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## Accountability

- Expectations
- Organization
- Communications
- Discipline

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## Your Plan

Must meet 3 primary objectives of the IC:

1. Get 'em in safe
2. Work 'em safe
3. Get 'em out safe

**Accountability is based on all Officers doing their job all the time**

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## Supervision

- **The Dichotomy of Comfort**
  - **Acceptable vs. Unacceptable Discomfort**
- **The ultimate measure of an individual is not where he stands in moments of comfort, but where he stands at times of challenge and controversy**

---MLK

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## Supervision

- **"It's OK"**
- **"Don't Worry About it"**
- **"It's no big deal"**

**How many officers have regretted saying those words?**

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## Supervision

- **Everything is not always OK – never dismiss an opportunity to fix yourself and your people**
- **The opportunity you miss (or ignore) on this alarm might be disastrous on the next**
- **Do not be afraid to address unacceptable performance – that is your job**
- **Keep it constructive, but make sure the issue is addressed and an understanding (and expectation) is agreed upon**

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## Your People

- Want to know when they are doing a good job
- They also know when they are not
- If you don't say anything, they will think you don't care
- Discipline will erode further

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## BOTTOM LINE

You have to give a

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## Failure to recognize your own limitations

- NO firefighters are tougher than:
  - Fire
  - Electricity
  - Buildings that fall down
  - Moving vehicles

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## Discipline

- Begins with expectations / supervision
- Continues on the fireground when Nothing is Showing
  - If you allow a breakdown in discipline when there is nothing showing, forget about operational discipline when it is hitting the fan

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## Discipline

- Little things done right in investigation mode pay BIG dividends when something is showing
  - Apparatus positioning
  - SOP adherence
  - PPE
  - Communications
  - All sides coverage and report

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## Supervision

**NEVER**  
turn your head

**U R and will be held  
Accountable**

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## 4 Major Causes of LODD

1. Under-staffing / under-resourcing
2. Inadequate preparation for adverse events during operations
3. Incomplete Incident Command procedures – no accountability
4. Sub-optimal personnel readiness

Source: Science Daily 2011

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## Additional Alarm Rule of Thumb

- If the incident is still escalating and you do not have at least 3 companies in reserve, order an additional alarm
  - Relief / Reinforcement
  - Unplanned for problems
  - Hydraulic Reserve
  - Reflex Time Ripple Effect

**ALL INCIDENTS REQUIRE A TACTICAL RESERVE**

Incident Command

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## Resources

**Better to be looking at them than looking for them**

Incident Command

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## Firefighter Accountability

- I.C.'s Primary Responsibility
- Riding Lists
- Tag Systems
- Tool Assignments

**All Based on Discipline**

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## Command Board

- Maintained in state of readiness at all times – NOT A MESS
- Reflects at all times the status of on-scene resources
  - Operating
  - Rehab
  - Staged (Available)

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## Accountability and the Command Board

- Company Officer roles:
  - Ensure company integrity
  - Keep Command informed of status
  - All changes of status or area of operation shall go through the CP and be reflected on the Command Board
    - Status change is best done verbally at the CP

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## Accountability Officer

- Responsible for Command Board
- Make drawing
- Track company status (magnets)
- Track Outside agencies
- Note who is enroute – advise IC
- Direct incoming units to CP
- COLLECT TAGS

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## Accountability Officer

- Confirm arrival and readiness of RIC
- Monitor tactical reserve
- Monitor radio
  - Listen for Mayday / Urgent
- Consult pre-fire plans
- Consult hydrant maps

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## Accountability Officer

- Record benchmarks
  - Primary / secondary searches
  - Additional alarms
  - Utility Control
  - Roll calls / PAR
- Monitor incident timeline
  - How long fire been burning
  - Progress reports
  - Rotation of companies

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## Accountability Officer

- Record incident information
- The palest ink is better than the sharpest memory

**WRITE THINGS  
DOWN**

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## TAGS

- What do you do with them?
- What is their main function?
- Are you letting them do the job of your Company and Chef Officers?

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## Accountability

- Division Supervisors set up early are the REAL Accountability Officers
- Account for:
  - Who is in Division (Div. PAR)
  - Where they should be
  - What they are doing
  - When they should come out

**DECENTRALIZATION**

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## Accountability

- Lag time of Chief Officers creates need to have Company Officers trained to handle Division Supervisor role until Chief is assigned

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## Unsafe actions

- The most unsafe action on the fireground is FREELANCING
- How do you prevent it?????

