

Tempe Fire Department Policies and Procedures
Probationary Training
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HISTORICAL OVERVIEW OF THE TEMPE FIRE DEPARTMENT

The Tempe Fire Department has a proud heritage of dedication and service to the community.

On January 1, 1961, a paid fire department was formed consisting of 11 personnel. This change followed many years of service by a volunteer fire department. After formation of the paid department, the volunteers supplemented the paid personnel's response to structure fires for more than six years.

In 1961, the City had two fire stations. Station #1, at 29 East Fifth Street and Station #2, at 1639 East Apache Boulevard. Paid personnel operated only out of the Fifth Street station, with volunteers operating equipment out of Station #2 until it could be manned with paid personnel.

In September 1966, a new central station was opened at 1000 East University Drive and the previous two stations were closed. The old Station #1 was subsequently torn down to make way for a new City Hall, and the old Station #2 was sold, remodeled, and became the present Firehouse Restaurant.

In 1970, a temporary Fire Station #2 (trailer house with attached garage) was placed in-service at Kyrene and Southern, followed by construction of a permanent station at 3025 South Hardy Drive in 1972.

In 1973, the same trailer and garage attachment was moved to McClintock and Baseline as Station #3, followed by construction of a permanent facility at that site in 1975.

In June 1973, the department expanded its long-standing involvement in delivering first aid services by staffing and equipping a rescue truck for first aid emergencies with personnel who had been EMT trained. The delivery of emergency medical services took a giant step in June 1976 with the completion of training of six paramedics to staff the rescue truck, beginning delivery of advanced life support services.

In 1975, the trailer and garage were moved once again, this time to 300 East Elliot Road as Fire Station #4, remaining at this location until opening of the permanent station in 1981.

In 1987, the Department moved its maintenance facility from Station #1 to 3031 S. Hardy Drive, a new building next door to Station #2. This facility is known as the Russell W. Rusk Maintenance Facility.

In 1993, the Tempe/APS Joint Fire Training Facility at 1340 E. University Drive was completed to support the Department's commitment to training.

In 1994, Station #5 was completed at 723 E. Curry Road.

Today, the Department consists of the following:

- Administration - The fire chief, assistant chief, an administrative secretary, and a part-time COE clerk.
- Emergency Services - Three battalion chiefs and 129 line personnel operating seven engine companies (one a teleboom), two ladder companies, one ladder tender, one haz mat support vehicle, and one shoring support vehicle operating out of five fire stations.
- Support Services - A battalion chief, an inventory services specialist, a senior fire mechanic, a fire mechanic, and a service aide.
- Fire Prevention/Public Safety Education - The fire marshal, five inspectors, two public education specialists, and a secretary.
- Personnel/Training/Professional Development - A battalion chief, a training captain, and an administrative clerk.
- Emergency Medical Services - A battalion chief.
- Special Operations - A battalion chief.

TEMPE FIRE DEPARTMENT ORGANIZATIONAL STRUCTURE

The City of Tempe is operated under a council-manager form of government. A city council comprised of seven members, including the mayor, is elected by the citizens of Tempe in a municipal election conducted every two years. The City Council appoints the city manager who serves as the chief executive officer for the City.

The fire chief is responsible for all Fire Department policies and activities. He is the primary advisor on matters of fire protection, emergency medical services, and hazardous materials emergencies to the city manager and city council.

The assistant chief is responsible for Emergency Services and assists in planning, directing, and reviewing activities and operations of the department. This position provides highly responsible and complex administrative support to the fire chief.

Each Emergency Services battalion chief is the commander of their respective shift. They direct company officers (captains) who are responsible for company operations. In addition, each shift commander has specific staff responsibilities.

The Personnel/Training/Professional Development battalion chief is responsible for developing personnel, recruiting, hiring, administering training programs, and maintaining training records. He is also responsible for the administration of promotional exams and overseeing the training center. He directs activities performed by the training captain and the administrative clerk.

