



Human Resource Management for Company Officers

Course Plan

Course Details

Certification:	Fire Officer (Level I and II)
CTS Guide:	Company Officer
Description:	This course provides information on the use of human resources to accomplish assignments, evaluating member performance, supervising personnel, and integrating health and safety plans, policies, and procedures into daily activities as well as the emergency scene.
Designed For:	Aspiring company officers
Prerequisites:	Meet the educational requirements for Fire Fighter II
Standard:	Complete all activities and formative tests. Complete all summative tests with a minimum score of 80%.
Hours:	Lecture: 29:00 Activities: 7:00 Testing: 4:00
Hours (Total):	40:00
Maximum Class Size:	32
Instructor Level:	Current State Fire Training registered instructor
Instructor/Student Ratio:	1:32
Restrictions:	None
SFT Designation:	CFSTES

Required Resources

Instructor Resources

To teach this course, instructors need:

1. One of the following textbooks:
 - *Fire and Emergency Services Company Officer*, fourth edition, International Fire Service Training Association, 2007, 0879392819
 - *Fire Officer: Principles and Practice*, second edition, Jones and Bartlett, 2010, 9781449600621
2. *Pocket Guide to the Firefighters Procedural Bill of Rights Act*, second edition, California Public Employee Relations, 2012
3. Optionally, the following textbooks for reference purposes:
 - *Human Resource Management for the Fire Service*, first edition, Jones and Bartlett, 2013, 9780763749385
 - *Fire and Emergency Services Administration: Management and Leadership Practices*, second edition, Smeby, Jones and Bartlett, 2014, 9781449605834
4. Optionally, *Fire Officer: Principles and Practice, Student Workbook*, second edition, Jones and Bartlett, 2011, 9780763783679

Online Instructor Resources

The following instructor resources are available online at

<http://osfm.fire.ca.gov/training/instructorresources.php>:

- Human Resource Management for Company Officers course plan
- Links to publishers' websites for researching additional texts and resources

Student Resources

To participate in this course, students need:

- The required textbook chosen by the instructor
- *Pocket Guide to the Firefighters Procedural Bill of Rights Act*, second edition, California Public Employee Relations, 2012

Unit 1: Introduction

Topic 1-1: Orientation and Administration

Terminal Learning Objective

At the end of this topic, a student will be able to identify facility and classroom requirements and identify course objectives, events, requirements, assignments, activities, resources, evaluation methods, and participation requirements in the course syllabus.

Enabling Learning Objectives

Identify facility requirements

- Restroom locations
- Food locations
- Smoking locations
- Emergency procedures

Identify classroom requirements

- Start and end times
- Breaks
- Electronic device policies
- Special needs and accommodations
- Other requirements as applicable

Review course syllabus

- Course objectives
- Calendar of events
- Course requirements
- Student evaluation process
- Assignments
- Activities
- Required student resources
- Class participation requirements

Discussion Questions

1. What is a formative test? What is a summative test?

Activities

1. To be determined by the instructor.

Topic 1-2: Fire Officer Certification Process

Terminal Learning Objective

At the end of this topic, a student will be able to identify different levels in the Fire Officer certification track, the courses and requirements for Level I and II certification, and be able to describe the capstone task book and testing process.

Enabling Learning Objectives

1. Identify the different levels of certification in the Fire Officer certification track

Company Officer 1A

- Company Officer
 - Chief Fire Officer
 - Executive Chief Officer
2. Identify the courses required for Level I and II
 - Company Officer 1A: Human Resource Management for Company Officers
 - Company Officer 1B: General Administration Functions for Company Officers
 - Company Officer 1C: Fire Investigation and Inspection for Company Officers
 - Company Officer 1D: All Risk Command Operations for Company Officers
 - Company Officer 1E: Wildland Incident Operations for Company Officers
 - ICS-200.B: Incident Command System For Single Resources and Initial Action Incidents
 - Intermediate Wildland Fire Behavior S-290 (classroom delivery only)
 - Instructor I: Instructional Methodology
 - Hazardous Material Incident Commander (as offered by the California Specialized Training Institute)
 3. Identify any other requirements for Level I and II
 - Complete experience requirements
 4. Describe the task book process
 - Complete all prerequisites and course work
 - Submit application and fees and request task book
 - Complete all job performance requirements included in the task book
 - Must have identified evaluator verify individual task completion via signature
 - Must have Fire Chief or authorized representative verify task book completion via signature
 - Must be employed by a California Fire Agency in the position prior to submitting completed task book to State Fire Training
 5. Describe the certification examination process
 - Complete course work
 - Schedule online certification examination
 - Schedule skills evaluation test

Discussion Questions

1. How many levels are there in the Fire Officer certification track? What are they?

Activities

1. To be determined by the instructor.

Topic 1-3: Definition of Duty

Terminal Learning Objective

At the end of this topic, a student will be able to articulate the duties of a company officer level I and II and wildland fire officer level I.

