Courage to Be Safe/
Everyone Goes Home:
A Look Inside the Program

BY RONALD E. KANTERMAN
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Educational Objectives
On completion of this course, students will
1. Understand the meaning and intent of the 16 Firefighter Life Safety Initiatives (LSIs).
2. Understand how to implement the 16 LSIs in their fire department.
3. Discover how to evaluate what their department’s status is in relation to firefighter safety.
4. Have the tools to implement change.

BY RONALD E. KANTERMAN

In 1993, SOME CHIEFS GOT TOGETHER AS A FOCUS group at the International Association of Fire Chiefs (IAFC) Fire Rescue International to discuss line-of-duty death (LODD) prevention. The chiefs, like others, had been discussing this for years, but it was difficult to get organizations—labor and management, career and volunteer—on the same page. To this end, National Fallen Firefighters Foundation (NFFF) Executive Director Chief Ronald J. Siarnicki decided, “We’re done talking about it, and we need to actually do something about it.” Who better to make the stand than Siarnicki? He and his organization of dedicated professionals are on the front lines every day handling LODDs across the nation. What better mission is there for the NFFF than to help prevent LODDs and have fewer grieving families to help?

The NFFF held mini-summits at four national fire service conferences, inviting the fire service to offer advice on how to handle this problem. And come they did: men and women from firefighters to chiefs—career, volunteer, industrial, military, tribal, and more. So, in essence, this program comes from all of you.

From there, the call went out to 250 fire service members. In March 2004, we convened a meeting in Tampa, Florida, not only to discuss this issue but also to come up with a plan. After three days, three concepts emerged:

- Nothing has really changed—firefighters are not dying in the line of duty differently than they have in the past.
- The Courage to Be Safe℠/Everyone Goes Home® (EGH) program.

* The 16 Firefighter Life Safety Initiatives (LSIs).

We all left Tampa feeling pretty good because we were finally getting to the heart of the matter. The NFFF hired a team after securing grant monies from the U.S. Fire Administration (USFA) and Fireman’s Fund Insurance Company. The team developed PowerPoint® presentations, DVDs, and an entire toolbox full of materials. Training packages were mailed out to more than 32,000 fire departments across the nation. The idea was to get the tools to the local level and develop a grass-roots movement. Train-the-trainer classes were held across the country to develop an instructor base. Demonstration and pilot projects were launched in eight states: Pennsylvania, New Jersey, Maryland, Massachusetts, Georgia, Florida, Delaware, and Ohio. We also partnered with the North American Fire Training Directors and the National Fire Academy (NFA) program specialists for content and edu-
cational purposes and held a peer review of the content with an Educational Advisory Board.

As the program launched in 2004, the goals of the program aligned with the goals of the USFA at the time, which were the following:

- Reduce firefighter fatalities by 25 percent in five years (by 2009).
- Reduce firefighter fatalities by 50 percent in 10 years (by 2014).

In 2007, the National Firefighter Life Safety Summit was convened expressly to advance the LSIs and evolve more concrete and usable strategies through which fire departments could reduce the potential for line-of-duty disasters. Participants were asked not only to provide general observations in evolving and refining the EGH program but also to identify specific strategies for implementing the 16 LSIs to create for fire departments real ways to avoid LODDs. This Summit took place at the Novato, California, headquarters of Fireman’s Fund Insurance Company, the primary private sponsor of the EGH program and the LSIs. Invited participants were part of an open, all-inclusive process; represented all fire department types; and included national fire service organizations, life safety organizations, and survivors of fallen firefighters. Many of the participants of the 2004 National Firefighter Life Safety Initiatives Summit attended this Summit as well.

In 2008, our number of LODDs continued to reach the inevitable 100 or worse. We were in trouble. Lots of questions were raised about the validity of the program. Lots of people asked, “Is it working?” Cards and letters came in to the program office from fire departments that had crashed their rigs or whose members crashed their personal vehicles, but they were now buckling up after seeing the program and everyone was walking away from the crashes. We heard that “situational awareness” was up—the LODDs became close calls instead. We were told that the program had changed the way departments thought, which is the only way to effect change. So if the program wasn’t around, would we be at 150 instead of 100 LODDs? I shudder at the thought.

Those of us who are entrenched in this program truly believe that we need to keep preaching. We need to instill the safety culture in the current, but especially the next, generation of firefighters. Give it to them at the fire academy. Make it part of the Firefighter I & II curricula. Give them the fighting chance that others never had because we had no safety culture in the past. For the most part, this is a cultural thing.

**THE 16 LIFE SAFETY INITIATIVES**

1. Define and advocate the need for a cultural change within the fire service relating to safety, incorporating leadership, management, supervision, accountability, and personal responsibility.

**Commentary**

Those of us involved in this program believe that this is the “big one.” If we can change the fire service culture, everything else will come easy. It’s not easy, however, to change the way one million people think. Get 25 chiefs in a room for a meeting and try to decide what kind of pizza to order. Good luck. You’ll probably end up ordering 25 custom pies!

LSI #1 has to be a total package of culture change, starting with the organizational values and beliefs. The fire department as a whole has to believe that change is required for “it not to happen here.” Some say the definition of insanity is doing the same thing over and over again and expecting different results. If we think we’re going to beat this issue while doing the same things we’re doing now, we’re all kidding ourselves. If we think we’re not going to get ejected from our apparatus in an accident if we’re not wearing a seat belt, we’re kidding ourselves. If we think we’re not going to have heart attacks and strokes while fighting fires if we are 50 or 100 pounds overweight, we’re kidding ourselves.

As the program development manager for the NFFF’s Local Assistance State Team (LAST) program and having responded to fire departments that have had LODDs, I’ve heard it every time on arrival: “We never thought it would happen to us.” We all know it has happened at least 100 times a year for the past 30 years, so it does happen somewhere to someone. There has to be accountability at every level of the organization from the chief to the rookie. Company officers have to step up and remind those under their command of safe operations and related procedures. Before that, however, every department member should know and understand the safety culture and be held accountable for it. Accountability at all levels is key to the success of any program. On the safety front, it’s the key to survival.

**Firehouse Discussion**

When I have taught the four-hour EGH program over the past five years, much discussion would emerge regarding our culture. I would tell the younger members (five years or less) that this is the best time in our 273-year history to be entering the fire service because of how far the technology has come. We’d talk about the old days when a crusty old firefighter would put his arm around a new kid and say something like, “Welcome to the firehouse. We get hurt. We get killed. It’s OK. Don’t think about it. Stick to me or the lieutenant.” (He was the guy with no ears and with burn scars on his neck, face, and other places. He also had emphysema.)

Well, it’s 2010, and the new thinking is, “Yes, we get hurt and killed, but it’s not OK; in a lot of instances, these are ‘preventable’ and unnecessary deaths and injuries.” Chief Dennis Compton, chairman of the NFFF Board, is quoted on the EGH program DVD as follows: “To say that firefighters will never get hurt or killed is almost an insult to the system. What I think we’re talking about with the initiatives is that, in many cases, are we contributing to our own deaths?” Compton implies that a lack of situ-
atational awareness and performing careless acts get us in trouble. Having a 70-, 80-, or even 90-year-old chief in front of a building directing operations is way outside the normal parameters of going to fires.

Most career firefighters are forced to retire at age 65. Why not do the same for our volunteers? We’re in one of the most, if not the most, physically strenuous occupations, especially when you take into account the fact we can be docile (sleeping, reading, watching TV) and in five minutes be packed up, hauling hose, or throwing ladders. It’s like going from zero to 60 in 10 seconds. Only the fit can survive. At age 80, it’s just not feasible. This is not to say that we should just dump the senior members of the volunteer service. They remain part of our fire companies across America. They’ve been there and done that and have lots to offer. They are part of our history and our rich traditions. We just need to ask them not to respond to emergency scenes.

I know that the over-65 volunteer crowd is reading this and may be a bit upset, but think long and hard at what we do, how we do it, and at what cost. You’ve paid your dues probably more than once. Let the young bucks do it. Stand back, advise, and enjoy the moment.

Chief (Ret.) Alan Brunacini of the Phoenix (AZ) Fire Department says, “Many times firefighters get killed because they did something stupid. I hate to say that, but sometimes they do stupid things. If, after four hours, a piece of property three-quarters burned through falls on top of you, that’s not being aggressive; that’s being in the wrong place at the wrong time with a lack of supervision.” Again, situational awareness.

The good news is that the senior members of the fire companies are shaking their heads in agreement with what we are saying in front of the room. Even on breaks, we hear them saying to the younger members, “Hey, we never got this. Pay attention.” The other cultural issue is that most often we eat our young like they do in the wild. You get a new gung-ho firefighter straight from the fire academy, shoes shined and uniform pressed and ready to go. After two weeks in the day room with the crew, he needs a shave, and it looks like he slept in his uniform.

In LSI #1, we further delve into the “accountability at all levels” portion: “leadership, management, supervision, accountability, and personal responsibility.” There are a series of questions you can ask to assess if there is a culture of safety in the firehouse. If the answer is “no” to any of these, then it stands to reason there’s work to do.

• Have we made firefighter safety and health a primary value of our organization?
• Does every member understand the organizational emphasis on health and safety?
• Does every manager and supervisor understand their personal responsibility to implement safety policies and procedures?
• Are we holding people accountable for compliance with health and safety policies?
• Has the chief accepted the responsibility for health and safety policies and programs?
• Does the chief “walk the walk” and “talk the talk”?
• Does the chief know if the health and safety policies are being followed?
• Is there a gap between what we think is going on and what is really going on? (See the complete version of this mental quiz at the end of the course.)

