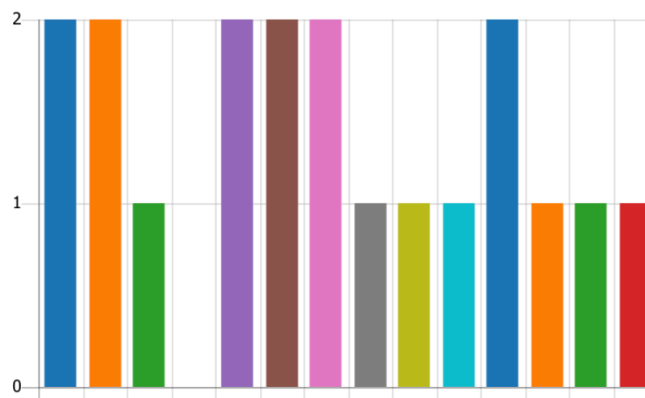


3. Which of the following apply to you? (select all that apply)

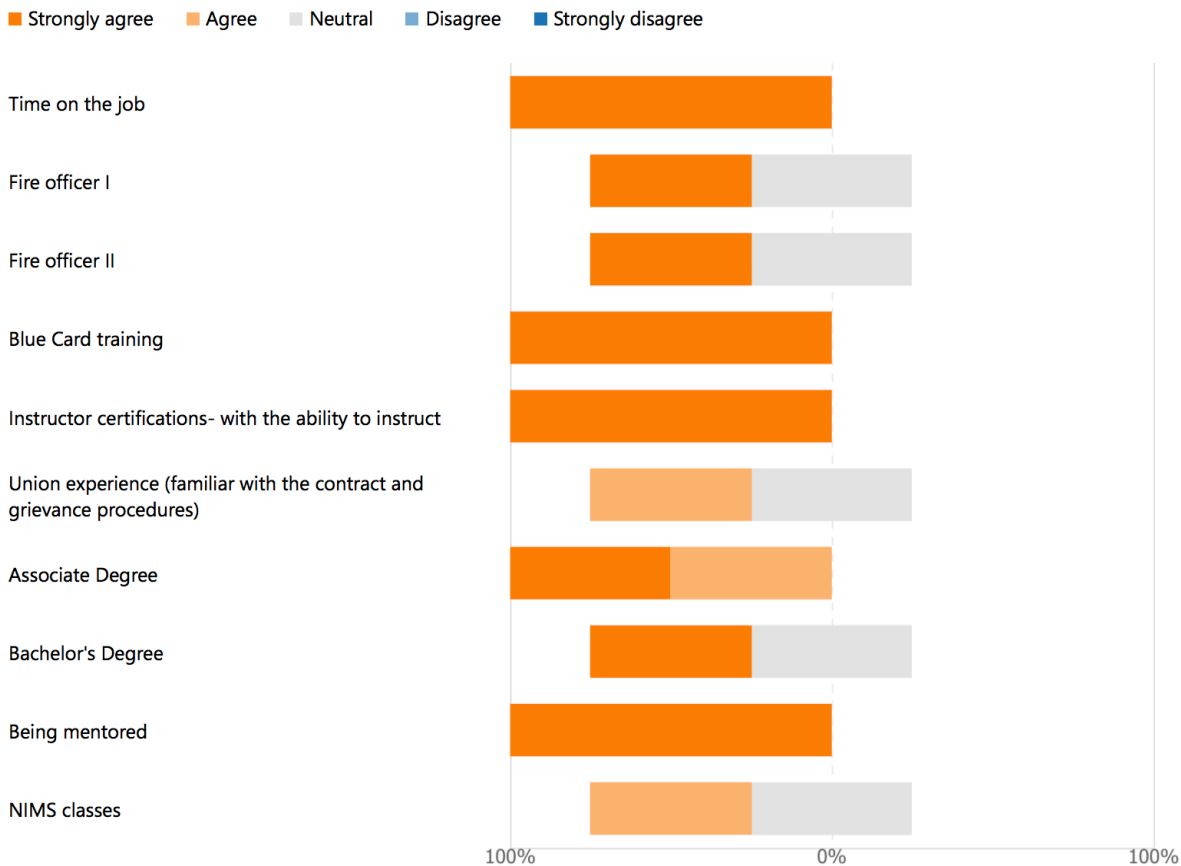


4. Which of the following classes or certifications have you completed? (select all that apply)

- Fire Officer I 2
- Fire Officer II 2
- Fire Officer III 1
- Fire Officer IV 0
- Blue Card Incident Command 2
- NIMS 300- Intermediate ICS f... 2
- NIMS 400- Advanced ICS for c... 2
- Leadership I 1
- Leadership II 1
- Leadership III 1
- Fire Instructor 2
- EMS Instructor 1
- Ohio Fire Executive Program (... 1
- Technical Rescue 1

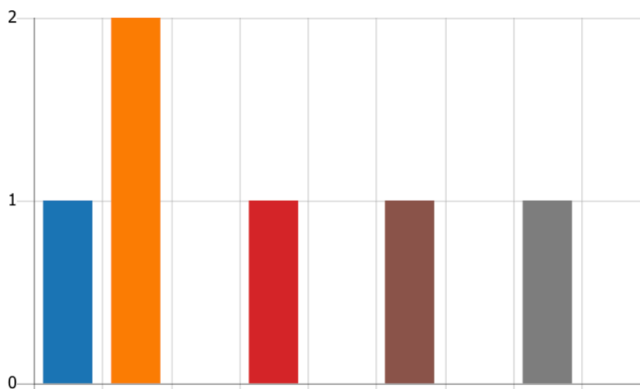


5. How strongly do you believe the following items are important to the development of a company officer?



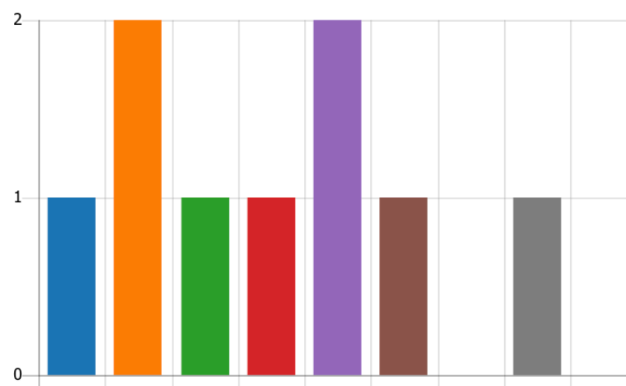
6. Think back to when you first became a company officer (Lt.), what areas did you feel unprepared to adequately handle? (select all that apply)

