



Fire Department

Douglas A. Holton
Chief
Brian Glassel
Assistant Chief

February 9, 2009

To the Honorable
The Board of Fire and Police Commissioners
200 East Wells Street, Room 706
Milwaukee, Wisconsin 53202

Dear Commissioners:

Since this past September, all members promoted to the rank of Lieutenant, Captain, and Battalion Chief will participate in the Officer Development Program (ODP). My vision of the program is to provide an educational platform of continual personal development for new line company officers (Lieutenants and Captains) and management (Battalion Chiefs) personnel. The standards of the curriculum will identify the performance requirements necessary (NFPA 1021) to perform the duties of a fire officer and specifically identify the following areas of competence: human resource management, community and government relations, administration, inspections and investigations, emergency service delivery, health and safety, and leadership.

I feel the department has a responsibility to prepare its personnel for advancement to the position of company officer. As a first line supervisor, the company officer plays a vital role in the department's success in achieving its mission of protecting life and property. The Officer Development Program is designed as a means of providing company officers with the knowledge, skills, and abilities required of the position. Furthermore, implementation of the ODP will raise the level of proficiency, competence, professionalism, and commitment within the department. The program is not only beneficial to the fire department and its personnel, but also it will enable the department to provide a higher level of service to the citizens of the City of Milwaukee, and enable the department to plan for the future.

Initially, all promoted members will meet with me to discuss the vision and mission of the department, as well as their active participation that is required to achieve that goal. During that meeting, members will receive their developmental work guide and course curriculum that will be required for their respective position. Subsequently, each member in the ODP will meet with the Assistant Chief, the Deputy Chiefs, the Business Finance Manager, and other personnel to discuss objectives for their respective area, bureau, or division that affect the growth and development of the department.

To the Honorable
The Board of Fire and Police Commissioners

February 9, 2009
Page 2

Members are given a timeline to complete the curriculum. Battalion Chiefs are allowed one year, Captains are given nine months, and Lieutenants have six months to complete the program.

I have enclosed the complete curriculum for each of the three positions. If you have any questions, please call me directly.

Sincerely,


DOUGLAS A. HOLTON
Chief

DH/jb
Enclosures
F&P\OfficerDevelopmentProgram0209

Milwaukee Fire Department Officer Development Program

Mission Statement

The Milwaukee Fire Department is committed to protecting the people and property within our city. We will be responsive to the needs of our citizens by providing rapid, professional, humanitarian services essential to the health, safety, and well-being of the city.

We will achieve our mission through prevention, education, fire suppression, emergency medical, and other emergency services.

We will actively participate in our community, serve as role models, and strive to effectively and efficiently utilize all of the necessary resources at our command to provide a quality of service deemed excellent by our citizens with "Courage, Integrity, and Honor."

Objective

The Milwaukee Fire Department has a responsibility to prepare its personnel for advancement to the position of company officer. As a first line supervisor, the company officer plays a vital role in the success of the department in achieving its mission of protecting life and property. This Officer Development Program is designed as a means of providing company officers with the knowledge, skills, and abilities required of the position. Furthermore, implementation of the Officer Development Program will essentially raise the level of proficiency, competence, professionalism, and commitment within the department. The Officer Development Program is not only beneficial to the fire department and its personnel, but also it will enable the department to provide a higher level of service to the citizens of the City of Milwaukee.

Vision/Focus

The vision of the Officer Development Program is to provide an educational platform of continual personnel development for new line company officers (Lieutenants and Captains) and management (Battalion Chiefs) personnel. The standards of the curriculum shall identify the performance requirements necessary (NFPA 1021) to perform the duties of a fire officer and specifically identify the following levels of progression.

- General
- Human Resource Management
- Community and Government Relations
- Administration
- Inspections and Investigations
- Emergency Service Delivery
- Health and Safety

The curriculum will coincide with a 24-hour Officer Training Class directed by the Bureau of Instruction and Training. The Chief Officers and manager listed below have each developed a curriculum, inclusive of all areas within their authority, for Lieutenant, Captain, and Battalion Chief, and will work with the officers to complete the courses.

- Chief
- Assistant Chief
- Deputy Chief, Bureau of Administration
- Deputy Chief, Bureau of Construction and Maintenance
- Deputy Chief, Bureau of Instruction and Training
- Deputy Chief, Bureau of Special Operations {EMS Module and Special Teams/Office of Homeland Security Module}
- Deputy Chiefs, Firefighting Division
- Business Finance Manager

Each officer will be given his/her development guide on his/her first appointment with the Chief. The officer will be allowed to keep the development guide and encouraged to reference the guide as a resource tool at the completion of the course.

Compliance Versus Commitment

- Compliance - Following rules and regulations/guidelines. Wearing the PPE that is issued by the department. Wearing seatbelts when a member travels in a department vehicle. Keeping people safe.
- Commitment - Giving 110%. Understand one does not just work in the community; but is a part of the community. One does not just provide service, but is of service. Understand the traditions of the fire department are rich with cultural integrity because of men and women of commitment. Understand that as an officer, one is a pillar in the community and all officers should stand tall in their uniform, stand tall in service and all *Company Officer Development* should be directed toward succession planning.

Suggestions for Course Material

- Presentation by staff members
- Fire ground tactics and strategies
- Emergency scene decisions
- Building construction
- Emergency medical services
- HazMat
- Arson detection
- Technical training
- Administration
- Dispatch
- Leadership - fire service issues
- Skill enhancement
- Conflict resolution
- Team building
- Communication
- Project implementation
- Community partnership
- Project development - outreach
- Personal dynamics
- Book reports
- Research papers
- Job coach
- Safety
- Customer service

Training Records

Maintaining training records of all individuals of the department is important to our commitment towards department company officers. This information will be recorded to insure training objectives are met, and compliance per NFPA, in case of serious injury or LODD to any member of the department.

