

PHOENIX FIRE DEPARTMENT



2022

**Firefighter Recruit
Exam Study Packet**

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INTRODUCTION

The Phoenix Fire Department is committed to providing the highest level of public safety services for our community. We protect lives and property through fire suppression, emergency medical and transportation services, disaster management, fire prevention, and public education. Our members will Prevent Harm, Survive, and Be Nice!

The Phoenix Fire Department cross-trains its firefighters to provide a full range of fire suppression, hazardous materials response, technical rescue, aircraft firefighting, and rescue as well as emergency medical services including basic and advanced life support and emergency medical transportation.

The City of Phoenix is an award-winning city. It is considered one of the best-run cities in the world. The Phoenix Fire Department has a national reputation as one of the best fire departments in North America. This reputation has been earned through years of commitment to focusing our mission on providing the best customer service possible, a philosophy based on working together and treating each other and the customers we serve with respect.

The Phoenix Fire Department has a model labor management process, and a culture that is open to change and improving the Department so that future generations of firefighters may benefit from the hard work of current and past members and continue to make the Department better for those who follow them.

This booklet is designed to give you an overview of the Phoenix Fire Department. It will introduce you to the demands of being a firefighter and to the Training Academy experience. The information contained within this document will not only provide you with critical information for the written examination process but also insight into the Phoenix Fire Department for the oral interview process.

**WELCOME from PHOENIX FIRE CHIEF MIKE DURAN and
IAFF LOCAL 493 INTERIM PRESIDENT BRYAN WILLINGHAM**

On behalf of the members of the Phoenix Fire Department and Local 493, we welcome you to the Firefighter Recruit testing process. We can personally say this is one of the most gratifying careers an individual can choose. Our Department is one of the finest in the nation. We are safe, well-trained, and professional. We are a diverse organization seeking people who will uphold our high standards and traditions throughout a long career. A Phoenix Firefighter must possess many critical qualities to be successful throughout a long career. It is a calling that entails selflessness, dedication, and skill.

The career of a Phoenix Firefighter involves much more than fighting fire. We are a customer service-driven organization. Our goal each day is to safely respond to and mitigate any possible emergency that may arise. We are Firefighters, Paramedics, Hazardous Materials Technicians, Technical Rescue Experts, Airport Emergency Response, and much more. Training is an integral part of our career. It never stops. Our Firefighters are expected to be lifelong learners, constantly striving to improve personally and professionally.

The following study guide reflects many of our standard operating procedures, practices, and cultural norms. We urge you to study it closely and absorb the information. Much of it speaks to what is important to our Department, Local 493, and the citizens of Phoenix. Our labor/management process provides the backbone on which these standards exist.

We work closely with City Leaders, Phoenix Firefighters Local 493, Citizens, and special interest groups that represent emergency response at all levels. Our expectations of those who work for this Department and the City of Phoenix are high. The Department has outlined five of the most important focus areas for a Phoenix Firefighter. These will be detailed and discussed further in this Recruit Study Guide. They are:


- Safety
- Professionalism
- Teamwork
- Respect
- Personal Development

We thank you for your interest in the Phoenix Fire Department and wish you the best in the testing process. We hope this will be a window into the dynamic and meaningful career to which Firefighters dedicate themselves.

Sincerely,



Mike Duran, Fire Chief



Bryan Willingham, Interim President Local 493

SECTION TWO
MISSION STATEMENT / VISION STATEMENT and MOTTO

THE PHOENIX FIRE DEPARTMENT MISSION STATEMENT

The Phoenix Fire Department is committed to providing the highest level of customer service and resources to our community and members. We save lives and protect property through fire suppression, emergency medical and transportation services, all-hazards incident management, and community risk reduction efforts.

THE PHOENIX FIRE DEPARTMENT VISION STATEMENT

As an innovative and data-driven leader in the International Fire Service, the Phoenix Fire Department will continue to evolve with the modern world. We remain committed to delivering customer service excellence to our communities through pride and professionalism. We will honor our diversity and inclusion while striving to improve the well-being of our Fire Department family, respecting our past while planning for the future.

MOTTO

Prevent Harm, Survive and Be Nice.

SECTION THREE

PROFESSIONAL STANDARDS GUIDE INTRODUCTION

The Phoenix Fire Department was established in 1886 to defend lives and property from the destructive force of fire. Our members, through hard work and dedication, have built an unmatched legacy of service and professionalism. The core of our strength comes from our members' fundamental execution of excellent customer service, high professional standards, and our personal pride.

Members of the Phoenix Fire Department are held to a very high standard by the public, but the highest standard of service is the one we have set for ourselves. The membership of the Phoenix Fire Department expects unyielding professionalism and personal accountability from everyone, in every aspect of our performance. These values represent the most distinguishing factors related to our perpetual commitment to excellent customer service.

Our individual positions within the Phoenix Fire Department are irrelevant when it comes to our Standard of Customer Service. Our customers see the highly recognizable uniform that immediately identifies us as members of the Phoenix Fire Department. Though our names and ranks are stenciled on the front of our uniforms, we are perceived as one. As a whole, we are respected, trusted, admired, and identified by our uniforms, our vehicles, and the manner in which we serve. As a member of the Phoenix Fire Department, we are indistinguishable to our customers. That is why we are expected to be on the same page when it comes to our actions and behaviors. Collectively we have been entrusted to serve and protect our community and we answer this calling in a variety of ways.

Our conduct both on and off duty must be exemplary. Members of the Phoenix Fire Department hold themselves to a higher standard. A single misstep by a member tarnishes the reputation of us all. Failure to comply with the Phoenix Firefighters' Standard of Customer Service will not be tolerated by the community we serve, our leaders, or each other. Clearly, the firefighter is the most recognizable member of our workforce. Their commitment and sacrifice is honored and valued. In many cases our customers identify all members of the Phoenix Fire Department as firefighters. Our organizational membership includes a variety of professionals who work together to achieve our mission. We take great pride in all of our work and our united standard of excellent customer service.

SECTION FOUR

THE PHOENIX FIRE DEPT. ORGANIZATIONAL VALUES

PRIDE AND OWNERSHIP

- We are committed to honest and ethical behavior both on and off duty.

CUSTOMER SERVICE EXCELLENCE

- “Be Nice”.
- We will deliver the highest level of internal and external customer service.
- We deliver added value to our customer service by going above and beyond,

TEAMWORK

- We value the input and opinions of our members at all levels of the organization.
- As a team our members mentor others.
- Teamwork is the building block that drives the labor-management process.

COMMUNICATION

- The PFD is committed to providing effective and responsive means of communication.
- We cooperate locally, regionally, and nationally to improve service delivery and enhance safety.
- Teamwork and communication are vital aspects in all the work we perform.

INTEGRITY AND PROFESSIONALISM

- We value public trust.
- We are professional, well-trained, humble, dedicated, competent, honest, and hardworking members.

DIVERSITY AND INCLUSION

- We reflect the community we serve.
- We embrace our member’s and community’s different cultures, race, religion, ethnicity, sexual orientation, and other social factors.

SAFETY AND PREVENTION

- The safety of our members and community is our highest priority.
- Members will practice safety through the Risk Management Plan.
- PFD members live by our Standard Operating Procedures.
- Situational awareness and personal accountability are crucial to our safety

TOTAL WELLNESS

- Physical, mental, spiritual, and financial wellness are essential.
- We make healthy choices to promote a long career and life.
- We help members in need.
- We utilize our department resources for total wellness.

HONOR AND RESPECT

- We respect those that came before us, those who are here now, and those yet to come.

PROGRESSIVE AND INNOVATIVE

- The PFD values personal development and training.
- We understand the need to evolve with our ever-changing emergencies, customers, and members.
- We are committed to seeking out effective methods for service and progressive thinking.
- The PFD embraces new technologies to improve service delivery.

SECTION FIVE **THE PFD WAY**

INTRODUCTION

The PFD Way is the philosophy of the Phoenix Fire Department and describes what is expected of every member regardless of rank. Included within are expectations of behavior, performance, and customer service. The PFD Way incorporates many values which include safety, service excellence, integrity, professionalism, communication, teamwork, and respect. These values allow us to provide exceptional internal and external customer service and guide our actions both on and off duty.

The Phoenix Fire Department is committed to its members and their well-being. Through training and education, the organization takes pride in improving its membership. Individuals bring with them unique cultures, traditions, and experiences. The diversity of our members is the strength and foundation of the PFD.

Our diverse membership chose to become part of the Phoenix Fire Department. In turn, we all chose to “buy in” to the PFD Way and its underlying culture and traditions. This collective buy in allows us to seamlessly provide exceptional customer service to the citizens, workers, and visitors of Phoenix.

The PFD Way is founded upon six major cornerstones that make up the foundation for our philosophy. These cornerstones are described in detail and are practiced by all members who have chosen to be part of the Phoenix Fire Department. This is a living document that stays relevant and is reviewed on a regular basis.

THE CORNERSTONES OF THE PFD WAY

CORNERSTONE 1: MAKE THE COMMITMENT

Members of the Phoenix Fire Department are committed to the public, to the Department, to Local 493, to other members and to themselves.

All who wear a Phoenix Fire Department uniform are held to a high standard. Expectations for behavior and performance are non-negotiable. Firefighters work in an inherently dangerous environment and are prepared for the challenge. We care about safety and about each other. If need be, we put our lives on the line for the public and each other.

We are measured by our daily interactions and performance. We are expected to follow the Phoenix Fire Department Standard of Customer Service: to arrive with a positive attitude and deliver fast, safe, professional service. It is the level of service that our customers, both internal and external, expect. This applies to every member of every rank, sworn, and civilian.

The Phoenix Fire Department recognizes that our diverse membership is the most important resource and foundation of the Department. Prejudice of any kind is not

tolerated. Everyone, in every position and job function is essential. Our commitment to working as a team in the firehouse, on the fire ground, in your section or battalion, in training, and as part of an RBO committee is the key to the Department's success. We take our commitment seriously, and challenge ourselves to improve every aspect of service delivery by asking, "How can we do better?"

CORNERSTONE 2: BE ACCOUNTABLE

Accountable members take responsibility for their success and the success of the Department.

Each member is responsible for their behavior and actions and will conduct themselves in a professional manner while on and off duty. Upon entering the fire service, members forfeit the freedom to behave independently. Negative actions or behavior from just one member can tarnish the reputation of the entire organization. Conduct should be commendable at all times.

Our reputation and performance in the Department are reinforced by our conduct. Your reputation is a valuable possession. Guard it and remember that it starts the day you enter the Fire Service and will continue long after your career has ended. Ask yourself, "How do I want to be remembered? How did I contribute to and improve this Department?". Respect is earned and begins with respect for yourself and respect for others.

