CRITERIA FOR SENIOR OFFICERS:
Excellence from the Top Down

Executive Leadership

Identifying the Criteria for Senior Officers
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ABSTRACT

This paper is a result of the London Fire Department not having an identifiable list of criteria for use in the development of its senior officers. The purpose was to identify the criteria that would fit London’s specific needs.

By employing an evaluative research method this author attempted to answer the following questions:

1. What criteria are comparable fire departments using for the selection of their senior officers?
2. What standards are already in existence?
3. What are the London Fire Department’s expectations of these senior officers?
4. What challenges can be expected?
5. What type of partnerships could be formed to assist the LFD?

After reviewing existing standards and the job description for London’s most senior officers, the Platoon Chief, a survey was developed to be used in the gathering of data from London’s comparables and its own senior officers. The results were used to make recommendations for short and long term goals pertaining to the criteria and its implementation.
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INTRODUCTION

The effects of globalization, changing technology, and increased demands by consumers have placed increased pressures on North American companies to stay effective and competitive. To be successful, today’s organizations will require skilled and innovative management from its leaders.

There is more to management today than merely delegating workloads from a position of authority. Today’s managerial functions include providing support and helping to direct subordinates, making effective decisions, competence in planning and organizing, being highly perceptive in recognizing the needs of subordinates, and determining solutions to problems that are beyond the capabilities of, or resources available to, subordinates. Thus, even with skillful delegation of authority, there is much that today’s competent managers have to do. (Carter, Rausch, 1989, p.64)

Fire service organizations like those in both the public and private sectors are facing similar challenges. “In recent years, the role of the fire service has expanded far beyond fire suppression. The name ‘fire department’ doesn’t begin to cover the services that progressive organizations are providing to their communities” (Carter, Rausch, 1999, p.30).

Carter, Rausch (1999) listed some of the new responsibilities as emergency medical responses, confined trench and rescue, hazardous material, airport rescue and fire fighting, community disaster planning and preparedness, and the customer service concept being adopted by so many departments (p.444).
These additional expectations and demands being placed on the fire service will be the responsibility of its chiefs and senior officers who will be tasked with leading and managing their respective organizations. To be successful they will require skills and knowledge beyond that which has been traditionally expected from fire officers. Those that wish to be successful will need to adapt and welcome these changes.

Chief Alan V. Brunicini states “If you like change, you will love our future” (Grant, Hoover, 1994, p.11). Like many of its comparables, the London Fire Department (LFD) is struggling to keep up with changes in technology, the roles and services it provides, increased public expectations, and all within highly scrutinized budgets. To succeed it will require its senior officers to be capable of handling much more than just fire ground operations, but before it can do so the LFD will need to identify the skills and knowledge necessary for its senior officers to lead and manage their departments in years to come.

The problem for the LFD is to identify the necessary criteria for the development of competent and capable senior officers, therefore avoiding ill-prepared or incapable officers from being placed in command situations. Development of such a program can only occur after the criteria have been identified as program development is beyond the scope of this particular research paper.

The *Oxford Canadian Dictionary* defines criteria as the plural for criterion “a principal or standard that a thing is judged by”.

To assist in the process of identifying these criteria an evaluative research method will be employed in an attempt to answer:
1. What criteria are comparable fire departments using for the selection of their senior officers?

2. What standards are already in existence?

3. What are the London Fire Department’s expectations of these senior officers?

4. What challenges can be expected?

5. What type of partnerships could be formed to assist the LFD?

BACKGROUND AND SIGNIFICANCE

The City of London is situated in Southwestern Ontario, protecting an area of over 421 square miles with both urban and a large rural area. Its population is reported by the 2001 Canadian Census as over 428,000. At the time of the writing of this paper the London Fire Department employs over 400 staff in five different divisions; Suppression, Fire Prevention and Public Education, Communications, Training, and Mechanical Support.

The Suppression Division which makes up the majority of the department consists of 356 full time personnel that staff 13 stations on a 4 platoon system. Each platoon consists of: 1 Platoon Chief, 1 District Chief, 18 Captains, and an average of 69 firefighters and apparatus operators (see Appendix A).

All of this is overseen by an administration consisting of 1 Chief, 2 Deputies, 1 Manager of Planning and Finance, and an Executive Assistant to the Chief. These five administrative positions are the only ones not represented by the London Professional
Firefighters Association (see Appendix B). Like its comparable departments across the Province of Ontario, London operates in a closed shop environment.

This being a provision within a contract stating that an employer may only hire individuals that are already union members or in the case of the fire service a modified provision that requires all employees to become members of a specifically identified union within a specific time. (Peirce, 2003, p.318)

In the case of the LFD it is a requirement that all new employees must become members of the London Professional Fire Fighters Association on the six month anniversary of being hired (see Appendix C).

London’s fire department provides such emergency services as fire suppression (residential and industrial), emergency medical (defibrillation), hazmat response and mitigation, ice and white water rescue, and technical rescue. It also plays a major role in the municipality’s emergency and disaster program, being involved with its planning, preparedness, and response.

The LFD is contractually obligated to employ a promotional policy that uses “Qualified, Capable, and Senior” as its requirements for advancement (see Appendix D).

At one time becoming an officer meant passing a one time examination comprised of fire ground knowledge derived from International Fire Service Training Association (IFSTA) manuals, departmental standard operating guidelines and procedures, followed by an interview to further test fire ground knowledge. Candidates wrote in the order of seniority (years of service on the department), normally occurring in or about the 17th year of their career.
The number of personnel choosing not to apply for advancement was minimal as the system produced a culture of employees considering advancement as a right, with it only being necessary to wait for their turn. This could result in 10-12 years of no academic challenge or incentive between their first class exam, and the captain’s exam.

Capability was determined by the candidate acting in a position (filling in for absent officers due to illness or vacations) for at least one year, with no formal evaluations or assessment system in place. The final stipulation was that the individual was the most senior person (in years of service to the LFD) applying for the position.

Ten years ago the LFD entered into a partnership with Fire Etc., a school affiliated with Lakeland College in Alberta, to develop an in-house Company Officer Development Program (CODP) for London, and although they do not receive certification as such, the program is formatted on the NFPA 1021 Standard for Officer Professional Qualifications. This program, which is monitored by Fire Etc. is offered to firefighters, in order of seniority, who elect to become company officers. This normally starts at about 12 years of service, and is completed over a 6 year period. The final courses of Incident Command, Strategy and Tactics are taken in the same year, consecutively. The courses include:

1) Instructional methodology;
2) Building construction for the fire service;
3) Safety and Suppression for the Fire Service;
4) Law and Legislation;
5) Leadership in the Fire Service; and
6) Incident Command, Strategy and Tactics (Theory and Practical).
The most senior graduates of the CODP are now at the threshold of moving on to becoming senior officers such as Platoon Chiefs (PC) and District Chiefs (DC). With the exception of Basic Emergency Planning and a Safety Officers course there is presently no program in place that can build upon the company officer program. This now presents the department an opportunity to expand its officer program to include senior officers.