Course Curriculum

The courses for Lieutenants, Captains and Battalion Chiefs will take six months (Lieutenant), nine months (Captain), or twelve months (Battalion Chief) to complete. The training curriculum at each course level will be inclusive of the last level. Participants are allowed to complete their training on duty and schedule appointments with department personnel through their respective superior officer. Participants are

encouraged to schedule their appointments in conjunction with non-training periods of the training calendar. Participants may attend courses off duty; however, no compensation will be allowed for off-duty classes. On completion of modules, the appropriate manager will sign off. Participants will submit final documentation to the Deputy Chief of the Bureau of Instruction and Training for recording.

DH/MJ/jb
Officer Development\GeneralOutline

Milwaukee Fire Department
Chief's Office
Fire Officer Development Program
Battalion Chief

Within one year of promotion the Battalion Chief will:
Demonstrate an understanding of leadership in the fire service.

Initials/Date

- Initial meeting with the Chief about the program.
- Read two books on leadership:
 - *Emotional Intelligence* by Daniel Goleman.
 - *From Buddy to Boss* by Chase Sargent.
- Write a five-page paper on each book incorporating your experiences with the major concepts of the book.
- Follow-up meeting with the Chief on the written assignments.

Milwaukee Fire Department

Assistant Chief's Office

Fire Officer Development Program

Battalion Chief

Within one year of promotion the Battalion Chief will:

Initials/Date

- Meet with the Assistant Chief for a one-hour introductory discussion on firefighter safety, sick and injury leave, cultural competency, and employee relations.
- Read/review the packet of reading material provided by the Assistant Chief.
- Review race/gender and sick leave/injury leave statistics for the department.
- Meet with a member of the Fire and Police Commission to discuss diversity/cultural competency within the department (arranged by the Assistant Chief).
- Contact the department's cultural competency coach and discuss the benefits of coaching.
- Discuss with the Assistant Chief the handling of outside complaints against the MFD. Contact the paralegal of the Fire and Police Commission (286-5055) and discuss the process of receiving outside complaints against the department.
- Meet and introduce yourself to the aldermen representing your battalion's districts, or the Chair of Public Safety or Finance and Personnel if assigned to a bureau. Offer your contact information and services.
- Complete a two-page written paper. Topic choices will be provided by the Assistant Chief.
- Meet with the Assistant Chief for a one-hour closing discussion.

Milwaukee Fire Department
Bureau of Administration
Fire Officer Development Program
Battalion Chief

Within one year of promotion the Battalion Chief will:

Initials/Date

- Meet with Deputy Chief to discuss the Battalion Chief's role within the department.
- Complete the online NFA course "*Awareness of Command and Control Decision Making at Multiple Alarm Incidents (Q297)*" on incident management. Topics covered in this course include: classical and naturalistic decision making, strategies for managing safety concerns at expanded emergency incidents, pre-incident preparation, resource allocation, effective use of on-site communications, set-up of an incident command post and post incident analysis.
- Complete TeleStaff (incl. F260TR) module, which includes meeting with Data Base Specialist.
- Complete FMLA module.
- Complete contract module.
- Meet with Deputy Chief to review modules.

Milwaukee Fire Department

Bureau of Instruction and Training

Fire Officer Development Program

Battalion Chief

Within one year of promotion the Battalion Chief will:

Initials/Date

- Meet for one hour with the Deputy Chief to discuss how the BIT can and does help Battalion Chiefs support the mission of the department.
- Meet with Battalion Chief of the BIT to discuss battalion-based training. Develop training session and implement within course schedule.
- Show proof of membership or join at least one professional Chiefs' organization (covered by tuition reimbursement).
- Meet with Health and Safety Officer (HSO) to discuss emergent and non-emergent injuries relative to Firefighter safety. Discuss the Accountability in Management System (AIM) relative for year-to-date Occupational Safety & Health Administration (OSHA) recordable statistics.
- Attend at least one professional seminar or conference (covered by tuition reimbursement).
- Attend one MABAS (Mutual Aid Box Alarm System) Wisconsin Division 109 meeting.
- Volunteer for an ad-hoc department committee to assist with development skill enhancement and project implementation.
- Complete MFD Incident Safety Officer Course.

Reading and Course Assignments:

1. Independent Investigation Report BCFD LODD Recruit Rachel M. Wilson.
2. Milwaukee Fire Department Significant Injury Plan.
3. Develop and present battalion-based training module.

Milwaukee Fire Department
Bureau of Special Operations - EMS
Fire Officer Development Program
Battalion Chief

Within one year of promotion the Battalion Chief will:

Initials/Date

- Discuss with EMS Coordinator the duties and responsibilities of his/her office.
- Review MFD EMS Guidelines.
- Successfully complete Centrelearn module B236, *Medical Staffing at Large Events*.
- Prepare an event plan for BLS, ALS, and PBR for a three-day event.
- Research a citizen concern. Provide follow-up, response, and written documentation of actions.
- Research and provide a minimum two page description of pre-hospital studies performed by the MFD and the impact on EMS overall. Outline new public education programs that relate to a study found.