Own your decisions. Take accountability.

CORNERSTONE 3: BE SELF-DISCIPLINED

Members who have self-discipline are motivated to make choices that result in a positive outcome and avoid choices that cause negative repercussions.

Commitment to self-discipline is a key element of a balanced lifestyle. Maintenance of a balanced lifestyle will optimize individual performance and success within the Phoenix Fire Department. We refer to this approach as Total Wellness which incorporates and prioritizes physical, mental, spiritual, and financial health.

Maintaining a positive approach to your work environment takes a commitment to self-discipline. We are expected to manage our own behavior. We are cooperative and open to supervisory directives. When imposed discipline is necessary, it will be corrective, progressive, and lawful. Disciplinary action is aligned with Departmental expectations and follows established procedures. Corrective punitive action is only considered for serious violations or when progressive actions have not been effective. It is the PFD Way to employ second chance management designed to return a member to positive and productive behavior.

Self-discipline extends to our lives outside of work as well as to the internet and social media. Phoenix Fire Department members are proud of their profession and Department. When we identify ourselves as members of the Phoenix Fire Department in a social media profile, that site now becomes an extension of the workplace, not solely a personal site. It is not the PFD Way to engage in negative political discussion or brag about unbecoming activities. Consider how the post will reflect on yourself and the Department or if it will be misinterpreted. Be aware of the impact of the social media footprint, as well as the ripple effects. As members of the Phoenix Fire Department and employees of the City of Phoenix, we have a duty to practice self-discipline and post responsibly.

CORNERSTONE 4: BE A RESPONSIBLE LEADER

Leadership is a process of positive influence that encourages high performance and teamwork to make a positive impact on our community and our Department.

The Phoenix Fire Department recognizes formal and informal leaders, earned leadership, and positional leadership. Regardless of rank or time and place, any member may become a leader. Phoenix Fire Department leaders motivate others and have the vision to facilitate change. Leaders live an example of the Department member we all strive to be and know that their words and behavior can leave a lasting impact. Their expectations for themselves and others are realistic and align with the expectations of the Department.

Leaders put safety first, closely followed by professionalism and courtesy. It is everyone's responsibility to stop dangerous, negative, and unprofessional behaviors and actions whenever they are encountered. PFD leaders remind all members, at all ranks, that we are responsible and accountable for our own actions and conduct and that of our co-workers.

Supervisors of all levels are expected to lead and treat their staff with consideration and respect. Positive reinforcement is more effective than punishing negative behavior and performance. Unacceptable behavior or performance will not be ignored, tolerated, or rewarded. Misconduct is best managed when it is immediately identified and discreetly corrected. Effective supervisors keep problems in perspective, address problems at the proper level, and when possible, turn a negative situation into a positive one.

Supervisors encourage teamwork, most notably in a fire station environment when crews prepare meals together, exercise, train and critique an incident. Supervisors make opportunities for their team to stay connected to each other, to the Department, and to our community.

All leaders are agents of mentorship, positive change, personal growth, and development. They are responsible for developing and instructing future generations of leaders that live and practice the PFD Way. Effective leaders embody servant leadership and serve our members before themselves. They encourage training and continuing education, so members stay current with industry change. Leaders pass along information, processes, and lessons learned, to spare new members from making mistakes that could cost them their reputation, their career, or their life.

The Phoenix Fire Department empowers YOU, to be a responsible leader!

CORNERSTONE 5: MAINTAIN A POSITIVE ENVIRONMENT

We are each responsible to create a positive work environment based on trust, integrity, approachability and open communication, superior job performance, teamwork, appreciation, and recognition, giving credit and taking responsibility.

The PFD has outlined four behaviors that are to be practiced by all members. Remember these behaviors and practice them daily as they reinforce the PFD Way and create a positive environment. They are:

1. **Consideration:** Be considerate of one another's values, ideals, possessions, feelings, etc. Respect yourself, your colleagues, and our customers.
2. **Discretion:** Be discreet regarding personal information. If something is shared in confidence, keep it confidential unless it jeopardizes someone's safety or well-being. Don't talk about members behind their backs.
3. **Acceptance:** Accept our cultural, ethnic and gender differences. Diversity makes us stronger and better prepared to serve the needs of our diverse community.
4. **Unity:** Value the unity of the Department. Our members are committed to each other. Our strength comes from the ability to work together and take care of one another.

There are no Departmental secrets. Intrigue and gossip over an issue results in distrust in the system. Other than personnel disciplinary actions, issues involving litigation, and politically sensitive matters, the Department is dedicated to transparency and accountability. Our members do not spread rumors. We must remember that there are two sides to every story and withhold judgment. Do not compromise your integrity at the expense of another member. A positive workplace environment starts with you, **LIVE YOUR INTERVIEW!**

CORNERSTONE 6: THE RBO PROCESS

The partnership of Labor and Management is committed to maintaining and improving safe working conditions and equipment, superior customer service, and succession planning for highly skilled employees. The Relationships By Objective process is guided by the principles set forth in the PFD Way.

The Phoenix Fire Department Way is based on the principle that our members are the foundation of the Department. There is a direct relationship between the quality and professionalism of the Department and the quality and professionalism of our membership. All members are invited to participate in the design and implementation of the procedure and process that forms the framework of our Department through the Relationships By Objective (RBO) process. The RBO process brings United Phoenix Firefighters Local 493 and PFD Management together in an open and honest environment. Together members work through issues and challenges, create effective and fair solutions, and reach agreements without damaging relationships.

It is the PFD Way to manage new ideas and changes for the Department with committees that represent both Labor and Management. These committee meetings are advertised to

all members and are always open. The Fire Chief and the Union President appoint co-chairs for each committee. A correlating committee made up of Management's executive staff and the Local 493's executive board oversees the RBO process. Any issues that are unable to be resolved through the normal RBO process are discussed and decided on within the correlating committee.

The RBO process is based on the principle that those who are closest to the actual services we provide should be allowed equitable input into the system. The process allows room for differing opinions without inviting disrespect or unhealthy politics. By participating in the RBO process, Department members of every rank and position are vested in and part of the outcome. This ensures that the Phoenix Fire Department remains a fair, efficient, and effective department.

Labor and Management are not always in initial agreement on each issue. The value of their working relationship however is the ability to find solutions to those issues on which they disagree. We will never sacrifice a relationship for an outcome. The RBO process works because both Labor and Management are respectful, offer value to the process, and remain open to hearing a different point of view. Both are committed to ensuring that the Phoenix Fire Department remains safe, progressive and professional.

The RBO process only works if we get involved. Our experts are the people doing the work each day. Our supervisors communicate information up and down the Chain of Command. We are advocates for all members when we involve ourselves in the RBO process. These are the basic values behind the Department.

THE RBO PROCESS IS THE PHOENIX FIRE DEPARTMENT WAY.

SUMMARY

The PFD Way is OUR philosophy. This document supports and describes the way in which we fulfill our mission to safely and efficiently serve the public and take care of each other. Putting this philosophy into practice requires a constant, conscious effort from each of us. We are members of the Phoenix Fire Department by choice – both our own AND the Departments. We are committed to superior service. It is this commitment to service and to each other that has made us what we are today and will sustain us in the future.

This is the PFD Way. Act it, live it, be it. Own it!

SECTION SIX

THE PHOENIX FIREFIGHTER SAFETY & SURVIVAL GUIDE

INTRODUCTION

BE SAFE!

The Phoenix Fire Department's highest priority is service excellence for our community. The work we perform is often in hazardous environments that pose immediate and long-term dangers to our health and welfare. Our ability to be effective in mitigating emergencies is directly connected to Phoenix Firefighters operating as safely as possible. The purpose of this document is to reinforce safety policies and procedures that dictate firefighter activities and behaviors. As professional firefighters, we must recognize that our policies and procedures are designed to ensure that we function at the highest level of professionalism and as safely as possible. In order to meet our customer service goals, we must operate effectively in this manner to address life safety, hazard stabilization and property conservation.

Safety is defined as the condition of being protected from or unlikely to cause danger, risk, injury, or loss. To ensure safe conditions are present in all phases of our work, Phoenix Firefighters operate in a safety cycle that has three specific stages: pre-incident, incident, and post-incident. Each stage has its own unique characteristics that foster safe activities and behaviors. These stages directly correspond with the prevention, response, and recovery cycles of emergency management. Through these three stages, we will be successful in performing our job while remaining as safe as possible at all times. These elements are further supported by supervision, training, review, and most importantly from "buy in" of the Phoenix Fire Department (PFD) and its members. Safety is a common thread in every aspect our job. Everyone must embrace it.

SAFETY VALUES

ADHERENCE

- Members will follow all safety policies and procedures.
- Members are not empowered to compromise safety policies and procedures.
- Supervisors will manage safe and effective work practices and address issues when necessary.
- Command Officers are responsible for managing safety policy and procedure compliance.

ACCOUNTABILITY

- Each member at every level of the organization is accountable for the safety and welfare of themselves and others.
- As a customer service driven organization, our community expectations are that members will operate in a safe and effective manner at all times.

TRAINING AND EDUCATION

- Members must continually work towards strengthening current skills and developing new ones.
- Members are encouraged to take advantage of all educational opportunities, inside and outside of the Department.
- The Department continually reviews operations and actions for safety improvement.

RISK MANAGEMENT PLAN

Our Risk Management Plan is the foundation for the safety of our members. It is an integral part of the overall Strategic Decision-Making Model and represents the “why” we are willing to tolerate any level of risk in our operations. All actions begin with the application of this plan and are continuously reevaluated throughout the incident.

1. We will risk our lives a lot, in a calculated manner, to save **SAVABLE** lives.
2. We will risk our lives a little, in a calculated manner, to save **SAVABLE** property.
3. We **WILL NOT** risk our lives at all, for lives or property that are **ALREADY LOST**.

SAFETY CYCLE STAGES

The stages of the safety cycle directly reflect the stages of our service delivery: pre-incident, incident, and post-incident. This cycle is applicable to all events to which we respond to as Phoenix Firefighters. *Company and Command Officers must have a clear understanding that they serve a key leadership role in influencing the behaviors and actions of their crews in all three stages.*

PRE-INCIDENT

Our success in accomplishing the goal of always keeping our members safe begins in the pre-incident stage. In this stage, the PFD will enhance and achieve firefighter safety and survival through preparation, training, education, the RBO Process, and physical and mental wellness.