As the City of London and fire department continue to grow, increasing demands are being placed on the Chief and his Deputies (of which this author is one), pulling them away from the details of the daily operations of the department. This in turn requires that senior officers have more involvement with managing the department. “Clearly today’s fire chiefs and officers are more than fire-scene leaders. They must be knowledgeable in all those newer functions that apply to their departments and skilled in managing human, physical, and economic resources” (Carter, Rausch, 1999, p30).

One of the major challenges the LFD will have to overcome is an existing culture within the department where the term “manager or management” has been traditionally used by its members to describe the functions performed by the chief and his deputies, and nothing to do with a suppression officer’s responsibilities.

Part IX of *Ontario Fire Protection Act* states:

Managers are not firefighters

(2) For the purpose of this Part, a person shall be deemed not to be a firefighter if,

(a) in the opinion of the Board, he or she exercises managerial functions or is employed in a confidential capacity in matters relating to labor functions.
Although officers are not firefighters, little effort has been made by the LFD to distinguish that fact, resulting in “officers who routinely collect the necessary information when issues arise and pass it on to the deputy chief or fire chief to make the decisions, a practice that separates the shift chiefs (PC) from being involved in the personnel management process to the degree they should” (TriData, 2007, p.21).

LITERATURE REVIEW

“The challenges of the future will be met by the wise and sound management of today’s fire service leaders and those of tomorrow” (Coleman, Granito, 1988, p. preface).

A statement published almost twenty years ago that is even more relevant in today’s fast paced world than ever, especially for those who did not follow the advice when it was given and must now play catch up.

It is the purpose of this research paper to identify what criteria (skills and knowledge) are necessary for the LFD officers to lead and manage now and in the future, especially in what is considered by many as such a unique organization as the fire service. But is it the organization or the service it provides that is so unique? Carter and Rausch (1989) recognized that “Although the fire service has unique functions, it is nonetheless, a work organization. Thus, general management principles are fully applicable” (p. 135).

In his book The Practice of Management Drucker (2005) explained that when it came to management principles there were no differences between “private enterprise, the nationalized industries of Great Britain, such as old established government monopolies as a Post office and the ministries and trusts of communist Russia” (p. 7).
Working on such a premise it could be stated that a fire department is an organization comprised of people who are tasked with providing a service; its managers and leaders are its officers who then direct the work and efforts of others, being the firefighters.

Manage is defined by *The Oxford Canadian Dictionary* as to organize; regulate; be in charge of (a business, household, team, a person’s career, etc.).

To lead is to cause to go with one, especially by guiding or showing the way, to direct the actions or opinions of others (The Oxford Canadian Dictionary, 2004).

Interestingly, leaders and managers are usually considered to be separate people, but Grzaskowiak (2007) used the term “People Leader” a composite figure, in which the leader and manager are one. “Similar to the Freudian ego and superego, the manager (the ego) grounds the leader’s flights of fancy, while the leader (the superego) prevents the manager from failing to act” (2007, ¶ 10).

According to Carter, Rausch, (1999) the term “manager/leader” applies to all fire officers (p.3). They further state “that it is the responsibility of a fire officer, as manager and leader, to see to it that the organizational unit’s goals and objectives are achieved” (p.9).

The issues of a department’s productivity and effectiveness will be something that these “managers/leaders” must be aware of; they may be called upon to research and gather information that can be used in planning for their department’s future. A familiarity with all aspects of their departments and the surrounding communities will be an essential part of their duties. “Having this awareness will make them more effective officers and assets to their departments” (Carter, Rausch, 1999 p. 31).
In his book *Leadership*, Giuliani (2002) considered it part of his job as a manager to create a stimulating and attractive workplace to motivate personnel. He explains that he didn’t want them to “rebel against an environment that prevented them from demonstrating the very qualities that inspired me to hire them in the first place” (p.119).

In North America the leaders of the military establishment had already realized the need for change and had begun to alter its method of training for officers. It had become well aware of the necessity for its officers to become knowledgeable and in some cases experts in such areas as planning, communications, leadership techniques, and purchasing procedures or logistics (Grant, Hoover 1994, p.6).

The North American Fire Service recognized this as well and by 1971 the Joint Council of National Fire Service Organizations had created the National Professional Qualifications Board for the purpose of the development of nationally applicable performance standards. By 1972 the Board established four technical committees to develop the standards by using the National Fire Protection Association (NFPA) standard making system. In 1990 the NFPA had assumed the responsibility for the development of the professional qualification standards. The *NFPA 1021 Standard for Fire Officer Professional Qualifications 2003 Edition* was approved as an American National Standard on July 18, 2003, and is considered to be the most widely accepted and used standard in the North American fire service. It is even being used by such Canadian schools as The Justice Institute of British Columbia, and Lakeland College of Alberta for their officer development programs.

Using a four tiered system beginning at Fire Officer I and moving through to Fire Officer IV, the standard uses a job performance requirement (JPR) format which includes
a task to be performed, the tools, equipment, or materials necessary to successfully complete the task, and a list of prerequisite knowledge and skills needed to perform the task. Each level uses the previous level for a prerequisite for advancement to the next (NFPA 1021, 2003 *Origin and Development*). An officer who is certified at the fourth level would be expected to display the general prerequisite knowledge and skills to effectively apply them in areas such as administration, financial, communications, political, legal, managerial, analytical, and information management (*Chapter 7 Fire Officer IV* NFPA1021).

For certification at Level IV the officer must meet the job performance requirements as defined in the following sections:

7.2 Human Resource Management
7.3 Community and Government Relations
7.4 Administration
7.5 Inspection and Investigation (from level III)
7.6 Emergency Services Delivery
7.7 Health and Safety

The subjects of inspection, investigation, health and safety, and the delivery of emergency services are traditionally associated with the fire service, and areas its senior officers should be well versed in. Other areas such as human resource management, community and government relations, or administration are relatively new competencies expected from fire officers.