Key Recommendations
(All key recommendations in this article are from the 2007 Novato Summit.) Here’s how to actively promote a safety culture within the fire department.

• Define the roles, responsibilities, and expectations of each position in the organization in relation to the safety culture.
• Provide initial and continuing safety culture education for all organizational levels.
• Assign individuals with the appropriate attitudes and skills to the training division to promote and reinforce the desired cultural change. Safety and risk management should be a main focus of all training activities from recruits to veterans.
• Integrate safety and risk management into every fire department activity as important and visible organizational values.
• Implement a pledge of support for LACK: Leadership, Accountability, Communication, and Knowledge.
• Develop a system of appropriate incentives and disincentives to produce positive results.
• Reward and recognize safe behaviors and practices. Stop rewarding unsafe and inappropriate behaviors.
• Challenge the cultural definition of “hero.”
• Develop and implement a program that instructs
all firefighters on the importance of their personal responsibility for their own safety and survival. 
So at least for now most personnel agree with the idea of culture change; but remember, it’s like turning an aircraft carrier around—it’s going to take some time.

2 Enhance the personal and organizational accountability for health and safety throughout the fire service.

Commentary
It seems that no one is held accountable for anything anymore. As the financial world crumbled and the walls of the banks came down, people on Wall Street and related trades pointed fingers at everyone but themselves. You can see a hardened criminal shoot a police officer on the 6:00 p.m. news as seen through the dash cam in the police cruiser. As the police catch up to the shooter, with a smoking gun in his hand, he says he didn’t do it. The combination of lack of accountability, lack of supervision, and lack of rules and regulations enforcement leads to this issue.

Fire service leaders must step up, take responsibility, and be held accountable for their actions in the safety arena. At the same time, however, all members must be held accountable as well. Unless there are consequences for failing to follow rules, regulations, and policies, things will remain the same. Make all members aware of their personal responsibilities from the outset. For the veterans in the department, it’s a new day. Volunteer or career, it doesn’t matter.

Is it fair that we’re taking a 400-pound firefighter in on a line knowing full well this person is a risk to the team? Personal accountability is when that 400-pound great guy who everyone loves because he’s funny and shows up a lot steps up to the plate and tells the chief he’s going to take a leave from the volunteer fire department because he’s a risk to himself and the department members and will come back when he drops a few hundred pounds. Personal accountability is a career firefighter taking an annual medical exam, finding a cardiac irregularity, and placing himself on sick leave until it can be fixed instead of dropping on the fireground in the middle of an operation.

Firehouse Discussion
During the EGH training sessions, this issue created much discussion. Of the 80 or so classes I’ve presented, 70 were for volunteer firefighters. I would talk directly to the older members on the age issue. Most agreed. Some did not. I understand that a person gives a lifetime of service to the department, but you have to know when to say “when.” More often than not at the end of a session, the senior members would come up and tell me they were shocked and even angry about my bringing up the “aging firefighter” issue; however, by the end of the program, it seemed to make sense. Those same members also mentioned that “no one ever put it in front of us like that before. We’ve just been doing what we’ve been doing.”

As for the 400-pound member, there was one or two in every session. Of course, I’d get a laugh when I discussed that issue, and most would start poking fun at that person, but a few days later, I’d get an e-mail from the chief or the person himself telling me that yes, it was time to do something about it.

The career audiences can be equally as difficult: “But if they find a cardiac abnormality, they might throw me off the job.” Exactly. Chief I. David Daniels of Washington State is quoted on the EGH DVD regarding fire operations: “If I know something is going bad and I choose to pull you out, you can be mad with me for the rest of your very, very long life, and that’s OK.” I’ll use the same philosophy here. If you have a known medical condition and you end up off the job, you can be mad for the rest of your very, very long life. And you get to spend that long life with your family. That beats dropping dead in a structure on fire; causing fireground mayhem; putting your peers in more danger than they already are; and causing the shock of your immediate departure to your family, friends, and department members.

I know a career firefighter who had triple bypass heart surgery when he was in his mid-30s and went back on the line a year later. If you have a problem, step up, fix it, and go back to work. It has been done more times than you would think.

Focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical, and planning responsibilities.

Commentary
Risk management refers to programs that help us evaluate what we do and how we do it. We put in place certain control measures to operate within particular safety parameters. These parameters help ensure that we injure and kill fewer people while working. We use certain controls, the first being “administrative” controls, which consist of standard operating guidelines (SOGs) procedures (SOPs), training requirements, safe practices, rules and regulations, fire code compliance inspections, industry standards, and best practices. The “engineering” controls built in what we need to reduce risk and increase safety—for example, apparatus design, building construction (codes), thermal imaging, and active and passive fire protection systems. The third is “personal protection,” which comes in the form of personal protective equipment (PPE) and is the one we more closely relate to. Standard PPE includes a full turnout gear ensemble, chemical protective clothing for hazardous materials and acts of terrorism involving hazardous materials (chembio), rescue gear, tools, and self-contained breathing apparatus. Realize, however, that if the administrative and
engineering controls are in place, the need for PPE lessens and that PPE is more or less a last resort.

For example, take a commercial building fire. If the building codes were strictly adhered to and the building is outfitted with active and passive fire protection systems (and a good inspection program ensured compliance), the fire will be contained to the area of origin by the sprinklers, fire walls, and fire doors, and we’re looking at an easy “mop up and go home”-type of job. However, a failure in these systems—whether mechanical in nature on an active fire protection system or a breach of passive fire protection (a hole in a fire wall)—could lead to unsafe conditions and firefighter injury or death because of a false sense of security.

We know that firefighting is inherently risky work, and we are often thrust into high-risk situations; however, having a good risk management plan and knowing where the lines may be drawn are critical to the longevity and survival of the American firefighter. We need to learn when the risk is not worth taking (vacant buildings) and when circumstances allow us to take some risk in the interest of saving another human life. The controls noted above along with good solid training and experience permit us to take calculated risks with good outcomes. A very small percentage of American firefighter LODDs happen because of unforeseen circumstances. It is key that we start looking at a process by which we can evaluate and define risk so we can reduce injury and death on the job.

Here are a few risk rules to live by:

- Identify what risks are inherent in firefighting, rescue, hazmat, EMS, and the other functions we perform (perform a risk analysis).
- Evaluate the risks in terms of how often and how bad the consequences could be (what can happen and at what intervals).
- Control the risks through a good risk management program (administrative, engineering, and PPE controls).

Risk management has been a concept that has been around public service and private industry for a very long time. It is regarded as more of a “system” than anything else. Looking at the process of identifying, evaluating, and controlling risk, we have a system by which we can minimize risk. This system is fluid and not fixed. Analyses have been performed of the tasks of firefighting and the associated risks, and they have shown that, over time, most are avoidable if, in fact, fire departments that use the three-phase process noted above measure their success rates in risk management.

We also understand that we wield a two-edge sword. We know if we arrive too late at an occupied structure fire, we may not be able to make a difference in saving lives or property. However, we may drive too fast, run controlled intersections against signals, and cause injury or death to ourselves. It’s hard to strike a balance. Risk management takes patience, understanding, training, and the ability to analyze and decipher where and when we’ll take chances.

In fire service organizations, risk management has to occur at every level. It starts on the fireground with the incident commander (IC) and trickles down to the company officers and the line firefighters, the last two being the most vulnerable to the risks. We must train every member on the risks involved with every task we perform. For example, at EMS calls, it could be exposure to disease; at hazmat calls, exposure to chemicals; and at motor vehicle accidents (MVAs), exposure to traffic.

The people who depend on the emergency services expect that we will show up in a timely manner and get in between them and their problem and make their problem go away, whether it’s a fire, an oil burner emergency, a heart attack, or an overturned gasoline tanker. The fire service is highly revered and respected because the general population acknowledges this “willingness to sacrifice.” On the other hand, fire service leaders and managers are expected to protect their people as well and prevent them from getting hurt or killed. Although the citizens expect firefighters to “lay it all on the line,” they don’t necessarily accept the fact that we get injured or killed for no good apparent reason. Many ordinary citizens have often questioned our tactics when firefighters are killed or badly injured in a vacant building, for example. (Even the lay person knows that an empty abandoned building is not worth the risk.) To this end, we look at proper training, equipment, and supervision.

Chief Ronny Coleman, of California, says, “We’re the most qualified group of individuals to go into a dangerous situation and come out alive.” He’s right.

The NFA teaches safety and risk management as follows: “Risk a lot to save a lot, risk a little to save a little, risk nothing to save nothing.” This is a rather simplistic but very accurate way to discuss risk management. The issue at hand is having the understanding, knowledge, training, and skills to evaluate each situation and decide how much risk we will take to get the job done.

Here are a few risk rules to live by:

- **We risk a lot to save a life.** Deputy Assistant Chief (Ret.) John Norman of the Fire Department of New York (FDNY) says, “We’ll risk our lives if there is a life still to be saved. Not just that there are people in a burning building, but people that can still be saved.” He is talking about pulling up to a 2½-story wood-frame house at 3 a.m. with two cars in the driveway and a bicycle on the lawn, and fire is coming out of every window. There are probably people home, but no one is savable, so we don’t take the risk.
- **We risk a little to save property and protect the environment.** We’ll keep the fire from jumping to the next building if we can and will attempt to dike and dam running gasoline heading for the sewer or the river.
properly dressed and protected with the right staffing, we can take a calculated risk and try to make a difference without putting ourselves at great risk.

