

**DEVELOPING DEPARTMENTAL REQUIREMENTS FOR IMPLEMENTING A  
HEALTH AND SAFETY OFFICER FOR THE FRESNO CITY FIRE DEPARTMENT**

**EXECUTIVE DEVELOPMENT**

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## ABSTRACT

The Fresno City Fire Department (FCFD) does not have a departmental Health and Safety Officer. The purpose of this research paper is to determine the necessary requirements to implement the position of Health and Safety Officer in the FCFD. An action based research method was used which resulted in a draft plan of action, which is provided in an Appendix .

Research questions that were answered were:

1. What are the laws and standards relating to the position of Health and Safety Officer?
2. What are the knowledge and skills required for the Health and Safety Officer position?
3. What are the organizational roles and responsibilities of the Health and Safety Officer?

The leading procedure used was to review the current laws and standards supporting the use of a Health and Safety Officer, also materials focusing on the knowledge and skills necessary for the position. Literature and publications were reviewed that were primary focused on the

identified issues. Findings revealed that several national fire service standards and codes support the implementation of a department Health and Safety Officer. Several other factors outlining the knowledge and skills necessary for assignment to the position were noted in said research.

The result of the research shows that the implementation of the position of Health and Safety Officer within the FCFD is necessary to be in compliance with nationally accepted standards. It also allows for the development of guidelines concerning the duties of the Health and Safety Officer along with the knowledge and skills essential for assignment to the position.

Recommendations resulting from this research included:

1. The timely appointment of a member of the FCFD to this position.
2. The initiation of an evaluation for an extended period of time to determine the effectiveness of the position and of the member assigned to the task.
3. The implementation of a training program educating all members of the department with information detailing the duties, roles, responsibilities, and goals concerning this newly created position.

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## INTRODUCTION

The Fresno City Fire Department (FCFD) does not have an established Health and Safety Officer Program. The FCFD has recognized the need to determine and establish the departmental requirements of implementing the position of Health and Safety Officer. While the FCFD feels that it generally operates in a safe manner, as evidenced by a moderate occupational injury and illness rate, the Command Staff feels that it needs to implement an Occupational Health and Safety Program. A designated Health and Safety Officer would manage this program. By the designation and implementation of this position, the FCFD hopes to reduce occupational injuries and illnesses of its employees plus reduce the costs of such injuries and illnesses. The program will also provide improvements in the following areas:

- Emergency Responses
- Safety and Risk Management
- Driving and Vehicle Safety
- Infection Control Program
- Environmental Health
- Apparatus and Equipment
- Facility Safety and Inspection
- Personal Protective Equipment
- Practical Training Evolutions
- Medical and Fitness Programs

## Employee Assistance and Wellness

The purpose of this research project is to determine and establish the departmental requirements, and develop information that will guide the department through the implementation of a Health and Safety Officer. An Action research methodology was applied to answer the following questions.

1. What are the regulations and standards relating to the position of Health and Safety Officer?
2. What are the knowledge and skills required for the Health and Safety Officer Position?
3. What are the organizational roles and responsibilities of the Health and Safety Officer?

## **BACKGROUND AND SIGNIFICANCE**

The City of Fresno is located in the central region of California. The city is 324 feet above sea level, primarily flat, an arid region, and exceptionally well suited for agricultural operations. Fresno is about midway between two of California's most known cities: Los Angeles and San Francisco. The city is approximately 104 square miles in size and maintains a population of 411,000.

The Fresno City Fire Department employs 247 uniformed firefighters that serve the community of more than 411,000 from 21 fire stations with 21 engines and 5 truck companies. The companies are divided into two battalions, each supervised by a battalion chief. The Departments daily staffing consists of 66 firefighters and one 24-hour arson investigator. The Fresno City Fire Department responded to 31, 532 calls for service in 1999, and also provides speciality teams for hazardous materials response and technical rescue.

A review of the summary of the 1998 & 1999 *Occupational Injury and Illness Report* filed with Occupational Safety and Health Administration (OSHA) demonstrated that the FCFD incurred a total cost of more than \$2,491,704 in losses due to the treatment and staffing of injured and ill employees. The total days loss exceeded over 1,081 - 24-hour shifts in only two years.

The objective of the applied research paper is directed at determining and establishing the departmental requirements of implementing the position of Health and Safety Officer for the Fresno City Fire Department. A broader goal for this paper is to provide research and knowledge that will benefit other fire departments who are evaluating the same organizational need.