- Communication skills(how to t... 1
- Discipline issues (how and wh... 2
- Written communications (e-m... 0
- Computer skills (Microsoft wo... 1
- Collective bargaining issues (g... 0
- Harassment 1
- Employee safety 0
- Tactics 1
- Scheduling 0



7. As an experienced officer what areas have you seen new lieutenants unprepared to adequately handle? (select all that apply)

- Communication skills (how to ... 1
- Discipline issues (how and wh... 2
- Written communications (e-m... 1
- Computer skills (Mirco... 1
- Collective bargaining issues (g... 2
- Harassment 1
- Employee safety 0
- Tactics 1
- Scheduling 0



8. Do you think aspiring and newly promoted officers would benefit from a formal officer development program at the Sharonville Fire Department?

- Yes 1
- No 0
- Maybe 1



9. Please explain your response to #8

2 Responses

ID ↑	Name	Responses
1	anonymous	The benefit from a formal officer development program would wholly depend on the program that was established and the content being supported by administration.
2	anonymous	I have seen members who want to promote or at least prepare to promote and not sure how to go about preparing. Further I believe any development program would make better employees even if they don't promote. This is all assuming the right players are in the right position.



10. Do you believe SFD has established clear expectations of the required experience and education for the position of lieutenant

● Not clear	0
● Somewhat clear	2
● Mostly clear	0
● Very clear	0



11. Do you believe SFD has established clear expectations of the required experience and education for the position of acting officer?

● Not clear	0
● Somewhat clear	1
● Mostly clear	1
● Very clear	0



12. Do you believe SFD lieutenants have faced personnel issues that they were not prepared to handle at their level?

● No issues	0
● Some issues	1
● Many issues	1



### 13. Please explain your response to #12

#### 2 Responses

ID ↑	Name	Responses
1	anonymous	The new officers have meet challenges that they were ill prepared to handle. Some of this is experience and some issues are directly relational to the lack in a succession plan and supporting policy and guidelines.
2	anonymous	It would be nearly impossible to prepare anyone for every personnel issue, with that I feel like better tools are available today vs 5 years ago in the fact Sharonville now has a stronger HR person who has set guidance for the entire city via policy. I do feel that the fire department command staff could do a better job preparing Lt's/AO's for what will likely eventually come their way in terms of personnel issues. This could be as easy as playing the 'what would you do game'. I.e. an employee tells you they think their partner is stealing money from the kitty. An employee gets very emotional about a run and so on.

14. Do you believe SFD lieutenants are able to regularly preform the essential functions for their position?

● Always	0
● Usually	1
● Sometimes	1
● Never	0



15. Do you believe SFD acting officers are able to regularly preform the essential functions for their position?

● Always	0
● Usually	2
● Sometimes	0
● Never	0



16. Do you believe SFD lieutenants have responded to emergency incidents that they were not prepared to handle?

● No incidents	0
● Some incidents	2
● Many incidents	0



17. If you answered some or many to #16, did the SFD lieutenant seek help from a senior officer to get through the emergency incident?

● Sometimes	1
● Always	1
● Never	0



18. Do you believe SFD acting officers have responded to emergency incidents that they were not prepared to handle?

● No incidents	0
● Some incidents	1
● Many incidents	1



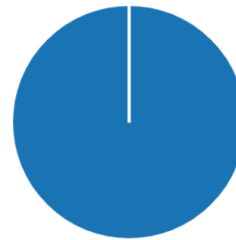
19. If you answered some or many to #18, did the SFD acting officer seek help from a officer to get through the emergency incident?

● Sometimes	1
● Always	1
● Never	0



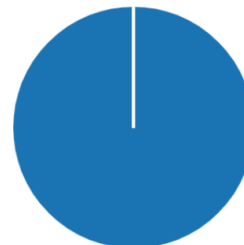
20. SFD lieutenants are able to complete Emergency Reporting reports without error?

● Frequently	2
● Rarely	0
● Never	0



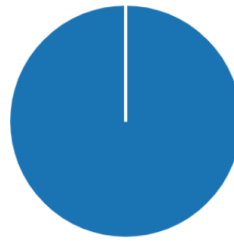
21. SFD acting officers are able to complete Emergency Reporting reports without error?

● Frequently	2
● Rarely	0
● Never	0



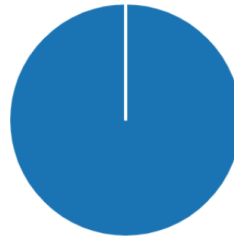
22. SFD lieutenants are able to complete Emergency Reporting maintenance requests without any issues?

● Frequently	2
● Rarely	0
● Never	0



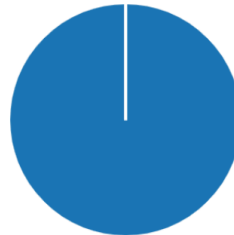
23. SFD acting officers are able to complete Emergency Reporting maintenance requests without any issues?

● Frequently	2
● Rarely	0
● Never	0



24. SFD lieutenants are familiar with CrewSense and can schedule and page out overtime without error?

● Frequently	2
● Rarely	0
● Never	0



25. Do you believe SFD lieutenants are proficient at loading and assigning trainings in target solutions?

● Yes	0
● No	2
● Maybe	0



26. Do you believe SFD lieutenants are knowledgeable about SFD's policies and procedures?

- All policies and procedures 0
- Most policies and procedures 0
- Some policies and procedures 2
- None 0



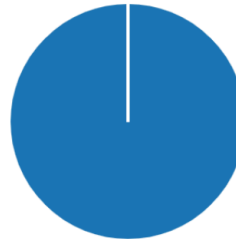
27. Do you believe SFD acting officers are knowledgeable about SFD's policies and procedures?