Another standard that required examination was, *The Ontario Services Standards for Senior Officer* which originated when the Ontario Association of Fire Chiefs (OAFC)
formed a Task Force in May of 1987 to prepare a plan to implement fire service standards in Ontario. This Task Force Report was entitled “Paradigm for Progress”. A Professional Standards Setting Body (PSSB) was established in 1989 by the (OAFC) in co-operation with the Office of the Ontario Fire Marshal (OFM). Their mandate outlines goals very similar to that of the NFPA (see Appendix E).

The upgraded 2007 edition is divided into two categories with the first describing generic competencies that any officer within the fire service would be required to possess. It then breaks down into specific competencies for individual positions. This paper will place its attention on the suppression or front line officer.

The generic competencies listed in the profile in the *Ontario Fire Service Standards for Senior Officers* include:

01. Manages and directs divisional operations
02. Leads and Directs Divisional personnel
03. Evaluates status of fire service equipment, apparatus and premises
04. Performs and reviews administrative activities
05. Develops and maintains working relationships with other internal divisions, municipal departments and other agencies
06. Initiates and/or supports fire and emergency incident investigations
07. Promotes and supports public relations and public education
08. Demonstrates commitment to personal and professional development

The general performance objectives specific for a suppression officer were:
01. Coordinates and controls complex emergency operations involving multiagency/multi unit responses
02. Coordinates and controls complex fire ground operations
03. Coordinates and controls complex emergency rescue operations
04. Coordinates and controls hazardous material and CBRN incidents

(p.25-34)

With the exception of the duties specified for suppression officers, The Ontario Services Standards for Senior Officers like the NFPA 1021 Standard for Fire Officer Professional Qualifications 2003 describes job requirements that could be expected by any organization from its managers and leaders, both public and private.

Even as early as 1954 theorists such as Drucker (2005) described a manager of the future as someone who can manage by objectives, being able to take risks and plan in advance of his or her expectations. This would require the ability to think and act strategically. These new managers should be able to develop an integrated team that can manage itself, and develop a succession plan for the future. They must be able to understand the whole business and his or her function within it and finally to see economic, political and social changes and how they affect their organizations. They should be able to take this information and use it in their decision making process. Above all they must be able to communicate clearly and concisely with those around them (The Practice of Management 2005 p.372).

The word professional is used by many in the fire service to describe themselves and if this so, Dart (2007) states “Regardless of where one sees him/herself
being fulfilled in the fire service, everyone has a duty to be a professional. It is never to late or early to establish oneself as a life long learner or to demonstrate professionalism”.

At the same time any organization attempting to improve its quality of leadership and management in an effort to be more efficient must be extremely careful not to lose sight of their original goals and objectives, or as Collins (2001) states, “Enduring great companies preserve their core values and purpose while their business strategies and operating practices endlessly adapt to a changing world. This is the magical combination of ‘preserve the core and stimulate progress” (p.195).

Setting the standard or listing a set of criteria is only part of the equation, to be truly successful the officers who will be expected to meet them must believe in their purpose and their attainability.

“Set the standards to get the job done right the first time. Make sure the standards are attainable. Make sure the standards are understood” (Coleman, 2006, p 118).

PROCEDURES

The focus of this research paper is to identify the criteria that will be necessary for the London Fire Department’s (LFD) senior officers to effectively perform their required duties. To assist in identifying such criteria, a search was commenced for existing standards in June of 2007 using the Resource Library at the National Fire Academy in Emmittsburg, Maryland. The search included previous research papers, text books, journals, or any related information about leadership, supervision, and management theories from both the fire service, private industry, and because of its similarities, the military. It became apparent from the onset that the majority of standards being used in
the fire service were based upon the *NFPA 1021 for Fire Officer Professional Qualifications*. Where as the theories on management and leadership seemed unlimited.

A similar search was began when this author returned to the LFD home jurisdiction by comparing existing provincial standards and recommendations submitted by organizations such as the Ontario Association of Fire Chiefs and Ontario Fire Marshal (provincial authority governing Ontario’s fire services).

Since this research project was to identify the criteria specific for the LFD, it was necessary to further narrow its scope by determining what expectations were being placed on senior officers such as the Platoon and District Chiefs. This was accomplished by examining the department’s job description for those positions (see Appendix E). Only then could it be determined what skills and knowledge would be required.

Utilizing the Literature Review and the evaluation of the job descriptions, a list of specific skills, knowledge bases, and qualifications were chosen to be used in a survey (see Appendix F). The survey was sent out to the fire chiefs of departments that are considered to be comparables of the LFD, being a department similar in size, ranking system, types of local government, and under the jurisdiction of the Ontario Fire Marshal. Surveys were sent to 12 departments within the province of Ontario using a web based system (*Survey Monkey*) that allows its members to develop their own surveys and then collect and organize the responses in a format of their choice.

Each participating chief was asked to rate in level of importance a specific skill, knowledge base, or qualification as it pertained to their department’s senior officers in the performance of their duties. The survey contained 16 skill sets or types of qualifications and was divided into three sections:
a) administrative
b) supervisory
c) fire ground

The participants were given the opportunity to rate each of the selected skills, or qualifications by level of importance. Their options were:

a) highly important
b) important
c) helpful but not required
d) not required at all

Only one option could be selected, and at the conclusion of each section there was space available for the participant to add any additional comments or requirements specific to their department.

Although the job descriptions for PC and DC were used to assist in the designing of the survey, there was the possibility that these descriptions were only the department’s expectations and may not truly represent what duties were actually being performed by the LFD senior officers, the same survey was distributed in hard copy to 16 senior officers of the LFD on a voluntary basis. These officers were either already presently classified as a PC or DC, or qualified to do so and awaiting permanent assignment. They were given instructions to complete the survey in the same manner as previous group, with the exception that they were allotted a space for comments after each of the sixteen aforementioned topics in the hope that it would give more insight from those closest to the situation, the LFD senior officers themselves.
This produced three sources of information for consideration; the results of the survey given to the Fire Chiefs of comparable departments, the results of the surveys given to London’s participating senior officers, and finally the review of the London Fire Department job descriptions for PC and DC.

Once evaluated, these results can be used to recommend the criteria best suited for use by the LFD.

RESULTS

Answers to Research Questions

Research Question 1. What criteria are comparable departments using for the promotion of their senior officers?