Enabling Learning Objectives

1. Identify the duties of a company officer level I:
 - This duty involves utilizing human resources to accomplish assignments in accordance with safety plans and in an efficient manner. This duty also involves evaluating member performance and supervising personnel during emergency and nonemergency work periods, according to the following job performance requirements.
 - This duty involves dealing with inquiries of the community and communicating the role, image, and mission of the department to the public and delivering safety, injury, and fire prevention education programs, according to the following job performance requirements.
 - This duty involves general administrative functions and the implementation of departmental policies and procedures at the unit level, according to the following job performance requirements.
 - This duty involves conducting inspections to identify hazards and address violations, performing a fire investigation to determine preliminary cause, securing the incident scene, and preserving evidence, according to the following job performance requirements.
 - This duty involves supervising emergency operations, conducting preincident planning, and deploying assigned resources in accordance with the local emergency plan and according to the following job performance requirements.
 - This duty involves integrating health and safety plans, policies, and procedures into daily activities as well as the emergency scene, including the donning of appropriate levels of personal protective equipment to ensure a work environment that is in accordance with health and safety plans for all assigned members, according to the following job performance requirements.
2. Identify the duties of a company officer level II:
 - This duty involves evaluating member performance, according to the following job performance requirements.
 - This duty involves dealing with inquiries of allied organizations in the community and projecting the role, mission, and image of the department to other organizations with similar goals and missions for the purpose of establishing strategic partnerships and delivering safety, injury, and fire prevention education programs, according to the following job performance requirements.
 - This duty involves preparing a project or divisional budget, news releases, and policy changes, according to the following job performance requirements.
 - This duty involves conducting fire investigations to determine origin and preliminary cause, according to the following job performance requirements.

Company Officer 1A

- This duty involves supervising multiunit emergency operations, conducting preincident planning, and deploying assigned resources, according to the following job requirements.
 - This duty involves reviewing injury, accident, and health exposure reports, identifying unsafe work environments or behaviors, and taking approved action to prevent reoccurrence, according to the following job requirements.
2. Identify the duties of a wildland fire officer level I:
 - This duty involves basic wildland leadership, human resource management, and principles of supervision, according to the following job performance requirements.

Discussion Questions

1. None

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 1-1

Unit 2: Human Resource Management

Topic 2-1: Applying and Following Human Resources Policies and Procedures

Terminal Learning Objective

At the end of this topic, a student, given an administrative situation requiring action, will be able to apply and follow human resource policies and procedures.

Enabling Learning Objectives

1. Identify human resource policies and procedures
2. Describe the application of administrative procedures, which might include:
 - Transfers
 - Promotions
 - Compensation/member benefits
 - Sick leave
 - Vacation
 - Requests for pay or benefits while acting in a temporary position
 - Change in member benefits
 - Commendations
 - Disciplinary actions
 - Grievances

Discussion Questions

1. Which human resource policies and procedures apply to you as a company officer?
2. What is your role as a company officer in your organization regarding the application of these procedures?
3. Does your organization have unwritten policies set by past practice, and how do those interact with written policies and procedures?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 2-6

Topic 2-2: Creating a Professional Development Plan

Terminal Learning Objective

At the end of this topic, a student, given the requirements for promotion and opportunities for a member's professional development, will be able to create a professional development plan for a member of the organization, providing the individual with the necessary knowledge, skills, and abilities to maintain or advance professional development.

Enabling Learning Objectives

1. Identify the steps for creating a professional development plan
2. List professional development options, such as:
 - Job shadowing
 - Mentoring
 - Continuing education
3. Apply evaluation form results to individual development plans

Discussion Questions

1. What are your professional goals and how would you accomplish them?
2. How does your department enable members' professional development?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 2-10

Topic 2-3: Assigning Nonemergency Tasks or Responsibilities

Terminal Learning Objective

At the end of this topic, a student, given an assignment under nonemergency conditions at a station or other work location, will be able to assign tasks or responsibilities to unit members, giving complete, clear, and concise instructions; addressing safety considerations; and conveying the desired outcomes.

