

Resources and Operations for Fire Training Officers



Washington State
Fire Training & Safety Officers

Leaders in Training, Education and Safety

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Section 1 - Training Manual Background

This document was first produced at the Washington State Fire Training Officers Conference held on September 23, 24 and 25, 1991 in Yakima Washington. The development group consisted of a cross section of career and volunteer training officers from around the state. It was the mission of this group to produce a document to be used as:

- A list of qualifications to assist administrators in choosing the most qualified candidate
- A guide for all training officers.
- A career path for those aspiring to be a training officer

It was recognized by the group that this document is not all inclusive; it was designed to serve as a guideline for the stated objectives.

It has undergone many revisions and is a living document. Improvements, corrections and additions are welcomed. Please send suggestions, corrections and comments to us at: <http://www.wsafo.org/WSFTSO/SitePages/ContactUs.aspx>

Section 2 - Legal Requirements

A Training Officer (TO) should have a working knowledge of state and local laws, administrative rules, and ordinances which apply to their fire department and impact training. It is important for you as a Training Officer, to realize that Standards such as the Fire Fighter Safety Standard may reference other state laws and for your department to comply with these requirements, it may be necessary to research those referenced requirements. State laws are referred to as RCW's (Revised Codes of Washington). These laws are implemented through WAC's (Washington Administrative Code). WAC's administered by the State Department of Labor and Industries cover all the legal requirements for worker safety. WAC 296-24 addresses general safety and health standards and WAC 296-62 covers occupational health standards. Fire Fighter Safety is specifically covered in WAC 296-305 and must be followed. It is supplemented by chapters WAC 296-24 and WAC 296-62.

Regulations and Laws

Fire Training

"All members who engage in emergency operations shall be trained commensurate with their duties and responsibilities. Training shall be as frequent as necessary to ensure that members can perform their assigned duties in a safe and competent manner but shall not be less than the frequencies specified in this standard".

Reference:

- WAC 296-305-05501 (1)

"The employer shall provide training and education for all members commensurate with those duties and functions that members are expected to perform. Such training and education shall be provided to members before they perform emergency activities". Fire service leaders and training instructors shall be provided with training and education, which is more comprehensive than that provided to the general membership of the fire department.

Reference:

- WAC 296-305-05503 (9)

"The employer shall ensure that training and education is conducted frequently enough to assure that each member is able to perform the member's assigned duties and functions satisfactorily and in a safe manner so as not to endanger members or other employees. All members shall be provided with training at least annually. In addition, members who are expected to perform interior structural firefighting shall be provided with an education session or training at least quarterly."

Reference:

- WAC 296-305-05503 (10)

Hazardous Materials Operations

Fire departments engaged in emergency response to releases of hazardous substances shall comply with chapter WAC 296-824 (current issue). Emergency response to hazardous substance releases. Hazardous materials training offered by Washington State Fire Protection Services was revised for 1998 to combine awareness and operational level training into a course that will require a minimum of 16 hours to deliver. Training for hazardous materials is coordinated by the Washington State Patrol Fire Protection Bureau.

Reference:

- WAC 296-305-05011 (current issue) Hazardous Materials Operations
- WAC 296-62-14115(9) (current issue) Emergency Response Section
- Anyone planning hazardous materials training should also review the objectives of NFPA 472.

Respiratory Protection

Firefighters must use respiratory protection any emergency or training situation, fire or rescue where exposure or possible exposure to any atmospheres which is Immediately Dangerous to Life and Health (IDLH) or oxygen deficient atmospheres is possible.

SCBA is required in any IDLH or oxygen deficient atmosphere. Respirators are allowed only where dust, airborne pathogen and gasses of known type and concentration are present.

All fire suppression personnel must initially train in the donning and operating procedures of each type of SCBA they will use to a degree of knowledgeable and proficiency that must be established by a fire department. This will be followed by quarterly training in donning and use and annual training to department standard of safe and proper use is required. (WAC 296-305-04001, current issue). Your department must have in place a respiratory protection program with an assigned administrator who may add additional training requirements.

Reference:

- WAC 296-62-071 through 071-19(current issue)
- WAC 296-305-04001 (15), (16), (17), (20)
- Manufacturers' instructions/operation manuals

Confined Space Training

Your department may choose to not have a confined space rescue program. However, you still should train members to the "Awareness Level" in confined space recognition

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and identification. They must recognize a confined space when they see one. Confined spaces may be found in almost any fire department jurisdiction.

A confined space is:

“Large enough and so configured that an employee can bodily enter and perform assigned work.”

“Has limited or restricted means for entry or exit (for example, tanks, vessels, silos, storage bins, hoppers, vaults, and pits are spaces that may have limited means of entry).”

“Not designed for continuous employee occupancy”.

If you have a confined space rescue program, firefighters must be trained and practice in safe entry procedures prior to entry into a confined space.

Reference:

- WAC 296-305-05003 (current issue)
- WAC 296-305 (definitions)
- WAC 296-62 Part M (Confined Spaces)

Some resources for training may be:

- Local utilities
- Department of Emergency Management
- Local industry with vats, silos, pits, etc.

Trench Rescue

Your department may choose to not have a trench rescue program. However, as with confined space recognition, members still should be trained to an “Awareness Level” in trench recognition and identification.

Reference:

- WAC 296-305-05007

First-Aid Training and Certification

All fire fighters expect directors of fire departments and the directors' designated personnel shall have as a minimum first-aid training as evidenced by a current and valid first-aid card, Emergency Medical Technician or First Responder certification.

New fire fighters shall have such first-aid training within 90-days of the date of their employment or enrolled for training in the next available class for which they are eligible.

First-aid training and certification for other employees and directors of fire departments shall conform to the requirements of WAC 296-800-150. (4) Fire service duties include exposure to blood borne pathogens. The requirements of this section and chapter 296-62 WAC, Part J, Biological Agents, shall apply.

Reference:

- WAC 296-305-01 515

EMS Personnel — All First Responders, Emergency Medical Technicians, and Paramedics have annual training requirements that are listed in WAC 246-976-161 and WAC 246-976-171. Certification and recertification of EMS personnel is also covered in WAC 296-62 Part J.

References:

- WAC 246-976-161 (5/00 edition) Continuing medical education (CME), skills maintenance, and ongoing training and evaluation (OTEP).