Of the 12 different departments that were invited to participate in the survey, 8 individuals from 7 of the departments responded. These individuals were from the:

- Hamilton Fire Department
- Kitchener Fire Department
- Oakville Fire Department (2 Chief Officers responded)
- Oshawa Fire Department
- Richmond Hill Fire Department
- Sudbury Fire Department
- Windsor Fire Department

The first section of the survey asked the participants to rate seven different administrative skills as they pertained to their department’s requirements for senior officers (see Table G1). The results for the first three skills were rated either highly important or important by 95% of the chief officers surveyed. Written and oral
communication skills appeared to be the most valued of these as they were chosen as *highly important* by 75% of those same chief officers.

The remaining 6 types of skills concerning computers, record keeping, schedules, budgets, standard operating guidelines or procedures, and managing projects were rated as *important* by those surveyed between 62.5% and 75% of the time. The rating of *helpful but not required* was only chosen 3 times by these officers for an overall percentage of 5% of the entire section. The fourth option of *not required* was not selected for any of the administration skills listed in this section.

The second section addressed the level importance these chief officers placed on the supervisory skills of their senior officers (see Table G 2). The first 2 areas questioned how important were traditional skills such as leadership, and their officers knowledge of supervision, coaching, and counseling. Of those, leadership skills appeared to be the most valued as 87.5% of the chief officers participating selected it as *highly important*. But overall 100% of those surveyed selected either *highly important* or *important* for the aforementioned skills. The need of their senior officers to be certified in local health and safety regulations was not considered to be very essential as only 37.5% of the chief officers selected it as *important*, with the remaining ones choosing *helpful but not required*. No one in the group felt that it was *highly important* for their officers to be able to conduct accident investigations, but the majority (62.5%) did rate it as *important*, with the remainder of those surveyed thinking it may be a helpful skill for their officers but not a required one.

A department’s future is highly dependant on how well it prepares for the future, and succession planning is one those tools to ensure its success. It was obvious that the
chief officers who participated in the survey agreed with the concept of their senior officers being involved in the development of those behind them, as they all rated it as either a highly important or important skill.

The final section of the survey concerned the importance of different fire ground skills (see Table G 3). As expected the first two areas concerning a senior officers ability to management large scale scenes and have a knowledge of the local basic emergency regulations received mostly highly important or important ratings from the participants, with the exception of one participating chief who thought it could be helpful but not a required skill for his or her senior officers.

An officer’s ability to perform fire cause and determination investigations received some puzzling ratings that will be examined further in the Discussion section of this paper. Nevertheless, not one officer from London’s comparables rated this skill as highly important, instead splitting their choices evenly (50% each) between important and helpful but not required.

None of the surveyed chief officers rated being a certified safety officer as highly important for their senior people. Although 37.5% did rate is as important the remaining 37.5 % felt it as helpful but not required and 25% as not required at all. This was the only area in the survey where the rating of not required was selected for any of the listed skills.

At one time or another every fire officer has had to deal with the local media, and the ability to effectively deal with them was deemed essential by the chief officers’ surveyed as they all rated this skill as a highly important or important one for their senior
officers to possess. As with the two previous sections there were no comments or additional requirements added in any of the provided spots within the survey.

Research Question 2. What are the LFD expectations of these senior officers?

To determine this evaluation of the job descriptions for platoon and district chiefs was undertaken (these being the most senior officer’s positions in the LFD). In addition the same survey that was given to the chiefs of London’s comparables was offered to 16 LFD senior officers, in hopes of gaining a different perspective on the situation.

The qualifications required for the platoon and district chief positions differ very little with the exception that the DC reports directly to the PC. Once a senior officer qualifies for DC he or she is automatically qualified to perform the PC’s duties as well. An individual in these positions would be expected to have a working knowledge of fire prevention methods such as the development of pre-fire plans and inspection techniques. At present London’s Fire Prevention Division is responsible for code enforcement as well as fire cause and determination in conjunction with the OFM.

Their Command responsibilities include the initial response, safe and effective emergency operations up to and including the mitigation of every incident. While doing so they are expected to use proper incident command procedures, which are to be followed by the proper post emergency actions, including evidence collection and proper documentation.

In the interest of health and safety the job description requires these officers to have a good working knowledge of corporate and fire department policies and protocols so that they may perform accident investigations, identify and report all unsafe working conditions, and to ensure the timely
corrective action be taken. In the process of their daily duties they shall promote an atmosphere of accident prevention by monitoring and checking routine housekeeping duties within the station and on the vehicles to ensure that they are being performed up to department standards.

When supervising subordinates they will provide feedback, coaching and counseling, as required, and always in a constructive manner.

They will need a solid awareness of the local regulations so that they can ensure that all the activities under their control meet all necessary legislative obligations. As well they must be proficient in completing all necessary forms and reports in a proper manner, both grammatically correct and legible. To accomplish these requirements the department expects these officers to possess the following skills and knowledge:

- Strong leadership and supervisory techniques
- Planning and organizational skills
- To be able to work effectively within the community with all its leaders
- To be able to evaluate and critique effectively and fairly
- Effectively accomplish tasks with a team or alone
- Ability to manage major incidents
- Ability to communicate in an understandable and grammatically correct manner in both oral and written methods
- To be ethical, and an effective teacher, while promoting the value of customer service
Of the 16 LFD senior officers given surveys, 11 individuals returned completed hard copies. As with the previous survey the first section was used to rate administrative duties (see Table H 1).

The London officers, like the chief officers used in the first survey, considered written and oral communication skills as an essential need in the performance of their duties as was evident when all of them rated it as *highly important*. The next three topics concerning computer skills, record keeping abilities and the ability to prepare and govern work schedules were also areas that the LFD senior officers put a high value on, as the entire group chose either *highly important* or *important* when rating their need for these particular skills.

London’s senior officers had a totally different view about the skills required for budget preparation, although a small group (18%) thought this was an *important* skill for a senior officer, the majority felt otherwise. The remainder of the group felt it was either *helpful but not required* or *not required at all*.

The final two skill sets that dealt with the development of standard operating guidelines and procedures, as well as the ability to manage projects, revealed a total lack of consistency from London’s senior officers. Their ratings were evenly split among all the available options (see Table H 1).

Unlike the previous group of chief officers surveyed, London’s officers took full advantage of using the space available for comments. Of those comments the majority expressed the opinions that communications, the use of computers, and proper record keeping were all essential skills in the performance of their jobs, but they strongly stated in seven surveys, in one way or another, that the development of guidelines and
procedures, budget preparation, and project management were the responsibility of what they referred to as “management”. Two individuals expressed an interest in having input, but did not want any responsibility associated with those areas assigned to themselves.