Milwaukee Fire Department Bureau of Special Operations Fire Officer Development Program Battalion Chief

Within one year of promotion the Battalion Chief will:

Initials/Date

Special Teams

- Discuss with the Battalion Chief - Special Teams, management and documentation procedures that are unique to that position and are in addition to the typical duties of a Battalion Chief.
- Attend a meeting with the Battalion Chief - Special Teams. The nature of the meeting must be of a topic or agenda that reflects regional or state involvement by one or more teams.
 - Provide meeting notes and present information to the Deputy Chief of Special Operations and the Chief. Brief the Chief(s) on the meeting's content, all pertinent details, and their possible impact on the department.
 - Outline any follow-up opinions that the Chief may wish for the Battalion Chief to present on his behalf at any follow-up meetings.

Initials/Date

Office of Homeland Security (OHS)

- Complete the FEMA independent study class, *EOC Role in Community Preparedness, Response and Recovery Activities (IS 275)*.
- Attend an E-Sponder EOC software training program.
- Tour the City of Milwaukee EOC to become familiar with operations.
- Meet with OHS staff to understand the role and operation of the office.
- Meet with UASI and Department of Administration (DOA) staff to understand the general process to apply for, accept, and expend grant funds.

Milwaukee Fire Department
Bureau of Construction and Maintenance
Fire Officer Development Program
Battalion Chief

Within one year of promotion the Battalion Chief will:

Initials/Date

- Read all applicable numbered notices and the complete department Motor Vehicle Guidebook, tour the Bureau of Construction and Maintenance (BCM), interview with the Fire Equipment Repairs Supervisor and successfully complete a take-home assignment provided by the Repairs Supervisor to demonstrate understanding and knowledge of the vehicle service and maintenance procedures applied to all MFD vehicles.

- Read all applicable numbered notices and recognize various employees are represented by different unions, which have different contract provisions (i.e., International Association of Machinists and Aerospace Workers, Local # 510, [most shop personnel] and the Milwaukee Buildings and Trades Union [carpenters]). Meet with Deputy Chief, and complete a take-home assignment provided by him, to demonstrate knowledge and familiarization with requests for services and commodities from department personnel and necessary networking, liaison, and interaction activities with various City of Milwaukee departments, bureaus, and private vendors, as well as the BCM collective bargaining units. The Battalion Chief will demonstrate familiarity with the collective bargaining agreements in force at the time he/she takes this course.

- Read all applicable numbered notices, MFD Rule Book, job descriptions for Fire Captain and Fire Lieutenant, participate in a meeting with the Fire Equipment Repairs Manager, and complete a take-home assignment provided by him, to demonstrate knowledge, skills, and abilities regarding policies and procedures pertaining to department ordering and procurement processes. This will include appropriateness of orders by the Lieutenant and the Captain, knowledge of requisition pathways for completion of order, knowledge and competency in the proper separation of requests, i.e., service versus commodity requests. This will include the ability to perform assessment of need, including practical purpose, etc., rejecting if necessary, knowledge and familiarization with the process of evaluating requests for services and commodities with additional consideration given to budgetary impact, usefulness, and prioritization of needs. The Battalion Chief will also demonstrate the ability to edit, approve, and deny building maintenance and modification requests.

Milwaukee Fire Department
Firefighting Division
Fire Officer Development Program
Battalion Chief

Within one year of promotion the Battalion Chief will:

Initials/Date

- Meet with Car 3 for overview.
- Review the following reading material:
 - MFD Rule Book.
 - MFD Numbered Notices.
 - Current Local 215 Contract.
 - City of Milwaukee Emergency Preparedness Plan.
- Review:
 - Job descriptions of Deputy Chief and Battalion Chief.
 - Emergency service delivery (strategic level).
 - Health and safety.
 - Resource management.
- Review daily activity with a Battalion Chief:
 - Staffing.
 - Challenges of short relief.
- Review Car 3 daily duties and goals.
- Write a two to three page paper on management of new construction and its effect on Firefighter safety.
- Final review with Car 3.

Milwaukee Fire Department

Business & Finance Office

Fire Officer Development Program

Battalion Chief

Within one year of promotion the Battalion Chief will:

Initials/Date

- Schedule an introductory meeting with the Business Finance Manager.
- Research, study, and demonstrate proficiency in electronic time card approval and inventory controls.
- Research operating and capital budgets related to the Battalion Chief's bureau or division.
- Identify and study the guidelines of various grant programs that contribute financial support to the Battalion Chief's bureau's or division's operations.
- Download and study the City of Milwaukee Purchasing Manual Guidelines for Procards, Exceptions to Bid, Service and Commodity purchasing. [<http://mint.milwaukee.gov/ProcurementServices8174.htm>]
- Download and study the City of Milwaukee policies related to travel. [<http://mint.milwaukee.gov/TravelExpenses3961.htm>]
- Watch a Common Council Finance and Personnel or Public Safety Committee meeting on television.
- Demonstrate an understanding of the importance of maintaining and reporting inventories by drafting a three to five page report that identifies the learning experience, challenges encountered, and recommendations for improving the process.
- Meet with the Business Finance Manager to discuss this written report and other closing discussion items.

Milwaukee Fire Department Officer Development Program Completion Sign-off Form

Chief _____ Date: _____

Comments: _____

Assistant Chief _____ Date: _____

Comments: _____

Deputy Chief, BOA _____ Date: _____

Comments: _____

Deputy Chief, BCM _____ Date: _____

Comments: _____

Deputy Chief, BIT _____ Date: _____

Comments: _____

Deputy Chief, BSO {EMS} _____ Date: _____

Comments: _____

Deputy Chief, BSO {SPT/OHS} _____ Date: _____

Comments: _____

Deputy Chief, FFD _____ Date: _____

Comments: _____

Business Finance Mgr. _____ Date: _____

Comments: _____

Milwaukee Fire Department Officer Development Program

Mission Statement

The Milwaukee Fire Department is committed to protecting the people and property within our city. We will be responsive to the needs of our citizens by providing rapid, professional, humanitarian services essential to the health, safety, and well-being of the city.

