STATE OF MICHIGAN
GRETCHEN WHITMER
GOVERNOR

DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
LANSING

ORLENE HAWKS
DIRECTOR

Memorandum

DATE: March 25, 2021

TO: Michigan Fire Service

FROM: Kevin J. Sehlmeyer, State Fire Marshal/Director

SUBJECT: Development of Fire Officer III Video Component

The Bureau of Fire Services (BFS) Fire Fighter Training Division (FFTD) continues to develop training programs to meet the certification requirements for the specific classifications as outlined in Public Act 291 of 1966, the Fire Fighters Training Council Act. In 2020, the FFTD implemented classification training and certification exams that minimally meet the current NFPA standards for the following classifications: Firefighter NFPA 1001, Fire Instructor I NFPA 1041, and Fire Officer I & II NFPA 1021.

Currently, the FFTD is working on the classification training to minimally meet the current NFPA 1021 requirements for Fire Officer III. The Fire Officer III classification training will use the Jones & Bartlett (J&B) Learning *Chief Officer, Principles and Practice, 3rd Edition* textbook by David J. Purchase (ISBN: 978-1-284-17247-8). The Fire Officer III course will be available for students to participate in person, virtually, or a combination of both in-person and virtual learning. Regardless of the method of delivery, all Fire Officer III students will use the J&B Learning Navigate 2 online learning platform.

On February 9, 2021, at the Michigan Fire Fighters Training Council (MFFTC) regular meeting, a recommendation was made to add a video component that will feature Michigan fire service and governmental leaders as subject matter experts (SME) from a wide variety of department sizes and regions throughout the state to support the delivery of each chapter in the J&B *Chief Officer, Principles and Practice, 3rd Edition* textbook and on the J&B learning platform. These videos will provide knowledge and vision for all students statewide as they work to complete their final project and successfully meet the Fire Officer III Job Performance Requirements (JPR) to take the Fire Officer III certification exam. The MFFTC agreed with the recommendation and passed motion **21-02-07** to allow the BFS to move forward with the recording of the videos.

This memo is a formal request to the Michigan Fire Service and Michigan governmental leaders, asking for SMEs to share their experience, knowledge, expertise related to the topics in the J&B *Chief Officer, Principles and Practice, 3rd Edition* textbook in short video segments that support the objectives and JPRs of the new Fire Officer III certification course.

If you are interested or know someone who would be interested in being a SME in the Fire Officer III recorded videos, send an email to LARA-BFS-SMOKE@michigan.gov by April 15, 2021. Please include your name, your department/agency (or previous department/agency), and what chapter or topic you would like to share your experience, knowledge, or expertise on pages 2-5 of this memo.

If you have any questions, please feel free to contact me at (517) 388-1761.

The following is an outline of each chapter that will include a video segment in the Fire Officer III program:

Chapter 1

- Need for Leadership in the Fire Service (NFPA 1021 JPR 6.1.1, pg.4-5)
- Understanding the Organization - Components and Elements (NFPA 1021 JPR 6.1.1, pg. 6-7)
- Attributes of Fire Service Leaders (NFPA 1021 JPR 6.1.1, pg.11)
- Leading vs. Managing (NFPA 1021 JPR 6.1.1, pg.12-13)
- Motivate with Leadership Styles (NFPA 1021 JPR 6.1.2, pg. 9-21)
- Role of CRM in Fire Service Leadership (NFPA 1021 JPR 6.1.1, pg. 21-22)

Chapter 2

- Developing Traits for Success (NFPA 1021 JPR 6.2.4, pg. 32-52)
  - Fire Service Credentials & Designations:
    - State Fire Executive Programs
    - NFA EFO program
    - CPSE designations
  - Various Fire Service Organizations:
    - Professional Development Plans/Models
    - Education & Training
    - Educational Degrees
    - Maintaining Proficiencies
  - Assisting with Subordinate Professional Development