Training Resources:

- American Heart Association
- County EMS Office
- Department of Health
- Local College
- Regional Emergency Medical Services and Trauma Care Councils

Overhaul - Asbestos Training

Training must be provided to firefighters and officers in order that they shall be knowledgeable in the identification and handling of asbestos containing materials likely to be encountered during a fire response. Additionally during the overhaul phase, officers must identify materials likely to contain asbestos, limiting the breaching of structural materials to that which is necessary to prevent rekindle.

Reference:

- WAC 296-305-05001 (17)
- WAC 296-305-05501

Training resources may include:

- Local businesses dealing with asbestos abatement

Driver Training

In 2008 the Fire Protection Policy Board adopted the Emergency Vehicle Incident Prevention (EVIP) Standard. All drivers of emergency vehicles over 26,000 GVWR must meet this standard. Agencies have the choice of having their drivers obtain CDLs or participating in a program that meets the standard.

Reference:

- WAC 296-305-01505 Accident prevention program

Training resources may include:

- CDL Trainers
- EVIP Programs
- Local programs
- VFIS

Live Fire Training

WAC 296-305-05501, (current issue), deals with fire training such as procedures, live fire, equipment, safety, and wet hose training. It is recommended that NFPA 1403 be consulted prior to any live fire training.

Interior live fire training burn building or in a suitable acquired building awaiting demolition is an excellent means of training fire fighters. While this type of training provides high levels of authenticity, it also carries with it most of the hazards of interior fire fighting at an actual emergency. Interior live fire training evolutions shall be planned with great care and supervised closely by instructional personnel.

Likewise, exterior live fire training is also a valuable training experience, but, as with interior training, there is an inherent danger to the participants and in the case of flammable liquids and other hazardous materials, the potential for environmental damage.

When conducting live fire training evolutions, use NFPA 1403 and WAC 05501 (2) and Live Fire Training — (Structural) WAC 296-305-05503 (8) as references

Live fire training may require notification / permission from the local air pollution control authority.

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Training resources may include:

- Bates Technical College
- HAMMER Training and Education Center
- Local training burns sponsored by regional or county training groups
- Tualatin (Oregon) Fire and Rescue Regional Training Center
- Washington State Fire Training Academy

Airborne Pathogens

The State of Washington by way of WISHA Interim Interpretive Memorandum (WIIM) #96-2-J requires that WISHA shall follow the Federal Occupational Safety and Health Administration Instruction CPL 2.106 based on the 1994 Guidelines for Preventing the Transmission of TB in Health Care Facilities of the Centers for Disease Control.

The training requirements include:

- Ensuring employee knowledge of proper use of respiratory protection devices
- Ensuring employee knowledge of such issues as the hazard of TB transmission
- Medical surveillance and therapy
- Recognizing the signs and symptoms of TB
- Specific protocols and proper use of work practice controls

Blood Borne Pathogens

All persons who potentially may be exposed to a liquid borne pathogen must be provided with adequate training, including topics covered in WAC 296-62-08001 (7b). Fire departments must comply with all of WAC 296-62, Part J — Blood borne Pathogens. This training meets HIV/Aids Department of Health Training with annual refresher training on these topics.

- General explanations of the modes of transmissions, symptoms, epidemiology, warning signals relating to possible exposure.
- Procedures to follow if exposure occurs.
- Appropriate methods for recognizing task that may involve exposure to blood or other potential infectious materials.
- The use and limitations of practices that would reduce exposure
- Engineering controls
- Work place practices
- Personal protective equipment
- Information on the use, location and decontamination I disposal of PPE
- Information on what to do in an emergency

Training resources may include:

- Health and Safety Officer
- Local EMS office
- Public / County Health Departments

Hazard Communication Training

The purpose of hazard communication training is to ensure that the hazards of all chemicals used in the fire department are evaluated, and that information concerning their hazards is transmitted to employees. This training is often referred to as Right to Know, or MSDS training.

Reference:

- WAC 296-62-054, Part C — Hazard Communication

Training resources may include:

- Department of Labor and Industries

Accident Prevention

Every employer (fire department) must develop and implement a formal accident prevention program, tailored to the needs and to the types of hazards involved. Trainers may be asked to develop and provide the associated instruction.

Reference:

- WAC 296-305-01505, (current issue)

Training resources may include:

- Department of Labor and Industries

Health and Safety

If hearing protection is not required but offered to be worn in your department; members must be trained in use, care and maintenance of such equipment.

Reference:

- WAC 296-62-09015 through 09055, (current issue) Part K — Hearing Conservation
- WAC 296-305-02005, (current issue)

Training resources may include:

- City Safety Officer
- Local hospitals
- Local Industry

Personal Protective Equipment (PPE)

Members must be trained in donning, doffing, care, use, maintenance, and inspection of PPE assigned to them or available for their use. Personal Protective Equipment (PPE) includes any and/or all of the following: Eye, Head, Foot, Hand, Torso, Limb, and Body Protection.

Reference:

- WAC 296-305-02001, (current issue)

Training resources may include:

- Manufacturers' operational manuals
- Department policy, operating guidelines

Rope Rescue

A new requirement for fire departments that fire department members that engage in rope rescue operations must be trained was included in WAC 296-305-05005 (2). The standard course of instruction is based upon the Rescue System I program.

Reference:

- WAC 296-305-02019, (current issue) Life Safety Ropes, Harnesses, and Hardware Protection
- WAC 296-305-05005, (current issue) Rope Rescue Operations

Training resources may include:

- County Search and Rescue Teams
- Private Industry

Wildland

A wild land fire is defined in the Safety Standards for Fire Fighters as a "Fire burning in natural vegetation that requires an individual or crew to expend more than one hour of labor to confine control and extinguish." Wild Land fire training is required for members who fight wild land fires; however, this requirement does not excuse the department from providing needed safety training overview which is covered in the NWCG Firefighter 2 course.

Reference:

- WAC 296-305-07001, (current issue) Wild Land Fire Operations
- WAC 296-305-07003, (current issue) PPE for Wild Land

Training resources may include:

- Department of Natural Resources
- US Forest Service

Water Rescue

All employees involved in water rescue shall be trained in water rescue techniques and wear Coast Guard approved personal flotation devices, Type 3, minimum.

Reference:

- WAC 296-305-05009(b), (current issue) Watercraft Rescue Operations

Training resources may include:

- US Coast Guard
- Private Industry

Incident Command System (ICS)

The fire department shall establish an Incident Command System (IGS) with written guidelines applying to all members involved in emergency operations. All members involved in emergency operations shall be familiar with the ICS system. Personnel shall be trained and qualified by their department in the Incident Command System prior to taking a supervisory role at an emergency scene.