This applied research project is related to the National Fire Academy's Executive Development class as part of the Executive Fire Officer Program. Specific reference is made to, Section VII of the course manual, Organizational Culture.

## LITERATURE REVIEW

Research and references were obtained at the Learning Resource Center (LRC) at the National Fire Academy, Emmitsburg, Maryland. Using the LRC's Intranet, a printout of all available references was obtained. In researching the requirements of state and federally mandated Health and Safety Programs, the literature review began with applicable standards and laws that addressed the requirements for and the responsibility of Safety Officers within the fire service. A review of resources also showed the majority of them to be from the National Fire Protection Association (NFPA) standards and trade journals. A review of the NFPA 1500, *Standard on Fire Department Safety Officer*, and NFPA 1521, *Standard on Fire Department Safety Officer* were particularly valuable in the research process. NFPA 1500 (1997) stated that "safety cannot be dictated by regulation or standards." NFPA 1500 defines the responsibility of the department to research, institute and enforce occupational health and safety programs to reduce the inherent hazards involved in the operation of a fire department. NFPA 1521 (1997) contained the minimum requirements for the assigned duties and responsibilities of a Health and Safety Officer and Incident Safety Officer. That standard said that each department shall designate a Health and Safety Officer as well as other Assistant Safety Officers as needed for the size of the department, based on activities, size or character of the department. It also gave a detailed description of the qualifications and functions such as risk management, records management, apparatus and equipment, infection control, and critical incident stress management.



NFPA 1561 contained requirements and guidelines for the systematic organization of fireground safety incident command system.

NFPA 1581 provides a complete overview and guide to develop, implement, and monitor the numerous exposures and illnesses threatening today's fire service personnel.

Compton(1992) in his article reaffirmed the direction of and intent of NFPA 1581.

Many articles were obtained and reviewed from the Fire Department Safety Officers Association's (FDSOA) monthly journal, Health and Safety.

Dennis (1993) entertained the developing of an all encompassing results-oriented position to describe the Fire Department Safety Officer. He suggests that this position has been filled in other departments, but the developing of a position using proper job analysis and classification procedures would be an invaluable step toward the Fire Department Safety Officer as a primary position within the organization.

Loftin (1992 Queried "Does your Department have a Safety Officer ?", in which he discussed the necessary personnel to fill the needs of today's fire service. The fact becomes very evident from the literature and review of the research materials viewed that the need for a department Health and Safety Officer is critical.

Ovellette (1998) discusses the duties, roles, and responsibilities of a Safety Officer to include the reviewing of procedures used during fire attack operations.

Any department that fails to implement such a position in their department demonstrates a lack of support and concern for its employees and assumes a grave responsibility when an injury or hazardous exposure occurs.

Stittleburg (1998) indicated that “contrary to the understanding of many people, NFPA 1500 did not become law when it was issued by the (NFPA) Standards Council. It is a model standard that has been prepared in a format suitable for adoption as law by an authority having jurisdiction.”

Other articles were obtained and reviewed from issues of *Firehouse*, *Fire Chief*, *Professional Safety*, *Firefighter Health and Safety*, and *Fire Engineering*. A listing of existing NFA research papers on file at the LRC was also obtained. Unfortunately, only one of several papers listed on this topic was available for review.

A search of the topic on the Internet also provided some references. The FDSOA’s Web Pages ([www.fdssoa.org](http://www.fdssoa.org)) was particularly helpful. The National Institute of Occupational Safety and Health’s (NIOSH) Web Pages, Firefighter Fatalities Fatality Investigation Reports ([cdc.gov/niosh/summ/firefighter/](http://cdc.gov/niosh/summ/firefighter/)) was reviewed for possible references to the need and role of fire department safety officers.

## **Regulations**

After searching, it was determined that there are no Federal, State, or Local laws that directly require the implementation of a Safety Officer. OSHA regulation 29 CFR 1910.120, the HAZWOPR regulation, requires that an Incident Safety Officer and a Hazardous Materials Branch Safety Officer be utilized at all hazardous materials incidents.

Numerous OSHA regulations mention the need for a Compliance Officer to monitor regulation compliance in a number of areas. The applicable examples are itemized in the body of this paper.