PREPARATION

Being prepared is a key component of firefighters’ safety and survival. Pre-incident preparation is where we maintain and ensure that all equipment is operational and in a “ready state”. Activities such as pre-planning of first-due areas will provide familiarization, identify hazards, and create training opportunities to better prepare us prior to the occurrence of incidents.

TRAINING

All training will be safe, based on Standard Operating Procedures, and useable on an incident. Training should regularly reinforce fire ground survival skills and MAYDAY readiness to help maintain proficiency. Training will adhere to the Phoenix Fire Department Training Model: Establish expectations, train to those expectations, monitor performance, and manage accountability.

EDUCATION

Through structured courses and presentations, the PFD will continually educate members on the latest academia available in the All-Hazards domain. Members are highly encouraged and supported to take advantage of educational opportunities inside as well as outside of the department.

RBO PROCESS

By virtue of the Labor/Management RBO process, the PFD, and its members continually look for ways to implement and promote new and revised practices and field-related sciences for enhanced service delivery. Through this unique process members can participate and express input to enhance firefighter safety and survival.

PHYSICAL AND MENTAL WELLNESS

The Phoenix Fire Department and Local 493 realize the importance of fit and healthy members for safe operations and effective service delivery and support a Total Wellness concept to achieve this. Phoenix Firefighters are prepared and fit for duty physically and mentally. Firefighter safety and survival are heightened when members strive for a healthy, balanced lifestyle and hold themselves accountable for maintaining a “fit for duty” state both physically and mentally.

INCIDENT

Phoenix Firefighters are expected to respond to, and work in, difficult circumstances and hazardous environments. Such instances include fire, EMS, violent incidents, hazardous materials, technical rescue operations, and urban search and rescue. Though the nature of our calls may change, the tactical objectives for every incident remain the same: life safety, hazard mitigation, and property conservation.

RESPONSE

The incident begins with the initial dispatch. All responses must be performed safely and in a controlled manner with members wearing seat belts and following Code 3 driving rules. The PFD has developed Rules of Engagement for Emergency Response procedure. These “Rules of Engagement” are clearly defined Department expectations that identify behaviors, actions, and responsibilities that begin at dispatch and are ongoing throughout the response, arrival, and while on-scene. All members must commit to the Rules of Engagement. **NO EXCEPTIONS!**

ON SCENE

To reduce or eliminate safety hazards, management and members will rely on clearly stated expectations and actions consistent with Department Standard Operating Procedures (SOP’s). Standard actions will generate standard outcomes. Proper scene size up and risk management should guide any actions taken on scene. The Incident Command System (ICS) should be implemented when appropriate to enhance safety and accountability. All members must have a constant awareness of the surrounding environments, any ongoing activities, and changing conditions. Command must be aware of the position and function of every member on scene at all times. **NO FREELANCING!**

GROSS DECONTAMINATION

Exposure and contamination from the products of combustion can occur on many of the various calls that Phoenix Firefighters respond to. Cancer prevention practices through exposure reduction and decontamination (decon) are critical elements that the PFD has implemented. It is the responsibility of each individual firefighter to complete the necessary steps of personal and equipment decon while on scene to enhance safety and survival.

ONGOING

All Phoenix Firefighters will complete a “round trip ticket”; crews will enter scenes together, perform tasks together, and exit together. Actions and behaviors while on an incident should always be aimed at avoiding MAYDAY situations. It is important to remember and implement our training, utilize effective communication, and maintain a high level of situational awareness and accountability for avoidance of MAYDAY situations so we can all go home safely following an incident.

POST-INCIDENT

Post-incident is the last stage of the safety cycle. To promote safety and survival during this stage, our members will return themselves and their equipment to a “ready state” through rehabilitation, review, and ensuring members’ mental and emotional wellbeing are cared for. We must be prepared to safely and effectively respond to the next emergency since it will surely come.

REHABILITATION

Actions performed by firefighters on the scene of a fire, hazardous materials response, technical rescue call, or any other incident may require a great amount of physical exertion. During and/or after an incident, firefighters should participate in rehabilitation (rehab) efforts to help to prevent from working beyond safe physical levels. Rehab is aimed to return firefighters to a “ready state” by properly hydrating, resting, and providing nourishment following an incident. Injury identification/reporting and toxic/infectious exposure documentation are crucial elements to firefighter safety and survival that shall also take place during rehab following an incident.

POST INCIDENT REVIEW

Post-incident review consists of a review of events that occurred during the incident. This is a time for everyone, including crew members, supervisors, and command officers, to critique actions performed on the incident and discuss important lessons learned. Incident review should focus heavily on safety components by reinforcing proper behavior and identifying areas for improvement or additional training. These reviews provide valuable feedback and are applicable to any call that the Phoenix Fire Department responds to.

MENTAL AND EMOTIONAL WELLNESS

The duties that Phoenix Firefighters perform require that they be highly resilient, both mentally and emotionally. Due to the nature of our work, there are times when a member may be affected negatively resulting from a high-stress incident or from a culmination of high-stress events throughout a career. Without intervention these firefighters will suffer with declining work performance, mental and emotional deterioration, as well as increased health issues. Phoenix Fire Department's Member Services Section is comprised of Labor and Management positions working together to provide a myriad of resources and tools to enhance the quality of life for all members. Member Services oversees the High-Stress Incident (HSI) protocol which provides supportive interventions after any incident deemed high stress to minimize any mental or emotional stress-related injury to members. All Members Services resources can be found on Firestrong.org

SUMMARY

Every member of the organization must commit to strive for the highest level of safety possible, thus improving survival. By embracing our Safety Values and Risk Management Plan and utilizing them in the 3 stages of the Safety Cycle, the PFD and its firefighters will accomplish the goal of always keeping its members safe. The ongoing commitment to safety will always be a unified effort that is strongest when **EVERYONE** "buys in". Through continued firefighter safety, the Phoenix Fire Department can remain steadfast and focused on its pledge to delivering exceptional customer service to the citizens of Phoenix.

SECTION SEVEN

THE DUTIES OF PHOENIX FIREFIGHTERS

The Phoenix Fire Department will always be charged with the protection of lives and property from fire. Each year we handle thousands of fire calls. Effective fire suppression begins with notification and ends with extinguishment. As Phoenix Firefighters, we will risk our lives a lot, in a calculated manner, to save savable lives and we do this every day. We will risk our lives a little, in a calculated manner, to save savable property, and by doing this we save the public hundreds of millions of dollars and thousands of jobs each year. We will not risk our lives at all for lives and property that is already lost, as the safety of our members is of top priority to the Phoenix Fire Department. Every member of the Phoenix Fire Department is a participant in fire protection directly or indirectly. Fire protection of the City of Phoenix is our responsibility and we have built an exceptional system and have employed outstanding people to handle it.

Our future as a provider of many critical services is dependent on our ability to recognize and implement positive change. The Phoenix Fire Department was initially formed only to extinguish fires but we have changed vastly over the years to adapt to the needs of the public. In the 1980's we adopted the responsibility of providing Emergency Medical Services, which was a major improvement in our service delivery system. The Phoenix Fire Department's system of providing Fire-Based Emergency Medical Services is extremely effective and efficient. As Emergency Medical Technicians and Paramedics, we literally save lives every day.

In most cases, it takes our crews about four minutes to reach the scene of an emergency. That places us in a unique position where we are the principal safety net for our citizens. Emergencies may occur at any time during our shift. It does not matter if we are doing physical training, inspecting hydrants, or returning to quarters from another emergency. Phoenix firefighters respond safely and quickly, anytime, day or night.

It is our responsibility to arrive on the scene with a positive attitude and deliver fast, safe, professional service. This is our charge as defined by the Fire Chief, United Phoenix Firefighters Association Local 493, the City Manager, the Mayor and Council, and the citizens of Phoenix. Every single one of our members is expected to comply with this ongoing mission throughout their careers.

Our primary function is Fire Protection and Emergency Medical Services; however, we are paid to perform a variety of tasks, some of which represent the best example of government innovation and efficiency. Occasionally, our various customer encounters present an opportunity to simply do "what is right" and we are empowered to do so.

Professionals don't judge these encounters on the level of importance. Professionals arrive ready, willing, and able to assist in any endeavor, large or small, that we are called upon to help. While we proudly wear "Phoenix Fire Department" on uniform shirts we serve in many other roles. It is crucial that we understand that we must be many things to many people and the services we provide cover a very broad range.

The Phoenix Fire Department is continually exploring innovative and efficient opportunities to serve and protect the citizens of our community.

When there is a major fire, people trapped at an auto accident, or a child drowning, we perform and function under very stressful conditions. Firefighters are expected to hustle to the truck, safely respond and deliver our problem-solving services with great skill. As professional members of this organization we provide quality service on every emergency incident and with each customer encounter.

It is the consistent performance on every dispatch, shift after shift, which defines us as professionals. Because of the high volume of calls we respond to we are resilient in our performance and commitment to customer service. Each call is important; we must perform every single time.

Always remember, we provide various services extremely efficiently. Our customers have high expectations, but our expectations are higher. Our customers are always watching us with great respect. What we do is admired but it is also subject to the scrutiny of our customers, those observing our response and treatment, city officials, our supervisors, and our peers.

SECTION EIGHT
PHOENIX FIRE DEPARTMENT
FIREFIGHTER RECRUIT TRAINING AND EXPECTATIONS

The Recruit Training process is an exciting, dynamic, challenging, and extremely rewarding experience. In fourteen weeks, Recruit Training Officers (RTOs), Firefighter or Engineer Mentors, Fire Department Managers, Field Units, Local Labor Leaders, and other experts educate and train new hires to be Phoenix Firefighters. This is accomplished through a combination of classroom sessions, hands-on demonstrations, reading assignments, physical practice, and home study. The Recruit Training process is physically, mentally, and emotionally demanding but so is the job of a firefighter. In just twelve weeks a new hire will be required to perform as an integrated part of an emergency response crew.

The primary focus of everything the Phoenix Fire Department does is Customer Service. In this sense, our customer's design, teach, manage, and appreciate the Training Academy. Both RTOs and Recruits should never lose this focus. Customer Service is the thread that holds all areas of training together. It provides purpose for the training.

In order to actualize the Mission Statement of Being Nice, Preventing Harm and Surviving, four key areas must be addressed. These areas are tied together into customer service. If any of these are not accomplished, customer service suffers. The four areas of focus for recruit training are:

- Safety
- Technical Skills
- Wellness for Life
- Critical Thinking

These four areas are not mutually exclusive and therefore cannot be separated. Attempting to separate these focus areas diminishes the meaningfulness of training and therefore inhibits learning. This will be exhibited by an inability to Be Nice, Prevent Harm and Survive.