We will achieve our mission through prevention, education, fire suppression, emergency medical, and other emergency services.

We will actively participate in our community, serve as role models, and strive to effectively and efficiently utilize all of the necessary resources at our command to provide a quality of service deemed excellent by our citizens with "Courage, Integrity, and Honor."

Objective

The Milwaukee Fire Department has a responsibility to prepare its personnel for advancement to the position of company officer. As a first line supervisor, the company officer plays a vital role in the success of the department in achieving its mission of protecting life and property. This Officer Development Program is designed as a means of providing company officers with the knowledge, skills, and abilities required of the position. Furthermore, implementation of the Officer Development Program will essentially raise the level of proficiency, competence, professionalism, and commitment within the department. The Officer Development Program is not only beneficial to the fire department and its personnel, but also it will enable the department to provide a higher level of service to the citizens of the City of Milwaukee.

Vision/Focus

The vision of the Officer Development Program is to provide an educational platform of continual personnel development for new line company officers (Lieutenants and Captains) and management (Battalion Chiefs) personnel. The standards of the curriculum shall identify the performance requirements necessary (NFPA 1021) to perform the duties of a fire officer and specifically identify the following levels of progression.

- General
- Human Resource Management
- Community and Government Relations
- Administration
- Inspections and Investigations
- Emergency Service Delivery
- Health and Safety

The curriculum will coincide with a 24-hour Officer Training Class directed by the Bureau of Instruction and Training. The Chief Officers and manager listed below have each developed a curriculum, inclusive of all areas within their authority, for Lieutenant, Captain, and Battalion Chief, and will work with the officers to complete the courses.

- Chief
- Assistant Chief
- Deputy Chief, Bureau of Administration
- Deputy Chief, Bureau of Construction and Maintenance
- Deputy Chief, Bureau of Instruction and Training
- Deputy Chief, Bureau of Special Operations {EMS Module and Special Teams/Office of Homeland Security Module}
- Deputy Chiefs, Firefighting Division
- Business Finance Manager

Each officer will be given his/her development guide on his/her first appointment with the Chief. The officer will be allowed to keep the development guide and encouraged to reference the guide as a resource tool at the completion of the course.

Compliance Versus Commitment

- Compliance - Following rules and regulations/guidelines. Wearing the PPE that is issued by the department. Wearing seatbelts when a member travels in a department vehicle. Keeping people safe.
- Commitment - Giving 110%. Understand one does not just work in the community; but is a part of the community. One does not just provide service, but is of service. Understand the traditions of the fire department are rich with cultural integrity because of men and women of commitment. Understand that as an officer, one is a pillar in the community and all officers should stand tall in their uniform, stand tall in service and all *Company Officer Development* should be directed toward succession planning.

Suggestions for Course Material

- Presentation by staff members
- Fire ground tactics and strategies
- Emergency scene decisions
- Building construction
- Emergency medical services
- HazMat
- Arson detection
- Technical training
- Administration
- Dispatch
- Leadership - fire service issues
- Skill enhancement
- Conflict resolution
- Team building
- Communication
- Project implementation
- Community partnership
- Project development - outreach
- Personal dynamics
- Book reports
- Research papers
- Job coach
- Safety
- Customer service

Training Records

Maintaining training records of all individuals of the department is important to our commitment towards department company officers. This information will be recorded to insure training objectives are met, and compliance per NFPA, in case of serious injury or LODD to any member of the department.

Course Curriculum

The courses for Lieutenants, Captains and Battalion Chiefs will take six months (Lieutenant), nine months (Captain), or twelve months (Battalion Chief) to complete. The training curriculum at each course level will be inclusive of the last level. Participants are allowed to complete their training on duty and schedule appointments with department personnel through their respective superior officer. Participants are

encouraged to schedule their appointments in conjunction with non-training periods of the training calendar. Participants may attend courses off duty; however, no compensation will be allowed for off-duty classes. On completion of modules, the appropriate manager will sign off. Participants will submit final documentation to the Deputy Chief of the Bureau of Instruction and Training for recording.

DH/MJ/jb
Officer Development\GeneralOutline

Milwaukee Fire Department
Chief's Office
Fire Officer Development Program
Captain

Within nine months of promotion the Captain will:
Demonstrate an understanding of leadership in the fire service.

Initials/Date _____ _____ _____ _____
--

- Initial meeting with the Chief about the program.
- Read two books on leadership:
 - *Emotional Intelligence* by Daniel Goleman.
 - *From Buddy to Boss* by Chase Sargent.
- Write a three-page paper on each book incorporating your experiences with the major concepts of the book.
- Follow up meeting with the Chief on the written assignments.

Milwaukee Fire Department

Assistant Chief's Office

Fire Officer Development Program

Captain

Within nine months of promotion the Captain will:

Initials/Date

- Meet with the Assistant Chief for a one-hour introductory discussion on firefighter safety, sick and injury leave, cultural competency, and employee relations.
- Read/review the packet of reading material provided to you by the Assistant Chief.
- Meet with an ISO to discuss position responsibilities and daily activities.
- Review race/gender and sick leave/injury leave statistics for the department.
- Meet with a principal officer of Local 215 to discuss the Governance Committee (i.e., topics discussed, benefits, location and frequency of meetings, accomplishments).
- Meet with the alderperson representing your engine house district. Discuss the varied services provided by the department and address questions or concerns.
- Complete a one-page written paper. Topic choices will be provided by the Assistant Chief.
- Meet with the Assistant Chief for a one-hour closing discussion.