The Medical Services battalion chief directs the paramedic and EMT programs. Liaison with hospital staffs, development of the ambulance contract, infectious control program, equipment research, and continuing education are among his many duties.

The Special Operations battalion chief has responsibilities in hazardous materials direction and training, emergency operations (city-wide), and technical rescue.

The Support Services battalion chief manages the Maintenance Section and is responsible for maintaining the department's facilities and fleet of vehicles. The shop is headed by the senior fire mechanic and includes a fire mechanic. Any revamping of equipment, reconstruction, or other changes affecting department apparatus is done under their direction. He also directs activities performed by the inventory services specialist.

The Fire Prevention/Public Safety Education Division is under the direction of the fire marshal, and encompasses a broad range of activities including fire investigation, fire inspection, plans checking (for new commercial construction to insure compliance with the Fire Code), management district inspection program, and an increasing emphasis on public education.

THE PROBATIONARY FIREFIGHTER

The following information is intended to aid the probationary firefighter in adjusting to a career as a Tempe firefighter.

In choosing a fire service career, one must realize that methods of delivering emergency services undergo constant change, revision, and improvements.

One will discover that the fire service has changed drastically since the days of the horse-drawn steamers. It demands much from those who would successfully follow it as a career. The fire service offers a life of exciting public safety service to the community and excellent opportunities for advancement. There is a difference between working for a private firm and working for a municipality; citizens can be inclined to be more critical of their public employees. Tempe expects members of its fire department to be neat, courteous, honest, of good conduct, and responsible for their financial obligations. They are expected to conduct themselves accordingly as long as they remain members of the department. The actions of ONE member often reflect upon the entire department.

The good fellowship that is traditionally prevalent throughout the department will impress the probationary firefighter. The high morale and camaraderie of people doing a superb job under dangerous conditions will be sensed immediately.

The probationer can share and become a part of this fellowship in a surprisingly short time, provided there is a willingness to cooperate and to learn. With the right attitude, probationers will find that their co-workers accept them. They (as ex-probationers themselves) will help them as much as possible and will make them feel that they "belong."

If, on the other hand, they have a know-it-all and a why-not-do-it-a-different-way attitude, they will find it difficult to influence or win fire service friends. The wise probationary firefighter says little, but asks and learns much. The fire station "boaster" says much, but asks and learns little; he also leads a surprisingly lonely existence.

Firefighting companies are teams whose effectiveness depends upon a high degree of teamwork and cooperation on the part of each member of the company. As a member of this team, the probationer can be most-useful by quickly and competently performing the assigned duties. The job, as a member of the department, is to constantly provide the maximum protection possible for the lives and the property of the people of Tempe with an emphasis on customer service.

Firefighters must perform numerous functions at emergency incidents and fire stations. Some tasks can be readily performed by the new firefighter; others, by more experienced personnel. New members should not become discouraged at the prospect of performing the many small and seemingly unimportant jobs that often fall to beginners. They should perform assigned tasks willingly and well, keeping in mind the fact that they are constantly preparing themselves for more responsible duties. These will be assigned when they demonstrate their capability to perform them.

A member of the Fire Department may never use an official position to secure personal advantages. Such practices discredit the entire department. Local businessmen and citizens, as taxpayers, are paying firefighters' salaries and are not to be approached for additional favors by members of the department.

The honesty and trustworthiness of firefighters must be unquestionable, because it is often necessary for them to enter homes and business establishments under emergency conditions with or without the knowledge of the owners. Complete faith in the integrity of department personnel by the people of the city is imperative. It is the duty of every member of the department to take special precautions with valuables. A firefighter is paid to protect property.

The progress and promotion of any member of the Fire Department is dependent upon knowledge, ability, and desire for additional responsibilities. Competition will be keen for any promotion a firefighter may later seek.

Members of the department are encouraged to improve their capabilities and prepare for promotions by attending classes related to the fire service. The Maricopa Community College District offers an excellent opportunity by providing a fire science program. Members successfully completing this program will earn an Associate of

Applied Science Degree in Fire Science. Following junior college work, Arizona State University and the University of Ottawa provides advanced opportunities for study in areas closely related to public fire protection.