## **Standards**

As opposed to actual regulations, there are a number of consensus standards that recommend the implementation of a Safety Officer. The NFPA standards that cover fire department operations all recommend the implementation of a Safety Officer as a matter of course. Additionally, the NFPA standards relating to firefighter safety and health recommend a department Health and Safety Officer to maintain and monitor compliance with the medical, occupational safety and health, and infection control standards. An Incident Safety Officer is recommended in the NFPA standards for live fire training, hazardous materials incidents, and the Incident Management System.

Finally, a review of all nationally accepted incident management systems, including FIRESCOPE, both the Incident Command and the Incident Management Systems, indicate that a Safety Officer is an integral function. Additionally, incidents requiring special operations (technical rescue, confined space rescue, dive/water rescue, and Urban Search and Rescue (USAR) commonly utilize a Safety Officer.

## **PROCEDURES**

### **Definition of Terms**

Hazardous Materials (HAZMAT). A substance that presents an unusual danger to persons due to properties of toxicity, chemical reactivity or decomposition, corrosivity, explosion or detonation, etiological hazards or similar properties.

Hazardous Waste Operations and Emergency Response (HAZWOPER). Is the title given to OSHA regulation 29CFR1910.120. HAZWOPER regulates the training, preparation, response mitigation and termination of hazardous materials incidents, and applies to all fire departments that perform hazardous material response.

Health and Safety Officer. The member of the fire department assigned and authorized by the fire chief as the manager of the health and safety program and who performs the duties and responsibilities specified in this standard. This individual can also have a dual role as Incident Safety Officer or the position can be a separate function.

Incident Management System (IMS). An organized system of roles, responsibilities and standard operating procedures used to manage emergency operations. Such systems are often referred to as Incident Command Systems (ICS).

Incident Safety Officer. An individual appointed to respond to or assigned at an incident scene by the Incident Commander to perform the duties and responsibilities specified in the standard. The individual can be the Health and Safety Officer or it can be a separate function.

National Institute for Occupational Safety and Health (NIOSH). A federal research agency that is attached to the Center for Disease Control (CDC). NIOSH conducts research and testing that is used in the development of occupational and health related standards or regulations.

National Fire Protection Association (NFPA). The NFPA is an organization that promotes fire safety and sponsors the consensus-based development of hundreds of fire protection related standards. NFPA standards are considered to be national standards that have been accepted by the American National Standards Institute (ANSI).

Occupational Safety and Health Administration (OSHA). A federal agency, part of the Department of Labor, that is charged with the development and enforcement of regulations that promote safety and health for employees.

## Research Methodology

This paper utilized the *action research methodology*. The strategy used to fulfill the purpose of the paper was to treat each research question as an objective to be completed in sequence for successful completion.

The procedures for conducting this research employed the “Evaluation Criteria (Historical, Descriptive, Evaluative and Action Research)” from the National Fire Academy’s Executive Fire Officer Program Operational Policies and Procedures – Applied Research Guidelines (National Fire Academy, 1998) including:

1. Procedures sufficiently and clearly delineated to permit replication.
2. Procedures appropriate to achieve the purpose of the study.
3. Limitations noted.
4. A definition of terms section, including ambiguous groups.

First, a review of applicable laws was completed. A search was completed to determine whether a Federal, State, or local law existed that mandated the creation of the safety officer position. Following that, we also reviewed the National Fire Protection Association standards dealing with Safety Officer positions. Finally, a broad investigation was undertaken to determine safety officer practices in industry.

The second objective involved determining the knowledge and skills required of a Safety Officer. It was decided that a consensus standard, NFPA 1521 *Standard for Fire Department Safety Officer* would be the main guide to fulfill this objective. Additionally however, a variety of sources were looked at in an effort to supplement the information found in NFPA 1521. In the end, it was determined that outside sources only repeated the information contained in NFPA 1521. On the basis of that determination, NFPA 1521 was the main source used to fulfill this objective.

The final objective was to identify the organizational roles and responsibilities of the Safety Officer. Again using NFPA 1521 as a guide, a list of responsibilities was compiled. In order to implement a Safety Officer's Position, these compiled duties will have to be combined into the existing command and operational procedures of the FCFD.

### **Assumptions and Limitations**

Given that the FCFD has adopted a majority of applicable NFPA standards in regards to fire department operations, i.e., standards on equipment, firefighter qualifications, etc., it is assumed that NFPA 1521 *Standard for Fire Department Safety Officer* will be accepted as the most applicable source for this research.