- All policies and procedures 0
- Most policies and procedures 0
- Some policies and procedures 1
- None 1



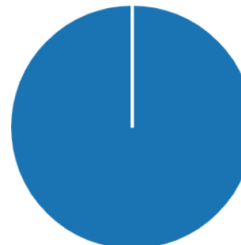
28. Do you believe SFD lieutenants are competent in completing a blue card size up?

- Most lieutenants 2
- All lieutenants 0
- None of the lieutenants 0



29. Do you believe SFD acting officers are competent in completing a blue card size up?

- Most acting officers 2
- All acting officers 0
- None of the acting officers 0



30. Do you believe SFD lieutenants can establish and run command on residential structure fire?

- Most lieutenants 1
- All lieutenants 1
- None of the lieutenants 0



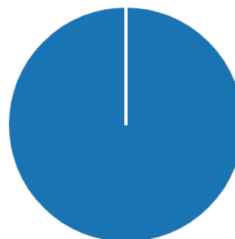
31. Do you believe SFD acting officers can establish and run command on residential structure fire?

- Most acting officers 1
- All acting officers 0
- None of the acting officers 1



32. Have you assisted any SFD lieutenants in developing a career path?

- Yes 2
- No 0
- Maybe 0



33. Have you assisted any SFD acting officers in developing a career path?

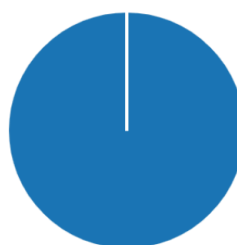
- Yes 2
- No 0
- Maybe 0



## 34. Have you ever had a mentor? (formal or informal)



## 35. If you answered yes to #34, do you believe having a mentor impacted your career?



## 36. Any additional comments, or anything you think might be helpful in developing our firefighters for future roles?

2 Responses

ID ↑	Name	Responses
1	anonymous	Suzanne this is a great topic. I wish this survey would have given a wider gradient to responses. It felt like many of my responses should have fallen between the three choices provided. Thank you for including me in your project and I wish you all the best.
2	anonymous	SFD has made great strides over the past 20 years of preparing officers. I think this is true industry wide. Many more leadership and tactics classes are now available and are more often than not now seen as a must vs 'get around to it'. With that I do think more can and should be done. Mentorship is very important, assuming the right mentors are in place. Further I think occasional table tops would help all levels of our staff, table top could be a personnel issue or an emergency scene. Lastly,encouraging firefighters to read the contract, SOP's/SOG's and city policy would be beneficial in that it would at a minimum give the new Lt/AO a starting point when faced with whatever comes their way.



## Appendix L

### External Survey Results

#### 1. What type of department do you work for?

[More Details](#)

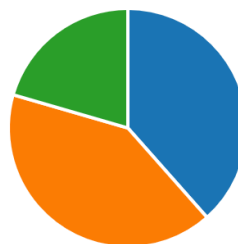
<span style="color: blue;">●</span> Career (all full-time)	11
<span style="color: orange;">●</span> Combination (full-time, part-ti...	28
<span style="color: green;">●</span> Other	0



#### 2. Does your department have a formal officer development program from firefighter to lieutenant?

[More Details](#)

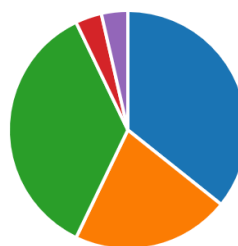
<span style="color: blue;">●</span> Yes	15
<span style="color: orange;">●</span> No	16
<span style="color: green;">●</span> In the process of developing	8



#### 3. Only answer if you answered yes to #2, what standards does your department follow? (select all that apply)

[More Details](#)

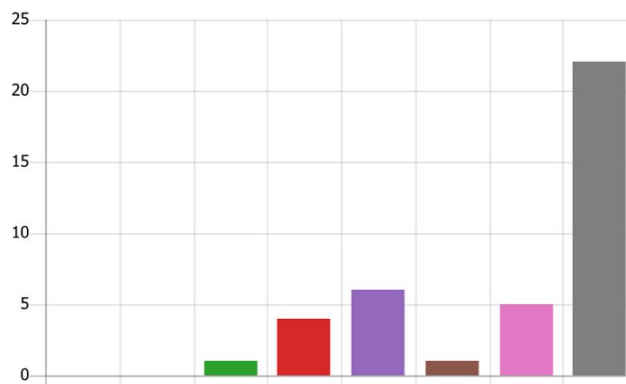
<span style="color: blue;">●</span> NFPA 1021	10
<span style="color: orange;">●</span> IAFC Officer Development Ha...	6
<span style="color: green;">●</span> Internal department standards	10
<span style="color: red;">●</span> I don't know	1
<span style="color: purple;">●</span> Other	1



#### 4. What is your rank?

[More Details](#)

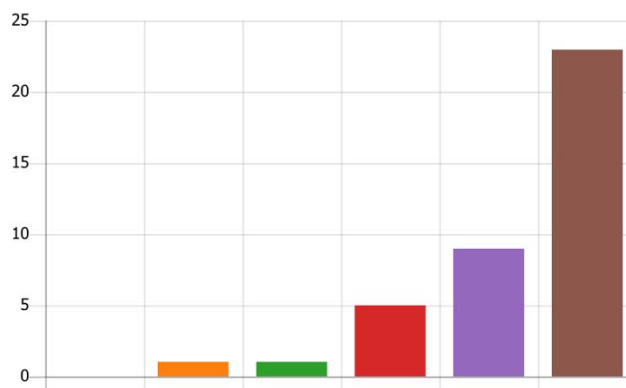
<span style="color: blue;">●</span> Volunteer Firefighter	0
<span style="color: orange;">●</span> Part-time Firefighter	0
<span style="color: green;">●</span> Career Firefighter	1
<span style="color: red;">●</span> Lieutenant	4
<span style="color: purple;">●</span> Captain	6
<span style="color: brown;">●</span> Battalion Chief/ District Chief	1
<span style="color: pink;">●</span> Assistant Chief	5
<span style="color: gray;">●</span> Chief	22



