May 7, 2008

A research project submitted to the Ohio Fire Executive Program

Lancaster, Ohio, 43130
1596 East Main Street
Lancaster Fire Department
Lieutenant
Kennis Lee Downhour

Revising the Lancaster Fire Department's Organizational Structure
I hereby certify that the following statements are true:

CERTIFICATION STATEMENT

[Student's Name]

Date: [Date]

Signature:
chain of command with proper span of control

create in delegation of duties, fulfilling required and preferred duties, and provide for an intact property. The required duties, These new positions allow for administration to be more

recommendations have been made to create positions and restore present positions to

command has created a void in the span of control as well.

incompletely performed by extra duty personnel. The incomplete chain of

The author documented duties that are required of the department being partially or

How can required duties be delegated throughout the command structure?

4. span of control ratio?

3. What changes to Lancaster Fire Department's structure are required to fulfill an adequate

the department's personnel. A descriptive method of research was used in this study. The author

Research of preeminent published media and standards were completed as well as surveys of

the service and all those please the productively.

structure. The issue of playing "catch up" when it pertains to standing is a common problem in

into account our EMS position of the department as well as filling some gaps in the command

this research study. The study was completed to offer an alternative chain of command that takes

a study of Lancaster Fire Department's Organizational Structure has been completed in

ABSTRACT
TABLE OF CONTENTS

2
ABSTRACT

3
INTRODUCTION

4
STATEMENT OF THE PROBLEM

5
PURPOSE OF THE STUDY

7
RESEARCH QUESTIONS

9
BACKGROUND AND SIGNIFICANCE

11
LITERATURE REVIEW

14
RESULTS

16
FOCUS GROUP SURVEY

19
DISCUSSION

23
RECOMMENDATIONS

24
REFERENCES

25
APPENDIX A - FOCUS GROUP STUDY

27
APPENDIX B - SECOND SURVEY

29
APPENDIX C - NFPA INFORMATION
The purpose of this study was to propose a change in Lancaster Fire Department's
department organization and surveyed personnel to determine Inadequacies and/or reallocations
use in staffing decisions. In this study, the author studied the fire service standards for
organizational chart and provided a report to the administration of Lancaster Fire Department.
The purpose of the study was to propose a change in Lancaster Fire Department's

Purpose of the Study

This study will include descriptive research methodologies. It will attempt to balance the

They must consider filling in the middle when adding personnel to the bottom.

"Here", in order to keep proper span of control, keep control, and qualify succession cycles,

Important issues are. Unfortunately, the issue that arises in this situation is, when in charge

needed positions become the need becomes a problem, they sometimes find themselves leaving

past history. Even when administration integers in becoming proactive by adding personnel to fill

The fire service has been known to take a reactive approach to staffing issues throughout

have expanded the medical personal ranks and created issues in limiting these personnel.

until in service. These advances alone with more stringent training and reporting requirements

advanced the support entire company First Responder Program and put a third full time medic

has nearly doubled from 24 to 45. They have also begun charging for medical runs, developed an

In the last decade the number of assisted medical personnel at Lancaster Fire Department

Implementation of the Problem

INTRODUCTION
3. What changes to the Lancaster Fire Department's structure are required to fulfill an adequate span of control ratio?

2. How does the EMS portion of the department fit into the organizational structure of the Lancaster Fire Department?

1. What is the organizational structure best suited for the Lancaster Fire Department needs?

The following questions are answered by this descriptive research project:

Research Questions

- More than eight spans of control are required, if the authority's intention to present alternatives to the present organization and offer a
BACKGROUND AND SIGNIFICANCE

...
managable activity for the service. EMR has become a reality for the majority of the

depends in the 1970s and early 1980s about whether emergency medical services (EMS) were

into the "police and EMS service. (Colman & Crumley, 1988 p. 347) accompanied by lengthy

were of interest to the research subject. Chief Colman details the evolution of the "police service"

"Managing the Service" (1988) by Colman and Crumley. In this book several sections

organization are provided with illustrations of each position.