The probationary firefighter must quickly become familiar with the location of firefighting equipment and appliances carried on the various fire apparatus to which he/she is assigned. Although the ability to use this equipment may need further developing, valuable time will be saved at emergencies if it is known where needed equipment is on the apparatus.

Firefighters obviously cannot wait until fires or other emergencies occur to secure the practical knowledge they should have or the experience they so vitally need. They learn much at emergencies, but their success as firefighters also depends upon how quickly and how well they assimilate the experience of other firefighters through study and training.

The people of Tempe have confidence in their fire department. They are proud of it because it has always provided efficient public safety services for citizens, their homes, and business establishments. This efficiency is the result of constant training and study by officers and members of the department in fire prevention, fire protection, firefighting procedures, hazardous materials, technical rescue, and emergency medical services that are necessary to successfully protect people and property.

Probationary firefighters are likewise expected to devote themselves to the job of becoming good firefighters. The knowledge and training they must secure in order to pass each training phase is summarized in the "Probationary Firefighter Course of Study" section.

This information, while extensive, is not difficult to secure, provided new members make conscientious and diligent efforts to obtain it. They will be given all possible aid and assistance in their efforts to become good firefighters by:

- Personal instruction and training by officers and members of the department while on duty.
- Being able to use firefighting and emergency medical equipment.
- Opportunities to profit (provided they are observant and alert) from actual firefighting experience and from observing the work of fellow firefighters in action.
- Opportunities to study and train during standby time.

It should be noted that, while probationary firefighters will be given extensive instruction, their own desire and initiative to improve their knowledge and ability as members of the department can be their greatest strength. The effort put forth outside of the regular schooling and drilling to increase efficiency is indicative of their ambition to advance in the department. Probationary firefighters who are enterprising, proud of their department, and diligent in their efforts to master the knowledge that is available to them, will become a credit to the department. Their future is in their own hands.

HOW TO SUCCEED IN THE FIRE SERVICE

If any aspect of your indoctrination is not clear to you, now is the time for you to ask your supervisor or training officer specific questions concerning those areas in which your information is not complete. If you sincerely desire to succeed in the fire service, the following suggestions will be important to you. They will broaden your personality by not only applying them to the Fire Department, but also to your life situation.

- Learn and be sincerely interested in and dedicated to your job. What you are able to contribute to and receive from the fire service is only limited by your own degree of personal commitment. Assume responsibility for duties that are specifically assigned to you. Do your best to analyze and profit by your mistakes and the mistakes of others. You must forget your selfish interests. There is no job in the world which permits you to have unrestricted expression of selfish interest. In all jobs, in all associations, and in all future contacts, you must learn to give up a little of your personal feeling for the cause of the group. The Fire Department or fire company is not the product of one individual's effort.
- Be loyal to the city, department, and to your co-workers. You are a part of the department and it is a part of you. Criticism of the department is in fact a criticism of yourself, so endeavor to understand and be prepared to defend the policy and functions of the department. Be constantly aware that you are a representative of your fire department; be certain that your dress and actions are a credit to this honorable position.
- Be aggressive in the pursuit of all education and training opportunities. You are never fully trained.
- Be cautious. Guard your speech both on and off duty. As a member of the Fire Department, it is expected that you may possess information which should not be revealed. Handle privileged communication as such, but always be willing to discuss the purpose, functions, history, and traditions of the fire service. Since you are expected to be knowledgeable in the areas of fire prevention, fire protection, and firefighting, be certain that the opinions which you express are those of the Fire Department.
- Be the type of person who inspires confidence and respect. Do this by being honest, fair, and trustworthy in all your dealings with others and by keeping your personal affairs in such order that they would never embarrass you or the fire service if made public. Dependability is your greatest asset. It is a quality which every employer seeks.
- Treat other people the way you would like to be treated.