- We risk nothing to save nothing. When a building is fully involved in fire or known to be vacant, we risk nothing. Exterior attack will do because no building is worth a firefighter's life. There are far too many cases where firefighters have been seriously injured or killed for vacant properties or a building that would need to be torn down or extensively renovated. If it will have to be rebuilt or renovated, get out and stay out.

ICs must realize that their overall strategy involves the safety of their firefighters at the same priority level as the safety of our customers. It may come down to calling for more resources, pulling out and regrouping, getting members to rehab, or going from an offensive to a defensive attack. Daniels says, “If I have a strategy that my resources can’t handle, I have to call for more. Many times incident commanders haven’t called for more resources, which has gotten firefighters seriously injured or killed. We can’t be afraid or ashamed to call for more resources. If we have to, we’ll back out, regroup, and go forward.”

Right again, Chief.

Part of managing the incident is helping to ensure that everyone goes home after the call. ICs have to constantly reevaluate the scene and make the right adjustments to achieve successful outcomes. Part of the decision-making process is deciding how much risk they are willing to expose their personnel to and ensuring that group leaders and company officers are tuned in to the plan. Establishing a strong incident management organization is part of safe operations. All positions within the incident management organization are responsible for monitoring safety and related issues and reporting back to the IC. New information and changing conditions may cause the IC to change strategy and tactics.

It has been said that “the first five minutes determine the next five hours” at a fire. The decisions made on arrival are also a key to successful outcomes. The first-arriving officer should establish command and conduct an initial size-up to determine the mode of attack. Although it is difficult to obtain all pertinent information on arrival and know all the risks involved in that incident, the IC must make certain assumptions and then proceed. Right from the beginning, he assesses the risk, and the tactics that follow should be within those risk parameters. The officer may choose to go offensive or defensive or may choose to pull a certain initial attack line. Making the actual entry into a burning structure is a large part of initial tactics. Entry depends on the amount of fire, its location, its possible path of travel, and if people are trapped in the building. Given all the conditions, the officer weighs the risk vs. the benefit and starts operations.

Firefighters, EMTs, paramedics, and other on-scene personnel all must take a stake in their own safety and make risk-based decisions, particularly in the absence of their officer or supervisor. Often, crews of four are split in two for searches or other tasks, so personnel must be in tune with their own safety while keeping in line with the current plan of attack. Staying on point and in line with the strategy and tactics based on procedures, training, and the current situation is critical.

Some considerations in risk management planning include the following:

- Health and safety officer/risk managers.
- Incident safety officers.
- Risk management plans.
- Building marking systems.
- Preemergency/prefire planning systems.
- SOPs/SOGs.
- Risk identification and analysis.
- Administrative, engineering, and PPE controls.

All of these together become a total system of risk management planning. Looking at policies, procedures, and personnel along with the demographics of your district creates a plan that you can use for training department members on safe operations. The planning task is sometimes irksome; however, the dividends are large.

Firehouse Discussion

Risk management is not new, but it is something we need to look at closely. In the EGH program, we show photos of firefighters engaged in operations and discuss their thought process, tactics, and general operations. We show firefighters on roofs with lots of fire under them, operating without PPE at car fires, being unaware of conditions around them, and in situations where there is lack of command and control because it’s plain to see that the players are in trouble or about to get in trouble. Most of the photos get a laugh, but I ask the audience, “Does this look familiar?” and most of the time the answer is “yes.” Only about two-thirds of the fire departments we’ve taught the program to have a safety officer; only a handful have a health and safety officer (H&SO). The H&SO is the planning side of this triangle and perhaps the most important part. I truly believe that most of these depart-
ments know and understand the risks of what we do but are either indifferent to it, believe it can’t or won’t happen to them, or are depending on someone else to provide the service. We’ve told them safety is up to them at every call.

All firefighters must be empowered to stop unsafe practices.

Commentary

Anyone in the department can stop a tragedy before it happens. It takes a combination of empowerment and leadership. Chief officers and fire service leaders must allow their personnel at all levels to stop unsafe acts and speak up when things are going awry. There are many occasions where a line firefighter saw, heard, or felt something the officer did not but failed to say anything for fear of reprisal, ridicule, or discipline. Yes, we need a structured working environment and fireground discipline, but when it comes to safety, everyone needs to take a stand. This may be the only way we ever get a handle on LoDDs.

Leadership is not what’s necessarily on your collar. The person wearing the least amount of brass or a black helmet can contribute to the cause of safety. We start instilling the safety culture in new members right at the fire academy. Now is the time to take notice of how our newest members work, handle themselves on the fireground, and operate at emergencies. It may be possible for the veterans to learn from the “newbies.”

If you read the National Institute for Occupational Safety and Health (NIOSH) LODD investigation reports, there are common threads to each one. One of these threads is communications—radio technology, language, codes, getting the message across, and understanding what needs to be done. Some have said that “possession of information is only valuable when it is shared and acknowledged.” Think about any fireground message that can be transmitted. Moreover, think about what information is critical to safe operations at the tactical and strategic levels. Information must be transmitted clearly and understood.

If you send a message without acknowledgment, assume it was not received. If you have critical information and don’t tell anyone, it means nothing. It’s worse if you have critical safety information and someone gets hurt or killed.

Consider this case history: Mutual aid was called to a working fire in a three-story wood-frame house with people trapped on the upper floor. The two chief officers on the scene (the IC in the host town and the mutual-aid chief from a nearby city) were working the fire independently, physically separated by 100 feet and on dissimilar radio frequencies. The mutual-aid chief received a radio transmission from his group stating that they felt the second floor drop a foot or two. This should tell you it’s time get out of the building—and quickly: Drop your lines and cumbersome tools, and head for an opening. As the mutual-aid chief acknowledged and his people were exiting the building, he looked down the block and saw the other crews streaming out of the building from another stairwell. It was merely a coincidence—their air was low, and they happened to come out at the same time. Not knowing about the condition of the structure, the host chief ordered a team of three back up to the third floor to search one more room for the three missing children. Within a few moments, the entire house collapsed, taking the lives of the three firefighters and the three children. “Possession of information is only valuable when it is shared and acknowledged.”

How many times have you said as you watched someone doing something risky, “I knew that was going to happen,” after you predicted the accident? Take a person standing on the top step of a frame ladder. It’s predictable that that person will fall. You look at him wobbling and weaving and say to yourself, “That guy’s going to fall off that ladder,” and when he does, you say, “I knew it!” Now take this to the fireground. There’s a firefighter climbing an unfooted ladder to the roof, an apparatus driver going way too fast or disregarding traffic signs and signals, a firefighter using a saw with no eye protection, or the crew isn’t buckled up in the cab and jump seats. The list can go on forever. Someone has to look around and say, “Someone could get hurt or worse doing this. I’d better speak up.” The culture change we are looking for here is that when you have that feeling or you see something blatantly unsafe and know something bad may happen, you say something. Everyone must be empowered to speak up and correct unsafe behaviors. Risk Management Consultant Gordon Graham of California puts it in simple terms: “If it’s predictable, it’s preventable.” We look at unsafe practices as well as things that can lead to unsafe practices.
Sometimes you have to take your supervisor's helmet, put it on, tighten the chin strap, and be the boss. Take a stand for what's right and what's needed. More importantly, every member of the fire service needs to take stock in themselves and do what's right in terms of safe operations. "This isn't football, folks; we can't rewind the tape," says U.S. Deputy Fire Administrator (Ret.) Chief Charlie Dickinson.

Firehouse Discussion

As we discussed everyone's being empowered in the EGH program, senior officers and supervisors started to squirm in their chairs. I could imagine them thinking, "I worked hard to get to this rank, and now this guy is saying anyone can speak up and tell others what to do." We're talking about safety here. I asked them, "Is it possible that the new member saw something you didn't? Wouldn't you want him to say something like, 'Hey Chief, the fire is licking through the corner of the roof' while you're standing on it?" I wasn't asking them to step down and relinquish command and their rank. Many students in these classes have had trouble with this concept of group thinking. The IAFC's Crew Resource Management program requires that all members be empowered to speak up, especially when safety is the issue. Even the new members can have information that may be valuable and should be shared.

Develop and implement national standards for training, qualification, and certification (including recertification) that are equally applicable to all firefighters based on the duties they are expected to perform.

Commentary

National standards for training, qualification, and certification? Including recertification? For all firefighters? Has the fire service gone crazy? I think not. With regional and global thinking more prevalent than ever in a post-9/11 world, why aren't we looking at this more closely? The fire does not know if you're a volunteer, career, industrial, military, or any other kind of firefighter. It can kill and hurt us all. Everyone trains the same way, gets the same certification, and has a better chance of survival.

Few departments in the United States can effectively fight medium- or large-scale fires without some type of mutual aid, sometimes even from across state borders. Don't we want everyone trained and qualified to the same minimum standards? It's critical. Whether the units are coming from the next town, across the county, or from out of county or state, wouldn't you, as the IC, want to know that what you are getting is comparable to what you already have? National training standards, certification, and qualification would seem to solve this problem, even on a local, day-to-day level.

Most highly skilled occupations require some type of recertification. EMS personnel must take continuing education and refresher classes. It's an ongoing process. Teachers, doctors, police officers, and plumbers are licensed/certified, but we go to the fire academy at between 18 and 35 years of age, qualify once, and "we're good." What if you had to do a job-related physical course every year or every other year? Don't you want to know that the person next to you is up for the task? Don't you want to know if you are up to the task? Recertification comes with a lot of side benefits, the foremost being that our one million American firefighters may start to take stock in themselves and start working out and eating right because we know that 50 percent of our LODDs every year are heart-related. Are we forcing our people to stay in shape to get past the annual physical ability/agility test? Maybe.