completing the department are explained fully. Multiple illustrations of departments

level of responsibility are discussed throughout the book and the position that each level plays in

understanding of how each piece plays a vital part of the organization. Requirements for each

statement above. By dissecting the basic foundation of a department the authors build an

This book covers the requirements for preparing a department as required by the

environment" (Carter & Reynolds, 1969 p. 30)

emerging technological developments and the equally rapid changes of the political and social

and economic resources. Possibly most important they must be flexible to adapt to rapidly

those newer functions that apply to their departments and skills in managing human, physical,

chief's and offices are more than the science leaders. They must also be knowledgeable in all

a standard in the law service for management theory, The authors state, "Clearly, today's fire

"Management in the Service" (1969) by Harry Carter and Lewin Reynolds has become

LITERATURE REVIEW

recent past and mandated training requirements, the duties are becoming unmanageable.

individuals as an additional task to their regular duties. With adding in additional medal in the

The management of the department's EMS system is presently defied to several
The article covers many issues parallel to the fire service including understanding and instillations. Yet few organisations know the term or are willing to admit any hint to the number of people they can directly oversee. Few organisations like the military, government agencies, and educational institutions employ in large organisations like the military, government agencies, and educational institutions. (Hernández, 2001, 2001) Span of control is widely taught in management schools and widely adopted by practice from the business world, with both public and private organisations. The article discusses the span of control (Entrepreneur Magazine, January 2001, Hernández). This article discusses the span of control and workers' sophisticated technologies; recognition of multiple causes and effects; and a distinct overlap of federal, state, and local laws. Today's organisation contacts with the traditional one. It finds that managing members of the department in a way that is not traditional to the fire service and acceptance of change. Human relations are taken into account for the purpose of process of progressing into a present-day status. The authors of this book explain management issues in dealing with personnel changes. Incident handling by a typical fire department are EMS, role. This section of the book discusses the incident handling by a typical fire department are EMS, role.
People will be supported through the change.

There will be no going back.

All members can get involved in the change.

We are serious about the change.

organized, send a message to all members of the service that,

(Raymond, 2004) "There will be a broad approach to change and suggestion will, it will

... the author, through his research, offers a proven approach to change. Some services and single initiatives poorly planned change programs may therefore fail due to "... the understanding of the current momentum and behavior patterns will be very difficult to achieve in the article points to change acceptance more than just organizational change. (Raymond, 2004)

British decent considering the spelling difference noted in the title and article. The content of Right from the start of this article questions arise as to his origins. The author is obviously of "The Service Organizational Change – too hot to handle? (Frie, March, 2004) By Richardson

This reading served as a template for developing a department into the dual role of the

Inmune", "

Frequency and complexity of components. The officers’ professional development will be the stations working on the occasion. The alarm has vanished in most departments. The integrated fire/EMS department will be continuous. The image of firefighters looking around the mergers are discussed in detail (Lowie, 2005) "The demands of being a leader in an and EMS services. Steps required to develop officers on either side of the service to prepare for
and operations. The standards are used to develop a department to meet expected standards of safety.

Several NFPA references were reviewed for this study. The pertinent excerpts can be

Reinforce the development of a culture of safety in an organization.

of safety does not guarantee the elimination of all safety issues. However, safety resources can
required to provide the needed positions. (Daniels, 2002) "Declaring resources to the function

to dedicate positions to the Assistant Chief, Daniels study was able to prove the additional funds

The role of this article clearly asks does your department value the additional safety enough

expanded to fill a health and safety officer for the department

in the past five years. Further duties of this position during non-emergency times were

Safety has contributed to a 70% decrease in the ground injuries in the Seattle Fire Department

Implementation of a dedicated safety officer was recorded. (Daniels, 2001) "This utilization of

a safety officer in a department. In this study, a decrease in the ground injuries after the

Prevention 2002) By Daniels of the Seattle Fire Department discusses the concept of a dedicated fire