Every lesson taught in the Training Academy is taught with respect to each of these components.

Recruit Training Policies, Rules, and Requirements

The Phoenix Fire Department has some policies, rules, and requirements during the Recruit Training process to provide the Recruits with a fair, consistent, and organized Training Academy. It is the intent of these rules to provide the Recruit with clarity and understanding of the expectations placed upon them. The Recruit is expected to provide the self-discipline, self-motivation, and initiative to follow these rules.

General Rules and Regulations

1. Working hours are 0600-1500 hours unless stated otherwise, or unless the Recruit requests to stay late for assisted practice. Recruits will also be given one hour for lunch.
2. Recruits shall be prepared to accept assignments at 0600 hours.
3. Absence or tardiness, without prior permission, is unacceptable behavior and may lead to disciplinary action.
4. If unable to attend class for any reason, the recruit shall call and notify an RTO by 0530 hours. Each RTO can be reached by cell, pager or at their home.
5. Unusual incidents such as birth, serious illness, family member death, etcetera, which may result in unanticipated absence or tardiness, will be reported to their RTO as soon as possible.
6. Recruits shall follow the chain of command: (Recruit Firefighter to RTO to Division Chief to Deputy Chief).
7. If a Recruit receives an order that conflicts with a previous order, the Recruit shall advise the person giving the second order of the conflict and then comply with the second person's instructions.
8. Recruits shall immediately report any injury or illness to their RTO and complete the necessary forms as directed.
9. Recruits contacted by any news media while on duty MUST notify an RTO immediately before answering any questions. Recruits shall NOT grant interviews without the consent of the Director of Training.
10. Recruits shall possess a valid Arizona Driver's License.
11. Recruits shall park their personal vehicles in designated parking areas only.
12. Recruits shall keep lockers and personal vehicles secured at all times. The locker rooms, classrooms, and apparatus bay shall be kept clean at all times.
13. Refrigerators will be furnished for recruit use. It is the responsibility of the Recruits to keep it CLEAN.
14. The Training Academy is a closed campus.
15. Messages may be received for Recruits in the office, 602-262-6393, for referral to Recruits.

16. Recruits shall address all personnel by rank and last name.
17. When entering the RTO offices (2nd floor), knock loudly and announce their presence.
18. Be clean and in designated uniform when reporting to the classroom or RTO office.
19. Recruits shall adhere to all Federal, State, and Local statutes and all City and Department rules and regulations.
20. Disruptive behavior will not be tolerated. Recruits will not engage in behavior that may risk injury to self or others through unsafe acts.
21. A breach of scholastic ethics by any form of cheating, plagiarism, or other dishonest activity is unacceptable behavior and will lead to termination.
22. Anyone caught stealing personal or City property will be terminated.
23. Teamwork is what the Fire Service is all about. All Recruits are expected to help each other during tasks including getting ready for the day and cleaning up.
24. Show respect for each other and to all crews or instructors at all times (on and off duty).
25. Maintain an excellent rapport with all agencies.
26. Be professional at all times (on and off duty).
27. Do not engage in any sexual activity on Fire Department property or while on duty. Violation may lead to termination.
28. Do not engage in any drug or alcohol use on Fire Department property or while on duty. Violation may lead to termination.
29. Recruits must be well-groomed and clean-shaven (men) each day.
30. No pagers or cell phones shall be worn without the prior approval of an RTO.
31. Recruits shall maintain a positive attitude and deliver excellent Customer Service at all times.

Discrimination

Discrimination and/or harassment of any employee by another are strictly forbidden. The City of Phoenix, and all participating cities, maintain a workplace free of discrimination on the basis of race, national origin, color, disability, religion, gender, or marital status. Additionally, the City maintains a workplace free of sexual harassment and all forms of sexual intimidation or exploitation. Sexual Harassment may take the form of offensive sexual behavior and/or intimidation, as well as other forms such as posters, magazines, calendars, cartoons, photographs, jokes, gestures, or comments of sexual, hostile, or degrading nature which are not appropriate within the workplace. Both men and women can be the victims of harassment.

All employees shall be aware that the City of Phoenix, and all participating cities, will take action to prevent and correct such behavior. Furthermore, individuals who engage in such behavior are subject to disciplinary action up to and including termination.

The Phoenix Regional Training Academy's Commitment

The Phoenix Regional Training Academy is committed to the success of every recruit that enters the Training Academy. We consider every Recruit our customer and therefore focus everything we do on meeting the needs of our customers. We provide a low-stress; positive learning environment designed to assist with the learning of the critical and essential tasks required to be a Phoenix Firefighter. The environment is low key, but the expectations of responsibility, self-discipline, self-motivation, initiative, enthusiasm, and performance are high.

When a Recruit Firefighter provides a positive attitude and a willingness to learn, the RTOs will provide everything possible to help them be successful. This creates a fun workplace, a successful Recruit Firefighter, and a quality Fire Department.

The career of a Phoenix firefighter is physically, emotionally, and mentally demanding. The selection process has selected you as a candidate for this career. The responsibility of the Training Academy and the probationary training staff is to instruct, train and evaluate those chosen through the selection process and determine whether candidates are qualified to graduate from the Phoenix Fire Department Training Academy.

The Phoenix Fire Department's Labor/Management RBO process has clearly defined behavioral, cognitive, and physical skill standards that are critical to success in the fire service. You must meet these standards to successfully complete the training academy and the subsequent probationary period. This document will clearly identify these expectations and will explain the consequences if these expectations are not met.

Expectations

The Phoenix Fire Department Professional Standards Guide is the foundation for the behavior of our members. The Professional Standards Guide provides the mission, vision and values that are the focus of service delivery and behavior for all our members.

PREVENT HARM: We are committed to the community and our organization by being well trained, physically, and mentally prepared at all times, by understanding the value of ongoing education and training, using innovation and technology to be progressive, and providing internal customer service programs and by promoting external customer service programs to prevent harm.

SURVIVE: Safety is critical in everything we do. We recognize this and will respond to the community's needs safely, follow our policies and procedures at all times and communicate effectively, work as a team to always support each other, and maintain constant situational awareness and accountability to ourselves, each other and to the customers we serve.

BE NICE: We honor and respect our diverse workforce and embrace and uphold the Phoenix Fire Department Way at all times. Our goal is to always provide exceptional customer service through professionalism and integrity to our members and to those who need our assistance in our community.

Organizational Values

Organizational values are intended to govern the ethical responsibilities of all members within an organization. The Phoenix Fire Department has identified and defined the following as our Organizational Values:

Safety

Teamwork

Service Excellence

Innovation and Empowerment

Diversity

Health and Wellness

Honor and Respect

Communication and Relationships

Integrity and Honesty

Sustainability

Safety

The safety of Phoenix Fire Department members and the community is our primary objective. It is the driving force in all we do and the essence of the service we provide. We are unconditionally accountable to accepted safety standards and overall situational awareness.

Service Excellence

We deliver exceptional service to our organization and our community through professional, well-trained, humble, dedicated, competent, hardworking, and safe members. We are active participants in the communities where we live and work.

Diversity

Every person is unique; we value our organizational diversity and leverage it to provide the best possible service to our community. We are dedicated to reflecting and respecting diversity throughout the community and our organization.

Honor and Respect

As a fire department family tradition is important to us. We respect the contributions of our past, present, and future members. We are committed and accountable to each other and our community at all times because lives depend on it. We value the role that each member plays in our organization and this enhances the services we provide.

Integrity and Honesty

We value the public's trust and are committed to honest and ethical behavior both on and off duty. Self-discipline is our foundation for managing our behavior. We hold ourselves accountable to these values. We believe in a personal commitment to the organization and the community.

Teamwork

We work and train as a team. Teamwork is the building block that drives the Department's labor/management process. We seek out and value the input and opinions of members at all levels of the organization. We cooperate locally, regionally, and nationally to improve service to the public and maintain a safe, effective work environment. As a team, we believe that all members have a responsibility to mentor others.

Innovation and Empowerment

We embrace personal development, training, and adaptation to the ever-evolving needs of our customers and members. We empower our members to professionally implement effective methods and creative solutions.

Health and Wellness

We are individually and collectively responsible for physical, mental, spiritual, and financial wellness. We are committed to the resiliency of the community and our organization through healthy lifestyle education and resources.

Communication and Relationships

We believe communication and relationships are essential to the unity and performance of our organization. We are committed to providing effective and responsive means of communication throughout our organization and community. Investing in alliances with our partners allows us to respond and connect to their needs.

Sustainability

We believe in holistic the sustainability of our members, organization, and community. Our actions and decisions are driven by social, environmental, and economic factors. These factors are woven into everything we do.

Performance Requirements

The following are specific performance requirements determined to be necessary to successfully complete the Phoenix Fire Department Recruit Training Academy.

- Ability to work in a confined space.

- Ability to work from heights.

- Ability to function while wearing PPE including an SCBA.

- Ability to work in hot and/or dark environments.

- Ability to perform required firefighter skills (these will be spelled out in detail throughout the academy).

Recruit and Probationary Peer Review

The Recruit and Probationary Peer Review Group (Peer Review) has been developed to manage the Recruit and Probationary Training system. It is meant to evaluate Recruit and Probationary Firefighter's performance and provide expertise and planning for the performance improvement process. It is the goal of the Peer Review Group to protect the integrity of Firefighter Recruit and Probationary Training as well as provide for the success of our Recruit and Probationary Firefighters.

Firefighter Recruits and Probationary Firefighters are evaluated on a set of basic skills that are foundational to the successful performance of a firefighter's job. Firefighter Recruits and Probationary firefighters are also evaluated on their ability to successfully demonstrate these skills in a functional environment.

This includes demonstrating multiple skills in succession to complete tasks that are required to achieve the tactical objectives on the fireground. These include:

- All Clear
- Under Control
- Loss Stopped

The Peer Review group is made up of the Director of Training, the Division Chief of Recruit Training, the HR/Personnel Deputy Chief, and the IAFF Local 493 Training Representative.

The Recruit Training program is delivered by the Recruit Training Officers (RTOs). The responsibilities of the RTOs are to teach, coach and evaluate the performance of the basic and advanced skills required to graduate from the Phoenix Fire Department Training Academy. RTOs are dedicated to the success of Firefighter Recruits. They will be accessible, open, and honest. They will also function in a manner that protects the integrity of the Phoenix Fire Department and its members. Firefighter Recruit performance is to be documented through the standard process for the Phoenix Fire Department and as set forth by Peer Review and the recruit phased training program.

The written performance standards and video demonstration of each skill are the expected standards for all skills performance reviews. These standards are available in each Firefighter Recruits Training Manual as well as on phoenixfireops.com. The Phoenix Fire Department Professional Standards Guide is the foundation for all behavioral performance.