We must continue to talk about training. The existing professional qualifications standards and certification processes define the firefighter's minimum standards of training and levels of competence. The nationally recognized system of training standards and certification processes is available to the vast majority of firefighters and fire departments. For a variety of reasons, many fire service members have not been trained to these minimum standard levels, and many fire departments do not participate in the certification system. In addition, most of the existing certification processes do not require individuals to "recertify" periodically, to demonstrate that their knowledge is up to date and their proficiency has been maintained.

Who is supposed to make sure that this all gets done? The person with the white helmet. The chief has to make training, certification, and recertification a priority. The chief should be certified (and recertified) to demonstrate that the top person in the organization has all of the knowledge, skills, abilities, and competencies to lead the organization. Promotion to chief should require educational achievement as well as a series of certifications. Chiefs must be able to effectively communicate the need for and cost effectiveness of firefighter safety and training to their governing bodies. It starts at the top. It has to.

Firehouse Discussion

At some point during the EGH lectures, the questions would start to fly: "Are you telling us that not every firefighter is at least a Firefighter I or II?" That's right. "But isn't that required?" Not everywhere. Firefighter I wasn't a code-required program in New Jersey, for example. The career departments required it for employment, most volunteer departments required it by policy, and yet certain parts of the state required nothing. Take a look around your county or state. You have those pockets of inadequacy and noncompliance, too. Unfortunately, they are everywhere.

The good news is that the majority of the firefighters in my audiences agreed with this initiative and that we should have some type of national training, certification,
and recertification standard. The volunteers agreed that it's an idea whose time has come. I agree.

**Key Recommendations**

- All firefighters must be trained and qualified to perform their assigned duties and must demonstrate proficiency in performing required functions. The chief shall ensure that the requirements are met or restrict the individual's ability to respond, without exceptions.
- The existing professional certification systems and the appropriate National Fire Protection Association (NFPA) professional qualifications standards should be used as the foundation for implementing this initiative.
- The NFPA should include firefighter safety as the first element of all firefighter professional qualification standards. The standards-making process must allow for increased firefighter involvement and provide support for this participation.
- The chief should be certified (and recertified) to demonstrate that he has all of the knowledge, skills, abilities, and competencies to lead the organization.
- Promotion to chief should require educational achievement as well as a series of certifications.
- Chiefs must be able to effectively communicate the necessity and cost effectiveness of firefighter safety and training to their governing bodies.

Fire departments should do the following:
1. Identify existing weaknesses in compliance with NFPA standards in the 1000 and 1400 series, as well as any applicable state standards, and implement strategic programs for change and compliance.
2. Require mandatory certifications at all levels (firefighter, technician, officer, technical rescue, hazmat, etc.).
3. Implement annual Job Performance Requirements (JPR) compliance.
4. Provide incentives for accredited certifications applicable to an individual's job duties.
5. Provide training and time for employees to obtain and maintain certifications.
6. Improve leadership by mandated certification.
7. Require initial and refresher training for all drivers of all fire department vehicles (new and existing apparatus as well as privately owned vehicles used to respond to incidents) in accordance with NFPA 1002, *Standard for Fire Apparatus Driver/Operator Professional Qualifications*.
8. Require all fire department members to meet the requirements of NFPA 1001, *Standard for Fire Fighter Professional Qualifications*, for traffic control training.
9. Support federal initiatives for a nationwide credentialing system to foster reciprocity of emergency responder qualifications.
10. Make sure instructor qualifications for certification and a recertification include specific, performance-based requirements that are aligned with changing national consensus standards. This is particularly important in high-hazard training activities such as live fire training, high angle rescue, and diving exercises.
11. Make sure all personnel conducting plan review, inspection, and public education have nationally accredited certifications applicable to their job duties.

**Commentary**

Our firefighters are dying from heart attacks, strokes, and other coronary-related incidents at a rate of 50 percent. This is the big one, along with motor vehicle-related LODDs. This will take the most time to accomplish. Chief Richard Marinucci, the current program manager for the EGH program, admits this will definitely be the long-term nut to crack. It should be easy—long term, but easy. This is where the firefighters of America take stock in themselves. This one is all about the choices we make. It's tough to reverse the process of eating double bacon cheeseburgers for 20 years every day for lunch, but it can be done.

Overweight firefighters are a detriment not only to themselves and their families but also to their crew and the rest of the department. Remember the 400-pound firefighter from earlier? It's predictable that he's going down in a structure fire or some other emergency operation some day. It's as important for the chief to ask him to take a leave and get in better shape as it is for him to tell the chief that he's going to leave to get in shape. Firefighting is one of the most physically demanding tasks known to man; you really have to be in top physical shape, and not just when you're young and are starting out. You need to maintain some semblance of fitness throughout your time in the firehouse. Firefighters also need to have medical checkups on a regular basis. Early detection for any condition is critical.

The good news is that the majority of the younger firefighters seem to be part of the nation's fitness craze. My career crews are cooking and eating healthier than those my age ever did in the firehouse. We have a full service gym in the firehouse, and the members are given time during their 24-hour shift to work out. The FIRE Act offers funding for fitness equipment.

**Firehouse Discussion**

Most of my EGH classes are held at night for volunteers. I establish some ground rules with the host chief—no chewing, no smoking, no alcohol. At about halftime, the local pizza guy shows up with 30 loaded pies. If it's their dinner, it's not so good. If they've had dinner and this is a nighttime snack, it's not so good. It's all about choices. I haven't seen a large bowl of apples at one of these classes yet. Hopefully, someday, I will.

The heavier firefighters in my audiences usually start to squirm when this subject comes up. I use a few photos
of overweight firefighters in my presentation and usually hear, “Hey, Big Tommy, that looks like you!” Everyone laughs, pats Big Tommy on the back, and says “You know we love you, man.” If you really love Big Tommy, get him on a program. If Big Tommy loves Big Tommy, he goes on the program sometime soon on his own, because he’s doing something good for himself, his family, his friends, and the fire department. Some volunteers have a fitness program in the firehouse. The USFA published a manual regarding fitness for the volunteer fire service. Even with all the training demands, some firefighters say they love being volunteers, and some of them make time to work out because it’s important. They are right, but they are the minority.

“Big Tommy” has, on occasion, come up at the end of the program and thanked me for bringing it to the forefront and encouraging him to do something about his situation. Well, for all you Big tommys out there, don’t wait for an old, bald chief to show up and yell at you for being volunteers, and some of them make time to work out because it’s important. They are right, but they are the minority.

A national research agenda? Sounds pretty dry. Did you ever think about where all that equipment comes from in the pockets of your turnout gear or in the compartments of your rig? Research and development. Discussions around the town and the nation have the fire service looking at the manufacturers of the equipment we buy and use as the research force. We have no national research agenda. It’s every manufacturer for itself. Most of the 16 LSIs lead to some sort of research that needs to be done for us to figure out where to go next, what to do, and how to do it. Of the 16 LSIs, all but two definitely need research, or research definitely could contribute to their success [for the other two (LSIs 2 and 10), research probably is needed].

Research is a large part of the overall scheme to support this program and the desired result: fewer LODDs and, in turn, fewer injuries. The key to this LSI is that we are looking for a national agenda. Let’s get the manufacturers of emergency equipment; the doctors and health institutes who are looking at our heart attacks, strokes, and cancers; and perhaps the leadership and management schools all together to create this national research agenda. We need a clearinghouse for fire departments to reference programs to support the LSIs and, in turn, the LODD problem.

We haven’t discussed our role yet. The National Fire Incident Reporting System (NFIRS) is our only national statistical tool that could and would help our cause. The USFA says that although all 50 states and Washington DC report in to NFIRS, only 66 percent (21,000 of 32,000) of the fire departments in the country participate in the NFIRS program. This is the only tool we have for funding leading to research, longevity, and equipment, and a third of the fire departments aren’t doing it? We’re all in this together, and if we don’t truly unite at least through the NFIRS program, we’ll be in bigger trouble than we already are. Stats = facts = funds.

Firehouse Discussion

As we discussed research and LSI #7 in the firehouse, most of the questions revolved around the fact that the manufacturers don’t talk to one another. We don’t really expect them to share company secrets, but we would like to see a clearinghouse or consortium where all of the research ends up in one spot and we can relay best practices to the end user—us. Most of what the manufacturers are developing is coming from us anyway, so why not share it? We tell them what we need, and they make it. We tell the doctors we’re dying of heart-related illnesses and cancer, and they research it and tell us what to do next.

We go to leadership and management institutes like the Harvard School of Business and Stephen Covey and see what the best practices are for managing and leading the
fire service. Take a moment and imagine if fire department doctors were networked together and saw patterns developing regarding heart attacks and cancer and were able to give us the information and tools we need to avoid such personal disasters.

**Key Recommendations**

The research agenda and data collection system recommendations are directed primarily toward national organizations. Individual fire departments support the implementation of this initiative by participating in data collection systems, including NFIRS and the National Firefighter Near Miss Reporting System and by supporting research projects directed at improving firefighter health and safety.