Chapter 3

- Department Policies, Directives, and SOGs/SOPs (NFPA 1021 JPR 6.1.2, pg. 61-62)
- Department Meetings (NFPA 1021 JPR 6.1.2, pg. 63-64)
- General Communications (NFPA 1021 JPR 6.1.2, pg. 64-67)
- Communicating in an Electronic World (NFPA 1021 JPR 6.1.2, pg. 67-75)
- Conducting Research Effectively (NFPA 1021 JPR 6.1.2, pg. 76-77)

Chapter 4

- State of Michigan Legal Structure: Municipal codes, state statues, federal law (NFPA 1021 JPR 6.1.1, pg. 91-97)
  - Public Act 207 and power behind it – 4th Amendment
  - Civil Rights – Harassment and Discrimination. Chief officer's role in setting tone and zero-tolerance. City and township fire departments – employees of that municipality. The same HR rules and employee code of conduct apply. Just because you had a horrific upbringing does not justify the continued circle of abuse and toxic atmosphere. (NFPA 1021 JPR 6.1.1, 6.2.2, 6.2.3, pg. 98-106, 115-123)
    - Types of protected classes (pg.100)
- Free speech does not equal speech without consequence. (NFPA 1021 JPR 6.1.1, pg. 102-106)
  - Personal social media and that of your employees.

- Legal standards and expectation of a chief officer (legal representative of that city or township) – not knowing is not a defense. (NFPA 1021 JPR 6.2.6, pg. 106-115)
- Legal elements (NFPA 1021 JPR 6.1.1, pg. 107-114)
  - Negligence
  - Steps in a lawsuit
  - Legal issues
- American with Disabilities Act (NFPA 1021 JPR 6.2.6, pg. 121-123)
  - Accommodations
    - Steps to Implement a plan
    - Documentation of the plan
- Discipline:
  - Liability issues if not handled properly
  - Due Process
  - Loudermill Hearing
  - Garrity Hearing
  - Weingarten

Chapter 5

- Human Resources
- Wellness and Fitness (NFPA 1021 JPR 6.2.2, pg.136-140)
  - Fitness for duty for both the candidate and existing employee.
  - Medical exam
  - Ability testing
  - Returning injured employees to work
  - Accidents and injuries
- Hiring and Recruiting (NFPA 1021 JPR 6.2.2, 6.4.4, pg.136-137)
  - Hiring process
  - Successful recruitment programs.
- Development of Human Resources processes (NFPA 1021 JPR 6.2.2, pg.136-137)
  - Development of proper job descriptions
  - Professional development
  - Establishment of valid and fair promotional programs
  - Importance of succession planning
- Labor relations
  - Negotiation/bargaining
  - The mediation/arbitration process
  - Development of letters of understanding
- Discipline:
  - Process and proper documentation

Chapter 6

- Community Risk Reduction (Community Outreach) (NFPA 1021 JPR 6.3.1, pg.189-190)
  - Identify common programs the fire departments offer to engage the community.
  - CPR/First-Aid classes, citizen academies, senior programs, etc.
- Emergency Management (NFPA 1021 JPR 6.8.1, pg.191-193)
  - Describe the need for intergovernmental cooperation in the identification of resources for major community responses.

    - Identify the Chief Officer's role in emergency management teams
    - Emergency management teams, public health department, law enforcement, sustainability and local governments, code adoption.
- Discuss the importance of mutual aid agreements (NFPA 1021 JPR 6.8.1, 6.3.1, pg. 193-195)
    - Mutual aid, automatic aid, emergency management assistance compact (EMAC),
- General Requirements (governmental & non-governmental relations) (NFPA 1021 JPR 6.1.1, pg. 195-196)
    - Explain the value of integrating fire service resources into the community's emergency management planning.
    - Building plan review, hydrant placement, dispatch services, law enforcement, etc.
- Working with various governmental & non-governmental groups (NFPA 1021 JPR 6.1.1, pg. 196-199)
    - Federal, state, local, tribal, private sector, etc.
    - Identify community organizations that can support public safety
    - Citizen corps, CERT, Fire Corps, fraternal organizations (Rotary, Kiwanis, etc.)