Milwaukee Fire Department Bureau of Administration Fire Officer Development Program Captain

Within nine months of promotion the Captain will:

Initials/Date

- Meet with Deputy Chief to discuss the Captain's role within the department.
- Complete the NFA online course "*National Fire Incident Reporting System (NFIRS) 5.0 Self-Study (Q494)*." This course provides an overview of the detailed tracking of fire, emergency, and related incident responses. The information that can be recorded in NFIRS can be used to: track current workloads, develop response metrics and statistics, and help with current asset management; provide a basis for identifying, developing and implementing new programs, or redirect existing programs; generate and support data that may justify the acquisition of additional resources; and help reduce the needless loss of life and property in both the Captain's jurisdiction and throughout the United States.
- Complete TeleStaff module, which includes meeting with Data Base Specialist.
- Complete FMLA module.
- Complete contract module.
- Meet with Deputy Chief to review modules.

Milwaukee Fire Department

Bureau of Instruction and Training

Fire Officer Development Program

Captain

Within nine months of promotion the Captain will:

Initials/Date

- Meet for one hour with the Deputy Chief to discuss how the BIT can and does help Captains support the mission of the department.

- Meet with the Captain of the BIT to discuss company officers' training and development. Discuss strategies for maximizing attendance of personnel and how training cycles are put together and scheduled.

- Meet with Community Relations Director and review the 21 current community relations programs. Discuss various fire prevention programs, safety information, parades, special events, community partnerships, and logistical support from outside agencies.

- Meet with the Survive Alive House Director and review the relationship with Milwaukee Public Schools (MPS) and the 1400 children that attend the Survive Alive House each year. Attend a Foundation for Milwaukee Fire Education Center, Inc. meeting and review operational procedures relative to theatrical equipment, building upgrades, and capital improvements.

- Meet with Vehicle Operations Training Coordinator (VOTC) and discuss company officers' responsibilities:
 1. NFPA 1002, NFPA 1500
 2. State laws (authorized emergency vehicle, insurance laws, motorist responsibilities)

- Complete the IS800A course online.

Reading and Course Assignments:

1. Recommend attendance at MFD Incident Safety Officer Course.
2. Develop and present battalion-based training module.
3. Identify three training sessions that have occurred within the past two years that are in compliance with the "Training Required by Law Project."

Milwaukee Fire Department
Bureau of Special Operations - EMS
Fire Officer Development Program
Captain

Within nine months of promotion the Captain will:

Initials/Date

- Attend meetings with EMS Captain(s) to learn the duties and responsibilities of each, and prepare a written document detailing duties and responsibilities of each EMS Captain.

- Review MFD EMS Guidelines.

- Successfully complete Centrelearn modules B242 *Avian Influenza* and B272 and B273, parts one and two of *Pandemic Influenza*. Provide written recommendations for SOG revisions in communicable disease exposure control to incorporate education received.

- Research multi-casualty incident operations. Provide written recommendations for MFD operations that are NIMS compliant.

Milwaukee Fire Department
Bureau of Special Operations
Fire Officer Development Program
Captain

Within nine months of promotion the Captain will:

Initials/Date

Special Teams

- Attend one session of a special team’s monthly training.
- Discuss with directors of each team, the management and documentation procedures that are unique to special team Captains and are in addition to the typical duties of a Captain.
- Prepare an outline for the response considerations and actions of each of the special teams from the point of view as an incident commander (Operations Chief position in MFD ICS). List specific examples of the types of incidents where special team response should be requested.

Initials/Date

Office of Homeland Security (OHS)

- Complete the Emergency Management Institute FEMA Independent study course *Leadership and Influence (IS-240)*.
- Tour the City of Milwaukee EOC and view a demonstration of E-sponder EOC management software program.
- Meet with OHS staff to become familiar with government operations and grants (City Hall, Room 605).
- Tour City Hall and receive an overview of city structure (e.g., Common Council, committees).

Milwaukee Fire Department
Bureau of Construction and Maintenance
Fire Officer Development Program
Captain

Within nine months of promotion the Captain will:

Initials/Date

- Read all applicable numbered notices and department Motor Vehicle Guidebook, review the DVD describing proper service procedures, and meet with and complete a take-home assignment provided by the Fire Equipment Repairs Supervisor, to demonstrate knowledge and proficiency regarding service and maintenance procedures applied to all department vehicles. Knowledge to include documentation of abilities regarding vehicle maintenance, which comprises inspection needs, as well as recognizing and implementing repairs when needed, either in quarters or if necessary, with BCM intervention.

- Read all applicable numbered notices, the job description for Fire Captain, and the MFD Rule Book, participate in a meeting, and complete a take-home assignment provided by the Fire Equipment Repairs Manager to demonstrate knowledge of the ordering policies and supervising procedures for the safekeeping and maintenance of the perpetual vehicle and company quarters inventory.

- Read the job descriptions for Fire Captain, Fire Lieutenant and Heavy Equipment Operator, the MFD Rule Book, numbered notices, and successfully complete a take-home assignment provided by the Deputy Chief to demonstrate knowledge and familiarization with responsibilities and authority possessed by the House Captain and responsibilities and authority possessed by a Unit Captain. Demonstrate full knowledge of periodic inspection and documentation procedures.