**8 Utilize available technology wherever it can produce higher levels of health and safety.**

**Commentary**

I’ve told my younger audiences that they’ve come in to the fire service at the best possible time in our history—where technology is at the forefront and helping us to do our job better and safer. We have lightweight turnout clothes, thermal imaging cameras (TICs), cooling vests for level A hazmat suits, computerized personnel accountability systems, PASS devices, and more. So why do some members try to circumvent their use? You can order a piece of apparatus that won’t start if your seat belt isn’t buckled. We need to strike a balance between using available current technology and doing the job without it. Much discussion has been raised about becoming too reliant on equipment such as TICs. We still need to teach firefighters how to search without a camera so they have those skills when needed. Use technology to your advantage, but hone your skills as if the technology weren’t available.

**Firehouse Discussion**

There are some senior members who still would rather be wearing rubber coats, pull-up boots, no hood, and definitely no air because it “builds character.” It also burns skin, sears lungs, and causes lung disease. Coleman teaches in his leadership seminars to “Beware of the Yustas.” “We always used to (yusta) do it that way!” Remember that the Yustas and all who followed died young and in large numbers. If we can find the road to longevity, why not take it?

**Key Recommendations**

- Every fire department should evaluate the need for technology and work toward providing the most effective tools and equipment to improve firefighter health and safety.
- Every fire department should continually monitor changes in standards and advances in technology and identify priority areas for adopting improvements.
- The cost of adopting new technology should be weighed against the costs associated with a preventable firefighter injury or fatality.

**9 Thoroughly investigate all firefighter fatalities, injuries, and near misses.**

**Commentary**

If we investigate what kills or hurts our people, maybe we can prevent it from happening again. We already do this in fire investigation, which leads to fire prevention. Why not for ourselves? The problem appears to be that for the first 265 years or so, we chose not to share our failures. Our injuries and deaths are failures of our system, not just the safety system—the whole system. The buzz lately is about staffing, whether you’re a career or a volunteer fire department. If we keep hurting and killing our people in the same manner to which we’ve grown accustomed, we’re contributing to the “lack of staffing” issue.

This was recently heard at a fire chiefs association meeting: “I looked at my types and frequencies of injuries. We started a fitness and exercise program. We didn’t have one injury last year that we had in previous years.” This chief has a 60-member urban center city fire department that sees fire on a weekly basis. The sprains, strains, back injuries, and other common top 10 injuries have virtually disappeared. The chief can show the city that his people come to work, get the job done, and don’t get hurt, and overtime and medical costs are down. Moreover, all his people are healthy and go home after every shift.

So, about 10 years ago, we finally had our “coming out party.” With no fanfare or pageantry, we walked down the runway of sharing and started to really believe that we needed to share our stories on a nationwide basis. Some
larger cities started to publish LODD and major incident reports for all to see, and then the Web sites popped up. Chief Billy Goldfeder, Board of Directors of the NFFF, started sending out bulk e-mails. Then he began FirefighterCloseCalls.com. The International Association of Fire Chiefs launched the Near-Miss Reporting System. The fire service finally partnered with the federal government and showed great cooperation with the Centers for Disease Control and Prevention (CDC) NIOSH Firefighter Fatality Investigation Group. They came up with some sobering thoughts, among them that there are about five or six common threads at almost every trauma type of LODD. Start reading the NIOSH reports.

I would guess the most notable recent large “lessons learned” report would be the Sofa Super Store fire in Charleston, South Carolina, in 2007. Everyone in the fire service should read that report. Read the Southwest Supermarket fire report, in which Phoenix (AZ) Firefighter Brett Tarver was lost. His department made lots of operational changes that we all could learn from. Reading these reports, articles, and Web sites is great, but it's not the end. It's the beginning. Bring the lessons to the back room, the kitchen table, the apparatus floor, the drill night, or the fire academy. Some academies require recruits to take an LODD/NIOSH report, break it down, write it up, and present it to the class. Not a bad start for the newbie.

Firehouse Discussion

“What you’re actually saying is that we need to file a report with the national fatality investigation team. Why do we do it? Do you share it in the firehouse?” The bad news is, they answer “no” most of the time. The discussion moves toward encouraging them to read the Web sites and reports and make them part of their training routine.

Key Recommendations

1. All fire departments should participate in the National Firefighter Near-Miss Reporting System by encouraging all members to make use of the online reporting system.
2. Fire departments should actively review the Near-Miss Reports, as well as NIOSH Firefighter Fatality Investigation Reports and detailed reports of individual investigations from other fire departments. Incorporate the information into training programs and prevention strategies.
3. Every fire department should have an established process to investigate accidents and injuries, including a plan for investigating serious injuries and fatalities. The plan for conducting major investigations could involve a state or regional team that can provide the necessary resources and expertise.
4. Establish regional teams to conduct investigations (or provide assistance in conducting investigations) of LODDs, using a standardized protocol.
5. Share the results of investigations with other fire departments, standards-making bodies, and related organizations.

Grant programs should support the implementation of safe practices and/or mandate safe practices as an eligibility requirement.

Commentary

Let’s tie the federal FIRE Act grant programs to fire department safety. You have to show that you have a safety program and safety goals and what your injury and accident rate is for consideration for grant monies. Otherwise, you would be hard pressed to get a grant without a safety program. We all know that money is the great motivator. Why not here? Why not us? We're trying to promote positive change and make drastic performance improvements, so why not this program? Maybe we'll hurt or kill fewer of our own.

The 2007 Novato Summit report stated: “The intent of this initiative is to encourage the organizations that provide grant funds to ensure that the funds are used to leverage health and safety improvements by requiring a fire department to demonstrate a level of compliance with safe practices before funds will be provided for any other purpose. If the fire department does not meet the set standard of health and safety, grant funds would be earmarked for addressing the deficiencies.”

Firehouse Discussion

“What you're actually saying is that we need to file a safety program along with the grant application? Are you trying to make it harder for us to get the money? No one's gotten hurt here for 25 years.” We are not trying to force feed safety but to make this an incentive to at least start the thinking process. Why wait until you file for a grant? After all, this is about going home after every call, page, shift, or incident. Grant money or not, we need to start paying attention to ourselves.

Key Recommendations

1. Fire departments should identify the areas where grant funding could be used to address health and safety issues and grant programs that could provide the necessary funds.
2. Organizations that provide grant funds should place a priority on supporting and leveraging compliance with established safety standards. Specific safety initiatives should be identified as priorities in the annual guidelines for grant programs.
3. A fire department that applies for grant funding should be required to either a. demonstrate a level of compliance with health and safety standards, or b. use the grant funds to work toward compliance with those standards.
4. The NFFF should actively support the continuation and

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expansion of grant programs with an emphasis on health and safety programs.

National standards for emergency response policies and procedures should be developed and championed.

Commentary

This is part of the “slow down and buckle up” issue we’ve been discussing for five years—seat belts, speed, and intersections. It’s pretty simple. The original intent of this LSI was to address vehicle safety and reduce fatalities from accidents related to emergency response, as this is the second leading cause of firefighter fatalities. We’re looking at developing a national model procedure for the operation of emergency vehicles, including driver training and certification programs.

If you’ve ever looked at fleet operations of major industries, they make great efforts to keep their rigs on the road. United Parcel Service has probably one of the best driving and accident prevention programs in the world. Think about how many brown trucks you see every single day. How many have you responded to for an MVA? My guess is not many.

We’re also looking at the development of a model for defining when “emergency response” to an incident is appropriate to reduce unnecessary exposure. Studies have been done on the physiological effects that lights and sirens have on emergency responders. My simple interpretation of these studies is that the use of lights and sirens gives us “mental permission” to do things we would never normally do when driving our cars to work or with our families or friends onboard. The combination of adrenaline, general excitement, noise, and urgency takes us all to a heightened level of stress and anxiety. So, we speed; go through red lights and stop signs; and crash, get hurt, or worse. One U.S. state rescinded its “blue light law” for its volunteers in personal cars about 10 years ago. They’ve had few or no accidents since and no LODDs from car crashes.

In addition, this LSI supports the idea that all fire departments have the appropriate resources to respond to emergency incidents, making reference to NFPA Standard 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments, and 1720, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments, and that they have SOPs to work from at emergency scenes. The SOPs are the foundation of your safety program. Everyone has an idea of what everyone else is doing or should be doing around them. Sharing SOPs with your mutual-aid partners isn’t just a good idea—it’s essential to safe operations.

Firehouse Discussion

I ask the audiences, “What can you do right for yourself and your family if an alarm comes in?” Half the room usually yells, “Seat belts!” The discussion moves on to automatic alarms, carbon monoxide alarm calls with no illnesses, and similar issues. Most fire departments have downgraded these responses to “no lights and sirens and move with the flow of traffic.” Others say they go the same to all calls. That is not a great idea. The exposure and risk are too great for the benefit. For the nonbelievers in the room, we discuss a case history of a tower ladder flipped on its side responding to an empty five-story office building for an automatic alarm at 11:00 p.m. The building was unoccupied, and this was the fifth time that day the alarm came in. Does that make sense to any of you reading this? I don’t think it does. That chief made great haste and downgraded everything unless it is a known working fire or persons trapped in a vehicle, with a few exceptions. They’ve been virtually accident-free for nine years. We’re absolutely no good to our customers if we never get to their location. We’re also no good to our families if we’re wrapped around a tree or have been ejected from the rig. As we get smarter, we realize that we’ll get there in the right amount of time and greatly lessen the risk. It’s something we can all live with.

Key Recommendations

1. Fire departments should incorporate motor vehicle safety programs into their organizational culture in the following ways:
   a. Enforce 100-percent seat belt use.
   b. Adopt policies that reinforce obeying traffic laws when responding, including response in privately owned vehicles.
   c. Require initial and refresher training for all drivers of fire department vehicles in accordance with NFPA 1002.
   d. Establish requirements for driver training and certification, including specific authorization to drive specific vehicles or classes of vehicles.
   e. Require routine driver license checks.
   f. Provide and require wearing ANSI-approved, high-visibility reflective vests at roadway incidents.