An identified limitation of the research was the lack of any specific regulation directly requiring that fire departments include a Safety Officer in their operations. One exception is the

OSHA Hazardous Waste Operations and Emergency Response (HAZWOPER) regulation (29CFR1910.120) that requires separate incident safety and HAZMAT Branch Safety Officers at hazardous materials incidents.

## RESULTS

### Answers to Research Questions

In response to the specific research questions:

Research Question 1: What are the regulations and standards relating to the position of Safety Officer?

#### Regulations

There are no specific regulations that specifically require a fire department to use a Safety Officer. However, the closest legal requirement applying to a fire department is found in the Occupational Safety and Health Administration (OSHA) Code of Federal Regulations for general industry, 29CFR1910.120, *Hazardous Waste Operations and Emergency Response* (HAZWOPER). HAZWOPER requires the establishment of a Safety Officer at all hazardous materials incidents. The specific requirements actually require two Safety Officers at a hazardous materials incident classified beyond the “operations” or “first responder” level, one



for the general incident and one for the hazardous materials entry sector.

In addition, OSHA regulations for *blood borne pathogens* (1910.1030), *occupational noise exposure* (1910.095), *excavations* (1926.650), *eye and face protection* (1910.133), *fall protection* (1926.500), *respiratory protection* (1910.134), *permit required confined spaces* (1910.146), and *personal protective equipment* (1910.132) all suggest a Safety Officer or Compliance Officer to monitor compliance with requirements.

### Industry Standards

The regulation compliance responsibility or function has become somewhat of an industry standard for not only fire departments, but for industry in general. Most significant public and private sector organizations employ or designate some type of “Safety Officer” to promote safety, compliance with regulations and help reduce instances of occupational injury and illness. In many industries, the safety or compliance officer is a safety professional with a designation such as the Certified Safety Professional (CSP) or Certified Industrial Hygienist (CIH).

For fire departments, the best guidance on the subject comes from the National Fire Protection Association. The NFPA Standard 1500, *Standard on Firefighter Occupational Safety and Health* requires that fire departments have a designated Health and Safety Officer who is responsible for the management of the department’s Occupational Safety and Health Program

(NFPA 1500, 1997). The NFPA 1521, *Standard for Fire Department Safety Officers* outlines the minimum requirements for a Health and Safety Officer Position (NFPA, 1997). NFPA 1521 breaks the Safety Officer's responsibilities into two separate areas, Incident Safety Officer and Health and Safety Officer and describes the responsibilities of each.

The NFPA also publishes other standards that reference the use of a Safety Officer, including NFPA 1581, *Standard on Fire Department Infection Control Program* (NFPA, 1995), NFPA 1582, *Standard on Medical Requirements for Fire Fighters* (NFPA, 2000), NFPA 1403, *Standard on Live Fire Training* (NFPA, 1997), NFPA 472, *Standard for Professional Competence of Responders to Hazardous Materials Incidents* (NFPA, 1997) and NFPA 1561, *Standard on Fire Department Incident Command System* (NFPA, 2000)

Regarding consensus standard compliance and legal liability, Stittleburg (Firefighter Health and Safety, February 1998) indicated that "contrary to the understanding of many people, NFPA 1500 did not become law when it was issued by the (NFPA) Standards Council. It is model standard that has been prepared in a format suitable for adoption as law by an authority having jurisdiction." He goes on to say, "in the event of an accident leading to a negligence lawsuit, NFPA 1500 might very well be introduced as evidence of what constitutes reasonable and prudent behavior."

A review of nationally accepted incident management systems (FIRESCOPE, Incident Command System and Incident Management System) indicates that a Safety Officer sector is designated at all multi-company incidents. Additionally, incidents requiring special operations,

technical rescue, confined space rescue, dive/water rescue, and Urban Search and Rescue (USAR) commonly utilize a Safety Officer.

Research Question 2: What are the knowledge and skills required for the position of Safety Officer?

The principle knowledge and education required for appointment to the position of Safety Officer is detailed in NFPA 1521, *Standard for Fire Department Safety Officer*. This standard separates the position of safety officer into two distinct areas.

The first area is that of the Health and Safety Officer. This position would require the overseeing of the department's Health and Safety Program, which is guided by NFPA 1500, *Standard on Fire Department Occupational Health and Safety Program*.