- Read job description for Fire Captain and the MFD Rule Book, meet with the Fire Equipment Repairs Manager, and successfully complete a take-home assignment provided by him to demonstrate knowledge regarding all aspects of fire station building maintenance. Knowledge demonstrated will include the ability to ascertain long-term repair necessity, and when to seek intervention from BCM to alleviate building deficiencies or to affect repairs.

Milwaukee Fire Department
Firefighting Division
Fire Officer Development Program
Captain

Within nine months of promotion the Captain will:

Initials/Date

- Meet with Car 3 for overview.
- Review the following reading material:
 - MFD Rule Book.
 - MFD Training Manual.
 - MFD Numbered Notices.
 - *The 10 Rules of Engagement for Structural Fire Fighting* (ICHIEFS Health and Safety Committee, August, 2001).
- Discussion with Battalion Chief of overall supervisory methods that are employed by the Captain.
- Ride-along with ISO to learn that position and its value.
- Complete a maximum two-page report on Captain's position on risk assessment and when does the Captain commit a company to top side ventilation.
- Meet with Car 3 for final review of written assignment. Car 3 will also explain the expectations for acting as Battalion Chief and give overview of this position.

Milwaukee Fire Department
Business & Finance Office
Fire Officer Development Program
Captain

Within nine months of promotion the Captain will:

Initials/Date

- Schedule an introductory meeting with the Business Finance Manager.
- Research and study internal numbered notices related to time cards and inventory controls.
- Demonstrate proficiency in entering, editing, and approving employee time records in CityTime through training and practice.
- Download and study the City of Milwaukee Purchasing Manual Guidelines for Procards, Exceptions to Bid, Service and Commodity Purchasing. [<http://mint.milwaukee.gov/ProcurementServices8174.htm>]
- Demonstrate an understanding of the importance of maintaining and reporting inventories by drafting a three to four page report that identifies the learning experience, challenges encountered, and recommendations for improving the process.
- Submit to the Business Finance Manager no later than one week before the Captain's final scheduled meeting, a report outline of the benefits, challenges, and recommendations for improving this officer development program.
- Meet with the Business Finance Manager to discuss these written reports and closing discussion items.

Milwaukee Fire Department Officer Development Program Completion Sign-off Form

Chief _____ Date: _____

Comments: _____

Assistant Chief _____ Date: _____

Comments: _____

Deputy Chief, BOA _____ Date: _____

Comments: _____

Deputy Chief, BCM _____ Date: _____

Comments: _____

Deputy Chief, BIT _____ Date: _____

Comments: _____

Deputy Chief, BSO {EMS} _____ Date: _____

Comments: _____

Deputy Chief, BSO {SPT/OHS} _____ Date: _____

Comments: _____

Deputy Chief, FFD _____ Date: _____

Comments: _____

Business Finance Mgr. _____ Date: _____

Comments: _____

Milwaukee Fire Department Officer Development Program

Mission Statement

The Milwaukee Fire Department is committed to protecting the people and property within our city. We will be responsive to the needs of our citizens by providing rapid, professional, humanitarian services essential to the health, safety, and well-being of the city.

We will achieve our mission through prevention, education, fire suppression, emergency medical, and other emergency services.

We will actively participate in our community, serve as role models, and strive to effectively and efficiently utilize all of the necessary resources at our command to provide a quality of service deemed excellent by our citizens with "Courage, Integrity, and Honor."

Objective

The Milwaukee Fire Department has a responsibility to prepare its personnel for advancement to the position of company officer. As a first line supervisor, the company officer plays a vital role in the success of the department in achieving its mission of protecting life and property. This Officer Development Program is designed as a means of providing company officers with the knowledge, skills, and abilities required of the position. Furthermore, implementation of the Officer Development Program will essentially raise the level of proficiency, competence, professionalism, and commitment within the department. The Officer Development Program is not only beneficial to the fire department and its personnel, but also it will enable the department to provide a higher level of service to the citizens of the City of Milwaukee.

Vision/Focus

The vision of the Officer Development Program is to provide an educational platform of continual personnel development for new line company officers (Lieutenants and Captains) and management (Battalion Chiefs) personnel. The standards of the curriculum shall identify the performance requirements necessary (NFPA 1021) to perform the duties of a fire officer and specifically identify the following levels of progression.

- General
- Human Resource Management
- Community and Government Relations
- Administration
- Inspections and Investigations
- Emergency Service Delivery
- Health and Safety

The curriculum will coincide with a 24-hour Officer Training Class directed by the Bureau of Instruction and Training. The Chief Officers and manager listed below have each developed a curriculum, inclusive of all areas within their authority, for Lieutenant, Captain, and Battalion Chief, and will work with the officers to complete the courses.

- Chief
- Assistant Chief
- Deputy Chief, Bureau of Administration
- Deputy Chief, Bureau of Construction and Maintenance
- Deputy Chief, Bureau of Instruction and Training
- Deputy Chief, Bureau of Special Operations {EMS Module and Special Teams/Office of Homeland Security Module}
- Deputy Chiefs, Firefighting Division
- Business Finance Manager

Each officer will be given his/her development guide on his/her first appointment with the Chief. The officer will be allowed to keep the development guide and encouraged to reference the guide as a resource tool at the completion of the course.