"When Does Your Organizational Chart Say About Safety?" (Firehouse Magazine)
Topics for questions included: How much time is spent preserving, the ability to perform the
department has for a training officer and the amount of time required to perform the duties.
Lancaster is on Medic 3, as a medic. This interview was chosen to research the present needs the
presumably performing the duties of training officer on an extra-duty basis. His official position at
Marin is Firefighter/Paramedic. Steve
The author completed interviews through a third researcher, Firefighter/Paramedic Sheve
organization and positional duties.
Research of the National Fire Protection Administration manuals provided guidelines for
from local libraries, department records, the internet and a trip to the National Fire Academy.
Data collection continued the process of researching this issue. Information was gathered
needed improvements.
selected were chosen to decide what the organizational chart of Lancaster Fire Department
questions were found and narrowed to the questions researched in this paper. The questions
Development of the project began with producing questions for the project. Many
organizational structure and define what positions may be lacking.
could use improvement. From the discussions the decision was made to research the
members during the evaluation. A consensus was developed on two key issues the department
discussion was held with the chief staff of the department, union officials, and the department
for study that would provide assistance to remedy actual issues the department had been facing.
interviews with the administrative staff. The evaluation was completed in order to supply a hope
report was completed. This evaluation included a review of department procedures and
in the beginning of the process for this study, an evaluation of issues the department is

PROCEDURES
Seventy-five of the ninety-five members completed surveys, marking the survey group 79% of

the group. The surveys were hand delivered to each recipient to expedite and ensure participation.

In Appendix B, in this survey, the author attempted to use the entire department as the study

The second survey was developed from the first survey hypothesis. A sample can be seen

survey and a summary of the answers can be found in Appendix A. Questions were open-ended to obtain input to develop the second survey. The focus group sample of the department, as well as individuals from all sections of the department, making the sample group 20% of the department. A mixture of ranks was used to create a broad

sample of the department, Northern of the ninety-five members were given the focus survey.

A sample of the department, Northern of the ninety-five members were given the focus survey, individuals selected individuals from the department. The group was selected from the members as

Department personnel as subjects. The first survey was a focus group survey which included

two surveys were conducted with this project. Both surveys used Lancaster Fire

expected duties of each position.

office. The interview was one hour long with questions such as sitting of his department and

information on his department during an interview conducted at the Ohio State Fire Marshal’s

Assistant Chief Robert Bales from Madison Township Fire Department provided

conformation with a Central Ohio First Prevention monthly meeting and training.

requirements for future reporting of Right to Know. Conforming education, these interviews were in

needs for reporting emergency medical service (EMS) training, quality assurance, and the

the Ohio Department of Public Safety. The purpose of these interviews were to establish the

additional interviews were conducted with Don O’Riordan and John Koncius from

manner:

position an extra duty, and are department needs being met by filling this position in this

12
document the efficiency of the planning and implementation of the process.

of command. Special meetings and training were also attended through out the study to
organization. Special attention was needed to communications and work assignment in the chain
pertained to specialized positions in the department and followed processes through the
Personal observations were also a part of the data collection. The author noted issues that
the department
HMS span of control issues and Engine House One's company spanning to radio being short on the personnel was answered with a simple no by 30% of the respondents. The remainder discussed personnel number three, Do you see any issues with the "span of control" for Company (40 hour officers) was brought into the arena.

The overall consensus was issues with HMS chain of command and distribution of work were raised as concerns. An interesting comment on the inability to complete projects due to lack of non-company officers.

The Department due to the organizational structure, was a sounding board for several issues.

Question number two, What if any, difficulties have you experienced at the Lancaster

the position between assistant chief and captain,

needed with 40% suggesting a combination of both. The respondents were split on the rank of the respondents expressed the need for an HMS officer. 70% seized that a ranking officer is any position in our organizational structure missing at Lancaster Fire Department, 100% of

Question number one asked for input on perceived missing positions. Do you feel there of concern established.

In-depth information prevailed in the study. A summary of the answers was compiled and areas of concern presented to the study. The author chose this format to allow the respondent the freedom to

In the initial survey (survey 1, see appendix A) nineteen members were surveyed with

Focus Group Survey

RESULTS
To suggest an additional training officer assigned on each crew.

Answered by the majority as it should be a forty hour position. Additional comments were made.

Question number seven. How should the duties of Training Officer be filled was part time position.