#### 5. How many years experience in the fire service do you have?

[More Details](#)

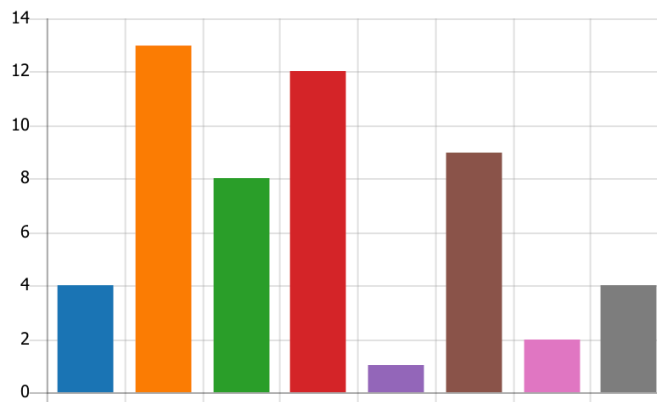
<span style="color: blue;">●</span> 0-5	0
<span style="color: orange;">●</span> 6-10	1
<span style="color: green;">●</span> 11-15	1
<span style="color: red;">●</span> 16-20	5
<span style="color: purple;">●</span> 21-25	9
<span style="color: brown;">●</span> 26+	23



#### 6. Which of the following apply to you? (select all that apply)

[More Details](#)

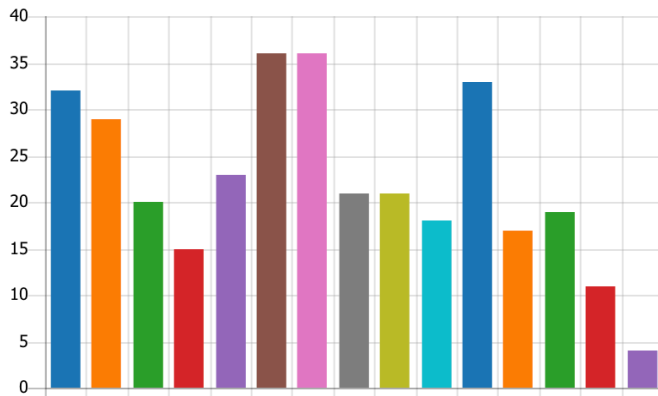
<span style="color: blue;">●</span> Working on an Associate Degr...	4
<span style="color: orange;">●</span> Completed an Associate Degree	13
<span style="color: green;">●</span> Working on a Bachelor's Degree	8
<span style="color: red;">●</span> Completed a Bachelor's Degree	12
<span style="color: purple;">●</span> Working on a Masters Degree	1
<span style="color: brown;">●</span> Completed a Masters Degree	9
<span style="color: pink;">●</span> No College Experience	2
<span style="color: gray;">●</span> Other	4



7. Which of the following classes or certifications have you completed? (select all that apply)

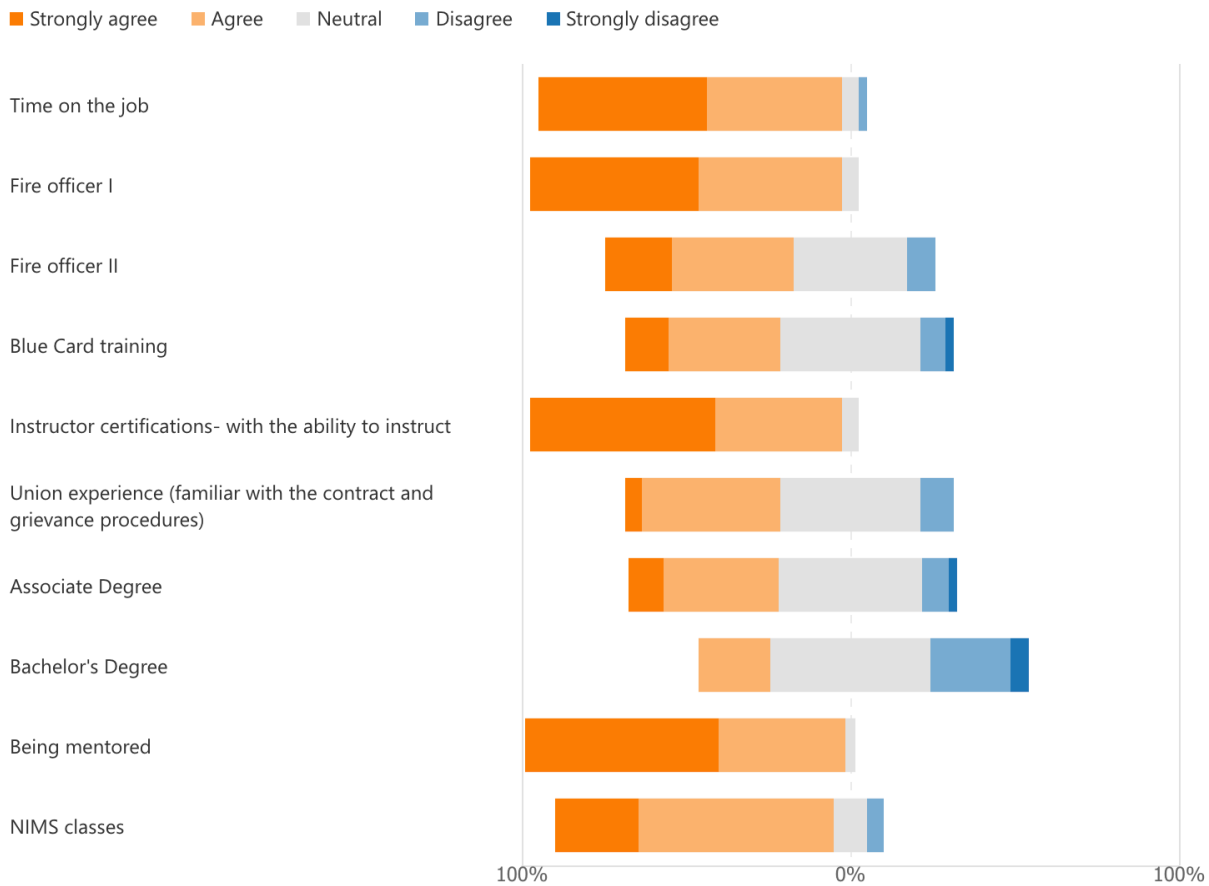
[More Details](#)