2. The NFFF should support the development of a consensus-approved, national best practices document for emergency and nonemergency response procedures that would apply to emergency vehicles and personally owned vehicles. This document should include criteria for determining which incidents qualify for emergency vs. nonemergency response.

3. The NFFF should endorse and support implementation of the National Unified Goal for Traffic Incident Management.

4. All fire departments should comply with NFPA 1710 and 1720, as appropriate, with regard to resources and staffing. These documents should be based on the risks that are present in the community and the levels of service that the department is expected to provide.

5. All fire departments should operate within a system of SOPs and use an incident management system for all emergency incidents and training exercises.
National protocols to response to violent incidents should be developed and championed.

Commentary
As fire service personnel, we are aggressive by nature and have the tendency to jump in and assist when possible. The entire safety culture revolves around somewhat combating that mentality and adding a risk/benefit component. Responding to acts of violence takes our work to yet another level of thinking, training, and operational savvy. Our EMS predecessors learned to ask “Is it safe?” on arrival at an act of violence (shooting, bombing, stabbing, fight, or other violent act). We learned to ask, too, but not all of us. We still have that “Got to get in and do something” mind-set. We need to remove the pressure to act and learn how to stage.

My former fire department responded to a mutual-aid call for a gasoline tanker crash on the local highway outside the industrial site where I worked as the chief. On arrival with our foam truck, we noted the municipal fire department using two water handlines on the tanker, pushing the gas everywhere. I ran to Command and asked the deputy chief, a well-respected and knowledgeable 30-year veteran, what he was doing. He said, “We had to do something. The mayor is across the street watching.” Needless to say, we shut down the water lines, pulled foam lines, and put out the fire.

This initiative is about developing fundamental rules of engagement with “go/no-go” triggers, keeping in mind that law enforcement will dictate what is safe and what is not. Even then, it’s up to the officer-in-charge to decide whether to deploy. It’s a good practice to have SOPs for responding to acts of violence. This may be one of those documents you share not only with your mutual-aid partners but also with local law enforcement so they know what to expect when you pull up.

Firehouse Discussion
Staging or “hurry up and wait” doesn’t sit well with most firefighters I’ve taught in this program. I usually remind them that hazmat response is just that—we drive like hell to get there and then it takes 45 minutes to read the books and sheets, do medical base lining, and get the team dressed. (I’ve often asked myself why we have lights and sirens on hazmat trucks!) There is some agreement, but then someone mentions a victim who may be lying there with a gunshot wound. We need to consider our own survival in this business. We serve and protect within the limits of good, safe practices. There are exceptions, but again, we learn at the NFA that we “risk a lot to save a lot and risk nothing to save nothing.”

Key Recommendations
1. Fire departments should work with other agencies to develop and implement joint SOPs for all emergency response personnel (fire, law enforcement, EMS) and dispatchers, including the use of an effective incident management system.
2. All emergency response personnel and dispatchers should be trained in awareness factors for potentially violent incidents.

Firefighters and their families must have access to counseling and psychological support.

Commentary
It is believed that there is a direct relationship between the need for cultural change in relation to health and safety and behavioral change. Studies show that behavior modification is often effective in changing attitudes while it’s harder to change behaviors by influencing attitudes. Strategies to create culture change must concentrate on behavior change as a first necessary step. To change the culture of a fire department, culture change and behavioral change go hand in hand.

The nature of the fire service mission exposes firefighters to situations that involve extreme psychological stress, which impacts directly on their health and personal lives, as well as their reactions to dangerous situations. Whether it’s a line-of-duty loss of a fellow firefighter or a deceased child, the mental stress is there and must be treated. One of the major challenges in implementing this initiative is the difficulty in justifying the costs in relation to proven or anticipated benefits. NFPA 1500, Standard on Fire Department Occupational Safety and Health Program, mandates access to mental health services and employee assistance programs but provides no specific guidance on the program details, much less options or levels that are appropriate for different types of organizations, communities, and situations. The body of knowledge and experience is expanding, and more information is becoming available, although many fire departments have difficulty obtaining and interpreting the information and resolving differences of opinion without professional assistance.
The range of programs that fit within the scope of this initiative is very broad, from behavioral modification to promote health and physical fitness to preventing or treating post-traumatic stress. Most of the recommendations that were produced in relation to this initiative are directed toward national organizations, including the NFFF, to promote the development of more effective programs that can be adopted and implemented at a local level. The discussions strongly recommended developing options that would be offered rather than prescriptive solutions and programs.

Firehouse Discussion

In discussing this issue with the audiences, we emphasized that “toughing it out” like in the old days doesn’t really work. Unfortunately, years ago we’d go and try to “drink away” a line-of-duty death. You can’t drink away an LODD. It doesn’t work. What you get from that is a bad hangover, a terrific headache, and your buddy is still dead and you still have problems. We saw counseling at its best during the worst of times in the aftermath of 9/11/01 in New York City. The FDNY Counseling Unit along with the NFFF saved hundreds of firefighters from disabilities and got them back on track to either continue to work or retire mentally healthy.

More recently, a 21-year-old volunteer firefighter from New Jersey was making a rescue from a burning home and went down into the burning basement with his victim in his arms and four other firefighters. The other four members of his crew were easily extricated by the FAST, but he and his victim were buried and succumbed. Six months after this tragedy, the NFFF was asked to provide counseling. The four crew members and the rest of the department drank enough and knew it wasn’t working and asked for help. They got the help they needed and moved on. There is no shame in asking for help. There is much shame in doing it the “old way.”

Key Recommendations

Fire departments should do the following:
1. Focus efforts to promote cultural change (LSI #1) and accountability for health and safety (LSI #2) with professionally validated behavior modification strategies.
2. Provide open access for firefighters and their families to a system of competent, confidential, effective professional services that address a range of basic mental health support services. The basic services should include family issues, substance abuse, stress management, and personal counseling.
3. Provide professionally validated programs to deal with individual traumatic incidents and occupational stress.

The National Fire Academy should do the following:
1. Prepare and release hand-off courses to enable widespread adoption.
2. Promote specific vectors of change within the fire service through the Executive Fire Officer program.

The National Fallen Firefighters Foundation should do the following:
1. Promote consultation and assistance in adapting to various organizational cultures, along with awareness of the best treatment resources.
2. Provide consultation and assistance in locating providers when needed in emergency situations.
3. Develop and disseminate training and guidance on evidence-based best practices in behavioral health and wellness for fire service entities.
4. Develop fuller operational standards regarding member assistance options for fire service agencies geared toward the range of agencies, communities, and resources available.
5. Develop mechanisms and relationships needed to bring evidence and best practices from other arenas to bear on behavior and lifestyle change programs in the fire service.
6. Develop and disseminate options for organizational response to workplace events that reflect current evidence based on best practices for immediate support, effective surveillance and screening, referral to competent specialty care where indicated, and strategies for longer-term support where desired.
7. Develop accessible, usable resources for mental health providers serving fire service members and families to ensure capacity to deliver competent evidence-based treatment for major conditions.
8. Work with the Substance Abuse Mental Health Services Administration, National Center for PTSD (Post Traumatic Stress Disorder), the International Society for Traumatic Stress Studies, and other groups to adapt emerging best practices to fire service settings.
9. Interact with academic, military, and other sectors on issues of mutual interest, and seek opportunities to promote research and adapt successful techniques to the fire service.
10. Work with the Medical University of South Carolina/National Crime Victim Treatment and Research Center to explore funding and development of online cognitive behavior therapy training for fire service providers (as developed with National Child Traumatic Stress Network for traumatized children).
11. Work with risk management, human resource, and employee benefits components to provide model specifications for mental health benefits.
12. Support research efforts to determine the most effective intervention strategies for dealing with traumatic events.
13. Consider organizing additional summits or similar events to focus on tangential yet critical emergent psychological issues within the fire service.

Public education must receive more resources and be championed as a critical fire and life safety program.
Commentary

There is no doubt in my mind that fire prevention efforts have a direct correlation to and impact on firefighter safety. It’s a pretty simple formula. If we don’t have fires, we don’t run at high rates of speed to calls, we lessen our exposure on the street, we don’t have to run into burning structures, and then we don’t get hurt or killed. The American fire service needs to get back to the original mission of why we were set up in the first place. Although we know that people do not join the fire department to do inspections and get down on their hands and knees with kindergarten children, do school fire drills, or teach senior citizens not to wear loose pajamas while cooking at the stove, we have to put the emphasis back on fire prevention and public education. If you believe you have a strong firefighter safety program, double check your fire prevention and public education efforts. If they’re not equally as strong, you’re missing something. Chiefs need to let their people know that a large part of the job is fire prevention. Statistically on a national basis, the average fire department spends five to 10 percent of the time at emergencies. We have time for this. It just needs to become a priority, and if we tie firefighter safety into it, it should become that priority.

Firehouse Discussion

I ask the audience, “Who has the most knowledge of your response district?” Most often the answer is, “The chief.” Wrong! I tell them that their fire prevention officer is the most knowledgeable person in the town. We encourage line fire crews to partner with their fire prevention officers. They have the goods! There’s no doubt about it.

Before computerization, a major East Coast busy city fire department had a fire prevention van that would respond to fires. In the van were duplicate inspection files for every public and commercial building in the city. What? You’re at a major fire, and you have access to the last inspection report to know whether the sprinklers are on or off, the fire doors are working, the standpipes have been flushed, and high explosives are stored in a magazine on the first floor? Do you think you can use that kind of information? I think you can.