However, suggestions were made that the TACG Job is still unable to be performed correctly as a full time position. However, the implementation of our present training academy coordinator (TAC) has been improved with the introduction of our present training academy coordinator (TAC). This is also expressed as for documentation, the concerns was, the advantage of specialized training due to lack of personnel was a majority concern. The inability to take overall concern for training capability was expressed in several replies. The majority of the concerns due to training documentation, availability, or quality, presented quite a few issues. An officer asks, Have you experienced or witnessed (previously or in the past) any problems or concerns with the FMS system or a similar module on each unit was added.

A suggestion to further extend the FMS chain to a second module on each unit was added. Respondents suggested an FMS chain or captain with each crew having an appointed FMS assistant. Respondents expressed a lack of FMS chain of command. The majority of the respondents expressed a lack of FMS chain of command. The majority of the respondents expressed a lack of FMS chain of command. When improvements to the FMS organizational structure would you suggest as sufficient?

Question number five. Do you feel the company level ELMU supervisor is sufficient as well. as public education by on crew personnel, allow the officer to operate in this role were noted. Company inspections were suggested as well.

For additional personnel to complete the tasks required. Suggestions to increase inspections to restating the by 100% of the respondents. The majority of the respondents see a definite need for organizational chart, and how would that best be done was answered with a definite need for.

Question number four. Is there a need for restructuring of the fire prevention.
Question number eight, how should the duties of Medical Operations Officer be filled?

Question number nine, we have discussed an EMS officer position in the past. At what rank should that position be filled if it were instituted? 70% of the respondents felt an assistant chief would be appropriate, with the remainder choosing a captain.

Question number ten, considering the last three questions, what qualifications should be required for the positions discussed? Although it was understood that this would be a civil service test and some restrictions as to the qualifications requirements could not be made, many suggestions were made. Most respondents felt the officers in question should have ten years service, paramedic, EMS and/or fire instructor and management/assistant training. It was suggested that a reasonable amount of time could be afforded after promotion to these positions to obtain the requirements.

Survey Two

In this survey an attempt to reach the entire department was made. Sixty-five of ninety-five members responded, for a participation rate of 68%. Figures 1 through 3 state the demographics of members surveyed.
The remainders of the answers are recorded as percentages of respondents shown in

**Figure 3: EMS Level of Training**

**Figure 2: Department Positions Surveyed**

**Figure 1: Years of Service**
Figure 4: Organizational Questions

4. If Lancaster Public Schools were to create a new officer's position, which one would be the most important one to add? EHS Officer 7 Officer Training Officer 8 Other.

5. When rank should the new officer have? P2 LA 32 Captain 42 A/C 22.

6. When required training or certification should an EHS officer have before being

7. When training or requirements should an EHS officer have to perform the duties of the

8. When training or requirements should an administrative officer have to perform the duties of the

9. When training or requirements should an administrative officer have to perform the duties of the

10. Should there be a designated non-supervising officer per crew? Yes 48 No 52.

11. Should there be a designated EHS officer per crew? Yes 48 No 52.

12. Is there a need for a continuous EHS chain of command from field level through the

13. Would changes in department training do you think is needed? (Check all that apply) Officer? Yes 80 No 20.

14. Years of more service 25 years or more 75 40 years or more 75 EHS 10 years or more 75 EHS Management Training 10 years or more 75 EHS Management Training 10 years or more 75 EHS Management Training 10 years or more 75 EHS Management Training.
Work through a system of emergency management

Prevent or mitigate fires, injuries, and emergencies

Save lives

Service oriented programs and procedures to accomplish the following:

Emergency services the community requires. (NFPA 1201, 2004). The FSO provides customer satisfaction services the community requires. The NFPA standards states the department and a requirement to meet national standards. The NFPA standards states the additional supervision and a complete chain of command is certainly a desire of this department.

Incidents handled by a typical fire department are EMS related.

Departments in the United States, today between half to three-quarters of the emergency services and positions (Coelman & Greenha, 1998, p. 347) are accompanied by leadership decisions in the 1970's and early 1980's about whether emergency medical services (EMS) were an appropriate activity for the service, EMS has become a reality for the majority of the service and positions. (Coelman & Greenha, 1998, p. 347).