Compliance Versus Commitment

- Compliance - Following rules and regulations/guidelines. Wearing the PPE that is issued by the department. Wearing seatbelts when a member travels in a department vehicle. Keeping people safe.
- Commitment - Giving 110%. Understand one does not just work in the community; but is a part of the community. One does not just provide service, but is of service. Understand the traditions of the fire department are rich with cultural integrity because of men and women of commitment. Understand that as an officer, one is a pillar in the community and all officers should stand tall in their uniform, stand tall in service and all *Company Officer Development* should be directed toward succession planning.

Suggestions for Course Material

- Presentation by staff members
- Fire ground tactics and strategies
- Emergency scene decisions
- Building construction
- Emergency medical services
- HazMat
- Arson detection
- Technical training
- Administration
- Dispatch
- Leadership - fire service issues
- Skill enhancement
- Conflict resolution
- Team building
- Communication
- Project implementation
- Community partnership
- Project development - outreach
- Personal dynamics
- Book reports
- Research papers
- Job coach
- Safety
- Customer service

Training Records

Maintaining training records of all individuals of the department is important to our commitment towards department company officers. This information will be recorded to insure training objectives are met, and compliance per NFPA, in case of serious injury or LODD to any member of the department.

Course Curriculum

The courses for Lieutenants, Captains and Battalion Chiefs will take six months (Lieutenant), nine months (Captain), or twelve months (Battalion Chief) to complete. The training curriculum at each course level will be inclusive of the last level. Participants are allowed to complete their training on duty and schedule appointments with department personnel through their respective superior officer. Participants are

encouraged to schedule their appointments in conjunction with non-training periods of the training calendar. Participants may attend courses off duty; however, no compensation will be allowed for off-duty classes. On completion of modules, the appropriate manager will sign off. Participants will submit final documentation to the Deputy Chief of the Bureau of Instruction and Training for recording.

DH/MJ/jb
Officer Development\GeneralOutline

Milwaukee Fire Department
Chief's Office
Fire Officer Development Program
Lieutenant

Within six months of promotion the Lieutenant will:
Demonstrate an understanding of leadership in the fire service.

Initials/Date

- Initial meeting with the Chief about the program.
- Read one book on leadership:
 - *From Buddy to Boss* by Chase Sargent.
- Write a five-page paper on the book incorporating your experiences with the major concepts of the book.
- Follow up meeting with the Chief on the written assignment.

Milwaukee Fire Department
Assistant Chief's Office
Fire Officer Development Program
Lieutenant

Within six months of promotion the Lieutenant will:

Initials/Date

- Meet with the Assistant Chief for a one-hour introductory discussion on firefighter safety, sick and injury leave, cultural competency, and employee relations.
- Read/review the packet of reading material provided to you by the Assistant Chief.
- Review the F-149 and F-149A. Contact the MFD receptionist (Bureau of Administration at extension 8948) and discuss common mistakes made with those forms.
- Review race/ gender and sick leave/injury leave statistics for the department.
- Meet with a principal officer of Local 215 to discuss the Governance Committee (i.e., topics discussed, benefits, location and frequency of meetings, accomplishments).
- Complete a one-page written paper. Topic choices will be provided by the Assistant Chief.
- Meet with the Assistant Chief for a one-hour closing discussion.

Milwaukee Fire Department
Bureau of Administration
Fire Officer Development Program
Lieutenant

Within six months of promotion the Lieutenant will:

Initials/Date

- Meet with Deputy Chief to discuss the Lieutenant’s role within the department.
- Complete the NFA online course “Fire Service Supervision (Q318).” This course aims to give supervisors in the fire service some fundamental notions and attitudes on stress management, time management, interpersonal communications, motivation, counseling, conflict resolution, and group dynamics. The course relies heavily on learning activities embedded throughout the text to encourage the learner to be involved actively with the content, not just read the text from cover to cover and take a final exam.
- Complete TeleStaff module, which includes meeting with Data Base Specialist.
- Complete FMLA module.
- Complete contract module.
- Meet with Deputy Chief to review modules.

Milwaukee Fire Department

Bureau of Instruction and Training

Fire Officer Development Program

Lieutenant

Within six months of promotion the Lieutenant will:

Initials/Date

- Meet for one hour with the Deputy Chief to discuss how the BIT can and does help Lieutenants support the mission of the department.

- Meet with the Training Instructors of the BIT to discuss firefighting training and development, including state certification, Firefighter 1 and Firefighter 2 courses. Discuss training objectives (outlined in back of Training Manual) and how the company should meet those objectives monthly. Discuss probationary training and company officers' responsibilities.

- Meet with Vehicle Operations Training Instructor (VOI) and discuss company officers' responsibilities:
 - Modular qualifications
 - Special equipment driver/operator qualifications
 - Apparatus placement
 - Apparatus safe operations
 - Engine - driver/operations
 - Truck - driver/operations
 - Water supply concerns with greater alarms

- Meet with the Project Staying Alive Director. Discuss partnerships with Milwaukee Public Schools (MPS), Children's Hospital of Wisconsin, and Project Ujima, for anger management/conflict resolution techniques to help reduce violent injuries within MPS. Research anger management in MPS and write a three-page paper on how the MFD can assist in the above topic areas, in cooperation with the Safe Schools/Healthy Student Initiative.

- Attend a Health and Safety Committee meeting. Develop a presentation for company members and explain the committee's organizational structure. Define the benefits to the department and members. Identify specific recommendations, including training needs at the Lieutenants' level. Explain how training will be implemented.

- Complete the IS700 course online.

Reading and Course Assignments:

1. Safe Schools/Healthy Student Initiative - Milwaukee Public Schools.
2. Develop and present company-based training program.
3. Reading Assignment (TBD).