STATEMENT OF PHYSICAL CONDITION

When you take the oath of office as a firefighter, you obligate yourself to keep physically fit and ready to save life and property. Most fire departments set high physical requirements which must be met before a recruit is accepted, but only a rare department takes the initiative in demanding physical fitness throughout all the years of the firefighter's career. While experience can compensate to a degree for the vigor of youth, there is no excuse for the older firefighter to be in poor condition. Lack of fitness endangers the individual, makes it more difficult for him to carry out his duties, and lessens the likelihood he will succeed in reaching an objective. Fire apparatus benefits by preventive maintenance in a longer, useful life, and fewer breakdowns. Why shouldn't manpower, the Fire Department's most-valuable and most-expensive resource, have the benefit of the same maintenance as apparatus?

What can be done to significantly minimize your risk, yet not reduce your effectiveness? Nearly one-half of all injuries that result in lost work time by firefighters are caused by over-exertion, sprains and strains, falls, and heat exhaustion. Muscles develop and retain strength from use only. To keep the muscles that move the parts of the body in the best condition, one must exercise regularly. This can be accomplished by a daily exercise program. The heart is the most important muscle in the body. It, too, is kept in the best possible condition by exercise, and exercise of the entire body stimulates the heart to pump more vigorously so that it benefits from an exercise program also.

All firefighters are expected to participate each shift in the department's physical training program and take the necessary steps to maintain good physical conditioning.

PROBATIONARY FIREFIGHTER COURSE OF STUDY

To assist the company officer and the probationary firefighter in training and development, the Tempe Fire Department has divided the training and study material into phases. It is the Department's feeling that a course of study through this program will offer the best possible foundation for the probationary firefighter.

The probationary period is approximately fifteen months in length. For purposes of training, the probationary period has been divided into four phases. The probationary firefighter will be assigned to one captain during each phase of probation. The first phase encompasses participation in and successful completion of the training academy. The demands of the academy are very high and recruits must pass each area of training to successfully complete the academy. The remaining three phases are divided into four-month intervals. During the third month of each phase, an evaluation of the material to be covered will take place. The evaluation will consist of a written test and a practical test. After this evaluation is completed, the company officer has the remainder of this phase to improve any deficiencies found.

Phases including both ladder and engine functions will require scheduling joint company training by the probationary firefighter's captain.

The IFSTA publications comprise the basis of the training material utilized by the Tempe Fire Department. Where appropriate, this material is augmented with and superseded by the Tempe Fire Department Policies and Procedures. Each station contains a library with this material. Additionally, the probationary firefighter is expected to study and become knowledgeable of the City of Tempe Personnel Rules and Regulations.

The training program for the probationary firefighter is outlined on the following pages. The company officer's monthly evaluations of the probationary firefighter and the department's evaluations of him will be based on this material. It is the joint responsibility of the company officer and the firefighter to complete the assignments and meet the standard necessary for completion of probation. However, one must be reminded that the burden of learning the material is on the probationary firefighter.

Written tests will be conducted at the training center. Schedule tests through the training captain. All written tests will include EMT questions.

Practical evaluations will be conducted by the probationary firefighter's captain.

PROBATIONARY FIREFIGHTER COURSE OF STUDY - PHASE TWO

Summary of Areas for Study and Training

A. City of Tempe Fire Department Publications

- City of Tempe Rules and Regulations.
- Tempe Fire Department Policies and Procedures:
 - Volumes 1 & 2
 - Volume 4 - Probationary Training Section
 - Volume 5 - Incident Reporting Section
 - Volume 5 - CAD Operations Section
 - Volume 5 - City of Tempe Hewlett-Packard Computer System Section
 - Volume 6 - SCBA

B. Self-Contained Breathing Apparatus

- Donning SCBA to comply with minimum company standards.
- Perform the complete morning check (see Policy and Procedure Volume 2 - Self-Contained Breathing Apparatus).
- SCBA Components Class - four hours - engineer assigned to SCBA maintenance and repair.