We have become a dual model service in the last three decades that will require additional rapid changes of the political and social environment.

They must be flexible to adapt to rapidly changing technological developments and the equally skilled in maintaining human, physical, and economic resources. Possibly most important, they must also be knowledgeable in all those newer functions that apply to their departments. (Coelman & Greenha, 1998, p. 347).

The studies showed a sound need for EMS restructuring to bring the Department in survey two. The studies showed a sound need for EMS restructuring to bring the Department into survey two. The studies showed a sound need for EMS restructuring to bring the Department into survey two. The studies showed a sound need for EMS restructuring to bring the Department into survey two. The studies showed a sound need for EMS restructuring to bring the Department into survey two.

The focus group surveys concluded us on several issues in the Lancaster fire department. What was interesting was the laundry list of concerns with the opinions of the entire discussion.
between management and workers.

Sophisticated technologies, recognition of multiple cause and effects, and a digital overlay leads to have educated career employees, complex and intelligent tasks, electronic and other faces of the job. Further contributions of the needs are found in the research information.

The EMS officer would need to be versatile in today's services. The members of this size and complexity required to accomplish its mission.

NFPa 1201, 2004, section 4.2, section 4.2 (NFPa 1201, 2004, section 4.2, 4.2) The ESS shall have an organizational structure of the

is mandated as required in 4.1.2.

structure that facilitates efficient and effective management of the resources to carry out responsibilities as a need for an EMS officer. This is one of several places in NFPa standards.

All of the focus group and an overwhelming majority (74%) of the second survey

* Perform other community-related services
* Perform rescue services
* Perform response to and mitigation of events of terrorism
* Protect the community from other hazardous situations
* Perform emergency medical services
* Protect critical infrastructure
* Minimize the damage to property and the environment
* Extinguish fires
department's. The frequency and complexity of components of professional

leading around the stations within the occasional life alarm has vanished in most

being a leader in an integrated fire/EMS department will be enormous. The image of firefighters

process to keep up with the fast-paced changes of the service. (Law, 2005) "The demands of

An EMS officer would be required to be flexible and able to continue his educational

Special populations

Research

Disaster medical services

Public information and education

Quality assurance

Care delivery

Transportation

Emergency response

Communications

Human resources and training

Medical direction

System organization and management

national level. The fundamental functions of an EMS system are the following:

Regardless of their cause, the EMS system can be applied locally or at the state, province, or

and functions that are organized to respond in a timely, efficient manner to medical emergencies'

A 53. An EMS is defined as a comprehensive, coordinated arrangement of resources

of them for operating an EMS system.

NFA reflects the diversity required of EMS officers by the many expectations required
and organizational integrity.

These additional would create an EWS chain of command needed for accountability.

The span of control in the department is acceptable with the addition of the additional

officer would fulfill the requirements of the training academy.

organizational structure of the Alстроен Fire Department. An additional position of training

officer would complete the EWS position of the

in the form of EWS assistant chief and designated EWS functions would add the needed chain

positions and assisting additional duties to present offices. The addition of EWS management

The preferred organizational structure for the department would include adding two

team or are willing to admit any limit to the number of people they can directly oversee.

with 80% of respondents know the

widely fragment in management schools and widely employed in large organizations like the

military, government agencies and educational institutions. Yet few entrepreneurs know the

management with discretion to the required span of control. (Hirshleifer, 2010). Span of control is

chief in the paramedic position. According to the respondents they are nearly in full agreement

that the EWS officer should be diverse in his training and education.

development will be important. The respondents echoed this sentiment in the survey's age group.
opportunities and purchasing opportunities.