Enabling Learning Objectives

1. Demonstrate verbal communications during nonemergency incidents
2. Demonstrate written communications during nonemergency incidents
3. Describe techniques used to make assignments under routine situations
4. List methods of confirming understanding
5. Provide instructions for frequently assigned unit tasks based on department policy

Discussion Questions

1. What is the communication model?

Activities

1. The instructor must create an activity directing students to use the communications model during a nonemergency event.

Instructor Notes

1. Use the communication model or cycle discussed in your textbook.

CTS Guide Reference: CTS 2-3

Topic 2-4: Assigning Emergency Tasks or Responsibilities

Terminal Learning Objective

At the end of this topic, a student, given an assignment at an emergency incident, will be able to assign tasks or responsibilities to unit members, providing complete, clear, and concise instructions; addressing safety considerations; and conveying the desired outcomes.

Enabling Learning Objectives

1. Demonstrate effective verbal communications during emergency incidents
2. Describe techniques used to make assignments under stressful situations
 - Clear text
 - Common terminology
 - Voice tone
3. List methods of confirming understanding
 - Repeating message back to sender
 - Body language or gestures
4. Employ condensed instruction for frequently assigned unit tasks based on training and standard operating procedures

Discussion Questions

1. On an emergency scene, what are some common barriers to effective communication?
2. How would you overcome these obstacles?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 2-2

Topic 2-5: Directing Unit Members during a Training Evolution

Terminal Learning Objective

At the end of this topic, a student, given a company training evolution and training policies and procedures, will be able to direct unit members to perform a training evolution efficiently, in accordance with safety plans, and as directed.

Enabling Learning Objectives

1. Distribute issue-guided directions to unit members during training evolutions

Discussion Questions

1. What are some types of issue-guided directions?

Activities

1. To be determined by the instructor.

Instructor Notes

1. As this has largely been covered in Instructor I, this should be a brief review more than an intensive lesson.

CTS Guide Reference: CTS 2-4

Topic 2-6: Supervising and Coordinating the Completion of Assignments

Terminal Learning Objective

At the end of this topic, a student, given a list of projects and tasks and the job requirements of subordinates, will be able to coordinate the completion of assigned tasks and projects by members, prioritizing assignments, developing a plan for the completion of each assignment, assigning members to specific tasks, and supervising and holding members accountable for completing their assignments.

Enabling Learning Objectives

1. Identify principles of supervision
2. Describe basic human resource management
3. Describe how to set priorities

Discussion Questions

1. What methods would you use to monitor the completion of projects and assignments?
2. What considerations are used when delegating assignments?

Activities

1. To be determined by the instructor.

CTS Guide Reference: CTS 2-7

Topic 2-7: Performing and Reporting Job Evaluations

Terminal Learning Objective

At the end of this topic, a student, given personnel records and evaluation forms, will be able to accurately evaluate assigned members' job performance and report each evaluation according to human resource policies and procedures.

Enabling Learning Objectives

1. Identify job descriptions
2. Describe the objectives and procedures of a member evaluation program
3. Identify common errors in evaluating
4. Demonstrate how to plan and conduct evaluations

Discussion Questions

1. What information is required in a job evaluation?
2. What is the purpose of a job evaluation?

Activities

1. The instructor must create an activity directing students to form small groups and discuss positive and negative elements in prior evaluations.

CTS Guide Reference: CTS 2-9

Topic 2-8: Recommending Action for Member-Related Problems

Terminal Learning Objective

At the end of this topic, a student, given a member with a situation requiring assistance and the member assistance policies and procedures, will be able to recommend action for member-related problems, identifying the situation and taking action within established policies and procedures.

Enabling Learning Objectives

1. Identify the signs and symptoms of member-related problems, such as:
 - Substance abuse
 - Acute, chronic, and delayed stress
2. Identify the causes of stress in emergency services personnel
 - Health, financial, personal, family, and other situations that adversely affect the member's job performance
3. Describe the adverse effects of stress on the performance of emergency service personnel
4. Identify the AHJ's member assistance policies and procedures
5. Implement a course of action for a member in need of assistance

Discussion Questions

1. As a company officer, what are your responsibilities in terms of identifying member-related problems?
2. What are the limits on your authority in this area as a company officer?

Activities

1. Instructor must create an activity that uses one of the signs or symptoms of member-related problems, such as substance abuse or acute, chronic, and delayed stress. Have the student use the AHJ's policies and procedures to provide member assistance.