Each RTO will complete a weekly review/grading for each individual Firefighter Recruit assigned to them. This review is a performance evaluation documented each week during Recruit Training. Behavioral and attitudinal performance will be reviewed as well during each weekly period. Each individual RTO will complete a written summative evaluation, which is compiled using written and oral evaluations from the entire training staff.

Each Firefighter Recruit will receive a weekly performance review/grading. This will be assessed and delivered by the direct supervising RTO for each Firefighter Recruit. Concerns in any areas of training and performance will be identified, documented, and addressed by the RTOs. The Division Chief of Recruit Training and/or the Director of Training will review all documentation for each Firefighter Recruit as necessary.

Performance that does not meet standards on a consistent basis will result in the generation of a plan for improvement. This includes performance that displays significant safety concerns. The plan for improvement will clearly identify the performance failures or shortcomings. It will also clearly define the Training Academy's expectations and performance standards. This plan will present a clear illustration of the resources and personnel available to improve this performance. It will be the Firefighter Recruit's

responsibility to seek assistance, perform extra attempts, or take any other steps necessary to perform skills to standard while working within a plan for improvement.

The RTOs will be available at lunch and at the end of the day for additional help and assessment. It is each Firefighter Recruit's responsibility to request and initiate this assistance.

The Peer Review Group will be notified and review all plans for improvement. The Peer Review Group will offer support to this plan and can provide direction to specifically assist with performance improvement. If improvement is not seen by the following grading period, the Peer Review group will determine the action to be taken up to and including dismissal.

The Director of Training can remove any Firefighter Recruit from Recruit Training that has been deemed unsafe or unable to perform in a safe manner. This is meant to provide for the safety of all PFD members working in Recruit Training including each individual Firefighter Recruit. Removal will be assessed by the Peer Review group to determine actions moving forward up to and including dismissal. Additionally, if significant safety concerns arise before the next grading period, the Peer Review group may determine that immediate action be taken up to and including dismissal, in the best interest of the Recruits and Training Academy staff.

Phased Recruit Training

Recruit training will be conducted in phases of the learning and evaluation.

Demonstration Phase (1)

During this phase, each Firefighter Recruit will be introduced to the skills and standards that will be required to perform. The specifics will be demonstrated to each Firefighter Recruit. The video demonstration for all required skills is available under Recruit Training on **phoenixfireops.com**. Each Recruit will walk through the steps in a non-evaluative manner and will be required to pass a written quiz on the steps required to complete the skill. You will be required to pass each quiz with a minimum score of **80%**.

Instructional Phase (2)

During this phase, each Firefighter Recruit will get repetition with the specific skills. They will have a minimum of (3) attempts at each skill with feedback on their performance. This feedback will focus on areas of concern as well as successful execution. These will be constructive and informative critiques designed to assist each Firefighter Recruit with improved performance.

It is expected that each Firefighter Recruit will be receptive to coaching, constructive criticism, and teaching. It is each Firefighter Recruit's responsibility to be aware of their performance and actively seek to improve always. It is each Firefighter Recruit's responsibility to be aware of which training phase they are working in always. If any confusion exists, clarification with an RTO is the responsibility of the Firefighter Recruit.

It is the responsibility of each RTO to meet the standards for all supervisors within the Phoenix Fire Department Professional Standards Guide. RTOs are expected to be patient, calm, and respectful. Each RTO shall provide effective communications and clear direction for all Recruit Firefighters.

Evaluation Phase (3)

During this phase, each Firefighter Recruit will be required to perform skills to "*Standard*". If they meet the standard for each skill they will continue in the academy and will learn additional skills in the same phase process. If any Firefighter Recruit fails to meet standards, the RTOs will meet to discuss the situation and work through a plan for improvement. This will include the notification of the Peer Review Group. If unable to meet standards, the Peer Review Group will determine the action to be taken up to and including dismissal.

Evaluation Phase (4)

During this phase, each Firefighter Recruit will be required to pass an evaluation of the basic firefighting skills taught at the Phoenix Fire Department Training Academy. This typically occurs following the completion of Phase 3 for all basic skills. Each Firefighter Recruit will be evaluated on performance of all the skills taught throughout the Training Academy. Each Firefighter Recruit will have (2) attempts to successfully perform each skill to standard. Successful completion of these evals will allow each Firefighter Recruit to continue learning more functional skills and progress toward graduation from the Academy.

Failure to pass the evaluations to standard within the (2) attempts will require the Peer Review group to meet and discuss the specific situation and determine action up to and including dismissal. A third attempt will be scheduled based on the Peer Review Group's recommendations. If the skill standards are not met within the 3 attempts, the Peer Review Group will determine the required steps up to and including dismissal.

Also, near completion of the Firefighter Recruit Training Academy is the evaluation of functional skills. These are defined as the application of the basic skills in series, as necessary to achieve the tactical objectives on the fireground in a timely manner. This would include applying the basic skills in a series to achieve the assigned task or tasks that are common during work on the fireground.

For example:

1. Taking a hydrant
2. Forcing entry on a door
3. Advancing a hose line into a structure
4. Executing search and rescue
5. Removing victims
6. Checking for fire extension using hand tools (overhead in an attic space, below in a floor, or in an adjacent wall)
7. Salvage savable property
8. Hand ladder placement
9. Vertical ventilation

Functional skills will be evaluated in their individual components as basic skills as well as the effectiveness of the entire evolution to meet the task requested in a safe and timely manner while considering communications skills, air management skills, situational awareness, and accountability.

Probationary Training

During the Probationary Phase, each Firefighter will be required to attend all mandatory training modules that will be conducted at the Training Academy and offsite locations, as they are available. The Probationary training will build on what each Firefighter has learned in the academy to further develop the Emergency Medical Skills (EMS), critical decision-making, fireground communications, and the ability to work as part of a team.

Concerns in any of these areas of training and performance during each Firefighter's probationary period will result in the generation of documentation to clearly identify the Probationary Training staff's expectations. The Probationary Management Officers at the Training Academy are responsible for the coordination with the Field Training Officers. The Peer Review group will also be notified and will review the documentation. If improvement is not seen by the following grading period, the Peer Review Group will determine the action to be taken up to and including dismissal.

This will be followed by a probationary final evaluation process, which each Firefighter will be required to pass. This is an evaluation of the basic skills taught and demonstrated in Firefighter Recruit Training as well as the functional aspect required to be successful on an actual fire scene. Failure to meet standards within the (2) attempts will require the Peer Review group to meet and discuss the situation and determine action up to and including dismissal.

The training process is designed to help each Firefighter be successful. It is the Training Academy's goal to take capable, willing qualified recruits and turn them into capable, qualified firefighters. We are committed to that end.

SECTION NINE **STANDARD OPERATIONS**

ACCOUNTABILITY RESPONSIBILITIES

Accountability is a critical element in maintaining the safety of all firefighters working on the fireground. Each person involved in an incident whether at the strategic, tactical, or task level of an incident must make a strong personal commitment to follow all policies and procedures regarding accountability.

Firefighter:

- Must have proper company ID on his/her helmet.
- Ensure that his/her nametag is placed on the passport and roster is updated.
- Stay with his/her crew at all times.
- Maintain a constant awareness of his/her exit air supply.

All Members:

- Immediately update the company passport as they arrive for duty.
- Ensure that helmet IDs are accurate.
- Ensure that nametags are on helmet.
- Ensure that SCBA identification markings are in place.
- All crews work within the incident command system, no freelancing.
- Crews arriving on the scene should remain intact. A minimum crew size will be considered two or more members.
- Each member must have a radio.
- All crews entering the hot zone must have a supervisor.
- All crews will go in together, stay together, and come out together.
- Reduced visibility and increased risk will require close supervision by the Company Officer.
- The entire crew will exit if an SCBA, radio, or any equipment that could compromise safety fails while in the hot zone

Accountability Equipment

The passport system will be used to effectively track firefighters in the hot zone. Accountability equipment for each piece of apparatus and shift consists of a passport with a pouch, small company id tag, helmet ID stickers, and hose ID tag. Passports are bright yellow tags, which measure approximately 3 by 4 inches that are marked with company identification and shift. Nametags of crewmembers assigned to each apparatus are affixed to the passport, which is placed in the passport pouch. The small company id tag is kept in a pocket on the back of the passport pouch and is used to replace the passport at the pump panel in the event that accountability is tracked closer to the building by a sector/division/group. The passport, passport pouch, and company hose line id tag are kept together as a unit on the apparatus dash at the Company Officer position or passenger side. A Velcro strip will allow the passport/pouch to be affixed to the dash and easily removed.

Each firefighter is issued individual nametags. One nametag for each member presently assigned to the company is required to be placed on the passport. Extra individual nametags should be kept on the underside of their helmet.

Firefighter helmets shall always reflect the ID of the company the firefighter is presently assigned. All personnel, including rovers and constant staffers are required to keep their helmet IDs accurate. Extra helmet ID stickers are kept with the passport in the passport pouch. Nametags shall be affixed to firefighter helmets.

Personnel Accountability Report (PAR)

The Personnel Accountability Report (PAR) involves a roll call of all personnel assigned to crews and sectors/divisions/groups that are working in the hot zone. The PAR is a confirmation that all members are accounted for and have an adequate exit air supply. For the Sector Officer/Division/Group Supervisor, a "PAR" is an accounting for all crewmembers of all companies assigned to his/her sector/division/group. For the Company Officer, a PAR is an accounting of all crewmembers assigned to his/her company. Reports of PARs should be conducted face-to-face within the sector/division/group or company whenever possible.

A personnel accountability report will be required for the following situations:

- Any report of a missing or trapped firefighter
- Any change from offensive to defensive
- Any sudden hazardous event at the incident - flash over, back draft, collapse, May Day, etc.
- As companies report an all clear
- As companies report under control
- At every 30 minutes of elapsed time
- Any time Command feels it is necessary

STANDARD COMPANY FUNCTIONS

The following items represent the standard functions that will normally be performed by Engine, Ladder, Heavy Rescue and Rescue companies. These basic functions will provide the framework for field operations for these companies. Incident Commanders shall assign Engine, Ladder, Heavy Rescue, and Rescue companies with their appropriate function whenever possible.