**UNITED FRONT**

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## Task Assignment Model (Decentralized Command Ops)

1. Stay Together as a Unit
2. Report to C.P. for Assignment
3. Report to Assigned Operational Area
  - Report Progress to Area Supervisor
4. Operate in Assigned Area **ONLY**
5. When Relieved, Report Back to C.P. for Re-assignment or Rehab
6. If Re-assigned, Go Back to Step #3
7. When Rehab is Complete, Go to Step #2

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## ACCOUNTABILITY

**ALL**  
**Assignments**  
**Begin and end at**  
**the Command**  
**Post**

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## ASSIGNMENTS

- No Self Deployment
- No Self Assignment
- No Heroes
- No Cowboys
- ALL assignments go through the Command Post
- NO EXCEPTIONS

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## Decentralization

- Breaks the fireground into manageable portions 
- Assigns responsibility to major operational areas
- Provides greater accountability
- Decreases span of control
- Reduces radio traffic
- Breaks up the opinion brigade

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## Decentralization Guidelines

- Set the expectation before the fire
- Announce who is assigned Div Cmdrs
- Once assigned to a Division or if you are a Division Cmdr – STAY THERE
- DO NOT try to do everything by yourself
- You do a better job doing what you are told in the area you are assigned

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## Decentralization Guidelines

- If assigned to a Division, unless it is an emergency, communicate with the Division Commander ONLY
- Operations = Interior Division Cmdr
- Do not address Command. Only Div Cmdrs address Command

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## Command Limitations

- Virtually ALL Command problems come from areas he/she can't see
  - Rear
  - Roof
  - Shafts
  - Interior
  - Exposures

**BE NOSY!!!!!!**

**TIMELY PROGRESS REPORTS FROM ALL AREAS HELP DEFEAT THIS HANDICAP**

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## When to call a PAR

- Report of FF missing
- Emergency Evacuation
- Incident declared under control
- Changing strategic modes
- IC's call

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## PAR initiation

- How do you initiate PAR??
- Once initiated all companies will:
  - Conduct roll call of all members
  - Cease all but emergency communications
  - Report member status when prompted (accounted for or missing)

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## Firefighter Rehab

- Assign a Rehab Division Supervisor
- Accountability/Company Integrity Must be Maintained
- Consider liberation of property for rehab needs
- Close to EMS
  - Consider monitoring for personnel



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## Rehab

**Controlling Rehab is essential to controlling the fireground**

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## Rehab Guidelines

- Rehab does not mean go and get lost
- Rest the company and get back to the CP
- Minimum 15 minute rest period after 2 cylinder uses
- If you are closing in on ½ hour at rehab, you are there too long – we need you back to CP
  - We shouldn't have to call you

Incident Command

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## Safety Officer

- An arm of Command
- Orders carry the weight of the IC
- HAS THE AUTHORITY TO ALTER, SUSPEND, OR TERMINATE AN ACTIVITY
  - Inform and coordinate these actions with the IC
- Consider at large incidents a Safety Division and/or Assistant Safety Officers

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## S.O. Duties

- Responsible for the management of the health and safety process on the emergency scene
- Full gear / SCBA
- 360 Hot Lap
- Report to IC
- Go to Where Problems Are
- Should be "all over the fireground"
  - Not doing Job by Hanging out at the CP

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## S.O. Duties

- Observe fireground ops
- Monitor Radio Transmissions
- Ensure safety regs and procedures are followed
- Recommend corrective action
- Not a Safety Cop
  - Disciplined Ops allow S.O. to see the Big Picture

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## S.O. Duties

- Establish perimeters / collapse zones when directed
- Review safety issues in post-incident evaluations
- Ensure injuries and exposures are documented
- Ensure EMS is available at emergency scenes
- Support Documentation Protocol

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## Tactical Breakdown

- **Failure to Establish and Maintain/ Respect a Collapse Zone**
- A building beaten up by fire has changed

video



video

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## Structural Fire Risk Analysis

- **Building Characteristics**
  - Construction Type & Size
  - Structural Condition
  - Occupancy & Contents

You Need to Know this Stuff to be Effective

Otherwise, you are guessing

Incident Command

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## Structural Fire Risk Analysis