Reference:

- WAC 296-305-05001, (current issue)

Training resources may include:

Other jurisdictions with established programs
Department policy

Note: Remember, documentation of the training and competencies completed is an important part of the legal requirements for training. You cannot prove training has been provided until all the required documentation has been completed, e.g. verified, signed off, and filed.

Basic Regulations and Standards

WAC 296-305 - Firefighter Safety Standards	WAC 296-02 - Occupational Health Standards - (Areas of specific interest to the fire service)
Part A General	
Part B Records	
Part C Hazard Communications — MSDS	
Part E Respiratory Protection	
Part J Biological Agents — Blood borne pathogens Part I-I Asbestos	
Part K Hearing Conservation	
Part M Confined Space	
Part P Hazardous Materials	
WAC 296-24	Occupational Health Standards - (Areas of specific interest to the fire service)
Part A-I General	
Part A-2 Personal Protective Equipment	
Part A-4 Safety Procedures	
Part C Machinery	
Part E Hazardous Materials	
WISHA - Regional Directive WRD 90-3	Clarification of WISHA Training
WISHA - Regional Directive WRD 92-6A	Compliance to Infectious Disease Standards
WAC 296-305-04505	Apparatus operation rules
RCW 46.61	Driving Emergency Vehicles
WAC 296-62-08001 thru 08050	Communicable Disease Training
RCW 18.73	Ambulance Rules and Regulations
WAC 246-976-150 thru 246-976-210	Certification and Re-Certification of EMS Personnel
NFPA 1403	Standard on Live Fire Training

Note: In the interest of firefighter health and safety, although it may or may not be required by law, a prudent organization would utilize the following performance qualifications (IFSAC) Firefighter 1, prior to active structure fire combat, it is required that all firefighters receive supervised manipulative training in “Live Fire Training”.

In addition to State requirements, local / regional codes and ordinances may also impose legal obligations that impact your department training requirements such as:

Mutual Aid Agreements
Local EMS Protocols
Department Rule, Regulations, and Standard Operating Procedures
Inter-Local Agreements
Contract — Service, Union-Civil Service Regulations (JATC)

WAC 296-305 Annual Review – Program, Policy & Training Requirements

Program Requirements

WAC 296-305-01505	Accident Prevention Program
WAC 296-305-01 509	Management’s Responsibility
WAC 296-305-02001	Maintenance, Repair, Retirement, Servicing and Inspection of Personal Protective Equipment (PPE) and Clothing to include:
WAC 296-305-02011	Body Armor
WAC 296-305-02009	Body Protection
WAC 296-305-02501	Emergency Medical Protection
WAC 296-305-02003	Eye and Face Protection
WAC 296-305-02013	Foot Protection for Structural Fire Fighting
WAC 296-305-02007	Hand Protection
WAC 296-305-03001	Hazardous Materials Protection
WAC 296-305-02015	Head Protection
WAC 296-305-02005	Hearing Protection
WAC 296-305-02019	Life Safety Ropes, Harnesses and Hardware Protection
WAC 296-305-02017	Personal Alert Safety System
WAC 296-305-02001	Personal Protective Clothing
WAC 296-305-7003	Personal Protective Clothing and Equipment for Wildland Fire Fighting
WAC 296-305-04001	Respiratory Protection
WAC 296-305-02005	Hearing Conservation Program
WAC 296-305-02501	Blood borne Pathogens
WAC 296-305-02501	Respiratory Protection
WAC 296-305-04507	Preventive Maintenance Program for Fire Apparatus
WAC 296-305-05003	Confined Space Program
WAC 296-305-05005	Rope Rescue Operations
WAC 296-305-05007	Trench Rescue and Operations Response Program
WAC 296-305-05009	Watercraft Rescue Operations
	Hazardous Waste Operations and Emergency Response Program
WAC 296-305-05013	Aircraft Rescue and Fire Fighting, if applicable — See NFPA Manual for Aircraft Rescue and Fire Fighting Operations

Policy Requirements

WAC 296-305-01501	Policy for Record Keeping
WAC 296-305-01503	Accident Investigations
WAC 296-305-01503	Securing Accident Scene(s)
WAC 296-305-01503	Accident Investigation Record Keeping
WAC 296-305-01505	Accident Prevention Program Safety Officer's Specific Duties
WAC 296-305-01507	Safety Officer's Authority
WAC 296-305-01507	Scheduled Daily Operations Check for Apparatus
WAC 296-305-04509	Operating Procedures for Aerial Ladders and Elevated Platforms
WAC 296-305-05001	Incident Command System Guidelines Applying to All Members Involved in Emergency Operations
WAC 296-305-05001	Risk Management as it pertains to the Incident Commander and Passport Accountability
WAC 296-305-05001	Workplace violence as it pertains to Riots, Fights, Violent Crimes, Drug Related Situations, Family Disturbances, Deranged Individuals and Interference with the Fire Department Operations (this is not an all inclusive list)
WAC 296-305-05005	Operational Procedures for Rope Rescue Activities and Training
WAC 296-305-05003	Confined Space Rescue Operations
WAC 296-305-05007	Trench Rescue Operations
WAC 296-305-05009	Water Graft Rescue Operations
WAC 296-305-05011	Hazardous Materials Operations

Record Keeping Procedures

WAC 296-305-01501	Injury and Illness Record Keeping
WAC 296-305-01501	OSHA 200 Log 305— Posted February 1 thru March 1
WAC 296-305-02501	Exposures to Blood borne Pathogens
WAC 296-305-04507	Maintenance and Repairs of all Apparatus
WAC 296-305-05005	Inspections and Repairs of all Rope Rescue Equipment
WAC 296-305-06005	Inspections and Repairs of all Ground Ladders
WAC 296-305-02005	Hearing Tests
WAC 296-62-14503	Non-Emergency Confined Space Entries
WAC 296-62-14507	Non-Emergency Confined Space Entries
WAC 296-305-05003	Emergency Confined Space Entries