The second area is that of Incident Safety Officer. This position involves the safety of personnel while operating at emergency incidents. NFPA 1521, Chapter 4-2 provides guidelines for personnel assigned this task. While no exact mention of the skills required for the position of Health and Safety Officer were noted in NFPA 1521, (Foley, NFPA Handbook) specifically indicates that the position of a Health and Safety Officer requires "commitment, time management, understanding, honesty, and self-motivation." (p. 112)

The required skills of the Incident Safety Officer are covered by NFPA 1521 in Chapter 4-2. Further research indicated that the member assigned to the position of Safety Officer must have command of both interpersonal and management skills. In particular, Rubin stated that "the

Safety Officer must develop several skills in order to effectively serve at this level within the organization. Some of these skills include the capability to plan, organize, direct, and evaluate fire suppression personnel. He must also be a good communicator who is competent in the use of interpersonal skills.” (1995)

Research Question 3: What are organizational roles and responsibilities of the Health and Safety Officer?

The FCFD currently does not have a designated Health and Safety Officer. The goal of this research project is to determine and establish the departmental requirements of implementing the position of Health and Safety Officer to include an analysis of industrial standards and guidelines which may contribute to the decision to implement a departmental Health and Safety Officer. The NFPA 1500, *Standard on Fire Department Occupational Safety And Health Programs* (1997), NFPA 1521 *Standard For Fire Department Safety Officer* (1997), NFPA 1561 *Standard On Fire Department Incident Management Systems* (2000), NFPA 1581 *Standard On Fire Department Infection Control Programs* (1995) and the *National Inter-agency Incident Management System* (NIMS). In the preceding documents the roles and responsibilities for the position of Safety Officer are clearly outlined and defined. NFPA 1521, *Standard for Department Safety Officer* (1997) defines the position of Safety Officer as having two main functions -- Health and Safety Officer and Incident Safety Officer.

## **Position Descriptions**

Health and Safety Officer - The member of the fire department assigned and authorized by the Fire Chief as the manager of the Health and Safety Program and who performs the duties and responsibilities specified in this standard. This individual can be the Incident Safety Officer or it can also be a separate function.

Incident Safety Officer - An individual appointed to respond to or assigned at an incident scene by the incident commander to perform the duties and responsibilities specified in the standard. The individual can be the Health and Safety Officer or it can be a separate function.

A review of the above publications on the subject of Safety Officers resulted in the following areas of responsibilities for this position.

### **Duties of Incident Safety Officer**

- Develop and implement occupational health and safety program.
- Is responsible for compliance with all applicable laws and legal requirements.
- Investigate injuries and accidents, and recognize and reduce the inherent risks involved in operations of a fire department.

### **Duties of Health and Safety Officer**

- Identify safety and health hazards associated with respiratory exposures.
- Exposures to communicable diseases.
- Hazardous materials, vehicle safety, and protective clothing use.

Another factor that is key to the position of Safety Officer is the written documentation and retaining of all job-related accidents. The OSHA requires that fire department maintain a written record of all job-related illnesses and injuries and report them to the department of labor annually (Murrey, Loflin, Fire Chief February 1992).

Numerous items will have to be addressed in creating the Health and Safety Officer position. These items include selecting the appropriate qualifications; incorporate new procedures relevant to the Health and Safety Officer, establishing dispatch protocols, procedures and design training modules that meet the criteria.

**Qualifications** (Fire Chief, February 1992)

- Knowledge in the following areas mandated by NFPA 1501.
- Federal, state local laws relating to firefighter safety and health.
- Potential safety hazards of structural firefighting and other emergency operations including hazardous materials, wildland firefighting, and confined space rescue.
- Principles and practices of safety management.
- Health and physical fitness practices to improve the wellness of the department's members.
- The member should have a thorough understanding of all fire department functions and activities. This individual shall have the authority to alter or stop a potentially hazardous activity.
- The individual shall be an officer to operate as a Safety Officer.

## DISCUSSION

Numerous items will have to be addressed in creating this position. Firefighters are involved in a variety of hazards that poses a threat to personal health and safety on a daily basis. Firefighters may be exposed to these hazards during emergency responses or while performing non-emergency activities. We expect our firefighters to remain physically fit and to act in a safe manner. When firefighters meet this expectation, they appear to have fewer injuries, less time off duty due to those injuries and are more effective while on the scene during stressful situations.