CTS Guide Reference: CTS 2-5

Topic 2-9: Improving Member Performance

Terminal Learning Objective

At the end of this topic, a student, given human resource policies and procedures, will be able to initiate actions that maximize member or unit performance or correct unacceptable performance, or refer the issue to the next level of supervision.

Enabling Learning Objectives

1. Identify problems
2. Describe concepts of organizational behavior

Company Officer 1A

3. Describe principles of group dynamics
4. Describe the different leadership styles
5. Describe the types of power in leadership
6. Describe principles of interpersonal dynamics

Discussion Questions

1. What is group dynamics?
2. Describe a kind of leader that has impacted you.

Activities

1. The instructor must create activities pertaining to the above topics.

CTS Guide Reference: CTS 2-8

Topic 2-10: Explaining the Impact of the California Firefighters Procedural Bill of Rights

Terminal Learning Objective

At the end of this topic, a student, given the California Firefighters Procedural Bill of Rights Act, AB 220, will be able to explain the impact of the California Firefighters Procedural Bill of Rights Act as it applies to the company officer to reduce risk and civil and criminal liability.

Enabling Learning Objectives

1. Describe the disciplinary process as it relates to the California Firefighters Procedural Bill of Rights Act
2. Describe the components of the notification and interrogation process
3. Describe the protection of basic rights offered by the California Firefighters Procedural Bill of Rights Act

Discussion Questions

1. How has your agency implemented the California Firefighters Procedural Bill of Rights Act?
2. How does the act affect the company officer's supervisory duties?

Activities

1. The instructor must create an activity using the case studies in the *Pocket Guide to the Firefighters Procedural Bill of Rights Act*.

CTS Guide Reference: CTS 2-1

Unit 3: Health and Safety

Topic 3-1: Applying Safety Regulations

Terminal Learning Objective

At the end of this topic, a student, given safety policies and procedures, will be able to apply safety regulations at the unit level, completing required reports, conducting in-service training, and conveying member responsibilities.

Enabling Learning Objectives

1. Identify the most common causes of personal injury and accident to members
2. Describe safety policies and procedures
3. Describe basic workplace safety
4. Describe the components of an infectious-disease control program

Discussion Questions

1. Discuss ways your agency could improve member safety.
2. Is your agency proactive or reactive in terms of safety? In what ways?
3. What are some of the laws with regard to health and safety?

Activities

1. Instructor must initiate a discussion based on a case study that identifies decisions made that directly affected fire fighter safety.

Instructor Notes

1. Instructor should reference current applicable health and safety laws.

CTS Guide Reference: CTS 7-1

Topic 3-2: Describing the Benefits of Wellness and Fitness Programs

Terminal Learning Objective

At the end of this topic, a student, given current fire service trends and agency policies, will be able to describe the benefits of being physically and medically capable of performing assigned duties and functioning effectively during peak physical demand activities, explaining to members the need to participate in wellness and fitness program.

Enabling Learning Objectives

1. Identify national death and injury statistics
2. Describe fire service safety and wellness initiatives and programs

Discussion Questions

1. What are some common hazards that endanger fire fighter health and safety?
2. Does your agency offer a comprehensive, integrated wellness program?

Activities

1. To be determined by the instructor.

Instructor Notes

1. Instructor should refer to the Fire Service Joint Labor Management Wellness/Fitness Initiative (the IAFF/IAFC Peer Fitness Program).
2. Instructor should refer to the 16 Firefighter Life Safety Initiatives, by the National Fallen Firefighters Foundation.

CTS Guide Reference: CTS 7-3

Topic 3-3: Conducting an Initial Accident Review

Company Officer 1A

Terminal Learning Objective

At the end of this topic, a student, given an incident and injury and accident forms, will be able to conduct an initial accident review, documenting the incident and processing reports in accordance with the AHJ's policies and procedures.

Enabling Learning Objectives

1. Describe procedures for conducting an accident review
2. Describe fact-finding procedures

Discussion Questions

1. What information needs to be gathered when conducting an accident review?
2. What are some different ways to document an accident?

Activities

1. To be determined by the instructor.

Instructor Notes

1. Instructor should use any agency's accident review policies as a example and direct the students to follow the policies of their own jurisdictions.
2. Instructor should consider the impact of the California Firefighters Procedural Bill of Rights Act.

CTS Guide Reference: CTS 7-2

Topic 3-4: Analyzing and Reporting on Member History

Terminal Learning Objective

At the end of this topic, a student, given a case study, will be able to analyze a member's accident, injury, or health exposure history, preparing a report including action taken and recommendations for a supervisor.