Training Requirements

WAC 296-305-01505	Accident Prevention Program
WAC 296-305-01509	Management's Responsibilities
WAC 296-305-01511	Employee's Responsibilities
WAC 296-305-01515	First-Aid Training within 90-days of Employment
WAC 296-305-02001	The use, care and limitations of Personal Protective Equipment
WAC296-305-02501	Annual Blood borne Pathogens Program and Procedures
WAC 296-305-04001	Quarterly Air Pack Drills
WAC 296-305-04001	Annual Fit Testing
WAC296-62-007109(6)	Annual Respirator Training (other than SCBA)
WAC 296-305-04509	Apparatus Operations
WAC 296-305-04509	Aerial Ladders
WAC 296-305-04511	Elevated Platforms
WAC 296-305-05001	Incident Command System
WAC 296-305-05001	Overhaul Procedures and Operations
WAC 296-305-05003	Confine Space Rescues
WAC 296-305-05003	Rope Rescue Activities
WAC 296-305-05007	Trench Rescue Activities (if applicable)
WAC 296-305-05009	Safe Operations of Watercraft and Capabilities (if applicable)
WAC 296-305-05009	Water Rescue Techniques (if applicable)
WAC 296-305-05009	When operating in non-navigable waters, training to local hazards
WAC 296-305-05501	All members who engage in emergency operations shall be trained prior to engaging in those duties
WAC 296-305-05501	Asbestos Identification and Handling
WAC 296-305-07003	Fire Shelter Training as it pertains to Wild Land Fire Fighting
WAC 296-305-07017	Officers working at Wild Land fires shall be trained in the symptoms of heat related disorders
WAC 296-305-07019	Fire Fighters engaging in Wild Land fires shall be trained to a NWCG Fire Fighter 2 or comparable
WAC 296-305-07019	Wild Land Fire Supervisory Personnel shall be trained to a NWCG Fire Fighter 2 or comparable
WAC 296-305-07019	Annually review of the Standard Operating Procedures for all Personnel engaged in Wild Land Fire Fighting
WAC 296-305-02005	Annual Hearing Conversation
WAC 296-62-3112(8)	Annual Hazardous Materials

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Section 3 - Planning, Developing and Maintaining the Training Program

Background

This section will help you evaluate Training Programs, Methods of Information Delivery, Record Keeping, and Budgeting. Analysis of training is a continuing process; programs will not improve without constant critique seeking strengths and weaknesses. Even though you may feel a need to start doing something right away, your training program will improve greatly if you take the time to identify program weaknesses and address those weaknesses and reinforce strong points.

Program

A well-planned training program is the foundation of a successful teaching/learning process for your department. After reading the section on legal requirements of training, you may feel overwhelmed with the number of responsibilities associated with the training officer's positions. Remember you are not alone; there are training officers in almost every department in this state which means that there is a training program to some degree in every fire department. Where a need exists, don't reinvent the wheel! It is always possible to beg, borrow or modify an existing program to address the requirement in your department. For more information on how to develop a training program, see the section on Program Development.

Requirements:

- Is the organization meeting training requirements? (See legal Section)
- Does the organization require periodic skills evaluations?
- Have all training requirements been met or are they scheduled for this year?
- Are the periodic skills evaluations referenced to standards? (see performance standards section)

Lesson plans:

- What lesson plan subjects currently exist? (If you do not possess a specific lesson plan)
- When was each existing lesson plan updated?
- What is the source of the lesson plan?
- Are the lesson plans uniform and standardized?
- Is each lesson plan complete?
- Do objectives reference standards? (In-house, state, national)
- Are evaluations competency based? (Written tests, manipulative skills, check sheets, etc.)

Program Implementation

A training officer must setup and use a system that will account for each members meeting training standards and requirements. Identify standards and legal requirements that have not been met by your department. (He/she must be familiar with all necessary standards and legal requirements.) Develop a plan for implementation, including a schedule with time lines for achieving the required or recommended standards. Develop or schedule instructors for lesson delivery. Collect materials or make arrangements for delivery of the lessons. Post a training schedule to include date, place, topic, instructor and required study, and objectives to be achieved. Create a record-keeping program with routing and filing instructions (i.e. where filed, who maintains records, final destination). Provide for the evaluation of instructors and lessons. Create a reporting system that would identify deficiencies in student mandatory requirements.

References and Standards

Standards have been developed to aid the training officer in his/her job. We have referenced the NFPA standards and the current Washington State Standards for your information. For more information on the current state standards, contact your Regional FPS Program Manager. Caution! Be careful of blindly adopting standards that may become legal obligations. Before adopting any standard, the legal impact should be determined by your department legal council.

Section 4 – The Training Officer

Background

This section profiles the characteristics of a person who could function in the position of a fire department training officer in two basic ways:

- 1) General requirements
- 2) Professional development;

While needs and resources vary from department to department and with every individual, these guidelines can be the basis for establishing or evaluating a job description to meet specific needs.

General Requirements

Experience

A person functioning as a department training officer should be an experienced fire department officer. In addition to fire management experience, a training officer should demonstrated a clear understanding of the fire department culture, structure, operations and mission, adult learning principles, course development, instructional methods, and evaluation of training. This individual should also be an effective leader and manager who can determine the training needs of the organization, develop goals and objectives to achieve those needs, implement training programs, evaluate the effectiveness of training, and develop the resources needed to sustain an effective and efficient training program. He/she should also be able to monitor and assess safety hazards or unsafe situations and develop measures for ensuring personnel safety. The specialized and hazardous nature of fire service requires that applicants become qualified in their area of specialty.

Qualifications:

- A Minimum of four years of service
- Meet company officer requirements (National Fire Protection Association - NFPA 1021, 2003 Edition)
- Possess personnel and program management skills
- Possess computer skills
- Technical expertise in the subject instructed/evaluated
- Established competency in that area of specialty
- Established competency in the ability to monitor and assess safety hazards or unsafe situations and develop measures for ensuring personnel safety.
- The fire service instructors should also possess the physical abilities necessary to conduct instruction in their specialty area

Education

- High school graduate or GED
- Associate Degree (fire-related)
- Four Year Degree (education)
- Computer Education
- Management Training
- Washington State Fire Service Instructor I or equivalent
- Washington State Fire Service Instructor II or equivalent
- National Fire Protection Association (NFPA) Fire Service Instructor III or have the desire and ability to meet or exceed the job performance requirements of NFPA 1041, 2002 Edition.
- National Fire Academy (NFA) Incident Safety Officer (ISO) or equivalent.

Management of fire service training programs

- Budgeting
- Resource management
- Management of personnel
- Management of instruction
- Program evaluation
- Ensuring personnel safety
- Training needs analyst
- Scheduling
- Goal setting
- Networking with other training agencies
- Technical writing
- Effective verbal and written communication
- Management of instructor pool
- Lesson Plan Development
- Standard Operational Guidelines and or Policies and Procedures Development

Professional Development

To be effective, a training officer must be part of the fire department management team and hold the (recommended) rank of Battalion Chief. Here are recommendations for a professional development path that would benefit a training officer:

Management and Leadership Training

The following are venues for personal growth and development for an Instructor/Evaluator. Expert instructors from outside the fire service can provide excellent instructing or evaluation services as well.