C. EMS Skills

- Vital signs.
- Airway management/O₂ therapy.
- Breath sounds.
- Patient assessment - ABCs and secondary.
- MAST/PASG.
- C-spine management.
- IV support.
- Monitor support.

D. IFSTA - Essentials of Firefighting - Third Edition

- Chapters: 3 - Firefighter Personal Protective Equipment.
19 - Firefighter Safety

The practical portion of Phase II Evaluation will include the following:

- Donning SCBA.
- Take a hydrant and hose lays.
- Locate and identify equipment on assigned apparatus.
- Vital signs.
- Airway management/O₂ therapy.
- Breath sounds.
- Patient assessment - ABCs secondary.
- MAST/PASG.
- C-spine management.
- Set up IV.
- Set up EKG monitor.
- Bandaging and splinting.

PROBATIONARY FIREFIGHTER COURSE OF STUDY - PHASE THREE

Summary of Areas for Study and Training

- A.
 - Tempe Fire Department Policies and Procedures:
 - Volume 3
 - Volume 4 - Recruit Training Section
 - Volume 4 - Officer Training Section
 - Volume 4 - Company Training Section
 - Volume 4 - Physical Training, Health, and Fitness Section
 - Volume 4 - EMS Training Section
 - Volume 4 - Live Fire Training Section
 - Volume 4 - Special Operations Section Training Section
 - Tempe Streets (mile and half-mile arteries).

- B. EMS Skills
 - Hare traction splint.
 - Kendrick Extrication Device (KED).
 - Pediatric vaccusplint mattress.
 - Documentation class (2 hours). This class should be scheduled as early in Phase III as possible through the EMS battalion chief.

- C. Public education presentation (company officer and Fire Prevention).

- D. IFSTA - Essentials of Firefighting, Third Edition
 - Chapter 1 - Fire Behavior
 - Chapter 2 - Portable Extinguishers
 - Chapter 4 - Ropes and Knots
 - Chapter 8 - Ladders
 - Chapter 9 - Water Supply
 - Chapter 10 - Fire Streams
 - Chapter 11 - Hose
 - Chapter 12 - Fire Control
 - Chapter 13 - Automatic Sprinkler Systems
 - Chapter 15 - Building Construction
 - Chapter 16 - Firefighter Responsibility in Fire Cause Determination
 - Chapter 17 - Fire Alarms and Communications

The practical portion of the Phase III will include:

- Hare traction splint.
- Kendrick Extrication Device (KED).
- Pediatric vaccusplint mattress.
- Salvage covers.
- Ropes and knots.
- Raise ground ladders:
 - Roof ladder.
 - Extension ladder (24' or 35').

Major Tempe Streets - Running East and West (See Figure 1)

Continental Drive	2800 N
McKellips Road	2000 N
Weber Road	1400 N
Curry Road	1000 N
Riverbottom Area	-0-
First Street	100 S
University Drive	800 S
Apache Boulevard/13th Street	1300 S
Broadway Road	2000 S
Alameda Drive	2700 S
Southern Avenue	3300 S
Superstition Freeway	4400 S
Baseline Road	5200 S
Guadalupe Road	6400 S
Elliot Road	7600 S
Carver Road	8200 S
Warner Road	8800 S
Knox Road	9400 S
Ray Road	10000 S

Major Tempe Streets - Running North and South (See Figure 1)

48th Street	2800 W
52nd Street	2000 W
Priest Drive	1400 W
Hardy Drive	1000 W
Roosevelt Street	600 W
Kyrene Road	500 W
Mill Avenue	-0-
College Avenue	300 E
Rural Road/Scottsdale Road	900 E
Lakeshore Drive	1200 E
Dorsey Lane	1300 E (South Tempe)
Miller Road	1300 E (North Tempe)
McClintock Drive/Hayden Road	1800 E
Country Club Way	2000 E
Smith Road	2000 E
Price Road	2200 E
Evergreen Road	2600 E