Enabling Learning Objectives

1. Identify the causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths
2. Interpret accidents, injuries, occupational illnesses, or death reports
3. Identify the HIPPA requirements

Discussion Questions

1. What is the company officer's role in making recommendations for corrective action based on an accident, exposure, or injury?
2. How does analyzing the risks associated with fire fighters duties help improve job related safety?

Activities

1. Instructor should develop an activity based on the case study.

Instructor Notes

1. Refer to Fire Fighter Close Calls, the National Firefighter Near Miss for case studies.
2. Consider how this applies to the department's safety committee's review procedures.

CTS Guide Reference: CTS 7-4

Time Table

Segment	Lecture Time	Activity Time	Total Unit Time
Unit 1: Introduction			
Topic 1-1: Orientation and Administration			
Lecture	0:30		
Activity 1-1: To be determined by instructor		0:00	
Topic 1-2: Fire Officer Certification Process			
Lecture	0:30		
Activity 1-2: To be determined by instructor		0:00	
Topic 1-3: Definition of Duty			
Lecture	0:30		
Activity 1-3: To be determined by instructor		0:00	
Unit 1 Totals	1:30	0:00	1:30
Unit 2: Human Resource Management			
Topic 2-1: Applying and Following Human Resources Policies and Procedures			
Lecture	1:00		
Activity 2-1: To be determined by instructor		0:00	
Topic 2-2: Creating a Professional Development Plan			
Lecture	0:30		
Activity 2-2: To be determined by instructor		0:00	
Topic 2-3: Assigning Nonemergency Tasks or Responsibilities			
Lecture	1:00		
Activity 2-3: The instructor must create an activity directing students to use the communications model during a nonemergency event.		0:30	
Topic 2-4: Assigning Emergency Tasks or Responsibilities			
Lecture	0:30		

Company Officer 1A

Segment	Lecture Time	Activity Time	Total Unit Time
Activity 2-4: To be determined by instructor		0:00	
Topic 2-5: Directing Unit Members during a Training Evolution			
Lecture	0:30		
Activity 2-5: To be determined by instructor		0:00	
Topic 2-6: Supervising and Coordinating the Completion of Assignments			
Lecture	2:00		
Activity 2-6: To be determined by instructor		0:00	
Topic 2-7: Performing and Reporting Job Evaluations			
Lecture	1:00		
Activity 2-7: The instructor must create an activity directing students to form small groups and discuss positive and negative elements in prior evaluations.		1:00	
Topic 2-8: Recommending Action for Member-Related Problems			
Lecture	1:30		
Activity 2-8: Instructor must create an activity that uses one of the signs or symptoms of member-related problems, such as substance abuse or acute, chronic, and delayed stress. Have the student use the AHJ's policies and procedures to provide member assistance.		1:00	
Topic 2-9: Improving Member Performance			
Lecture	6:00		
1. Activity 2-9: The instructor must create activities pertaining to the above topics.		2:00	
Topic 2-10: Explaining the Impact of the California Firefighters Procedural Bill of Rights			
Lecture	2:00		

Company Officer 1A

Segment	Lecture Time	Activity Time	Total Unit Time
Activity 2-10: The instructor must create an activity using the case studies in the <i>Pocket Guide to the Firefighters Procedural Bill of Rights Act</i> .		1:00	
Unit 2 Totals	16:00	5:30	20:30
Unit 3: Health and Safety			
Topic 3-1: Applying Safety Regulations			
Lecture	5:00		
Activity 3-1: Instructor must initiate a discussion based on a case study that identifies decisions made that directly affected fire fighter safety.		1:00	
Topic 3-2: Describing the Benefits of Wellness and Fitness Programs			
Lecture	4:00		
Activity 3-2: To be determined by instructor		0:00	
Topic 3-3: Conducting an Initial Accident Review			
Lecture	1:30		
Activity 3-3: To be determined by instructor		0:00	
Topic 3-4: Analyzing and Reporting on Member History			
Lecture	1:00		
Activity 3-4: Instructor should develop an activity based on the case study.		0:30	
Unit 3 Totals	11:30	1:30	13:00
Lecture, Activity, and Unit Totals:	29:00	7:00	35:00

Course Totals

Total Lecture Time (LT)	29:00
Total Activity Time (AT)	7:00
Total Testing Time (TT)	4:00
Total Course Time	40:00