- College level courses working toward fire related fields.
- Attendance of management seminars on continuing basis.

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- Diversity training.

Professional Affiliations:

- County Associations
- State Associations
- Regional Associations
- Service Organizations
- Private Industries

Fire Protection Services

- Washington State Fire Service Instructor I or equivalent
- Washington State Fire Service Instructor II or equivalent
- NFPA Fire Service Instructor III or have the desire and ability to meet or exceed the job performance requirements of NFPA 1041, 2002 Edition.
- NFA Incident Safety Officer (ISO) or equivalent
- NFA and EMI Courses
 - ❖ On campus (Emmitsburg, MD)
 - ❖ Off campus (Satellite)

Evaluator Training:

International Fire Service Accreditation Congress evaluator training through the Washington State Patrol facilitated trainers/evaluators (Evaluate a minimum of one IFSAC testing scenario per year)

Instructor Training:

- Concentrate on areas of interest
- Seek instructor endorsements in areas of interest
- Instruct courses qualified to teach annually. (Minimum)

Educational Resources

There are many sources that offer both general instruction and specialty courses for management and leadership.

- Local Community Colleges
- State Training Officer's Associations (State and County)
- Major College
- Private Sector
- Fire Protection Bureau
- Trade Magazines

Organizational Involvement

Organizations that would enhance growth and development of a Training Officer include:

- Washington State Training Officers
- County Training Officer Associations
- Local EMS Organizations
- International Society of Fire Service Instructors
- Department Safety Committee/Programs
- Regional Training Councils.

National Conferences

By attending conferences outside the immediate geographic work area the breadth of information and exposure to a broad range of resources often will motivate a person to excel as a training officer. There are a vast number of conferences available, too many to mention here. Contact other fire service organizations, associations and training officers, as well as the internet to identify current opportunities.

Fire Service Instructor/Evaluator Profile

This section will move from the general requirements for a training officer to the current Instructor/Evaluator or a person desiring to become an Instructor/Evaluator. The needs and resources will vary within every department and these recommendations can be tailored to meet specific needs.

Educational Considerations

In developing the fire service instructor standards, the Professional Qualifications Committee identified certain objectives that are found necessary to qualify fire service instructors at the three levels of progression. It was not the intent of the committee to establish standardized instructor training programs, but to utilize programs already in existence throughout the country. The knowledge and skills required to perform the stated objectives can be obtained from various sources such as:

State fire service training agencies, vocational-technical institutions, community colleges, universities, self-study, experience, and other educational venues.

These would include:

- Washington State Fire Service Instructor I or equivalent
- Washington State Fire Service Instructor II or equivalent
- NFPA Fire Service Instructor III or have the desire and ability to meet or exceed the job performance requirements of NFPA 1041, 2002 Edition.
- NFA Incident Safety Officer (ISO) or equivalent
- High school graduate or GED
- Associate Degree (fire-related)
- Four Year Degree (education)

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- Computer Education

Specific Instructor endorsements

Some instructor candidates might qualify at the various levels without formal training. Although formal training is not a prerequisite, it is strongly recommended that every fire service instructor successfully complete approved formal courses of instruction and attend periodic career development and improvement courses, and remain active within a fire service training program. The Fire Instructor standard does not identify the level of skill and knowledge of the fire service instructor in the subject matter to be taught.

Fire service training can be affected by various organizational, local, state, provincial, or federal laws and regulations, and fire service professional standards. These laws, regulations, and standards include, but are not limited to, issues such as:

- Health and safety
- Human resource policies
- Environmental
- Equipment
- Live fire training
- Training facilities
- Copyright laws
- Laws or regulations personal safety equipment pertaining to the release of student and training records

Section 5 - Accreditation & Certification

Background

In Washington State there is no required certification for firefighters, although, many organizations have chosen to adopt and require third party certification. The two largest of these third party accreditors are ProBoard (National Professional Qualifications Board, www.theproboard.org) and IFSAC (International Fire Service Accreditation Congress, (www.ifsac.org)).

For the State of Washington, fire service accreditation and certification are managed by the Washington State Fire Marshal's Office (SFMO), a bureau within the Washington State Patrol. Since April 1995, the SFMO has been accredited by IFSAC. The majority of fire organizations in the state utilize the services from the SFMO. Some organizations use open enrollment testing to certify their personnel; while other organizations have their training programs accredited under the SFMO. In addition, the Washington State Fire Training Academy tests all students using IFSAC testing.

In 2009, the first fire organization in the state was accredited by ProBoard. At the time of this accreditation, the Fire Protection Policy Board directed the SFMO's to not seek accreditation for ProBoard. Currently ProBoard accreditation is gaining in popularity among larger fire organizations with training divisions.

Since the SFMO serves the majority of the state using IFSAC accreditation, the remainder of this chapter will focus on the IFSAC process. The SFMO provides written and practical testing for the following certification levels: Firefighter I, Firefighter II, Hazardous Materials Operations, Fire Instructor I, Fire Instructor II, Fire Investigator, Public Fire and Life Safety Educator I, Marine Firefighting for Land Based Firefighters-Awareness Level, Fire Officer I, Fire Officer II. As demand grows, certification levels are actively being evaluated.

Reciprocity

This is a process of recognizing individuals' current or valid competency (certificate and seal) that was issued by another state, province, or Department of Defense, from IFSAC, or ProBoard. To apply for reciprocity, a candidate submits a letter of request and a copy of the competency certificate to: Fire Protection Bureau, Standards & Accreditation, and P.O. Box 42600, Olympia WA 98504-2600. Reciprocity is available only on levels accredited by IFSAC in Washington State. The SFMO verifies the information with the originator of the certificate. A Washington State Certificate of Competency is issued with a Fire Policy Board seal. A new IFSAC or ProBoard seal is not issued.

Historical Recognition

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The purpose of a historical recognition process is to provide a means by which fire service personnel may become certified to a specific standard, based on extensive on-the-job experience, significant education, and/or specialized training. It was established to recognize Washington State fire service personnel for their training and experience prior to the Fire Protection Bureau becoming accredited by IFSAC in April of 1995.

If you entered into the fire service after April of 1995, you are not eligible for the historical recognition certifications. To be considered as a candidate for historical recognition, you must provide documented training and extensive experience prior to the dates below. Once you have been qualified to enter into the process you may apply for additional levels. Your training and experience must be completed, documented and meet the appropriate NFPA standard. These must be completed prior to the dates listed below for each specific level.