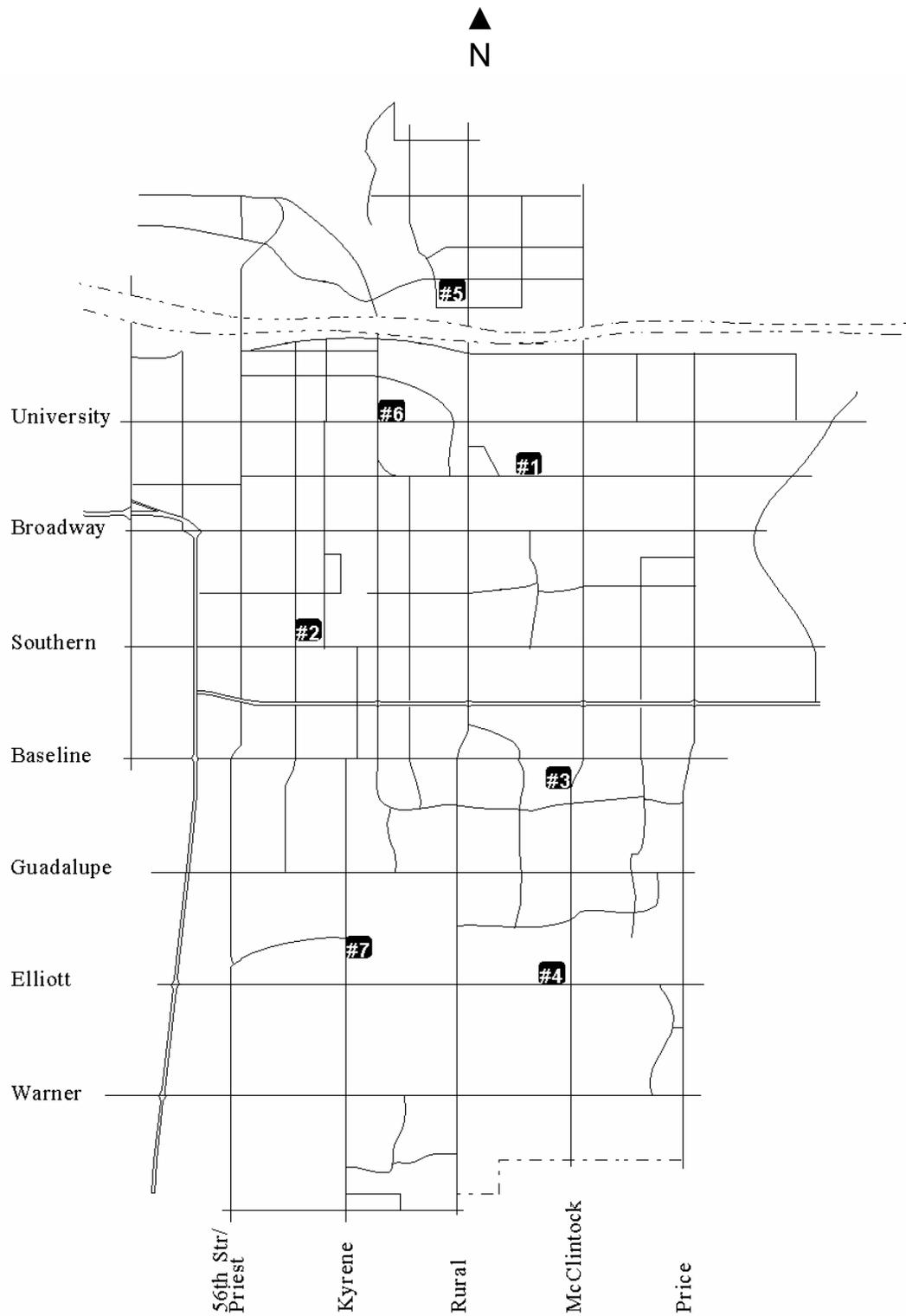


Figure 1

PROBATIONARY FIREFIGHTER COURSE OF STUDY - PHASE FOUR

Summary of Areas for Study and Training

A. Tempe Fire Department Policies and Procedures:

- Volume 4 - Driver and Apparatus and Training Section
- Volume 4 - Career Development Section
- Volume 5 - Mapping Section
- Volume 5 - Pre-Fire Planning Section
- Volume 5 - Records Section
- Volume 6

B. 1985 Edition of the Uniform Fire Code

- Read the following articles:

1, 2, 3, 9, 10, 11, 12, 13, 25, 30, 45, 49, 62, 74, 75, 80, 82, 85, 86.