The section that concerned the value of supervisory skills for London’s Officers was the next on the survey (see Table H 2). As with their comparables, the London officers regarded leadership skills and the ability to supervise, coach, and counsel their subordinates as an essential skill. Only one participating LFD officer rated this skill as helpful but not required, with the rest rating it as either highly important or important.

The concept of needing to be certified in the local health and safety regulations also had widely varying results. Only a small percentage (27%) of London’s officers felt that this would be a highly important skill to possess with the majority of them rating it as helpful but not required or not required at all. Conducting accident investigations was something that the LFD officers could not agree upon with their ratings being divided equally among all four possible answers (see Table H 2).

One of the most unusual results came from the area of succession planning, where not one LFD senior officer thought of it as a highly important area for them, with 64% of them rating it as helpful but not required or not required at all.

Again like the previous section these officers took full advantage of the ability to express their views in the space allotted for comments. The need for a senior officer to lead was considered very important by the majority. It did appear that the general consensus that health and safety concerns and accident investigation were the responsibilities of management or one of several appointed committees and outside agencies or as one officer put it “way out of our expertise”. Succession planning was
referred to by one individual as “not my problem”. This section also produced eight inquiries about a job description, “did one exist” and if so where could they get a copy”.

The final section concerned fire ground skills (see Table H 3).

When it came to the need for them to be able to manage large scale incidents the LFD officers overwhelmingly (100%) rated it as a highly important skill. They also rated the need to be knowledgeable in the basic local emergency management regulations.

The value they placed on the need for fire cause and determination skills varied between highly important and important with 72% rating it as such. Another relatively new concept to London is that of safety officer and the idea of being certified apparently appeals to these officers as 91% feel it is a highly important skill with only one participant rating it as helpful but not required.

The need for a senior officer to be able to effectively deal with the different forms of media was either rated highly important or important by all the LFD officers.

Interestingly most of the comments in this section were concerned with having a media officer in attendance at major scenes to free up the command officer by relieving them of this duty.

Research Question 3. What challenges can be expected?

As stated in the Background and Significance section of this paper one of the biggest challenges for the LFD will be to overcome the culture that presently exists within the department. The term “manages or management” have long been used by officers and firefighters alike to denote the chief and his administration. Often the term is used to describe those on the opposite side of the negotiating table. This and the concept
of personnel just “waiting until it’s their turn” will have to be overcome before progress can be made.

**Research Question 4.** What types of partnerships may be formed to assist the LFD?

Extensive research has already been undertaken by agencies such as the NFPA and the OFAC producing such standards as the *NFPA 1021 Standard for Fire Officers Professional Qualifications* and the *Ontario Fire Service Standards for Senior Officers*. London has already experienced limited success with its affiliation with Fire Etc. and Lakeland College in producing the Company Officers Development Program. Expansion of this program to include senior officers is a viable alternative for London to explore.

Both The University of Western Ontario and Fanshawe College are located within the City and offer a wide range of opportunities that could assist the department in the areas unique to London, such as local law, legislation, and cultural diversity.

The Technical Service Division within The Corporation of the City of London provides support and up-to-date training on all computer applications and technology that is presently being used by other city departments and should be used to their full extent.

**DISCUSSION**

The process for identifying the criteria that the London Fire Department (LFD) could use for its senior officer’s appeared in the beginning to be a straight forward undertaking, but after the Literature review it became apparent that the fire service itself was undergoing a transition. “The name ‘fire department’ doesn’t begin to cover the
services that progressive organizations are providing to their communities” (Carter, Rausch, 1999, p.30). Its officers were no longer simply responsible for leading their crews, now they were expected to be managers as well. Carter and Rausch (1989) recognized that “Although the fire service has unique functions it is nonetheless a work organization. Thus, general management principles are fully applicable” (p. 135).

Therefore the criteria for the LFD senior officers also needed to reflect this change, adding the ability to “Manage and Lead” as well as be versed in the technical aspects of the fire service.

The two standards examined were the *NFPA 1021 Standard for Fire Officer Professional Qualifications*, and because of the LFD location the *Ontario Services Standards for Senior Officer*. When these standards were compared against one another the similarities could be easily identified. Albeit the language and format in which they were displayed varied, the basic requirements remained the same (see Appendix I).

The process of identifying the specific needs for the LFD proved more arduous, even though the job description for Platoon Chief (PC) was quite lengthy and detailed in its expectations, the department had never effectively put it in place or developed any method of assessing a senior officer’s performance. Some of the LFD senior officers were not even aware of the documents entire contents or for that matter its existence at all, as was evident from their survey comments found in the Results section for Table 2.

The LFD requirements for PC bore a close resemblance to that of the NFPA and OAFC standards for senior officers, and although never formally acknowledged within the document, its author appeared to have been heavily influenced by those standards. From the job description summary in the Results section of this paper it can be seen that
the LFD job description also stresses the importance of effective communications skills, an ability to plan and organize, and to manage major incidents by using strong leadership and supervisory techniques. It speaks of an officer’s need to be aware of the functions of local government and other agencies as well as an ability to effectively work with the community and its leaders. Human resource management skills are required for coaching and counseling of employees as well as a need to promote a safe work environment for personnel and customers (see Appendix E).

As stated in the Procedure section of this paper, two surveys were used to assist in identifying first what London’s comparables were using as criteria for their senior officers, and the second to find out what skills London’s own senior officers felt they needed to perform their duties. These results were then examined to see if London and its comparables were working towards the same objectives as the NFPA and OFSS documents.

The survey results indicated that London and its comparables were in agreement with the need for senior officers to possess strong written and oral communication skills, as well as have the ability to work with computers, and departmental records effectively.

It was at this point London’s officers view point differed from the others when it pertained to other administration skills such as the ability to prepare and govern schedules, budget preparation, the development of guidelines or procedures and project management. The majority of comparable departments rated this skill as important or higher which kept in line with the NFPA and OFSS requirements, where London’s senior officers showed very little consistency in their ratings of these skills, indicating that they were unsure as a group if these were even their duties (see Appendix H 1). By not
clarifying and communicating to these officers exactly what their responsibilities are, the LFD cannot expect them to live up to any type of standard.

“Set the standards to get the job done right the first time. Make sure the standards are attainable. Make sure the standards are understood” (Coleman, 2006, p 118).

The skills and knowledge required for supervision produced similar results with 100% of both groups putting the same value on traditional skills such as leadership, supervision, coaching, and counseling. This also aligned with the NFPA and OFSS requirements.