### Fire Factors

- Location and Extent of Fire
- Estimated Time of Involvement
- What's up with the Smoke?
- How Far can Fire Spread?
- What Hazards are present?
- Weather Issues

video

Incident Command

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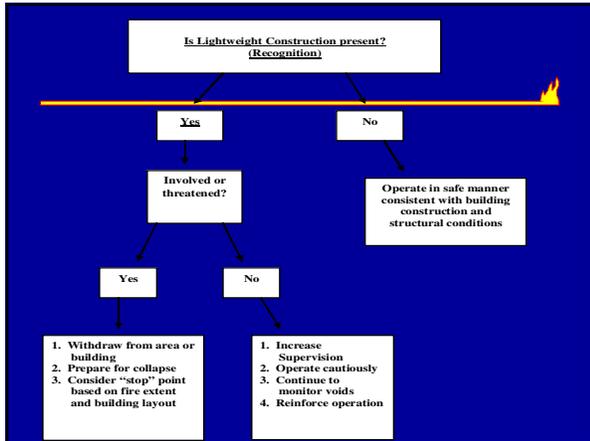
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## MAJOR BREAKDOWN

- Failure to recognize when the building changes the rules
- Attempting to fit your "common operation" to all situations
- The 2 -1/2 story frame mentality
  - Lightweight Construction
  - Vacant Buildings
  - Large Area Structures

Decision of 1st-arriving company often makes or breaks the operation

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## SAFETY

- Know when you "routine" ops do not work -- control the nuts
- Remember the three primary objectives:
  - Get `em in safe
  - Work `em safe
  - Get `em out safe

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## Risk Assessment

- If what you are doing or are about to assign will have no favorable impact on the operation, consider if it should be assigned in the first place
- Know when to say Uncle

video

video

Incident Command

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## Strategy Selection

- Cues to consider strategy modification
  - Discovery / presence of lightweight construction – check involvement!!
  - Failure to locate seat of fire in timely manner
  - Evidence of smoke conditions worsening even though water is being applied
  - Forcible entry difficulty
  - Ventilation difficulty
  - Water supply problems

Incident Command

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## Strategy Selection

- Cues to consider strategy modification
    - Indicators of flashover / structural compromise
    - Operations that "eat up" personnel (tough rescue)
    - Fires in attached buildings w/ any of above concerns
    - Fireground experience or gut feelings
- More critical during offensive ops because personnel are inside building

Incident Command

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## PPE Policy Enforcement

T  
H  
E  
B  
A  
S  
I  
C  
S

- Waist Straps
- Wear your Hood
- Chin Strap belongs Under Your Chin
- Wear the proper gloves!!



If you are not doing this right what else are you doing wrong?

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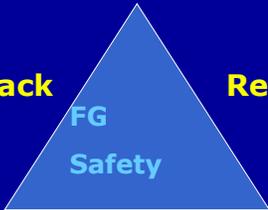
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## Fire Coordination Triangle

Failure to Coordinate Fireground Operations



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## THE UL / NIST STUDY

- **Strict control over Attack / Ventilation Coordination**
- **Based on new fire loads and how they behave in modern buildings**
- **Legacy contents: 8.5 minutes to flashover AFTER ventilation**
- **Modern Contents: 2 minutes to flashover AFTER ventilation**

Slide 4-54

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## THE UL / NIST STUDY

- Starve the fire until attack is ready – water in line at fire area
- Control the flow paths
- ANY building openings without water application spikes temperatures
- Air introduced by openings (doors and windows) feeds fire. No H2O = bigger fire
- EVERYONE MUST REVIEW THIS STUDY

Slide 4-55

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## Tactical Breakdown

T  
H  
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- Failure to Properly Ventilate the Structure

**GET  
TO  
THE  
ROOF!!**

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## How Important is Ventilation?

From 1990-2005,  
NIOSH reviewed 444 LODD's in  
structure fires

87% of these LODD's occurred at  
fires where

"No recognized or coordinated  
ventilation had taken place"

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# Conclusion

- Success on the Fireground Begins and Ends With Strong Command and Disciplined Operations
- The Objective:

Get 'em in Safe  
Work 'em Safe  
Get 'em out Safe

- Safety is Always the Overriding Concern

Incident Command

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**Thank you**

**Be safe  
out there**

**Deputy1@optonline.net**

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