In article 79 read divisions I, II, III, IV, VIII, Ordinance 87.01 amendments to the code located in the inside back cover.

C. IFSTA - Essentials of Firefighting - Third Edition

- Chapter 5 - Rescue and Extrication
- Chapter 6 - Forcible Entry
- Chapter 7 - Ventilation
- Chapter 14 - Salvage and Overhaul
- Chapter 18 - Fire Prevention and Public Fire Education

The practical portion of Phase IV will include:

- Driving over the road and rodeo.
- Pump operations.
- Aerial ladder operations.
- Power tools.
- Physical ability test.
- Vertical ventilation.

Apparatus Operation - Driving

The probationary firefighter will demonstrate his ability to drive an engine by completing the following exercises:

A. Rodeo Course

The rodeo course (Figure 2) will consist of eight events:

1. Front Suction Hydrant Spot
 - Set brake when ready.
 - Hose should touch ground, but not kink.
2. Alley Dock
 - Set brake when ready.
 - Avoid stopping prior to final spot.
 - Rear bumper should not hit cones or be more than 12" away from cones.
3. Diminishing Clearance
 - Should not use brakes.
4. Front Bumper Spot
 - Set brake when ready.
 - Avoid stopping prior to final spot.
 - Bumper should not hit cones or be more than 12" away from cones.
5. Serpentine
 - Should not stop.
6. Off-set Alley
 - Should not stop.
7. Straight Line
 - Should not use brakes or stop.
8. Rear Hydrant Spot
 - Set brake when ready.
 - Avoid stopping prior to final spot.
 - Spot with tailboard within 5' of cone (tailboard must be even with or past the cone).

Avoid touching any cones on the course.

Do not stick your head out of the window.