Completion of special projects such as searching for resources of revenue to include grant
and middle managers to their fullest potential. Two new company officers will allow for
This recommended structure allows for maximum flexibility for the client to use his upper
the gap between the prevention lieutenant and the fire prevention assistant chief.
process/personnel. With the additional forty hour captain a position has been created to alleviate
the feasibility of company inspections, public education duties, and a defined investigation
should be filled to relieve some of the congestion. Additional study should be done to check on
As for the fire prevention issues that were raised in this study, the present empty position
the EMS side of the department.

each medic unit could reinforce the chain of command and eliminate some of the issues on
in the newly appointed EMS officer and the training captain. The "senior medic" position for
officer for the crew. This would further extend the chain of command through the crew captains
Two lieutenants from each crew should be designated as the training officer and EMS
department and require additional research to define the job descriptions.
positions. Further reassignment of the duties of the three assistant chiefs would benefit the
addition of a training officer at the level of captain. Both of these positions would be forty hour
position whose main function would be maintaining the EMS position of the department and the
officers. Two areas of concern can be addressed simultaneously by creating an assistant chiefs
The recommendation of this author is based on research data and the perceived needs of
RECOMMENDATIONS
department of fire suppression operations, emergency medical operations, and special equipment.


Quiney, Massachusetts: National Fire Protection Association, Inc.


REFERENCES
Improvements to the EMS Organizational Structure would you suggest?

6. Do you feel the company level EMS Supervision is sufficient? What and how would that best be done?

4. Is there a need for restructuring of the Fire Prevention Organizational Chart?

3. Do you see any issues with the "span of control" for Company Personnel?

Department due to the Organizational Structure?

2. What if any difficulties have you experienced at the Lancaster Fire Department?

1. Do you feel there are any positions in our Organizational Structure missing?

Please return the survey as soon as possible to the Inter-Office envelope provided.

Additional paper is encouraged.

answer the questions fully, and don't let the space allotted here limit your response. an additional survey will be prepared and distributed to the entire department. Please

The questions below are being submitted to a select group. From these answers, research only.

structure. The answers you provide will be kept confidential and will be used strictly for subsequent surveys. will be used to evaluate the need for a revised Organizational

Lancaster Fire Department's Organizational Structure. The results of this, and

I am presently conducting research on Improving and Implementing changes in the

APPENDIX A - FOCUS GROUP STUDY
9. We have discussed an EMS officer position in the past. At what rank should that position be filled if it were instituted?

8. How should the duties of Medical Operations Officer be filled?

7. How should the duties of Training Officer be filled?

6. Have you experienced or witnessed (presently or in the past) any concerns due to training documentation, availability, or quality?
10. When training or requirements should an EMS officer have to perform the duties of the position (check all that apply) Parmedic Instructor Paramedic Assistant Instructor Management training 10+ years 10+ years 10+ years

9. When required training or certification should an EMS officer have before being promoted? (check all that apply) Parmedic Instructor Management training

8. When rank should the new officer have? FF - LIE - CAPT - AC?

7. If Lancaster Fire Department were to create a new officer's position, what one would be the most important one to add? EMS officer - Training officer - Paramedic - Administrative

6. What is the highest level of EMS certification you have held?

5. What position do you presently fill in Lancaster Fire Department?

4. How long have you been employed by Lancaster Fire Department?

2 years - 5 years - 10 years - 15 years - 20 years - 20 + years

Organizational Questions:

Basic EMT - Paramedic

4. How long have you been employed by Lancaster Fire Department? 2 years - 5 years - 10 years - 15 years - 20 years - 20 + years

5. What position do you presently fill in Lancaster Fire Department?

6. What is the highest level of EMS certification you have held?

Organizational Questions:

Basic EMT - Paramedic

4. How long have you been employed by Lancaster Fire Department? 2 years - 5 years - 10 years - 15 years - 20 years - 20 + years

5. What position do you presently fill in Lancaster Fire Department?

6. What is the highest level of EMS certification you have held?

Organizational Questions:

Basic EMT - Paramedic

4. How long have you been employed by Lancaster Fire Department? 2 years - 5 years - 10 years - 15 years - 20 years - 20 + years

5. What position do you presently fill in Lancaster Fire Department?

6. What is the highest level of EMS certification you have held?

Organizational Questions:

Basic EMT - Paramedic

4. How long have you been employed by Lancaster Fire Department? 2 years - 5 years - 10 years - 15 years - 20 years - 20 + years

5. What position do you presently fill in Lancaster Fire Department?

6. What is the highest level of EMS certification you have held?

Organizational Questions:

Basic EMT - Paramedic

4. How long have you been employed by Lancaster Fire Department? 2 years - 5 years - 10 years - 15 years - 20 years - 20 + years

5. What position do you presently fill in Lancaster Fire Department?

6. What is the highest level of EMS certification you have held?

Organizational Questions:

Basic EMT - Paramedic

4. How long have you been employed by Lancaster Fire Department? 2 years - 5 years - 10 years - 15 years - 20 years - 20 + years

5. What position do you presently fill in Lancaster Fire Department?

6. What is the highest level of EMS certification you have held?

Outline:

Improvements to our department's organizational chart. Your input is greatly appreciated. I.T. Lancaster Fire Department. The data will be used to complete a research paper and suggest

The following questions are part of an in-depth study of the organizational needs of the

Appendix B - Second Survey
12. What training or requirements should an administrative officer have to perform the duties of the position? (Check all that apply.) Management training, Medic training, Paramedic training, 10 years or more service.

13. Should there be a designated EMS officer per crew? Yes  No

14. Should there be a designated training officer per crew? Yes  No

15. Is there a need for a continuous EMS chain of command from medic level through chief officer? Yes  No

16. What changes in department training do you think is needed? (Check all that apply.) Increased availability of off-duty training, on-site officer development training, Advanced individualized training, better documentation, consistent crew training.

17. Comments
Standards for training are also addressed in this standard:

To accomplish the mission:

4.5.2 The ESO shall have an organizational structure of the size and complexity required

and effective management of its resources to carry out its mandate as required in 4.1.2.

4.5.1 The ESO shall have a leader and an organizational structure that facilitates efficient

organizational structure:

This standard also sets the requirements of organizational structure in section 4.5

11. Perform other community-relief services

10. Perform rescue services

9. Perform response to and mitigation of effects of terrorism

8. Protect the community from other hazardous situations

7. Perform emergency medical services

6. Protect critical infrastructure

5. Minimize the damage to property and the environment

4. Extinguish fires

3. Work through a system of emergency management

2. Prevent or mitigate fires, infuses, and emergencies

1. Save lives

accomplish the following:

requirement for the ESO to "provide customer service oriented programs and procedures to

as part of an emergency services organizations (ESOs). The standard number shares the

National Fire Protection Association (NFPA) 1201 (2004) now refers to the departmental

APPENDIX C - NFPA INFORMATION

29
§ 3.4.2.1. The department medical personnel shall be documented by the review process.

§ 3.4.2.1. All first responders and H.S. medical care providers by the department shall

§ 3.4.2. The department medical personnel shall

§ 3.4.1. The department shall institute a quality management program to ensure that

§ 3.4.1. Quality management

This is several useful references that deal with NFMS system functions.

emergercy medical operations, and special operations to the public by career fire departments.

NFPA 1710 Standard for the organization and deployment of the suppression operations,

organization meet those standards.

training program and shall develop schedules to ensure that the members of the

§ 4.1.3. The training office shall furnish the performance standards to be covered by the

work of the organization personnel assigned as instructors or assistants.

§ 4.1.3.1 A training officer shall be designated and be responsible for supervising the

designate an individual to act as administrator of the program.

§ 4.1.2.1 The ESO leaders shall be responsible for the ESO’s training program and shall

organizational’s master plan.

effectively, efficiently, and safely execute all responsibilities consistent with the

that ensure that personnel are trained and their competence is maintained in order to

§ 4.1.1. Purpose. The ESO shall have customer-oriented training programs and policies

Section 4.11 Training:
Special populations (12)
Research (11)
Disaster medical services (10)
Public information and education (9)
Quality assurance (8)
Cure facilities (7)
Transportation (6)
Emergency response (5)
Communications (4)
Human resources and training (3)
Medical direction (2)
System organization and management (1)

national level, the fundamental functions of an EMS system are the following:

Regardless of their cause, the EMS system can be applied locally or at the state, provincial, or federal levels. The EMS system must be organized to respond in a timely, efficient manner to medical emergencies.

A. 5.3 An EMS is defined as a comprehensive, coordinated arrangement of resources