The lack of highly important ratings in the requirement to be certified in local health and safety regulations (see Tables 2 & 5) may be as a result of the reliance that most departments in Ontario have on their Joint Health and Safety Committees which are required under the *Occupational Health and Safety Act* (see Appendix J). Nevertheless, it is still imperative that senior personnel are aware of their legal responsibilities and liabilities in this area.

The need to be able to conduct accident investigations was rated by 62.5% of the officers from comparable departments as important. The LFD officer’s ratings were spread among all the available options with the largest group (37%) selecting *not required* at all. These results not only differed from the requirements of the other standards, it also was quite inconsistent with the LFD job description, further indicating either they are unaware of these responsibilities or felt that they shouldn’t be theirs (see Appendix H 2).

Where succession planning was an important requirement in existing standards and London’s comparables, it did not rate highly among any of the LFD senior officers
(see Appendix H 2). This gave further evidence to the existence of a culture where it is only necessary to wait your turn and leave professional development entirely up to the department.

Since firefighting is what these officers selected as their profession it is not surprising that they put so much emphasis on the skills required to do so. When it came to being able to manage large scale incidents all those officers surveyed rated it as *highly important* or *important*, with 100% of the LFD officers rating it as *highly important*. Both groups also rated the need for an officer to be familiar with local basic emergency management regulations, as *highly important* or *important*. These ratings were consistent with those of existing standards.

The existence of an agency such as the Ontario Fire Marshal Office who is responsible for the investigation of major fires throughout the province may have had an influence on how skilled senior officers felt they needed to be with fire cause and determination skills. Although London’s comparables split their ratings between *important* and *helpful but not required*, the ratings given to this skill by the LFD senior officers (see Appendix H 3) closer resembled those requirements of the existing standards and their own job description. Interestingly, the LFD has a significant fire prevention division staff of Officers who may be limited in their firefighting experience, are qualified investigators. But as it was indicated by several participants in the comment section, several senior officers felt slighted or insulted by the fact that they were not offered the training and that they were being required to bring in staff with little or no firefighting experience to investigate “their” fire scene.
Certification as a safety officer was considered to be *highly important* or *important* by all the London officers. As this has recently become a stipulation for the promotion of senior officers some may feel it is important for just that reason, or it is possible that those who have taken the certification have realized how important it is to the members of the department and therefore rated it as such.

Dealing with the media has become an everyday occurrence for the fire service and whether discussing the latest budget or commenting at a major scene an officer must present him or herself as a professional. For some this comes naturally, for others it is a painful ordeal, but nevertheless it is an important skill for senior officers to possess when they represent their departments. Both groups surveyed were in agreement with existing standards as its high ratings reflected this (see Table 3 and 6).

From the results it appears that London’s comparables have requirements for their senior officers that more closely resemble that of the NFPA and OFSS, where as even though the LFD job description outlines those same requirements, in actuality it does not accurately describe what its officers responsibilities are at this time. The existing culture may have resulted from a strong resistance from its officers to accept these responsibilities or it may have been because of a lack of direction and education from the department itself, never the less it must be overcome before the LFD can move forward. The Recommendation section of this paper will be used to address this problem.
RECOMMENDATIONS

Short Term

The first step for the LFD is to address the lack of understanding and awareness that many of its senior officers have with regards to their roles and duties within the department and community. The present job description for PC is lengthy, complicated, and not easily accessible resulting in officers who really don’t know what is expected of them.

It will be necessary to rewrite the job description so that it clearly defines what the criteria are that the officers will be held up to. Once established it will be imperative to effectively communicate to the LFD senior officers themselves what this criteria is, its importance to them, their department and community, as well as how they can achieve it. “Set the standards to get the job done right the first time. Make sure the standards are attainable. Make sure the standards are understood” (Coleman, 2006, p 118).

The existing culture mentioned in the Background and Significance section of this paper did not occur overnight and it will take time and considerable effort to reverse its effects, to do so the department will need to demonstrate to its own members that this is not just a ploy to undermine their present promotional system and make it more difficult to be promoted or take away what many consider as their right. By requiring its officers to meet these standards they are improving the officers themselves, the department as a whole, and improving the level of service they provide to its customers, the public it protects. This would be an excellent opportunity to include several senior officers to be a part of the development process along with the LFD Training Division to give them a sense of ownership in the new program.
Officer Criteria 35

The following criteria are what this author recommends for a requirement for London’s senior officers:

Leading and Managing

The LFD senior officers have authority over those who report to them because of rank, but to effectively manage and lead requires more skills and abilities than are natural or simply obtained from time spent on the department, the LFD needs to build upon its present CODP leadership course required by company officers. By taking its senior officers to the next level it can further develop skills such as coaching, counseling, and positive reinforcement techniques. This along with basic management skills and the following will enable the LFD senior officers to perform to their potential.

Strong Oral and Written Communications Skills

Officers in senior positions such as that of P.C. and D.C. must have the ability to communicate effectively both directly and indirectly with those around them, whether on the fire ground, dealing with members of the public, or interacting with outside agencies it is essential. In addition the ability to deal with all forms of the media is essential for all officers but it is especially true for the senior officers who are responsible for the release of any information. Even the existence of a media officer on scene does not remove the onus of what information is released from the senior officer on scene. This would be an excellent opportunity to partnership with the University of Western Ontario’s School of Journalism in program development.

Administrative Skills

Basic skills in computer applications used by the department are an area were the LFD senior officers require improved skills in order that they can fulfill their assigned
administrative duties. The importance of report writing and record keeping should be instilled at the company officer level, along with the introduction to work schedule preparation, and the development of standard operating guidelines. Through practical experience and constant upgrading by the time an officer reaches the senior levels he or she should have refined these skills to a point where they will be able to mentor junior officers in their applications. Project management is another skill that requires introduction at the company officer level in order that by the time they reach the senior ranks these officers have obtained the necessary experience to lead department projects.

Budget preparation within the department as of late has rested on the shoulders of the Fire Chief and the Manager of Planning and Finance, and although they are the most qualified to do so they should be able to rely on all the senior officers for assistance and recommendations as it pertains to their respective divisions. Therefore all senior officers should have a basic knowledge of the capital and working budgets in order that they can be involved with its preparations and monitoring throughout the year.

**Health and Safety requirements**

As supervisors all LFD officers should have an awareness of their obligations under the *Occupational Health and Safety Act* (see Appendix J), senior officers should be certified in local requirements and be fully versed in their obligations and the processes involved with health and safety complaints and remedies of such. This shall include the initial stages of accident investigations and at what stage they need to notify the Ministry of Labor or other outside agencies for assistance or further investigation.
Certified Safety Officer

The CODP course “safety in the fire service” is a good start for company officers but all senior officers should continue to be certified as Safety Officers for the department.