To apply for historical recognition, the candidate must complete the SFMO application and submit it along with all supporting documentation. Contact the SFMO for an application. A volunteer review panel of qualified peers will review the application packet for compliance with applicable performance standards and make recommendations to the SFMO. If certification is recommended, a Washington State Certificate of Competency with an IFSAC seal and number is issued. Historical recognition is not applicable to those who fall under the jurisdiction of the Department of Defense.

Proficiency Level	Training Prior To	NFPA Standard & Edition
Firefighter I	April 1995	NFPA 1001, 1992 edition
Instructor I	April 1996	NFPA 1041, 1992 edition
Fire Investigator	January 1999	NFPA 1033, 1993 edition
Public Fire & Life Safety Educator I	May 1999	NFPA 1035, 1993 edition
Firefighter II	April 2000	NFPA 1001, 1997 edition
Instructor II	April 2000	NFPA 1041, 1996 edition
Hazardous Material Operations	April 2000	NFPA 472, 1997 edition
Marine Firefighting - Land Based	November 2001	WA State Standard, 2001
Fire Officer I	June 2002	NFPA 1021, 1997 edition
Fire Officer II	July 2002	NFPA 1021, 1997 edition

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Equivalency

The SFMO will recognize personnel who have performance competencies that have been validated by the Fire Chief or Designee within a local jurisdiction. This recognition, Certificate of Equivalency, is for the purpose of facilitating entry into the IFSAC certification system. Equivalency allows personnel to participate in future progression within the IFSAC system. No IFSAC certificate will be issued for the equivalency level.

In order to qualify for equivalency, all training must be completed prior to one year after the accreditation date for each specified level.

Once the local jurisdiction has authorized the equivalency application, a Certificate of Equivalency shall be issued by the SFMO. The Certificate of Equivalency issued to the individual allows him/her to test for the next incremental level of certification with an IFSAC seal.

The certificate of equivalency is only valid within the local jurisdiction and is not transferable.

Section 6 - Record Keeping

According to NFPA 1401 sec. 1-4, a record is “A permanent account of known or recorded facts, regarding something or someone that is utilized to recall or relate past events or acts of an organization or the individuals therein.” According to Washington State Law, RCW 42.17.020 (27) “public record” includes any writing containing information relating to the conduct of government or the performance of any governmental or state or local agency regardless of physical form or characteristics. Note: writing includes computer information, sound recordings, video tape, photos, etc.

Methods of Recording

Records may be retained in many different ways depending upon the department’s size, resources, and needs. However, you need documentation of all training mandated by federal, state and local laws, including departmental policy and procedure. It is recommended that as a minimum, the training records be maintained on a hard copy in a format determined by the department that can be used by the training officer, but understood by everyone. Original copies of training records need to be kept in a centralized location.

Record Retention

How long should records be kept? — RCW 40.14.070 and WAC 414-24-050. All training records of personnel are to be kept for one year after termination of employment. It is strongly recommended that these records be kept in archives for at least 7 years. Some material may have to be kept longer.

- Training Records - 1 year after employment termination
- Radio Log- 3 years
- Personnel Files - 7 years after employment termination
- Accident Report - 7 years after accident
- Company Run Reports - 7 years after run
- Fire Inspection Report - 7 years
- Medical History - 30 years after employment termination
- Blood Borne - 30 years after employment termination

Record Types

What information should be kept? — Keep in mind when putting together the training record requirements, that you not only track your members drill attendance, but also certification and endorsements. Some certifications and endorsements, such as those for EMS, have expiration dates and requirements to recertify. These need to be tracked on a constant basis. There should be an identified routing method to ensure records are properly recorded and filed.

The records should show:

- If the class was in-house or obtained elsewhere
- Who taught the class (should include the credentials of the instructor if not in your files)
- Date and length of the class
- Whether it was hands-on or classroom
- Documentation of the written and/or manipulative evaluation to ensure objectives were met

Because these records can become legal documents they need to be understandable. Some of the people who may also want to look at your training records include:

- Washington Survey and Rating Bureau
- Labor and Industries
- Department of Health
- Attorneys

All training should be taught to some standard, whether it be an NFPA, Washington State Standards, Department of Health or to your own specification. A content outline for each class taught should be in your files so that you can prove what was taught in a class.

Resources Available

Do not re-invent the wheel. There are several different management/records systems available. Check with other departments to see what is being used.

Budget

Recognize that the training program is both needs and budget driven. Grants and sponsorships from private industry and other public associations should be considered when formulating a training budget.

These are some of the categories that may impact your training budget.

- Training Officer salary
- Training Officer benefits
- Overtime costs
- Cost for replacing personnel who are attending training
- Cost for sending personnel to the training
- Your own Academy
- Office supplies
- Capital and disposable expenditures for training (props, smoke machine, smoke, plywood, etc.)
- Audio-visual capital supplies, service, and materials

- Computer software
 - Subscriptions (magazines, emergency training broadcasts)
 - Dues and memberships (ISFSI)
 - Contract/shared training costs
 - Training aids (IFSTA, video tapes, books, films, etc.)
 - Registration Fee (State Fire Academy, Regional Academy Outside conferences/special classes (State Training Officer's Conference, Command School, etc.)).
 - Travel, meals (National Fire Academy) & lodging
 - Promotion costs (testing)
- People you need to know in the budget process:
- Chief (City or District)
 - Finance chair (City or District)
 - Risk manager (Cities)
 - Safety committees
 - Instructors
 - Get suppression (Local or association) support

NFPA STANDARDS:

NFPA standards are not in themselves mandatory in Washington State, however they are often by reference incorporated into mandated standards meant for fire industry compliance.