Engine Company Functions:

- Incident Size up
- Assumption of Command
- Coordinate 360° incident assessment
- Search, rescue, and treatment
- Forcible Entry
- Stretch hose lines
- Operate nozzles

- Pump hose lines
- Loss control

Ladder Company/Tender Functions:

- Incident Size up
- Assumption of Command
- Coordinate 360° incident assessment
- Search, rescue, and treatment
- Coordinated horizontal and vertical ventilation
- Forcible entry
- Raise ground ladders
- Provide access/check fire extension
- Utility control
- Provide lighting
- Operate ladder pipes (aerials and platforms only)
- Perform overhaul
- Extrication
- Loss control

Rescue Company Functions:

- Transportation of sick and injured to hospital
- Search, rescue, and treatment--Rescue companies should communicate commitment and location to Command and maintain a retrievable status for victim treatment and transportation
- General firefighting duties as assigned by Command

Heavy Rescue Company Functions:

- Incident size-up
- Assumption of Command
- Coordinate 360° incident assessment
- Search, rescue, and treatment
- Stretch hose lines
- Operate nozzles
- Loss control
- Obtain 360°
- Coordinated horizontal and vertical ventilation
- Forcible entry
- Raise ground ladders
- Provide access/check fire extension
- Utility control
- Provide lighting

- Perform overhaul
- Extrication
- Loss control
- Structural collapse/shoring
- Heavy lifting

CRITICAL FIREGROUND FACTORS

The establishment of the Critical Fireground Factors for any incident is done through the standard process of size-up. Size-up is defined as: “an appraisal of the magnitude or dimensions of an event or incident”. The Critical Fireground Factors are meant to be used as a tool to assist the Incident Commander with simplifying complex information into 7 distinct categories. Not all factors are typically critical for every incident.

Fireground factors represent an array of items that are dynamic during the entire fireground process. The relative importance of each factor changes throughout that time frame. Command must continually deal with these changes and base decisions on fireground factor information that is timely and current. Most incident situations represent a complex problem regarding how Command deals with fireground factor information. There are factors that can be determined from a Command position on the outside of the structure and other factors that can only be determined from other operating positions, both outside and inside the structure. During an incident, fireground factor information is gathered utilizing one or more of the following overlapping forms of size up:

1. **Visual:** Fireground factors which are obvious to visual observation and those absorbed subconsciously.
2. **Reconnaissance:** Fireground information that is not visually available to Command from a position on the outside of a tactical situation and must be gained by actually sending someone to check-out, go-see, look-up, research, advise, call, go-find, etc. This generally involves Command making a specific assignment for the coordination and completion of a 360° recon and then receiving an information-oriented report.
3. **Preplanning and Familiarity:** Intelligence that is gained from formal pre-fire planning, general informal familiarization activities and from C.A.D. through the M.D.T. (e.g., bldg. drawings, hazardous materials, etc.). The following are fireground factors which should be evaluated by Command as they pertain to each tactical situation. They can be obtained by using the above information management factors.
 - BUILDING
 - FIRE
 - OCCUPANCY
 - LIFE HAZARD
 - ARRANGEMENT
 - RESOURCES
 - OTHER FACTORS/CONDITIONS

TACTICAL OBJECTIVES

Tactical Objectives identify the three separate and critical events that must be completed to stabilize any incident. These objectives although separate are interrelated activities which must be dealt with concurrently. Completion and priority of the objectives is directly correlated to the size up, risk management and conditions of the incident.

The tactical objectives are as follows:

Rescue - The activities required to protect occupants, remove those who are threatened, and to treat the injured.

Fire Control - The activities required to stop the forward progress of the fire and to bring the fire under control.

Property Conservation - The activities required to stop or reduce primary or secondary damage to property.

When each tactical objective is reached the following benchmarks of completion are announced:

Rescue/ primary search - "All clear"

Fire Control - "Under control"

Property Conservation - "Loss stopped"

SELF-CONTAINED BREATHING APPARATUS

All personnel expected to respond and function in areas of atmospheric contamination, shall be equipped with self-contained breathing apparatus (SCBA) and trained in its proper use and maintenance.

Members shall achieve a NON-LEAKING facepiece-to-skin seal WITH THE MASK. Facial hair shall not be allowed at points where the SCBA facepiece is designed to seal with the face. INDIVIDUAL MEMBERS SHALL BE ACCOUNTABLE FOR COMPLIANCE WITH THIS REQUIREMENT.

Each member of the Operations Division shall be accountable for one SCBA and shall check the condition of that SCBA at the beginning of each shift, after each use, and at any other time, it may be necessary to render the equipment in a ready state of condition. Each member shall be accountable for their personal facepiece and regulator. Each member is also required to undergo a physical examination annually if they are expected to respond and function in areas of atmospheric contamination.

SCBA SHALL BE USED BY ALL PERSONNEL OPERATING:

- IN A CONTAMINATED ATMOSPHERE
- IN AN ATMOSPHERE WHICH MAY SUDDENLY BECOME CONTAMINATED
- IN AN ATMOSPHERE WHICH IS OXYGEN DEFICIENT
- **IN AN ATMOSPHERE WHICH IS SUSPECTED OF BEING CONTAMINATED OR OXYGEN DEFICIENT**

WATER SUPPLY AND FIRE STREAM MANAGEMENT

Adequate water supply during fire attack operations has a critical impact on fire control outcomes. Water on the fire as quickly as possible improves the tenability of potential victims and improves conditions for firefighters to operate. An uninterrupted water supply is necessary to sustain effective water volumes during a fire attack in all critical tactical positions. An ineffective fire attack with inadequate water volume leads to delayed fire control, increased risk to firefighters and victims, and greater fire loss.

Supply lines must be laid with consideration for access problems they create. When possible, lay the supply hose along the hydrant side of the roadway and cross over at the fire if necessary. Slow down when laying lines, faster speeds result in excess hose on the roadway. Slower speeds also provide several advantages:

- Reduces the risk of striking pedestrians or vehicles or firefighters.
- Provides time for the Company Officer to size-up and evaluate critical fire ground factors.
- Provides time for the Engineer to appropriately spot the apparatus.

Attack Hose Line Choice

The objective of the attack hose line choice is to provide enough water volume and reach to overcome the heat energy and heat release rate of the fire or an adequate flow to effectively cool and protect exposures.

Basic Attack Hose Line Placement

When operating in the offensive strategy, fire attack hose lines of adequate water volume should be used to put water on the fire and/or onto burning compartment surfaces as quickly as possible. They should also be used to control access to hallways, stairways, or other vertical and horizontal channels through which people and fire travel.

- The first water stream should be placed to extinguish and/or cool the most endangered interior compartments from the most advantageous position (interior or exterior) to best impact tenability of victims and/or firefighters conducting rescue efforts.
- When no victims are present, the water stream should be placed on the fire with adequate volumes to attempt to suppress the fire and attempt to limit the spread to exposures.

- When immediate exposures are present, water streams should be directed on the exposures as early as possible.
- Back-up hose lines should be deployed to protect a means of egress when necessary (always bear in mind the presence of Fire personnel operating in opposing positions).
- Back-up lines should be of the same or greater water volumes when possible.

FIRE STREAM CHARACTERISTICS AND CONSIDERATIONS

Fire companies must consider the characteristics of fire streams and choose the most effective nozzle and stream for the volume of fire and the size of the fire compartment(s).

Solid or straight stream:

- Greater penetration
- Greater reach
- Greater striking power
- Greater cooling of interior surfaces
- Greater cooling of exposed spaces
- Less steam conversion

Fog pattern (narrow, medium, wide)

- Shorter reach
- Smaller water droplets
- Greater air entrainment
- Greater steam production
- Most effective in confined spaces such as attics

The current hose and nozzle packages that are carried on Phoenix Fire Engine Companies include:

- 1 3/4" hose line with automatic nozzles (x2 minimum)
 - o Hose lengths include:
 - 150' crosslay
 - 200' crosslay
 - o 100' to 150' front bumper line
- Automatic nozzle (75 psi nozzle pressure for 70 to 200 GPM)
 - o 2" hose line with smooth bore nozzles (x1)
 - o Hose length:
 - 200' crosslay or rear mount depending on apparatus configuration
 - o Smooth bore nozzles with 1 1/16" tip (260 GPM at 60 psi nozzle pressure)

- 2 ½” hose line with smooth bore nozzles (1 or 2 depending on apparatus configuration)
 - Hose length:
 - 200’ rear mount (1 or 2 depending on apparatus configuration)
 - Smooth bore nozzle with 1 3/16” tip (265 GPM at 40 psi nozzle pressure)
 - Blitz Monitor with solid bore or peripheral tips (up to 500 GPM)

Fire Stream Considerations – Offensive Strategy

An offensive fire attack should be centered on knocking the fire down and cooling the interior spaces to improve tenability for victims and improve working conditions of searching firefighters. When an initial attack does not control the fire completely, some considerations must be made. It must be determined if the fire simply requires more water to overcome the heat energy and/or does the fire attack additionally need to come from alternate position(s) (either interior or exterior)?

Through fire behavior research it has been clearly identified that fire is most effectively extinguished by water on the interior surfaces of a burning compartment, room, or space to cool the interior temperatures initially and then water onto the burning fuels directly. This is most effectively done with a straight or solid bore stream to keep the water droplets from the hose stream as large as possible. This limits the potential for steam production and creates cooling of the interior environment that tends to contract the hot gases. This is most effective in smaller residential spaces that allow for better water application on the interior surfaces from the most advantageous position. The same principles are true for commercial occupancies however due to size and complexity; it becomes significantly more difficult.

For fires that begin on the exterior of a building or occupancy, the fire attack should begin on the exterior fire and move to the interior. If an interior attack is initiated without controlling the exterior fire, the interior fire will continue to be fed from that exterior fire. A simultaneous fire attack on the exterior and interior spaces is the most effective means when possible.

Fire Stream Considerations – Defensive Strategy

When master streams are needed for large volumes of water to slow fire growth, extinguishment, or to protect exposures, they must be used with deliberate understanding of their strengths and challenges. Master streams should be used for large volumes of fire or to protect exposures that require large volumes of water to do so. They can certainly provide up to 1000+ GPM. That can provide significant surface cooling however that comes with powerful striking force and significant water weight (1000GPM = 8,340 pounds of water per minute and 139 pounds of water per second). This can have adverse effects on structural stability immediately and over time.

EXPOSURE REDUCTION

Any incident or environment where smoke or off-gassing is present for any duration of time can cause an exposure. Firefighters should be mindful that exposure to products of combustion, such as smoke, does not require visible conditions. All types of fire incidents often include a variety of combustibles (e.g., wood, paper, plastics, synthetics, fertilizers, pesticides, insecticides, solvents, petroleum products, and other unknown materials). The smell of hazardous materials or products of combustion indicates contamination. Inhalation, ingestion, and absorption of low quantities or microscopic amounts can have a carcinogenic effect along with other adverse health effects.