Of course, today you can get that from a mobile data terminal, provided the most recent inspection report has been downloaded. They’re doing just that in a large northwest city. Every day when the inspectors are done for the day, they go back to headquarters and download their reports into the system. If the companies roll out to the “big one” that night, they have current information. If you’re thinking, “Who can afford that?” the FIRE Act program has money set aside for fire prevention programs and technology.

Key Recommendations

1. Chiefs should demonstrate leadership by doing the following:
   a. Including fire prevention and public education in the fire department mission statement, not as an afterthought.
   b. Committing sufficient resources to fire and life safety education (personnel and funding).
   c. Creating a ladder of upward promotion within the department for individuals who are dedicated to fire and life safety training.
   d. Institutionalizing the philosophy that fire and life safety education are responsibilities of every individual within the organization.
   e. Including prevention and public education in initial firefighter training as well as monthly training programs for all firefighters and officers.
   f. Informing and educating the local fire service administrator about the issues, concerns, and advocacies of recognized state and federal groups.

2. Fire departments should do the following:
   a. Collect and analyze demographic data and incident/risk data to identify target populations and establish priorities for fire and life safety education programs.
   b. Engage the target communities in the design, development, implementation, and evaluation of fire and life safety education programs.
   c. Establish advocacy partnerships with community leaders, civic organizations, teachers, and survivors.

3. National fire service organizations should do the following:
   a. Include fire prevention and public education in their mission statements.
   b. Dedicate a portion of distributions/journals/magazines to prevention and education.
   c. Publicize case studies of fire departments that have managed to secure adequate support for comprehensive fire and life safety education initiatives.
   d. Support national programs to recognize the importance of fire prevention and public education programs.
   e. Support the development of validated program justification and evaluation tools that local jurisdictions can use.
   f. Develop “best practice” models and produce materials to support local efforts.

15 Advocacy must be strengthened for the enforcement of codes and the installation of home fire sprinklers.

Commentary

As I outlined before, there is a direct correlation between firefighter safety and fire prevention efforts. One thing I didn’t discuss was why we leave this all important function to only a few people. The entire department needs to jump on this.

The code process is a long, arduous task, and the die-hard fire marshals of America are out there in force trying to make those changes. The new International Building Code calls for home fire sprinklers with the proviso that
the local jurisdiction agrees and adopts this requirement into law. So while we made progress getting in the code, we still have the local battle to win.

Statistically, we know that most of our civilian fire deaths (just under 4,000 a year) occur when people are in their own homes between 11 p.m. and 6 a.m. Smoke alarms took the numbers way down the past 15 years or so from the annual 12,000 when we started counting in the early 1970s. The other part of the smoke alarm equation is the installation of home fire sprinklers. From a firefighter safety standpoint, because of early detection, we’re getting on-scene faster and perhaps before flashover, putting ourselves in a more precarious position than we used to be. So with this quick response comes more risk to us. It’s good for our customers but bad for us. Add to this a home fire sprinkler system; you still need a full crew in the building for search, rescue, and overhaul, but perhaps everyone got out alive. Moreover, the building will probably remain standing while you’re in it. Bonus! Fixed fire protection systems, whether in residences or commercial buildings, add to the stability of the structure. The installation of residential fire sprinklers will have a drastic impact on fireground injuries and LODDs. How can they not?

**Firehouse Discussion**

“If they sprinkler houses, won’t we have fewer fires?”

Unfortunately, probably not. This is a difficult subject to broach with the average line firefighter who doesn’t have knowledge of fixed fire protection systems. In the classes, we then get into fixed systems, their value, and their intrinsic safety. By the end of this section of the program, we hope we’ve convinced most that this is the way to go and that their survivability is greater in a sprinklered building where the system is maintained and will operate properly. Don’t forget that fire sprinklers have an excellent track record. Statistically, on average, one to three heads operate, and there has never been a multifatality fire in a sprinklered building where the sprinklers operated as designed.

Safety must be a primary consideration in the design of apparatus and equipment.

**Commentary**

This initiative was developed so that the designers and builders of fire apparatus and equipment, as well as standards-making and regulatory organizations (e.g., the NFPA), align themselves with the fire service. The “fire community” (all those who support us) must be attentive to our needs and listen to what we tell them. This extends to those who create national standards or industry best practices. It’s through these groups that the fire service needs to voice its needs to pass on to those who will research, develop, and manufacture what we ask for. There are many examples of fire community members and vendors who have made things for us and convinced us that that was what we needed.

For the most part, the manufacturers will more or less build us whatever we want as long as we’re willing to pay for it. They have listened along the way. In the 1980s, we asked for roll cages in the cabs so that when we are driving too fast and lose control, at least the cab won’t crush the crew when the unit completes its road ballet, wheels up. We’ve asked for and have seen integrated PASS devices to make them “firefighterproof,” three-point orange seat belts, cut-out switches under the seats so the rig won’t start unless the seat belts are buckled, and more.

The next step in the process is for the national standards-making organizations to adopt some of these improvements. Once everyone’s doing it, you can slide it in to standard or law form and pick up the lone stragglers along the way. If the majority of the fire service goes in the direction of good, safe practices, then the “resisters” will truly be outcasts and will hopefully conform.

You may remember when the Occupational Safety and Health Administration (OSHA) Respiratory Standard (1910.34) was promulgated a few years back, which included the “two-in/two-out” rule. Everyone complained that “OSHA was dictating how we operate.” Well, they did the same thing with 1910.146-Confined Spaces. More than 60 percent of the rescuers in these incidents became victims themselves. We didn’t police ourselves, so OSHA did it for us. The fire service has to influence this process by demanding improvements in safety and by purchasing vehicles and equipment that meet the highest standards of safety. We have a duty to provide the safest available equipment to protect America’s firefighters. Why not be part of the process?

**Firehouse Discussion**

When we talk about LSI #16, most of the audience is in agreement that we need to purchase and use safe equipment. The issue of price always arises, but how do you put a price on our personal safety?

One night one firefighter suggested we learn to prioritize our needs—integrated PASS devices vs. painting the firehouse. We also need to learn to make the manufacturers competitive. Lots of chiefs all over the country get many quotes before they buy anything. Some firefighters say, “I invented a new tool, a safety device, or a better or safer way to do the job.” I ask them if they’ve patented the idea and taken it to a manufacturer, vendor, or authority on the subject. I usually get a “no”; I encourage them to do so. A lot of our tools and equipment were invented by firefighters for firefighters. If you have a good idea, don’t let it die in the drawer. It may be exactly what we needed for safe operations. You may even save a life—of a firefighter across the country, or perhaps your own.

**Assess Your Fire Department Here**

Take this quick mental quiz. If the answer is “no” to any of these questions, you’ve got some work to do.
On Organizational Culture:
• Have we made firefighter safety and health a primary value of our organization?
• Does every member understand the organizational emphasis on health and safety?
• Does every manager and supervisor understand their personal responsibility to implement safety policies and procedures?
• Are we holding people accountable for compliance with health and safety policies?

On Leadership:
• Has the chief accepted the responsibility for health and safety policies and programs?
• Does the chief “walk the walk” and “talk the talk”?
• Does the chief know if the health and safety policies are being followed?
• Is there a gap between what the chief thinks is going on and what is really going on?

On Human Resources:
• Does every firefighter have the training (knowledge, skills, and abilities) to perform all expected duties?
• Is every firefighter physically fit?
  —Physical fitness program.
  —Fitness evaluations.
  —Performance standards.
• Is every firefighter healthy?
  —Regular medical examinations by qualified physician.

On Standard Operating Procedures:
• Do we have SOPs?
• Do we really follow them?
• Are we using the procedures or just using the terminology?

On Incident Management:
• Can we really account for the position, function, and status of every firefighter on the incident scene?
• Is every firefighter connected to the plan for the incident?
• Does the incident commander know what is really going on?

On Equipment:
• Do we have all of the “proper” equipment?
• Is it properly maintained and inspected?
• Do we have records?
• Is the equipment used according to the design parameters?

On Vehicles:
• Does every vehicle meet current design standards for safety?
• Has every vehicle been inspected, and has it passed?
• Do we have criteria for taking vehicles out of service?
• Do we ensure that all new vehicles incorporate every safety feature?

On Seat Belts:
• Is everyone seated and belted while the apparatus is moving?
• Is everything else in the cab properly secured?
• Do we have a policy, and is it enforced?
• Do I buckle up despite what others are doing?

On Response Policies:
• Do we really stop at red lights and stop signs?
• Do we really drive according to the rules?
• Do we have policies to limit emergency response to true emergency incidents?
• What if we didn’t use red lights and sirens or lights in our personal vehicles?

On Investigations:
• When something goes wrong, how thoroughly do we investigate?
  —Near misses.
  —Minor accidents or injuries.
  —Major accidents or injuries.
  —Fatalities.
• Are we prepared to tell the truth and share what happened?
• Do we implement the findings of the investigation?
• Does anyone pay attention to the little stuff?

Remember, if you love your family, live to love them.

RESOURCES
1. CTBS-EHG Program DVD, Version 1, Version IV-National Fallen FF Foundation.
2. New Jersey CTBS-EGH Pilot Program-Bill Hopson, Ocean County (NJ) Fire Marshal’s Office.
7. National Fire Protection Association-Various annual reports on fire deaths in the U.S.