Fire Cause and Determination

All senior officers need to have the ability to do the preliminary investigations at any fire scene. These officers require the ability to determine when to involve either the department’s investigators or outside agencies such as the OFM and Police. While doing so they need to be fully aware of the procedures for evidence and scene preservation, witness statements and any other required documentation.

Training

The LFD should build upon the requirement that its company officer are qualified at E-1 (instructional methodology 1) by requiring that all senior officers obtain the next level E-2 (advanced instructional techniques) so that they can supervise the training and educational needs of those who report to them.

Emergency Services

Senior officers should of course be familiar with all the services his or her department offers, but as they are now incident scene commanders it is important they can effectively manage a large scale scene. Therefore an Advanced level of Incident Command should build upon the already existing company officer program to better prepare the LFD senior officers.

Along with the Basic Emergency Management skills that all officers should possess the senior LFD officers should be required to be certified by the Canadian Emergency
Preparedness College, so they can represent the department during city wide emergencies or disasters.

Long Term

After the criteria have been communicated and the program for the development of senior officers is operational it will be imperative that its progress be monitored for its successes and failures. A yearly assessment of senior officers will allow for two things, one being that it can provide feedback to each individual pertaining to the progress of their professional development while at the same time identifying areas of weakness that need to be addressed.

The second being it is a method by which the department can judge its own successes and failures on a regular basis, allowing them to make the necessary changes to ensure overall success of the program and its officers.

A long term objective that this author recommends for the LFD to work towards is adopting a standard such as the NFPA 1021 Standard for Fire Officer Professional Qualifications. Although this would involve upgrading its Company Officer Development Program at a considerable cost so that its company officers could achieve level I status, it would lay the ground work for the certification that is so often required to be considered a professional in any field.
REFERENCES


Http://www.medhunters.com?articles/managersAndLeaders.html


Appendix A

Organizational Flow Chart of the London Fire Departments Suppression Division

Included in the 69 firefighters are the 22 Apparatus Operators who have the duel responsibility of operating the department’s front line vehicles as well as being firefighters.
ARTICLE 1 - RECOGNITION AND ASSOCIATION DUES

Section 1.00

The Employer recognizes the Association as the exclusive bargaining agent for all employees of the London Fire Department, with the exception of the Fire Chief, Deputy Fire Chief(s), Assistant Deputy Chief(s), Manager of Planning and Finance, and the Management Administrative Assistant to the Fire Chief, for a total of five (5) management exclusions, and this Agreement shall be applicable to all such employees; the term "employees" or "employee" as used herein shall refer and apply to all such employees.
Appendix C

ARTICLE 1 - RECOGNITION AND ASSOCIATION DUES

Section 1.02

All employees of the London Fire Department (herein referred to as the "Department"), who are now members of the said Association, shall remain members of the said Association in good standing as a condition of continued employment, and all new employees shall become members of the said Association on completion of the first six (6) months of the probationary period, which shall be calculated from the date of commencement of their employment, and shall continue their membership in good standing in the said Association as a condition of continued employment.
Appendix D

ARTICLE 12 - PROMOTIONS AND SENIORITY

12.03

Recommendations for all promotions, transfers or appointments to all officer ranks above 1st Class Fire Fighter shall be made by the Fire Chief and promotions, transfers and appointments to all such ranks shall be based on seniority, qualifications and capabilities unless the most senior employee is not qualified or is not capable of performing the duties of the position or appointment in question, in which event the promotion, transfer or appointment shall be effected in favour of the most senior employee who is qualified and capable of performing the duties of the position or the promotion, transfer or appointment in question.
Appendix E

Job Description for Platoon Chief

Position Summary

Reporting to the Deputy Fire Chief, the Platoon Chief is accountable for performing customer service duties including providing direction in responding to emergencies, public relations and education, and fire inspection. The Platoon Chief provides leadership and supervision in a variety of planning endeavors including pre-emergency planning and provides direction (incident command) at emergency events by performing size-up, developing plans, assigning resources and directing staff as required through other supervisors. The Platoon Chief, through supervisors as assigned and in coordination with the Training Division, supports and provides staff development and training. The Platoon Chief deals with co-workers and other Fire Services' staff and customer issues in accordance with Corporate and Fire Services' policies and Standard Operating Guidelines and the Collective Agreement while ensuring that sensitive matters and restricted information are dealt with in a totally confidential manner.

The Platoon Chief must work in close cooperation with all members of the Fire Services' team to ensure excellence in the delivery of external and internal customer services with a focus toward prevention, preparedness, emergency response, mitigation and recovery.
Appendix E

KNOWLEDGE AND ABILITIES:

This position requires the following knowledge and abilities:

- Ability to apply contemporary leadership and supervisory techniques and emergency services mitigation techniques, strategies and tactics as identified by London Fire Services training programs and Standard Operational Guidelines;
- Ability to effectively plan, organize, and delegate assignments and to assist other with organizing and planning their work;
- Ability to function effectively within the community and with various community representatives;
- Ability to work effectively in a team environment including emergency and non emergency situations;
- Ability to constructively evaluate and critique the skills, abilities and competencies of direct reports;
- Ability to work independently and as part of a team to effectively accomplish tasks to meet goals and objectives;
- Ability to coordinate multiple resources in the event of a major incident
- Ability to interpret information and comprehend messages provided through oral and written communications;
· Ability to express ideas, oral and written, in a clear, concise, understandable and in a grammatically correct manner;

· Ability to perform and meet objectives in stressful situations and to modify approach and behavior to deal with specific situations;

· Ability to organize effectual teaching and learning environments and to effectively use teaching aids and demonstration devices;

· Ability to assess the effectiveness of training programs and participants' performance; and Ability to perceive and react constructively to the present and future expectations of the Corporation with respect to Fire Services' need to delivery effective, efficient, ethical and economical customer service.
Appendix F

Survey questions

Administrative

1. Please rate the level of importance for the following administrative skill sets when selecting your senior officers:

   a) Written and oral communication skills
   b) Computer skills
   c) Record keeping ability
   d) Ability to prepare work schedules and govern them
   e) Knowledge of budget preparation
   f) Ability to develop standard operating guidelines and procedures
   g) Ability to manage projects (research and evaluation) for the selection of new equipment or techniques

Supervisory

2. Please rate the following supervisory skills in level of importance that are necessary skills for your senior officers:

   a) Leadership skills
   b) Working knowledge of the principles of supervision, coaching and counseling
   c) Certification in local health and safety regulations
   d) Ability to conduct accident investigations
   e) Succession planning
Fire Ground