Every member on the fireground needs to remain aware of the potential for exposure and contamination. This includes but is not limited to members performing fireground support operations (ladder work), the Engineer working at the pump panel, on-deck crews, Safety Officer, Sector Officer, and Incident Commander. Unintended exposure of any personnel is possible due to shifting winds, expanding incidents, or unexpected events.

Fireground Exposure Reduction and Decontamination

Decontamination (decon) may be necessary for exposed or contaminated Fire Department personnel and/or civilians. All personnel exposed to products of combustion or contaminants should perform gross decon prior to entering the Cold Zone or leaving the incident scene.

SECTION TEN

PHOENIX FIREFIGHTER SWORN MEMBER CAREER PATHS

What to expect during my career... After successful completion of the 14-week Phoenix Fire Training Academy you will graduate from recruit firefighter and officially become a firefighter on probation. Your career has begun!!

Your time spent in the academy counts as your first three months of your probationary year. The balance of the year will consist of being assigned to three different stations/apparatus for approximately three months each. You will be under the supervision of a company officer (captain). During your assignment at these stations, you will experience working on both engines and ladders. You are expected to participate in probationary training at your assigned stations as well as continued training, education, and testing at the Phoenix Fire Department Training Academy.

Probationary firefighters take pride in working hard and learning as much as they can. They will continue to be monitored on their performance and attitude just like in the academy. Relying on your peers, mentors, RTOs and senior firefighters is extremely helpful during your probationary year. After completion of your probationary year firefighters are then obligated to complete a total of 200 rescue (ambulance) shifts.

Members can expect this obligation to take anywhere from 2-3 years to finish depending on shifts taken off for vacation or sick leave. Since most of the Phoenix Fire Department calls for assistance are medical in nature, transportation of patients to the hospital in a rescue is an essential part of our daily routines. Rescue personnel can expect to make multiple transports to the hospital during their 24hr shift. (2020 EMS incident call volume 192,959. 2020 Fire incident call volume 22,614.) All Phoenix Fire Department rescues are staffed with one EMT and one Paramedic.

Some newly hired firefighters may choose to go through a Paramedic program before their 200- shift obligation and after probation. Paramedic classes are offered by the Phoenix Fire Department, some local community colleges, and other medical learning institutions. The Phoenix Fire Department hosts the paramedic program at random intervals approximately every 1-2 years and as paramedics are needed in the system. Candidates are selected for the program based on their written scores and oral board interview. Due to timing, some firefighters may choose not to go through a Phoenix Fire Paramedic program, but rather attend a Paramedic program offered by a local college or medical learning institution. Tuition reimbursement can be used for these classes however, scheduling time off to take an outside program is up to the employee.

After completion of your 200-shift rescue obligation, firefighters may choose to rove from station to station or bid on a permanent spot to work. Bidding for a spot means that there is a position open on apparatus that needs to be filled. Certain qualifications may need to be met to bid on a spot. Individuals who bid and get the spot must permanently occupy the position for at least 6 months. Bidding is based on seniority and the position will go to the individual with the most time on the job.

Often new firefighters will become rovers. Rovers fill in spots around the city where there is an absent employee who normally holds that position. Rovers are an essential part of our fire department. Rovers have a great advantage of seeing different first dues, stations, battalions, crews, mentors, apparatus, etc. Being a rover can greatly increase your skills and job knowledge.

Firefighters may choose to work in the backseat of an apparatus for quite some time or they may choose to further their career by promoting or challenge themselves with a specialty assignment. At this point in their career firefighters are in a great position to get involved in different aspects of the Department. They may apply for HAZMAT (hazardous materials) class, TRT (technical rescue team) or even ARFF (aircraft rescue and firefighting). These specialty positions are again based on seniority.

Some firefighters may decide to help with baby shots, car seats, honor guard, FEMA, RBO meetings, peer fitness, union duties, affinity groups etc. Firefighters wishing to further their careers may decide to promote to engineer.

Firefighters are eligible to test for the position of engineer once they have a total of 3 ½ years on the job or a total of 3 years with 18 college credit hours. The test for engineer consists of a written exam, a driving course and a hydraulics drill. Being an engineer is a fun and rewarding career opportunity and engineers are a vital part of our department. Engineers are responsible for their apparatus and take great pride in its maintenance while driving professionally. Engineers are fundamental to the success of all emergencies we respond to, as they are responsible for ensuring their crew and apparatus arrive safely on scene. Engineers make the captain's job easier by properly positioning the apparatus on scene as well as setting up for water deployment or aerial ladder operations. Promoting to engineer is a great way to financially support yourself and your family. Being an engineer is a powerful stepping-stone to becoming a captain. Having firsthand knowledge of engineer duties before becoming a captain allows you to be able to troubleshoot any issues with your apparatus, allows you to get experience in the front seat, and allows you to anticipate what is needed on fires as well as emergency scenes.

Those firefighters or engineers wanting to promote to the position of captain may do so in their career once they have 7 years of experience on the job or 6 years with 36 college credit hours. The captain's test consists of a written exam, oral interview and fireground tactical test. Captains are paramount to the organization because they are leaders, mentors, and managers within the station and apparatus. They are in command of every emergency call and have the responsibility of ensuring that their crew is operating safely and professionally, and that the public is pleased with the level of service they have received.

Promoting to captain is a challenging yet rewarding career opportunity that can open many doors and lead to career advancements such as public information officer, homeland security liaison, arson investigation, RTO, public affairs, etc. There are many more promotional opportunities within the Phoenix Fire Department.

Captain – May elect to become a member of one of the three Special Operations Teams (Hazmat, Technical Rescue, and Aircraft Fire Rescue) by testing and having adequate seniority as a Captain to be selected into the training class or accepting a position on an apparatus assigned to the team, also based upon seniority.

Captain – May elect to become an Arson Investigator after passing testing and having adequate seniority as a Captain.

As you can see there are a number of career choices that you could make as you go through your career with the City of Phoenix Fire Department.

SECTION ELEVEN **RULES OF CONDUCT**

The following list of directives along with the PFD Way represents the philosophy and conduct standards for members of the Phoenix Fire Department. The basis for these regulations is the following policy:

Every member of the Phoenix Fire Department is expected to operate in a highly self-disciplined manner and is responsible to regulate his/her own conduct in a positive manner, productive and mature way. Failure to do so may result in disciplinary action ranging from counseling to dismissal.

ALL MEMBERS SHALL:

1. Follow Operation Manuals and written directives of both the Phoenix Fire Department and the City of Phoenix.
2. Use their training and capabilities to protect the public at all times, both on and off duty.
3. Work competently in their positions to cause all department programs to operate effectively.
4. Always conduct themselves to reflect credit on the Department.
5. Supervisor will manage in an effective, considerate manner/subordinates will follow instructions in a positive, cooperative manner.
6. Always conduct themselves in a manner that creates good order, inside the Department.
7. Keep themselves informed to do their jobs effectively.
8. Be concerned and protective of each member's welfare.
9. Operate safely and use good judgment.
10. Keep themselves physically fit.
11. Observe the work hours of their position.
12. Obey the law.
13. Be careful of Department equipment and property.

MEMBERS SHALL NOT:

14. Engage in any activity that is detrimental to the Department.
15. Engage in a conflict of interest to the Department or use their position with the Department for personal gain or influence.
16. Fight.
17. Abuse their sick leave.
18. Steal.
19. Use alcoholic beverages, debilitating drugs, or any substance which could impair their physical or mental capacities while on duty.
20. Engage in any sexual activity while on duty.

SECTION TWELVE FIRESTRONG

FIRESTRONG / PHOENIX FIRE DEPARTMENT / LOCAL 493 / PUBLIC SAFETY
CRISIS SOLUTIONS / EAP

Firefighters continuously deal with stress and difficult situations. It is important to evaluate the stressors in your lives as professional firefighters as well as personally.

Firefighter stressors may include:

- Ongoing exposure to scenes of human suffering, massive destruction, and civil unrest.
- Risk for personal harm.
- Life-and-death decision-making.
- Intense workloads.
- Limited resources.
- Separation from family members who may also be in harm's way.
- Grief and loss of those close to us.

Remember: Self-care is the #1 priority.

Stress and exhaustion cause a lack of focus; Eat and sleep and watch out for each other.

- The unknowns take a lot of time and energy, and we can't make an effect on them so set those aside.
- What stress or worry can you take action on or what can you hand off to someone else or table to deal with later.
- Talk to your family and friends to calm their worries and yours.
- Tiredness and lack of focus are the number one cause of accidents.

Practice Stress Management: Make Stress Management #1 on Your List

- Know your personal signs of stress and identify how you deal with stress.
- As a unit how can you help each other and find at least one person to buddy up and help each other. If you see them stressing, point it out and ask to help and accept help if you are approached with concern.
- Identify everyone is different some might talk, some don't want to talk, some sleep, some don't, some get angry, some isolate, some workout etc.
- Start a discussion with each other and share how you deal with stress, so others know and be there for each other.
- When you are not actively working what can you do personally and as a unit for self-care and stress relief. Take time for yourself. Mentally disconnect from the Department and Societal concerns as completely as possible during downtime. Let friends and family know you do not want to talk about it or watch it on TV.

Personal Practical steps to take:

- Select and practice constructive ways to release stress, such as the following:
 - Choose physical activity that can be done safely while on or off duty.
 - Take a walk, hike, or run.
 - Practice deep breathing exercises.
 - Read or listen to music.
 - Reduce your concerns by preparing your loved ones and protecting your home and your possessions for possible emergencies.
 - Create a communication plan that allows your loved ones to know you are safe and vice versa.
 - Having plans made ahead of time on communication and logistics allows you to handle the real-time stressors of the job while having faith your family is following the plan you have made in the past.
 - Conserve energy. You will need to recognize the compassion and physical fatigue effects of long-term situations.

Take Stress-Reducing Precautions While on Duty

- Make sure you are briefed and updated regularly on the specifics of the event and the hazards. Safeguard yourself by always wearing the personal protective equipment recommended for use in the incident. If you need equipment, ask for it.
- Verify your response duties and reporting lines at the start of your assignment daily.
- Mentally rehearse your disaster response role as you approach each scene.
- Know community resources to direct those that you might encounter needing assistance. Know where to refer citizens so you can connect them to the services they need.
- Communicate and check in with your buddy, teammates, and supervisors regularly.
- Try to eat nutritiously and avoid excessive junk food (especially foods high in sugar, caffeine, alcohol, and tobacco).
- Encourage and Maintain contact with family and other social supports when opportunities present. Limit communication to who you want to talk to and let others know you will get back to them. Don't feel you have to communicate with everyone who contacts you and If you can't reach family ask for assistance.