RONALD E. KANTERMAN is a 35-year fire service veteran and a career chief in southeast Connecticut. He has a bachelor’s and two master’s degrees. He is an advocate for the Everyone Goes Home program and for the National Fallen Firefighters Foundation. He is chief of operations for the Emmitsburg Memorial Weekend and is a member of the Safety, Heath, and Survival Section of the International Association of Fire Chiefs.
Courage to Be Safe/Everyone Goes Home: A Look Inside the Program

COURSE EXAMINATION INFORMATION
To receive credit and your certificate of completion for participation in this educational activity, you must complete the program post examination and receive a score of 70% or better. You have the following options for completion.

Option One: Online Completion
Use this page to review the questions and mark your answers. Return to www.FireEngineeringUniversity.com and sign in. If you have not previously purchased the program, select it from the “Online Courses” listing and complete the online purchase process. Once purchased, the program will be added to your User History page where a Take Exam link will be provided. Click on the “Take Exam” link, complete all the program questions, and Submit your answers. An immediate grade report will be provided and on receiving a passing grade, your “Certificate of Completion” will be provided immediately for viewing and/or printing. Certificates may be viewed and/or printed anytime in the future by returning to the site and signing in.

Option Two: Traditional Completion
You may fax or mail your answers with payment to PennWell (see Traditional Completion Information on following page). All information requested must be provided to process the program for certification and credit. Be sure to complete ALL “Payment,” “Personal Certification Information,” “Answers,” and “Evaluation” forms. Your exam will be graded within 72 hours of receipt. On successful completion of the post test (70% or higher), a “Certificate of Completion” will be mailed to the address provided.

COURSE EXAMINATION

1. Which LSI is deemed the most difficult to implement?
   a. #1-Culture change
   b. #4-Empowerment to stop unsafe practices
   c. #7-National research agenda
   d. #12-National protocols for responding to violent incidents

2. Who is the person recommended to go to for the best and most information regarding your jurisdiction?
   a. Chief
   b. Deputy chief
   c. Fire marshal or inspector
   d. Shift commander

3. The person who is the most responsible for an individual’s safety on and off the fireground is:
   a. Officer
   b. Every individual
   c. Chief
   d. Safety officer

4. The National Fire Academy teaches “risk a lot to save a lot, risk a little to save a little, and risk nothing to save nothing.” For which of the following would we risk a lot to save a lot?
   a. a $10 million mansion
   b. a high-end jewelry store
   c. a high-end car dealership
   d. a human life

5. Two areas of integrating risk management at the “planning” level are:
   a. Having new tools and apparatus
   b. Writing specifications for uniforms
   c. Having an incident safety officer and doing prefire planning
   d. Keeping apparatus clean

6. LSI #4 discusses that all firefighters must be empowered to stop unsafe acts. This can only be accomplished if:
   a. Only the senior members can do this
   b. Only officers can do this
   c. Only the incident commander can do this
   d. All personnel are empowered regardless of rank or service time

7. The current and existing certification and qualification standards for firefighters around the country are:
   a. Required law everywhere
   b. Known as minimum standards
   c. Known as maximum standards
   d. Do not apply to what we do

8. Certification and recertification standards and qualifications are a good idea for all firefighters who perform the same work because:
   a. It will improve morale
   b. Fire does not discriminate based on titles
   c. Everyone can carry the same card showing their status
   d. Organizations can make money

9. A national research agenda is important to firefighter safety because:
   a. It would put all parties doing research on the same page
   b. It would allow for researchers to share their information
   c. It would help create a clearinghouse for research and safety
   d. All of the above

10. It’s safe to say that the following area needs the most research in terms of firefighter line-of-duty deaths based on our LODD history:
    a. Driving
    b. Fire operations
    c. Heart attack and stroke
    d. Fire investigation

11. The value of sharing injury, LODD, and near miss reports is:
    a. Learning from them so we don’t repeat what happened
    b. Having enough materials for drills
    c. Creating more fire-related Web sites
    d. Telling our stories to log them

12. LSI #10 calls for including evidence of having a safety program to qualify for federal grant funding. This is a good idea because:
    a. It will fill up the application and help you get the money
    b. It will allow you to share the funding with a neighboring department
    c. It will tell the government you're doing well
    d. It will force the fire service to implement a safety program
13. Standard operating procedures help ensure firefighter safety because:
   a. Everyone at the scene is working off the same set of instructions
   b. Mutual-aid companies who have copies will know what's going on
   c. The incident commander will have some idea that all persons are moving in the same general direction on the fireground
   d. All of the above

14. Responding to violent incidents can put fire service personnel in harm's way. This training program has brought about a most important issue, that being:
   a. We need to respond quickly and get in and make a difference
   b. We need to review all SOPs on the way to ensure safety
   c. We need to remove the pressure to act, and then stage
   d. We need to consult the IC after we make entry into the danger zone

15. Counseling and psychological support for the fire service are essential because:
   a. Toughing it out doesn't work
   b. You can't drink away an LODD
   c. We really can't help each other on a professional basis
   d. All of the above

16. Firefighter safety is linked directly to fire prevention and public fire safety efforts. This makes sense because:
   a. The fire marshal is always right
   b. The chief ensures inspections are always completed
   c. Code compliance will slow firefighters down on responses
   d. Fewer fires reduce exposure of firefighters to the hazards of driving and firefighting

17. The use of seat belts and minding speed and intersections will save about 25 firefighters' lives a year. With this in mind, what's the best course of action to take?
   a. Have and enforce a departmental seat belt policy
   b. Have and enforce a departmental driving/speed policy
   c. Have a good apparatus driver training program
   d. All of the above

18. The person best suited to be a fireground incident safety officer is:
   a. The oldest member of the department
   b. The youngest member of the department
   c. The person with the most knowledge of and experience with fireground operations
   d. The deputy chief

19. The most important advantage of home fire sprinklers is:
   a. They minimize water damage from fire hoses
   b. They save big money on home fire insurance
   c. They improve life safety for occupants and firefighters
   d. Additional piping gets installed in the house

20. By engineering in safety in apparatus and equipment, we:
   a. Get better apparatus and equipment
   b. Are able to operate more safely
   c. Are able to spend more money
   d. Are able to save money
Courage to Be Safe/Everyone Goes Home: A Look Inside the Program

PROGRAM COMPLETION INFORMATION
If you wish to purchase and complete this activity traditionally (mail or fax) rather than Online, you must provide the information requested below. Please be sure to select your answers carefully and complete the evaluation information. To receive credit, you must receive a score of 70% or better.

Complete online at: www.FireEngineeringUniversity.com

PERSONAL CERTIFICATION INFORMATION:

Last Name (PLEASE PRINT CLEARLY OR TYPE)

First Name

Profession/Credentials License Number

Street Address

Suite or Apartment Number

City/State/Zip Code

Daytime Telephone Number with Area Code

Fax Number with Area Code

E-mail Address

TRADITIONAL COMPLETION INFORMATION:

Mail or fax completed answer sheet to
Fire Engineering University, Attn: Carroll Hull,
1421 S. Sheridan Road, Tulsa OK 74112
Fax: (918) 831-9804

Examination Fee: $25.00 Credit Hours: 4

PAYMENT & CREDIT INFORMATION

Examination Fee: $25.00 Credit Hours: 4

Should you have additional questions, please contact Pete Prochilo (973) 251-5053 (Mon-Fri 9:00 am-5:00 pm EST).

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My Credit Card information is provided below.
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Please provide the following (please print clearly):

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ANSWER FORM

Please check the correct box for each question below.

1. ❑ A ❑ B ❑ C ❑ D
2. ❑ A ❑ B ❑ C ❑ D
3. ❑ A ❑ B ❑ C ❑ D
4. ❑ A ❑ B ❑ C ❑ D
5. ❑ A ❑ B ❑ C ❑ D
6. ❑ A ❑ B ❑ C ❑ D
7. ❑ A ❑ B ❑ C ❑ D
8. ❑ A ❑ B ❑ C ❑ D
9. ❑ A ❑ B ❑ C ❑ D
10. ❑ A ❑ B ❑ C ❑ D
11. ❑ A ❑ B ❑ C ❑ D
12. ❑ A ❑ B ❑ C ❑ D
13. ❑ A ❑ B ❑ C ❑ D
14. ❑ A ❑ B ❑ C ❑ D
15. ❑ A ❑ B ❑ C ❑ D
16. ❑ A ❑ B ❑ C ❑ D
17. ❑ A ❑ B ❑ C ❑ D
18. ❑ A ❑ B ❑ C ❑ D
19. ❑ A ❑ B ❑ C ❑ D
20. ❑ A ❑ B ❑ C ❑ D

COURSE EVALUATION

Please evaluate this course by responding to the following statements, using a scale of Excellent = 5 to Poor = 1.

1. To what extent were the course objectives accomplished overall? 5 4 3 2 1
2. Please rate your personal mastery of the course objectives 5 4 3 2 1
3. How would you rate the objectives and educational methods? 5 4 3 2 1
4. How do you rate the author’s grasp of the topic? 5 4 3 2 1
5. Please rate the instructor’s effectiveness. 5 4 3 2 1
6. Was the overall administration of the course effective? 5 4 3 2 1
7. Do you feel that the references were adequate? Yes No
8. Would you participate in a similar program on a different topic? Yes No
9. If any of the continuing education questions were unclear or ambiguous, please list them.

10. Was there any subject matter you found confusing? Please describe.

11. What additional continuing education topics would you like to see?

PLEASE PHOTOCOPY ANSWER SHEET FOR ADDITIONAL PARTICIPANTS.
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