● Fire Officer I	32
● Fire Officer II	29
● Fire Officer III	20
● Fire Officer IV	15
● Blue Card Incident Command	23
● NIMS 300- Intermediate ICS f...	36
● NIMS 400- Advanced ICS for c...	36
● Leadership I	21
● Leadership II	21
● Leadership III	18
● Fire Instructor	33
● EMS Instructor	17
● Technical Rescue	19
● Ohio Fire Executive Program (...)	11
● Executive Fire Officer Program...	4



8. In your opinion, which of the following should be a prerequisite before being promoted to the rank of lieutenant?

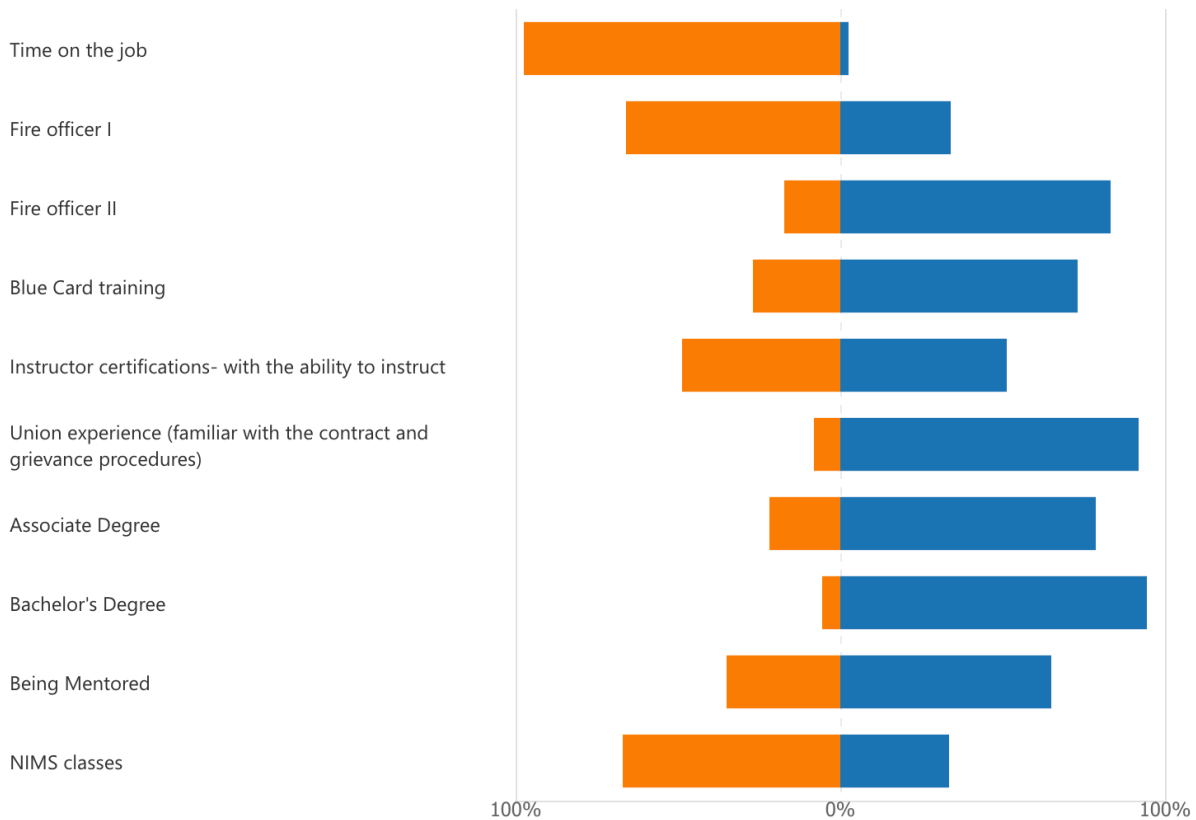
[More Details](#)



9. Does your department currently require any of the following prior to being promoted to the rank of lieutenant?

[More Details](#)