Chapter 7

- Budget and Finance Issues Funding (NFPA 1021 JPR 6.4.1, pg. 216-229)
    - Budget used as a planning tool
    - Understanding where your funding comes from
    - Alternative funding sources
    - Advent of user fees
    - Paying ahead with sinking fund or borrowing money
    - Reserves/Surplus
- Discussion of common budget processes (NFPA 1021 JPR 6.4.2, pg. 221-231)
    - Operating Budgets-Line items/Program based
    - Capital Budgets- Apparatus, Station, Equipment
    - Gaining input on budget process
    - Gaining approval of budget
- Managing the budget (NFPA 1021 JPR 6.4.2, pg. 221-231)
    - Revisions and adjustments
- Process to spend money (NFPA 1021 JPR 6.4.2, 6.4.3, pg. 221-231, pg. 236- 238)
    - Understanding procurement of goods and services
    - Request for Proposal (RFP)

Chapter 8

- Organizational Improvement Plan (NFPA 1021 JPR 6.4.6, pg. 247-248)
- Continuous Quality Improvement (NFPA 1021 JPR 6.4.6, pg. 247-248)
- Identify sources of benchmarking (NFPA 1021 JPR 6.4.6, pg. 257-258)
- Assessing existing department service quality (NFPA 1021 JPR 6.4.6, pg. 257-258)
    - Analyzing organizational service versus benchmarks

Chapter 9

- Working in the Community (NFPA 1021 JPR 6.5.2, pg. 274-285)

- Roles of a Fire Officer III in and with the community
  - SME, Consultant, Incident Manager
- Working with Governing bodies and external agencies (stakeholders)
- Public Fire Educator and facilitator of public facing messaging (image) of Fire Department
- Facilitating and working with a multitude of target groups in the community
  - Partnering with community groups/businesses for support of fire department programs for target groups
  - Working with organizations for funding and grant opportunities
  - Working with the community emergency planning group to assist in responding to, mitigating, and reducing the risk.
- Being a change agent for community risk planning

Chapter 10

- Managing the Code Enforcement Process (NFPA 1021 JPR 6.5.1, 6.5.2, pg. 301-323)
  - History of Fire Codes
  - Process of fire code adoption and ordinance adoption
- Relationships in the Community (pg. 315-322)
  - Methods to enforce the code
  - Pre-incident Planning
  - Using and understanding the Five “E” to fire prevention
- Analysis techniques to evaluate existing fire prevention programs (pg. 323)
  - Quantitively analysis for fire inspection programs
  - Qualitive analysis for fire inspection programs

Chapter 11

- Emergency Management, Community Risk Reductions and Response Planning (NFPA 1021 JPR 6.6.1, 6.6.2, 6.3.1, 6.2.1, 6.6.3, 6.8.1, pg. ??)
- Multi-agency response (NFPA 1021 JPR 6.6.1, pg. 337-342)
  - Documentation requirements
  - Incident Assessment
  - Establishing responsibilities, priority, and objectives
  - Creating multi-agency operational plan
  - Data collection and documentation a formal post incident analysis
- Community Risk Reduction (NFPA 1021 JPR 6.3.1, 6.2.1, 6.6.3, pg. 242-246, 351-352)
  - Why the Community Risk Analyst is important to starting a CRR program
  - Developing a risk mitigation strategies and tactics for a CRR program
  - Monitor and evaluating a CRR program
- Response Planning (NFPA 1021 JPR 6.8.1, 6.6.3, pg. 351-352)
  - Fire department role in large scale emergencies
  - Fire department support by providing core capabilities
  - Create plan to ensure available resources during extraordinary need.