Numerous standards and regulations are in place to provide fire departments some guidance in establishing a Safety Officer position. These guidelines address the Safety Officer's management of the department's Occupational Health and Safety Program. These standards and regulations also reference the utilization of a Safety Officer as an Incident Safety Officer during emergency operations.

A comparison of all the NFPA guidelines and other literature reviewed dynamically demonstrated the need to develop, fund and implement the position of a Health and Safety Officer in the Fresno City Fire Department. The failure to do so would appear to an outside observer to be a very negligent decision.

It is our intent to establish the Health and Safety Officer position to monitor all health



and safety issues following those standards and regulations that were previously mentioned. An array of programs will fall under the role of the Safety Officer that shall include, but not limited to, the following programs.

1. Identify health and safety hazards associated with respiratory exposures.
2. Identify exposures to communicable diseases.
3. Hazards associated with hazardous materials.
4. Vehicle safety.
5. Protective equipment utilization and maintenance.
6. Maintain a written record of all job-related injuries and illnesses.

The Safety Officer will follow the response criteria and meet pertinent roles and responsibilities for on-scene operations. The Safety Officer will be dispatched to an incident using appropriate tones for a chief officer.

The attitude of this Department is to provide as much margin of safety as possible for our crews operating at an incident. The Health and Safety Officer will be a person who will be

removed from the actual hands-on during an incident. This allows someone to observe hazardous conditions that may cause serious injuries or death on the fireground. Dispatch protocol and procedures (*Fire Department Safety Officer*, Dodson, D. W. (1999))

Because of the hazards associated with emergency operations the Health and Safety Officer will be dispatched on all first-alarm assignments and the situations listed.

- Commercial and residential fires
  
- Wildland fires involving structures
  
- Special operations such as confined space rescue, hazardous materials and heavy rescue extrication
  
- Aircraft incidents
  
- Mutual aid incidents
  
- Firefighter down, trapped or missing calls

The Department recognizes the fact that certain incidents present a unique and increased risk to the personnel involved. With these incidents come an increased need and responsibility

to monitor firefighting actions and surrounding conditions. The Department's Training Section will develop a specific training module to encompass the qualifications previously stated. This module will be delivered during monthly scheduled training programs and will be implemented when the training has been completed.

### **RECOMMENDATIONS**

The Fresno City Fire Department should implement a Health and Safety Officer as soon as reasonably possible. Implementation involves the following steps.

1. Identify the Health and Safety Officer's position within the organization and the chain of command.
2. Fill position of using NFPA 1521 as the guideline for qualifications.
3. Develop written Operational Procedures in accordance with NFPA 1521.

By having a designated Safety Officer, the Fresno City Fire Department will receive several benefits. First, the Department and City will be in compliance with the applicable laws and standards. Second, fire department personnel will be well served by having a person dedicated to develop, monitor, and follow up on all injuries and illnesses related to the job. Finally, having a Health and Safety Officer brings the Fresno City Fire Department closer to its goal of implementing a totally encompassing occupational safety program for all of our personnel.

It is further recommended that following the implementation of the Safety Officer position, the Department undertake another study to determine the requirements of implementing an Occupational Safety and Health Program in accordance with NFPA 1500, *Standard on Fire Department Occupational Safety and Health*. It is also recommended that departments wishing to implement a Safety Officer research the current national laws and standards, but more importantly that they extensively investigate the applicable laws and standards within their municipality and state.

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**APPENDIX**

## **PLAN OF ACTION**

This proposed draft plan of action is for the Fresno City Fire Department Health and Safety Officer position. The goals and objectives following are presented to assist in an organized approach in the developing and implementation of this position.

### **GOALS**

- Prevent the suffering of our employees due to injuries, illnesses, and exposures to hazardous atmospheres and contagious diseases.
  
- Prevent damages and losses to station facilities, apparatus, and equipment due to negligence and preventible accidents.
  
- Reduce the number and severity of accidents and hazardous exposures to an acceptable level.

### **OBJECTIVES**

- Recruit and fund the position of Departmental Health and Safety Officer by July 1, 2002.



- Establish an office within the Training Section for the Health and Safety Officer for the maintenance of all employee medical and health records. I.E., hepatitis, tuberculosis vaccinations, injuries, illnesses, and medical history.
  
- Continue the current employee physical examination program to include a review and council by a health care worker.
  
- Develop a health maintenance program for all employees.
  
- Review and update the departments exercise program to improve focus on the cardio-vascular/endurance of department members.