Milwaukee Fire Department
Bureau of Special Operations - EMS
Fire Officer Development Program
Lieutenant

Within six months of promotion the Lieutenant will:

Initials/Date

- Complete a patient care record in accordance with the applicable department EMS SOGs, to be reviewed by BSO staff.
- Review MFD EMS Guidelines.
- Successfully complete Centrelearn modules B246 on *Ethics for EMS Providers* and B245 *Patient Care Record Essentials*.
- Participate in a ride-along with MED personnel, to include completing patient care reports, fire company interaction with ALS, and documenting the observation.
- Meet with EMS Captain(s) to discuss officer and company expectations at EMS incidents and EMT refresher.
- Research and prepare a written document on the requirements of members in a fire company to obtain and maintain a State of Wisconsin EMT-Basic license.

Milwaukee Fire Department
Bureau of Special Operations
Fire Officer Development Program
Lieutenant

Within six months of promotion the Lieutenant will:

Initials/Date

Special Teams

- Review all MFD Numbered Notices and Standard Operating Procedures regarding first responding company operations at incidents requiring special team(s) intervention.
- In consultation with the team directors, create a written inventory of special teams' apparatus/vehicles with descriptions of all unique and specialized equipment.
 - Discuss with team members the uses and needs for this equipment. Include this information on the inventory sheets.
- Prepare an outline of response guidelines for first-responding officers. Include special information and actions that would aid the special teams on arrival at the incident scene.

Initials/Date

Office of Homeland Security (OHS)

- Complete the Emergency Management Institute FEMA independent study course *Effective Communication (IS-242)*.
- Tour the City of Milwaukee EOC and discuss the EOC activation procedure.
- Meet with OHS staff to review the role of the Urban Area Security Initiative grant program (City Hall, Room 605).

**Milwaukee Fire Department
Bureau of Construction and Maintenance
Fire Officer Development Program
Lieutenant**

Within six months of promotion the Lieutenant will:

Initials/Date

- Read all applicable numbered notices, department Motor Vehicle Guidebook, review a DVD describing proper service procedures, meet with the Fire Equipment Repairs Supervisor, and successfully complete a take-home assignment provided by him to demonstrate knowledge and proficiency regarding service and maintenance procedures applied to all MFD vehicles. Knowledge to include documentation of abilities regarding vehicle maintenance, which includes inspection needs as well as recognizing and implementing repairs when needed, either in quarters or if necessary, with BCM intervention.

- Read all applicable numbered notices, MFD Rule Book, the job descriptions for Fire Captain and Fire Lieutenant, and successfully complete a take-home assignment to demonstrate knowledge and understanding of the ordering policies and supervising procedures for the safekeeping of the perpetual vehicle and quarters' inventory. Knowledge and proficiency shall include the proper understanding of which responsibilities can be performed at the Lieutenant level and which must be elevated to the Captain for resolution.

- Read all applicable numbered notices, the MFD Rule Book, and successfully complete a take-home assignment provided by the Deputy Chief to demonstrate understanding of equipment and supply ordering, weekly vehicle inspection needs, weekly inspection documentation, and report submission.

- Read all applicable numbered notices, the MFD Rule Book, and the job descriptions for Fire Captain and Fire Lieutenant, complete a take-home assignment, and meet with the Deputy Chief to demonstrate knowledge, skills, and abilities in all aspects of fire station building maintenance. Knowledge demonstrated will include the ability to ascertain long-term repair necessity and when advisable and necessary to seek intervention from the Captain, according to MFD rules, policies, and procedures. The Lieutenant will also be able to recognize when BCM staff should be enlisted to alleviate building deficiencies or to affect repairs.

Milwaukee Fire Department
Firefighting Division
Fire Officer Development Program
Lieutenant

Within six months of promotion the Lieutenant will:

Initials/Date

- Meet with Car 3 for overview.
- Review the following reading material:
 - MFD Rule Book.
 - MFD Numbered Notices.
 - MFD Training Manual.
- Discussion with Battalion Chief of overall supervisory methods to be employed by the Lieutenant.
- Upon completion of discussion with Battalion Chief, a two page written overview must be submitted to Car 3. It will contain important points that the Lieutenant will follow as it relates to these topics and the Lieutenant's expectations for his/her company.
- Meet with Car 3 for final review of written assignment.

Milwaukee Fire Department
Business & Finance Office
Fire Officer Development Program
Lieutenant

Within six months of promotion the Lieutenant will:

Initials/Date

- Schedule an introductory meeting with the Business Finance Manager.
- Research and study internal numbered notices related to time cards and inventory controls.
- Demonstrate proficiency in entering, editing, and approving employee time records in CityTime through training and practice.
- Demonstrate an understanding of the importance of maintaining and reporting inventories by drafting a two to three page report that identifies the learning experience, challenges encountered, and recommendations for improving the process.
- Meet with the Business Finance Manager to discuss this written interim report and closing discussion items.

Milwaukee Fire Department Officer Development Program Completion Sign-off Form

Chief _____ Date: _____

Comments: _____

Assistant Chief _____ Date: _____

Comments: _____

Deputy Chief, BOA _____ Date: _____

Comments: _____

Deputy Chief, BCM _____ Date: _____

Comments: _____

Deputy Chief, BIT _____ Date: _____

Comments: _____

Deputy Chief, BSO {EMS} _____ Date: _____

Comments: _____

Deputy Chief, BSO {SPT/OHS} _____ Date: _____

Comments: _____

Deputy Chief, FFD _____ Date: _____

Comments: _____

Business Finance Mgr. _____ Date: _____

Comments: _____