Practice Self-Awareness- What are common signs that you may be experiencing stress? And how do you know when your stress level is becoming harmful?

- Recognize your personal stress signs—and those of your teammates. Agree with your buddies that you will accept each other's instruction when signaled to stop and take a "stress break" to calm down.

Hint: You may be able to “see” these stress signs better in your teammates than in yourself.

- Bodily sensations and physical effects Rapid heart rate, palpitations, muscle tension, headaches, tremors, gastrointestinal distress, nausea, inability to relax when off duty, trouble falling asleep or staying asleep, nightmares, or flashbacks.
- Strong negative feelings Fear or terror in life-threatening situations or perceived danger, anger, frustration, argumentativeness, irritability, deep sadness, difficulty maintaining emotional balance.
- Difficulty thinking clearly. Disorientation or confusion, difficulty problem-solving and making decisions, difficulty remembering instructions, inability to see situations clearly, distortion and misinterpretation of comments and events.
- Problematic or risky behaviors Unnecessary risk-taking, failure to use personal protective equipment, refusal to follow orders or leave the scene, endangerment of team members, increased use or misuse of prescription drugs or alcohol Social conflicts Irritability, anger, and hostility, blaming, reduced ability to support teammates, conflicts with peers or family, withdrawal, isolation.

Educate yourself on mental wellness.

Firestrong.org offers educational information, resources, and referrals specific to the fire service and specific benefits for each department.

The IAFF Occupational and Behavioral Health Services website is another source of educational information and resources.

The NFPA 1500 and 1582 and 1583 outline standards for physical and mental health and wellness.

First Responder Center for Excellence is dedicated to reducing occupational illness, injury, and death. They offer training, events, and resources on their website.

Two Techniques to try:

The 4–7–8 Breathing Technique for Relaxation

1. Sit quietly, relax, and close your eyes. Place the tip of your tongue against the ridge on the roof of your mouth just behind your top front teeth. Your tongue should remain in this position throughout the exercise.
2. Exhale completely through your mouth, making a whooshing sound. It may help to purse your lips.
3. Close your mouth, and inhale quietly through your nose for a count of four.
4. Now hold your breath for a count of seven.
5. Exhale completely through your mouth, making a whooshing sound, to a count of eight.
6. Repeat steps 2–5 three times, for a total of four breaths.

In this technique, exhalation should take twice as long as inhalation. This ratio is the important part; the exact amount of time you spend on each phase is not important.

Progressive Muscle Relaxation—Instructions:

1. Get into a comfortable position.
2. Choose a muscle group (e.g., muscles in your feet or lower legs).
3. Breathe in and tighten the muscles in the group for 5 to 10 seconds.
4. Breathe out and release the muscles suddenly. Relax for at least 10 seconds.
5. Repeat the process with another muscle group. It often helps to progress from head to toe or vice versa.

Understanding functional roles of group membership with Communication and teamwork.

- How you interact with others is an important factor in the fire service whether that is within the department or serving the community. Personality traits of being helpful, compassionate, and supportive of others are imperative.
- Task roles/actions move a team toward accomplishing their objectives.
- Learn to set goals, identify tasks, gather facts, provide information,
- clarify and summarize ideas and build consensus.
- Interactive roles/actions are directed at the operation of a team or how the team is working together. These actions include encouraging participation, expressing feelings, reconciling disagreements, keeping communication open, setting and applying standards for group performance, and building on each other's ideas.
- Self-oriented roles/actions put the needs of the individual ahead of the needs of the team. They include dominating the discussion, interrupting, wasting time, not listening, withdrawing from the conversation, and holding side conversations.

Understanding Communication skills.

- **Listening:** Listening actively involves looking directly at the person who is speaking (taking into consideration cultural appropriateness), focusing intently on what is being said, and nodding to indicate attentiveness, understanding, or approval.
- **Contributing ideas and solutions:** Sharing suggestions, ideas, solutions, and proposals with team members is another important communication skill. The ability and willingness to share increase when levels of trust are high.
- **Respecting and valuing:** All forms of communication are enhanced within a team when the members respect and value each other, regardless of their strengths and/or weaknesses. Team communication is strengthened when members encourage and support the ideas and efforts of others.
- **Questioning and clarifying:** If there is uncertainty about something being said, it is important to ask for more information to clear up any confusion before moving on.
- **Asking probing questions and paraphrasing points that have been made** (restating them in different words) are also effective ways to ensure deeper understanding and clear and accurate communication.

- Persuading and defending: The power of positive communication is evident when members exchange, defend, and rethink ideas. Presenting points of view and the reasons for them improves the decision-making process. At times, compromising may be necessary to avoid blocking team progress.
- Helping and caring: Seeking and giving assistance strengthens team cohesiveness. Asking for help should be viewed as a valuable skill necessary for the advancement of a team goal. Successful teams have members that freely seek help and willingly offer help to others. Helping and caring contribute to building positive, cooperative, and collaborative relationships.
- Participating and committing: Each team member demonstrates dedication to the goals of the team by participating in and committing to completing assigned tasks to a high standard. These skills are often forms of non-verbal communication indicating to others the willingness to be an active participant in finding the solution to a problem.

SECTION THIRTEEN **GLOSSARY OF TERMS**

Chain Saw – A gas-powered saw primarily used for cutting ventilation holes in wooden roofs. These saws are carried on all ladder trucks, ladder tenders and squad companies.

Chow – Lunch or dinner. At the fire station, everyone who is working that shift puts in money, usually around \$13 to \$15, at the beginning of the day to buy the food for the noon and evening meals. The firefighters often take turns cooking. This is a fire service tradition.

Class A Burn Building – The multi-story building where fire suppression training utilizing live fire with Class A ordinary combustibles is done at the Training Academy for recruits as well as for continued training for the Department.

Class B Burn Building - The multi-story building where fire suppression training utilizing live fire with Class B natural gas props is done at the Training Academy for recruits as well as for continued training for the Department.

Crew – A group of firefighters assigned to the same piece of apparatus or station.

Customer – Anyone the Fire Department comes in contact with either directly or indirectly. Customers may be internal, within the Department, or external, outside of the Department.

Engine Company – A piece of fire apparatus that carries hose, water and has a pump. Its primary function on a fire is to provide water to extinguish the fire. All engine companies in the City of Phoenix also have ALS or advanced life support capabilities.

Extrication – The removal of trapped victims from smashed automobiles, equipment, or any other place someone may be mechanically trapped. Extrication can be done with hand tools but usually involves the use of power tools.

Firefighter Mentor – a firefighter or engineer who is assigned to the Training Academy to assist the RTOs with training the Recruit Firefighters and to help Recruit Firefighters overcome any difficulties they may be experiencing.

Forcible Entry – Forcing a door or other access point with tools or a foot in order to get inside of a locked structure.

Grinder – The cement area outside at the Training Academy where most hands-on training occurs.

GPM – Gallons Per Minute

Health Center – A clinic run by the Phoenix Fire Department that provides medical exams, fitness evaluations, industrial injury management, infectious exposure management, and many other medical services to firefighters from across the Valley.

Kitty – A fund that is created at every fire station and at the Training Academy to buy snacks, condiments, cable TV, newspaper, coffee, etcetera. Every firefighter contributes to this fund on payday. The amount varies depending on the strength of the kitty but is typically about \$3.00 per shift.

Circular Saw – A gas-powered circular saw used for forcible entry, extrication, and ventilation. These saws are carried on all ladder trucks, ladder tenders and squad companies. Many engines have also begun carrying the K-12. The saw comes with three blades (wood, metal, and masonry). Most companies carry this saw with the metal blade in place to be used for forcible entry operations.

Ladder Company – A piece of fire apparatus that has a large aerial ladder or platform (usually 100 feet) and carries additional ground ladders and tools. Its primary function on a fire is to support the fire attack by forcing entry, ventilating the structure, providing lighting, securing the utilities, providing salvage and overhaul, and many other support functions. Ladders companies are also responsible for extrication.

Lay a Line – The task of connecting fire hose to a fire hydrant as the engine is driven closer to the fire. This connects the engine to the fire hydrant for an uninterrupted water supply to supplement the 500 gallons of water carried by PFD apparatus.

Local 493 – Firefighters, after successful completion of the Training Academy, are invited to become part of an organized Labor Union called the International Association of Firefighters. The Phoenix, Glendale, Tempe, and Peoria Chapters are Local 493. The Union bargains for firefighter wages and benefits and participates in all functions of the Fire Department.

Member's Assistance Program – a comprehensive program that may be accessed by any Fire Department member to provide short-term counseling and help in times of need. The MAP can help with drugs and alcohol, marital problems, emotional issues, and family issues to name a few.

PFD – The Phoenix Fire Department

PIO – Public Information Officer – This is a Fire Department representative that is assigned to and specializes in the news media. The Fire Department depends on public support and responds to customers in the most dire of circumstances. This requires a constant flow of information to all avenues of the media.

Plug – A fire hydrant.

Recruit Engine Company – The team each recruit is assigned to while in the Academy. The Recruit Engine Company usually consists of 4-6 recruits and one RTO.

Rescue Company – A piece of fire apparatus that is used primarily to transport sick and injured people. It has a two-person crew and also responds to fires where the crew is used for manpower.

Ride Along – A program the Fire Department has that allows civilians such as family, friends, EMS personnel, citizens, etcetera to familiarize them with what the Fire Department does. Most riders go to the fire station, sign a waiver, and then ride with the fire company as they respond on incidents for several hours.

RBO- Relationships by Objective is how the Department's Administration and the Local 493 interact and develop plans and problems solve to achieve the necessary results to move the Department forward and accomplish our goals.

RTO – Recruit Training Officer - a Fire Captain that is assigned to the Training Academy to train Recruits.

SCBA – Self Contained Breathing Apparatus – The air pack used by firefighters to breathe fresh air in smoky, oxygen deficient, or otherwise contaminated atmospheres.

Search and Rescue – An activity that is performed on fire incidents by fire crews to systematically locate and then remove fire victims. Rescue is always the first priority at any incident.

Shift – The 24-hour period of time that a firefighter works. This is 0800 hours to 0800 hours every third day. The Phoenix Fire Department has 3 shifts (A, B and C) to provide coverage 24 hours a day, 365 days a year.

Tool – Usually a hand tool such as an axe, sledgehammer, pike pole, or other manually operated equipment.

Ventilate – The physical act of removing smoke from a fire involved building. Ventilation can be performed by cutting holes in the roof, using fans, breaking windows, or using hose lines.