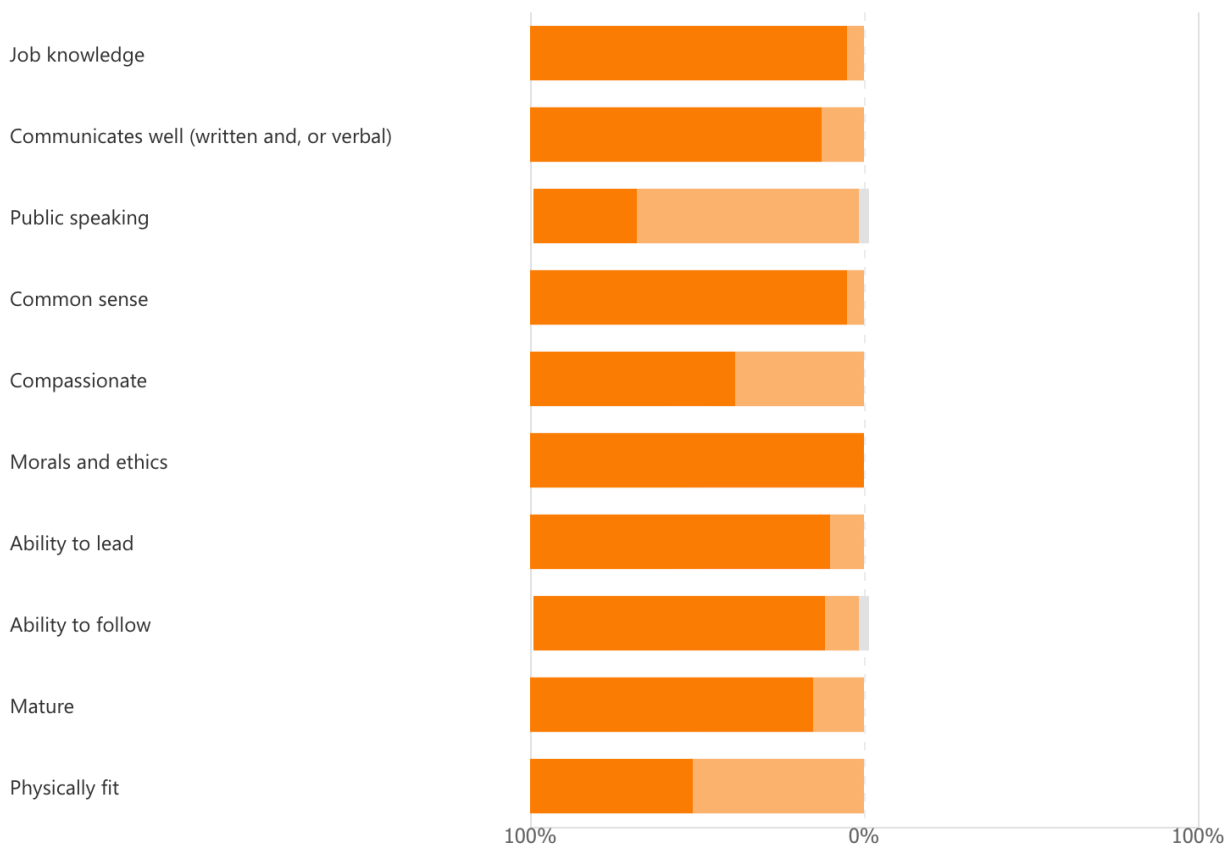
Yes No



10. Based on your experience how important do you feel the following skills are important for company officer candidates (Lt's)?

[More Details](#)

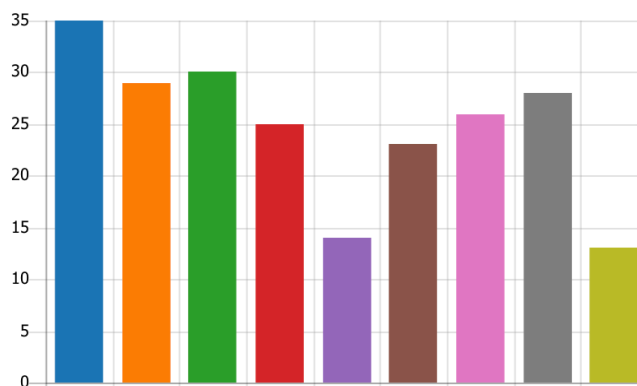
■ Extremely important  
 ■ Somewhat important  
 ■ Neutral  
 ■ Somewhat not important  
 ■ Extremely not important



11. When thinking about your department, what are some areas you think could be better addressed when preparing a firefighter to move to the lieutenant role? (select all that apply)

[More Details](#)

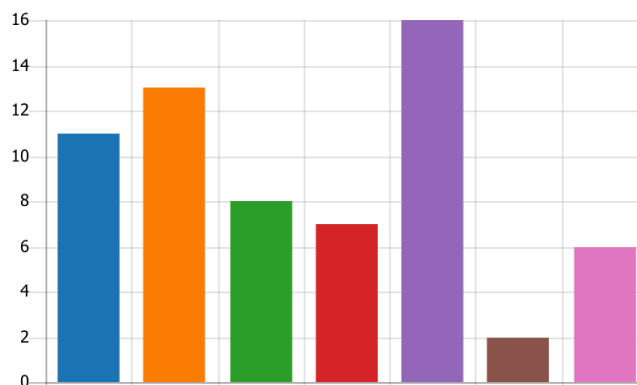
● Communication skills (how to ...	35
● Discipline issues (how and wh...	29
● Written communications (e-m...	30
● Computer skills (Mirrosoft wo...	25
● Collective bargaining issues (g...	14
● Harassment	23
● Employee safety	26
● Tactics	28
● Scheduling	13



12. What problems do you anticipate, or has your department experienced in implementing a program in officer development from firefighter to lieutenant? (select all that apply)

[More Details](#)

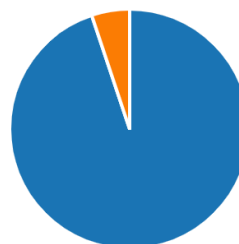
● Lack of interest from firefighters	11
● Lack of funding	13
● Lack of support from fire admi...	8
● Union issues	7
● Fire department culture	16
● Civil service	2
● Other	6



13. Do you believe that preparing firefighters for future officer roles is important?

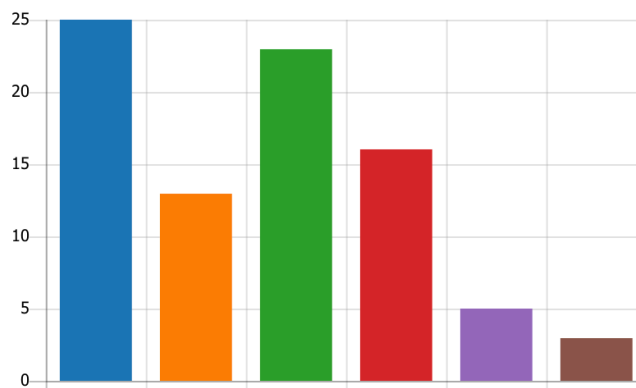
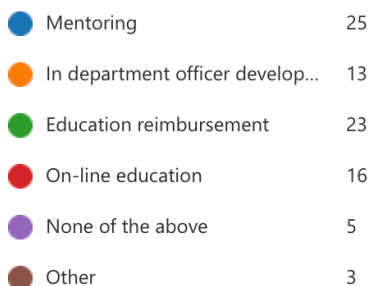
[More Details](#)

● Strongly Agree	37
● Agree	2
● Neutral	0
● Disagree	0
● Strongly Disagree	0



14. What does your department currently do to develop firefighters for future officer roles?  
(select all that apply)

[More Details](#)



15. Any additional comments

3 Responses

ID ↑	Name	Responses
1	anonymous	Good Luck!
2	anonymous	Great project! I think after 5-8 yrs as firefighter have a fork in the road for either in depth FF/Rescue curriculum or Officer development and it would be an apprenticeship program for both.
3	anonymous	It is our job as the leaders of departments to teach/grow/mentor the leaders to replace us, now of us will be here forever.