NFPA 471 / 472	Hazardous Materials
NFPA 1000	Fire Service Accreditation and Certification Systems
NFPA 1001	Firefighter I, II Department Vehicle
NFPA 1002	Fire Apparatus Driver/ Operator
NFPA 1003	Airport Firefighters
NFPA 1021	Fire Officer I, II, III, IV
NFPA 1031	Fire Inspector I, II, III
NFPA 1033	Fire Investigator
NFPA 1035	Public Fire / Life Safety Educator I, II, III
NFPA 1041	Fire Service Instructor I, II, III
NFPA 1201	Developing Fire Protection Services for the Public
NFPA 1401	Fire Protection Training Records and Reports
NFPA 1402	Building Fire Service Training Center
NFPA 1403	Live Fire Training Evolutions
NFPA 1410	Training Standard on Initial Fire Attack
NFPA 1452	Chapter 3 Training and Education Training Fire Service Personnel to Make Dwelling Fire Safety Surveys
NFPA 1500	Fire Department Occupational Safety and Health Program
NFPA 1521	Fire Department Safety Officer— Chapter 3-8 Training and Education
NFPA 1051	Wildland FF Professional Qualifications Levels I, II, III, IV
NFPA 1061	Public Safety Telecommunication I, II
NFPA 1404	SCBA Program
NFPA 1451	Operations Training Program
NFPA 1470	Search and Rescue Training for Structural Collapse Incidents
NFPA 1561	Fire Department Incident Management Program
NFPA 1581	Infection Control Program

Section 7 - Performance Evaluation

Background

Training for any person or program has not been completed until some measure of knowledge, skills and/or abilities has been demonstrated and documented.

A training officer needs to determine:

- Which evaluation procedures are available?
- Which evaluation procedures work best in given situations?
- Which evaluation procedures are required to meet local, state and/or national standards?

Competency Based Evaluation

Competency based evaluation is an approach to training that is “product” driven as opposed to a requirement to meet a required number of hours devoted to a specific subject. Competency based evaluation is based upon documenting that the student has demonstrated the knowledge skill and abilities needed to meet a specific standard and that appropriate records of this performance are generated and maintained.

There are several key features of this approach to training:

- It needs to be accomplished based on current accepted standards as adopted by each jurisdiction.
- It should be accomplished for both individuals (objectives) and companies (evaluations).
- It may or may not be timed (Some jurisdictions time evaluations, but not objectives).
- Standard operations, objectives, and evaluations must be identified. Competency evaluations should be based on published documents (Narrative and check sheets).

Identify individual and company performance objectives based on standards as adopted by each jurisdiction.

Examples:

- Five inch forward lay with quick attack (pre-connect)
- Tender tanker supply
- Alley lay with second engine water supply
- SGBA donning

To establish timelines for evaluations; have a company perform the evolution multiple times for range of times. Have other companies repeat the evolution. Compile the times and evaluate the results to establish an achievable time limit. Revise as necessary.

Frequency of Evaluations

Objectives are performed in a frequency determined by State, or the authority having jurisdiction (AHJ).

Examples:

Quarterly

- SCBA,
- Defibrillator

Annually

- Standard Company Evaluations (AHJ)
- Individual Objectives (AHJ)
- Special Needs / Task Unique to Jurisdiction (AHJ)
- CPR and Airway Management (AHA)
- Hazardous Material (AHJ) or NFPA 472
- Emergency Medical Services (AHJ) or County Protocols

Resources for competency based evaluations:

- Neighboring Departments
- IFSTA - www.ifsta.org
- NFPA - www.nfpa.org
- California Fire Marshal's Office - <http://osfm.fire.ca.gov/>
- EMS Councils - www.doh.wa.gov/hsqa/emtp
- Texas Commission on Fire Protection - <http://www.tcfp.state.tx.us/>
- Oregon Department of Public Safety (DPSST) - <http://www.oregon.gov/DPSST/FT/index.shtml>
- Firehouse Magazine - <http://www.firehouse.com/topic/training>
- One of the best examples of Competency Based Evaluations is the Ongoing Training and Evaluation Program (OTEP). This program has been specifically designed for EMT's and First Responders in the State of Washington. <http://www.doh.wa.gov/hsqa/emstrauma/educreq.htm>

Evaluation Procedures

Establishing and maintaining an evaluation process is an important part of the training officer's job. The training officer is usually responsible for ensuring instructors follow evaluation procedures.

A training officer or a designee may evaluate personnel in a number of ways:

- Oral Exam
- Written Exam
- Timed Activities/Evolutions
- Task Performance/Job sheets

- Simulations

It is recommended, where practical, that evaluators be individuals who were not directly involved as instructors for the requirement being evaluated.

CAUTION! Be aware of:

- Avoidance — there is a tendency for some individuals to stand back during a drill and never complete the objective. Each individual at a drill must participate and complete all objectives for each drill. The training officer must require task performance/job sheets signed and dated for each individual.
- Assumptions — another problem is an assumption of skills where an instructor assumes that an individual is competent with an objective and just signs the forms without the individual actually completing the objective. The evaluator must see and verify that each individual has completed the objective.
- Deception — Peer instructors may sign off an objective sheet for a friend or a subordinate without the class objective being accomplished. ***This is not acceptable.***

Section 8 - Planning and Scheduling Training

Background

The employer shall assure that training and education is conducted frequently enough to assure that each member is able to perform the member's assigned duties and functions satisfactorily and in a safe manner so as not to endanger members or other employees. All members shall be provided with training at least annually. Members who are expected to perform interior structural fire fighting shall be provided with an education session or training at least quarterly.

Training Base

Each jurisdiction must establish a training plan and schedule that meets the needs of their organization. Both short and long term (three to five years) training objectives should be established. Before scheduling training, a training plan must be developed that is based on the following:

- Mandated Training (State, Local, Federal)
- Specialized Training
- Quarterly Training
- Monthly Training
- Departmental Training Needs (Recruit and veteran)
- Recent alarm activity deficiencies and schedule to meet these areas in establishing training plan.
- Human Resource Training

Training Plan Considerations

1. Track planning may be considered where different tracks are used for levels of firefighters. Example: First year firefighters, second year firefighters, third year firefighters, would all train on separate but parallel tracks.
2. Individual training accounting documents or systems access should be provided to each firefighter. These documents or systems should outline the training required by your department. They also need to assure through documentation that each member has received the training required by your department.
3. Combination departments need to coordinate career and volunteer training to achieve mandatory requirements where individuals are not subjected to redundancy.
4. Departments that have potential high risk incidents (aircraft, wild land and water rescue) need to emphasize these training issues in their planning. Some legal experts' state: "consider a training emphasis on low frequency, high risk activities".

5. Special team technical level certifications
6. Coordinate training with neighboring departments. Joint operation drills will be very advantageous to prepare for large scale incidents. The Survey and Rating Bureau will review drills with neighboring departments.
7. You will find the more innovative and creative your drill plan is, the greater the participation and retention of skills will be.
8. Include natural disaster training.
9. Competition drills may improve interest and participation. Classes with team competition and some small rewards for the teams with the best performance can be excellent for team building and learning.
10. Training should be as realistic as possible within safety considerations.
11. Knowledgeable and respected instructors will improve class quality and reception.