3. Please rate in level of importance the following fire ground skills that are required:

   a) Large scale incident scene management skills
   b) Knowledge of local basic emergency management regulations
   c) Fire cause and determination abilities
   d) Safety Officer Certification
   e) Ability to effectively deal with the media
Appendix G

Table G1

Administrative skills as rated by London’s comparables

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Highly important</th>
<th>Important</th>
<th>Helpful but not required</th>
<th>Not required</th>
</tr>
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<tr>
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<td>75%</td>
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<tr>
<td>Computer skills</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Record keeping ability</td>
<td>25%</td>
<td>62.50%</td>
<td>12.50%</td>
<td>0%</td>
</tr>
<tr>
<td>Ability to prepare work schedules and govern them</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Knowledge of budget preparation</td>
<td>25%</td>
<td>62.50%</td>
<td>12.50%</td>
<td>0%</td>
</tr>
<tr>
<td>Ability to develop standard operating guidelines and procedures</td>
<td>12.50%</td>
<td>62.50%</td>
<td>25%</td>
<td>0%</td>
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<tr>
<td>Ability to manage projects</td>
<td>37.50%</td>
<td>62.50%</td>
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Appendix G

Table G2

Supervisory skills as rated by London’s Comparables

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<tr>
<td>Certification in local health and safety regulations</td>
<td>0%</td>
<td>37.50%</td>
<td>62.50%</td>
<td>0%</td>
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<tr>
<td>Conducting accident investigations</td>
<td>0%</td>
<td>62.50%</td>
<td>37.50%</td>
<td>0%</td>
</tr>
<tr>
<td>Succession planning</td>
<td>37.50%</td>
<td>62.50%</td>
<td>0%</td>
<td>0%</td>
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Table G3

Fire ground skills as rated by London’s Comparables

<table>
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<th>Criteria</th>
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<tr>
<td>Large scale incident scene management skills</td>
<td>62.50%</td>
<td>25%</td>
<td>12.50%</td>
<td>0%</td>
</tr>
<tr>
<td>Knowledge of local basic emergency management regulations</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
<td>0%</td>
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<tr>
<td>Fire cause and determination abilities</td>
<td>0%</td>
<td>50%</td>
<td>50%</td>
<td>0%</td>
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<tr>
<td>Safety Officer certification</td>
<td>0%</td>
<td>37.50%</td>
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<tr>
<td>Ability to effectively deal with media</td>
<td>50%</td>
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### Appendix H

**Table H1**

Administrative skills as rated by London’s Senior Officers

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<td>Computer skills</td>
<td>64%</td>
<td>36%</td>
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<td>0%</td>
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<tr>
<td>Record keeping ability</td>
<td>64%</td>
<td>36%</td>
<td>0%</td>
<td>0%</td>
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<tr>
<td>Ability to prepare work schedules and govern them</td>
<td>25%</td>
<td>75%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Knowledge of budget preparation</td>
<td>0%</td>
<td>18%</td>
<td>37%</td>
<td>45%</td>
</tr>
<tr>
<td>Ability to develop standard operating guidelines and procedures</td>
<td>18%</td>
<td>27%</td>
<td>37%</td>
<td>18%</td>
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<tr>
<td>Ability to manage projects</td>
<td>27%</td>
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<td>27%</td>
<td>18%</td>
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Appendix H

Table H2

Supervisory skills as rated by London’s Senior Officers

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<td>18%</td>
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<td>Working knowledge of the principles of supervision, coaching and counseling</td>
<td>64%</td>
<td>27%</td>
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<td>Certification in local health and safety regulations</td>
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<tr>
<td>Conducting accident investigations</td>
<td>18%</td>
<td>27%</td>
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<td>37%</td>
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<tr>
<td>Succession planning</td>
<td>0%</td>
<td>36%</td>
<td>46%</td>
<td>18%</td>
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Appendix H

Table H3

Fire ground skills as rated by London’s Senior Officers

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<th>Criteria</th>
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<tbody>
<tr>
<td>Large scale incident scene management skills</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Knowledge of local basic emergency management regulations</td>
<td>64%</td>
<td>36%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Fire cause and determination abilities</td>
<td>37%</td>
<td>45%</td>
<td>0%</td>
<td>18%</td>
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<tr>
<td>Safety Officer certification</td>
<td>81%</td>
<td>0%</td>
<td>9%</td>
<td>0%</td>
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<tr>
<td>Ability to effectively deal with media</td>
<td>64%</td>
<td>37%</td>
<td>0%</td>
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Appendix I

Table I

Comparison between NFPA and OFSS requirements

<table>
<thead>
<tr>
<th>7.2 Human resource management</th>
<th>01. Manages and directs divisional personnel</th>
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<tr>
<td>7.3 Community and government relations</td>
<td>05. Develops and maintains working relationships with internal divisions, municipal departments and other agencies</td>
</tr>
<tr>
<td></td>
<td>07. Promotes and supports public relations and public education</td>
</tr>
<tr>
<td>7.4 Administration</td>
<td>04. Performs and reviews administrative activities</td>
</tr>
<tr>
<td>7.5 Inspection and investigation</td>
<td>06. Initiates and/or supports fire and emergency investigations</td>
</tr>
<tr>
<td>7.6 Emergency services delivery</td>
<td>01. -04. Coordinates and controls Emergency operations</td>
</tr>
<tr>
<td>7.7 Health and Safety</td>
<td>03. Evaluates status of fire service equipment, apparatus and premises</td>
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APPENDIX J

Sections from the Occupational Health and Safety Act

Part II Administration

(9) Application

(2) Joint health and safety committees – A joint health and safety committee is required,

(a) at a workplace at which twenty or more workers are regularly employed;

Part III Duties of Employers and Other Persons

(27) Duties

(1) Duties of a supervisor – A supervisor shall ensure that a worker,

(a) works in the manner and with the protective devices, measures and procedures required by the ACT and regulations; and

(b) uses or wears the equipment, protective devices or clothing that the worker’s employer requires to be used or worn

(2) Additional duties of a supervisor – Without limiting the duty imposed by subsection (1), a supervisor shall,

(a) advise a worker of the existence of any potentials or actual danger to the health or safety of the worker of which the supervisor is aware;

(b) where so prescribed, provide a worker with written instructions as to the measures and procedures to be taken for protection of the worker; and

(c) take every precaution reasonable in the circumstances for the protection of a worker.