## Appendix M

### CITY OF SHARONVILLE

*An Equal Opportunity Employer*

#### POSITION DESCRIPTION

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<b>Class Number:</b> A6	<b>Position Title:</b> Fire Lieutenant
<b>Department:</b> Fire	<b>Civil Service Status:</b> Classified
<b>Reports To:</b> Fire Captain	<b>Employment Status:</b> Full-Time
<b>FLSA Status:</b> Non-Exempt	

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#### **QUALIFICATIONS**

1. Must have three (3) years consecutive service as a Full Time Firefighter/Paramedic immediately prior to application;
  - This qualification may be waived in accordance with applicable Rules of the Civil Service Commission or applicable provisions of the Collective Bargaining Agreement.
2. Must have NIMS 100, 200, 700, 800, NIMS 300 to be obtained within 1 year.
3. Must have documented formal education of Strategy and Tactics for Fire Department operations equal to or greater than 40 hours, i.e. OFA DMICO, NFA MITCO series, NFA STICO or other similar classes approved by the department and given by an accredited institution. Documentation shall be submitted at time of promotional application.
4. Associate's Degree in Fire Science Technology is desirable but not required;

#### **LICENSURE OR CERTIFICATION REQUIREMENTS:**

1. Valid Driver's license; must maintain insurability as set forth by the City's motor vehicle liability insurance requirements.
2. Ohio Certified Level 2 Firefighter, EMT-Paramedic, and Fire Safety Inspector
3. Blue Card Incident Management certification
4. Fire Officer 1 within 1 year of promotion
5. Ohio Certified Fire (including Live Fire Certification) or EMS Instructor within 18 months of promotion

#### **ESSENTIAL FUNCTIONS per NFPA 1582 (for purposes of 42 USC 12101):**

1. While wearing personal protective ensembles and self-contained breathing apparatus (SCBA), performing fire-fighting tasks (e.g., hoseline operations, extensive crawling, lifting and carrying heavy objects, ventilating roofs or walls using power or hand tools, forcible entry), rescue operations, and other emergency response actions under stressful conditions, including working in extremely hot or cold environments for prolonged time periods.
2. Wearing an SCBA, which includes a demand valve-type positive pressure facepiece or HEPA filter mask, which requires the ability to tolerate increased respiratory workloads.
3. Exposure to toxic fumes, irritants, particulates, biological (i.e., infectious) and nonbiological hazards, and heated gases, despite the use of personal protective ensembles and SCBA.
4. Climbing 8 or more flights of stairs while wearing a fire protective ensemble, including SCBA, weighing at least 50 lbs (22.6 kg) or more and carrying equipment/tools weighing an additional 20-40 lbs (9-18 kg)
5. Wearing a fire protective ensemble, including SCBA that is encapsulating and insulated, which will result in significant fluid loss that frequently progresses to clinical dehydration and can elevate core temperature levels exceeding 102.2°F (39°C)

**CITY OF SHARONVILLE***An Equal Opportunity Employer***POSITION DESCRIPTION**


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6. While wearing personal protective ensembles and SCBA, searching, finding, and rescue-dragging or carrying victims ranging from newborns to adults weighing over 200 lb (90 kg) to safety despite hazardous conditions and low visibility
7. While wearing personal protective ensembles and SCBA, advancing water filled hoselines up to 2 ½ in. (65 mm) in diameter from fire apparatus to occupancy [approximately 150 ft (50 m)], which can involve negotiating multiple flights of stairs, ladders, and other obstacles
8. While wearing personal protective ensembles and SCBA, climbing ladders, operating from heights, walking, running, or crawling, in the dark, along narrow and uneven surfaces that might be wet or icy, and operating in proximity to electrical power lines or other hazards
9. Unpredictable emergency requirements for prolonged periods of extreme physical exertion without benefit of warm-up, scheduled rest periods, meals, access to medication(s), or hydration
10. Operating fire apparatus or other vehicles in an emergency mode with emergency lights and sirens
11. Critical, time-sensitive, complex problem solving during physical exertion in stressful, hazardous environments, including hot, dark, tightly enclosed spaces, that is further aggravated by fatigue, flashing lights, sirens, and other distractions
12. Ability to communicate (give and comprehend verbal orders) while wearing personal protective ensembles and SCBA under conditions of high background noise, poor visibility, and drenching from hoselines and/or fixed protection systems (sprinklers)
13. Functioning as an integral component of a team, where sudden incapacitation of a member can result in mission failure or in risk of injury or death to civilians or other team members
14. Working in shifts, including during nighttime, that can extend beyond 24 hours

**OTHER DUTIES AND RESPONSIBILITIES:**

1. Abide by the Standards of Conduct as defined by City Administration.
2. Ensures proper maintenance of fire stations, apparatus, and equipment;
3. Assists in supervising or directly supervises the cleaning and maintenance of quarters, equipment and apparatus at a fire station or assigned work location;
4. Acts as incident commander until properly relieved by a superior officer;
5. As a member of a fire department or rescue crew responds to all fire alarms, accidents or emergencies;
6. Supervises and performs extrication duties
7. Answers emergency calls in a medic unit or fire apparatus and administers to victims appropriate emergency medical care consistent with training and approved medical protocols;

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8. Participates in and directs a variety of in-service, general and specialized training courses and drills;
9. Enforces fire prevention ordinances and regulations, first-hand and through subordinates;
10. Assists in the inspection of business establishments, churches, schools, residences and other buildings for fires and safety hazards;
11. Aids in the investigation of fires;
12. Assists in educating the public regarding fire and life safety measures;
13. Inspects assigned district to assure thorough knowledge of all streets, alleys, and buildings;
14. Prepares and maintains a variety of reports, logs, evaluations and schedules;
15. May work under the supervision of an officer of higher rank, and in accordance with Fire Department standards and rules;
16. Independently has ability to interpret and implement established guidelines while meeting and resolving emergencies without direct supervision;
17. Performs related work as required.