Scheduling Training

Each department has individual needs in their scheduling. Look at your organization and develop a schedule that meets your training plan.

- Is there a current drill schedule/training calendar?
- Is the current drill schedule being followed?
- Is it meeting the needs of the agency?

Below are listed some considerations for making your training schedule. You may find training schedules on the internet or at neighboring departments to use as examples that provide a workable guideline. Feel free to copy and modify the examples to make them work in your department.

Scheduling Considerations

1. Make sure to include the required monthly, quarterly and annual training schedule.
2. How are you going to make up the training session with individuals that may be gone during the scheduled session? Can you limit the off time? Can you pay over-time for paid employees?
3. Training schedules should be posted well in advance to provide ample preparation for instructors and students.
4. Consider time of year, weather constraints, higher absentee times (summer vacations), provide refresher training just prior to increased call type activity. Summer time you expect higher river rafting accidents, wild land fires, etc.....

5. Plan and coordinate training aids well in advance for your schedule, especially borrowed aids from other departments.
6. How do you limit alarm activity for those companies in training? How will you make up the training for those crews that may leave during the training session when they leave on an alarm? Consider requiring crews to submit written reports when and why the missed drills.

Section 9 - Emergency Vehicle Accident Prevention

EVAP/EVIP Training Requirements

When fire departments instruct the accredited EVAP/EVIP Program, there are classroom and driving portions, which must be taught. There is a written test upon completion of the classroom portion.

The department must establish a drivers training rodeo. The rodeo course layout and testing stations are listed in the instructor's training manual and in the Washington State EVAP Standard. All portions of the rodeo must be tested.

The EVIP Training Program can be purchased from the Washington State Association of Fire Chiefs. They may be contacted at 360-352-0161. There is a small cost for materials.

Administrative Requirements

Liability for compliance with the RCW lies completely with the Fire Chief and individual firefighters in each jurisdiction. In order for any driver to operate a 26,000 lb gross vehicle weight apparatus, they must have a commercial driver's license or complete an EVAP/EVIP Training Program.

Local jurisdictions can do one of the following:

1. Adopt the new (2008) Washington State Patrol Standard (EVIP)
2. Adopt the standard of Commercial Driver's License with Dept of Licensing (CDL)
3. Adopt Volunteer Fireman's Insurance Subsidiary (VFIS) Standards (EVAP)
4. Adopt National Academy of Professional Driving (NAPD) Standards (EVAP)

If your department chooses to adopt Washington State EVAP Standards rather than have drivers obtain a CDL, the Fire Chief must write a letter to the State Fire Marshal. This letter must state that your department is using a program that meets the EVAP Standard 1-3.1 verifying that this standard has been officially adopted.

The letter must indicate which program your department will adopt and train to. It must also affirm that your department will teach to the standard and not reduce any of the requirements.

Fire departments are encouraged to maintain a roster signed by the Fire Chief in the glove box of each vehicle stating who is authorized to drive that vehicle and the expiration date of each driver's EVAP training. Training records maintained by the department should back up the roster.

Note: In 2008 the EVAP training document was revised and approved by the Washington Fire Chiefs. A name change occurred and that program is now called Emergency Vehicle Incident Prevention (EVIP). There has not been a name change for the standards, which are still referred to as "Washington State Emergency Vehicle Accident Prevention (EVAP) Standard."

Driver vs. Operator Training

The initial training using any of the options described above including CDL and commercially available programs, VFIS, or in-house training program will provide only the driver training. In order to become a qualified Driver/Operator on a specific type of apparatus, a firefighter must first be qualified to drive the apparatus. (A person can be a driver but not an operator, but cannot be an operator without being a driver). Your fire department must establish a procedure to qualify individuals as operators. Refer to NFPA 1002 and the manufacturers recommendations as to the basic requirements for proper operation of the specific apparatus.

Following the EVAP Standard section 1-3.1 there are performance requirements in Chapter 2 which must be performed utilizing apparatus of similar type, weight, wheel base, and function as that expected to be operated in the performance of the Driver/Operator's normal duties.

Testing

Each Fire Department will develop a policy and procedures for testing. The Department will document all testing and maintain records of this testing in the firefighter's training record. This is to ensure the objectivity of the testing process.

Third party testing is not required to qualify a firefighter to become a driver/ operator. All testing may be completed in house and under the guidance of the Training Staff. The Fire Chief, or designee, will ultimately endorse the qualifications and certification of each driver/operator.

EVAP/EVIP Certificates of Training

RCW 46.25.050 provides that each location jurisdiction, department, district, organization or person providing EVAP/EVIP training must issue certificates of training to fire service personnel who successfully complete the training. There are no exemptions/exceptions for volunteer fire departments.

Training Instruction and materials

Instruction materials may be found through WSAFC. (www.wsafc.org) Instructor training may be found through WSFTSO (www.wsftso.org) or your local/regional training groups.

Section 10 - Training and Education Venues

Resources	Links
Association of Washington Cities	http://www.awcnet.org/portal/StudioNew.asp?webid=1&mode=B1
Cal Fire Links	http://osfm.fire.ca.gov/Training/training.php
California Training Officers Section	http://www.calchiefs.org/index.cfm?Section=57&PageNum=646
Fire Department Training Network	http://www.fdtraining.com/
Fire Engineering	www.fireengineering.com/
Firehouse.com	http://www.firehouse.com/
Firetraining.net - the calendar for fire fighter training	http://firetraining.net/
International Society of Fire Service Instructors:	http://www.isfsi.org/
King County Training Officers	http://www.kcftoa.org/
National Fire Academy:	http://www.usfa.dhs.gov/nfa/
National Fire Protection Association	http://www.nfpa.org/index.asp
National Interagency Prescribed Fire Training Center	http://www.fws.gov/fire/pftc/
National Wildland Fire Training	www.nationalfiretraining.net/
Oklahoma St. University (Resource Center):	http://imis-ext.osufpp.org/iMISpublic/AM/ContentManagerNet/HTMLDisplay.aspx?ContentID=6456&Section=Resource_Center
TEEX Safety page	http://www.teex.com/teex.cfm?pageid=ESTIprog&area=ESTI&templateid=1386
Washington Fire Chiefs	http://www.wsafo.org/default.aspx
Washington Fire Commissioners Association	http://www.wfca.wa.gov/
Washington State Colleges:	http://checkoutacollege.com/ReadySetGo/Go/ContactsByCollege.aspx
Washington State Fire Training Academy	http://www.wsp.wa.gov/fire/fireacad.htm