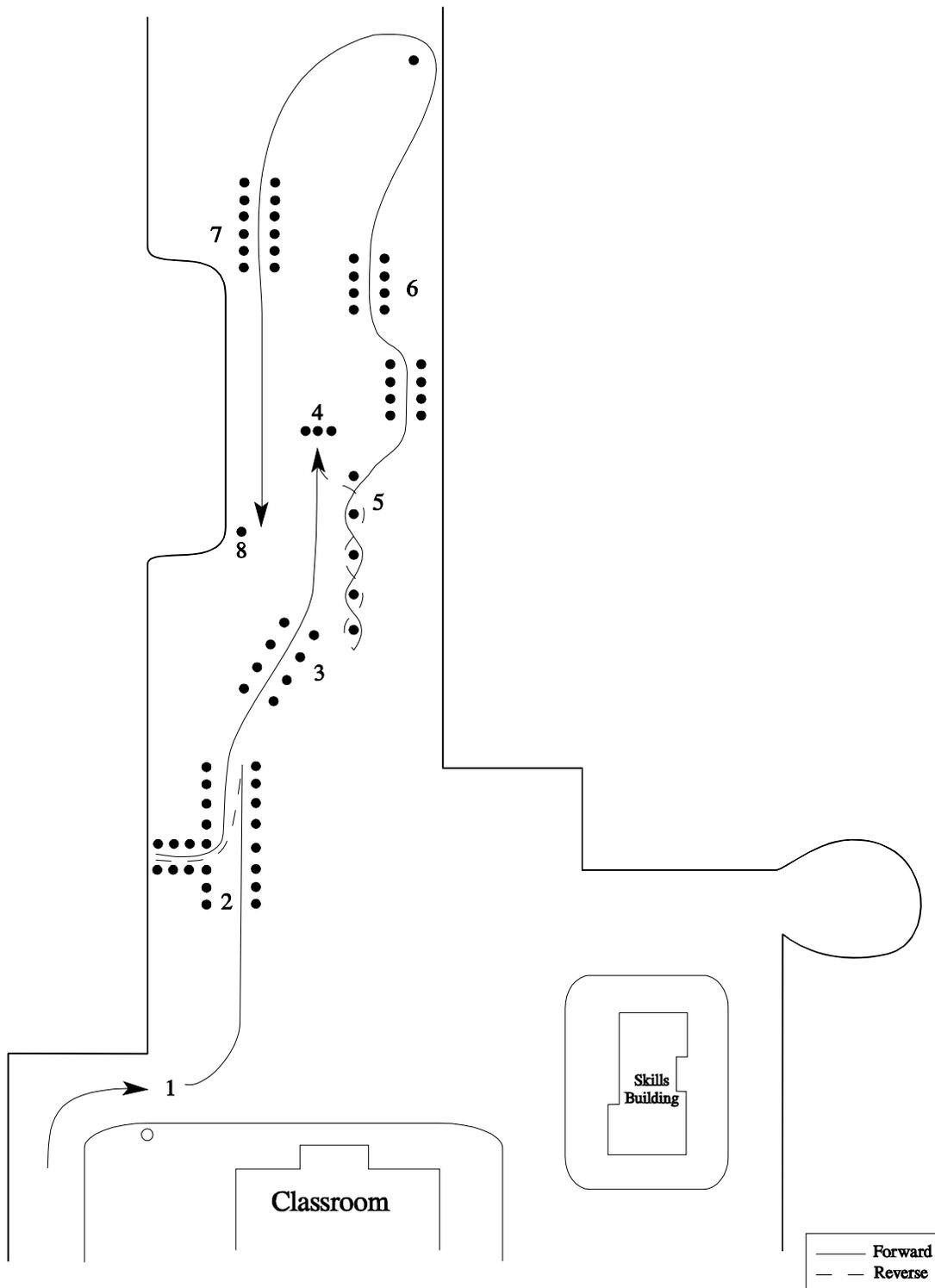


Figure 2
 Probationary Firefighter Rodeo Course Layout

B. Driving

After competing the rodeo exercise, the probationary firefighter will demonstrate his/her ability to drive an engine in normal traffic conditions. They will be required to show safe procedures in making both right and left turns, lane changes, and stops at intersections.

C. Pump Exercise

The probationary firefighters will demonstrate their ability to pump an engine by completing any one of the forward hose lay evolutions as described in Tempe Fire Department Policies and Procedures from the engineer's position. The firefighter will be evaluated on driving techniques, spotting the apparatus, proper pump pressures, and safety.

D. Aerial Ladder Operations Exercise

The probationary firefighter will demonstrate their ability to spot apparatus, maneuver aerial ladder into a tactical position, and set up a water tower operation. The firefighter will be evaluated on smoothness and accuracy of the operation in a safe manner.

These four skills will be evaluated by the utility/heavy rescue truck engineer and the aerial ladder engineer.

Failure in any of the driving, pumping, or aerial ladder operation requirements will result only in recommendation to the company officer for additional work in the unsuccessful areas.

Success of the probationer in driving, pumping, and aerial ladder operations is an indicator to the company officer that he/she could be considered for the fill-in position of engineer once off probation.

EMPLOYEE IMPROVEMENT PROGRAM REPORT

The "Employment Improvement Program Report on Probationary Firefighters" is to be used by the immediate supervisor to take a personal inventory of the probationary firefighter, to pinpoint weaknesses and strengths, and to outline a practical improvement program. These evaluations will provide a history of development and progress.

Commencing with completion of the training academy, the Employee Improvement Program will be conducted on a monthly basis through the final month of the probationary period.

The immediate supervisor will complete the form in duplicate, discuss the improvement program with the probationary firefighter, give the member a copy, and forward the original copy through the shift battalion chief to the training battalion chief, the assistant chief, then the fire chief.

The completed report will be filed in the member's permanent personnel file.