**MINIMUM ACCEPTABLE CHARACTERISTICS: (\*indicates developed after employment)**

- **Knowledge of:**
  - Knowledge of principles and practices of firefighting, fire hydraulics, the City's water system, building construction, and the incident command system used by the City of Sharonville Fire Department;
  - Knowledge of and demonstrate the use of various apparatus and equipment used by the department. Ability to effectively supervise the use of this apparatus and equipment through training programs and on emergency scenes;
  - Knowledge of contemporary EMS methods and practices;
  - Knowledge of department policies, rules and regulations, Orders, SOP's, and other written standards;
  - Knowledge of principles and practices of instructing and training Firefighters and other department personnel;
- **Skill in:**
  - Assist with the planning, creation, and implementation of strategic policy;
  - Anticipates problems and utilizes alternative solutions if necessary;
  - Analyzes problems and adopts quick, effective, and reasonable solutions;
  - Demonstrates and teaches departmental vision and values through personal behavior and coaching of employees;
  - Leads workers effectively and promotes harmony and cooperation with other City employees;

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- Uses major resources efficiently – staff, money, equipment, apparatus, technology, etc;
  - Assures an effective flow of information to and from appropriate personnel regarding changes in regulations, procedures, and policy;
  - Uses influence and power constructively and appropriately;
  - Accepts responsibility for activities of subordinates;
  - Coaches subordinates in appropriate behaviors and utilizes appropriate disciplinary measures;
  - Is open to constructive criticism;
  - Creates an atmosphere that encourages other to participate in problem solving, creative thinking, and strategic planning;
  - Ensures employee potential is maximized through rewards, employee performance appraisal, and corrective discipline;
  - Creates an atmosphere where different perspectives, opinions, and positions are welcomed, encouraged, and fully explored;
  - Establishes and maintains performance and behavioral objective with the involvement of employees;
  - Coaches and conducts periodic, timely reviews of employees to encourage appropriate behaviors and support career development;
  - Is responsible for staying current with new standards and procedures through training seminars, reading, peer networking, and participation in professional organizations;
  - Resolves problems and complaints from internal and external sources with efficient, competent, and courteous service;
  - Creates opportunities for employees to improve their performance and skills by assigning a variety of tasks and projects.
- **Ability to:**
    - Ability to react quickly and calmly in emergencies;
    - Ability to ascertain and react independently to a specific type of fire or related emergency, the particular protection system in a building, and any other circumstance;
    - Ability to effectively lead others, maintain discipline, accept lines of authority, promote harmony and work cooperatively with officers, City employees and the public;
    - Ability to meet such specific experience, physical, and other requirements as may be established by competent authority;

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- Ability to enter data or information into terminal, PC or other keyboard device such as the RMS or MDC;
  - Ability to clearly communicate verbally and through written documents with clear, accurate and organized thoughts using proper sentence construction, punctuation and grammar
  - Able to understand, interpret, and apply principles of fire suppression and emergency procedure in a variety of situations;
  - Must be able to comprehend, remember, and apply concepts involved, and must have a high degree of skill in interpersonal relations since Fire Department personnel have a great deal of public contact;
- **Physical Requirements**
    - Normal sight (corrected or uncorrected);
    - Hearing shall be in compliance with the NFPA 1582 standard, sections 6.5 and 9.12.4 as applicable to minimum hearing standards and abnormal hearing classifications. Abnormal hearing that impairs a member's ability to hear and understand the spoken voice under conditions of high background noise, or hear, recognize, and directionally locate cries or audible alarms is recognized to impair the member's ability to perform essential job tasks 2, 6, 8, 10, 12, and 13.
    - Physical mobility within the office environment as well as fire, rescue, and emergency medical situations and incidences;
    - Is frequently confined to a sitting position or very strenuous activity;
    - Requires the ability to get into and out of vehicles quickly and repeatedly;
    - Medium to heavy lifting range;
    - Major hazards and danger encountered in the work include climbing at considerable heights, smoke inhalation, and related situations;
    - Perform strenuous work, while maintaining responsibility for a crew or entire incident, often under hazardous conditions;
    - Report clearly, legibly, verbally, and professionally;
    - Meet physical demands of the job, which are in the heavy range. The Fire Lieutenant encounters with regularity situations requiring varied and unpredictable physical movement;
    - Must be able to walk and run over uneven ground, and be able to lift, carry, and pull materials of varying types and weights, which are entrapping victims;
    - Must be able to speak clearly and audibly into a radio microphone, and must be able to speak clearly and audibly to others with whom he/she is working;

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- Must be psychologically stable because Fire Department personnel are frequently required to perform in emergency, sometimes volatile, situations involving persons who are distraught, hostile, or violent.

Note: In accordance with the U.S. Department of Labor physical demands strength ratings, this is considered to be Heavy work.

This position description in no manner states or implies that these are the only duties and responsibilities to be performed by the position incumbent. My signature below signifies that I have reviewed and understand the contents of my position description.

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 Employee Signature

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 Date


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 Department Manager Signature

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 Date

Job Description Approved:





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 Human Resources Director

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 1/9/19  
 Date




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 Safety/Service Director

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 1/21/19  
 Date




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 Mayor

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 1/22/19  
 Date