

# CANADIAN ASSOCIATION OF FIRE CHIEFS



# REFERENCE MANUAL 2012

## ACKNOWLEDGMENTS

---

This manual was compiled with the assistance of several experienced and knowledgeable members of fire departments from across Canada. They are:

- Association des chefs en sécurité incendie du Québec
- Calgary Fire Department
- Canadian Association of Fire Chiefs (CAFC)
- CAFC Leadership Development Coordinator (Dr. G. McIntosh)
- Canadian Forces Fire Marshal's Office, Department of National Defence
- Edmonton Fire Rescue Services
- Kennebecasis Valley Fire Department and the Town of Quispamsis
- Kitchener Fire Department
- Moose Jaw Fire Department
- Norfolk County Fire Services
- Office of the Fire Marshal, Government of Ontario
- Ottawa Fire Services
- Regina Fire and Protective Services
- Sécurité incendie Montréal
- Surrey Fire Service

## Who We Are

---

The Canadian Association of Fire Chiefs (CAFC) is an independent, non-profit organization with a voluntary membership. Founded in 1909, CAFC, with its head office in Ottawa, Canada, was incorporated in 1965 under the Canadian Corporations Act.

The CAFC is the national public service association dedicated to reducing the loss of life and property from fire, and advancing the science and technology of the Fire and Emergency Service in Canada.

The CAFC's Constitution and Bylaws provide for the establishment and operation of the Association to fulfill its vision to lead and represent the Canadian Fire Services on public safety issues. The CAFC Constitution is available at <http://cafc.ca/en/about/documents/>

## Mission

---

The primary mission of CAFC is to promote the highest standard of public safety in an everchanging and increasingly complex world by advancing the Canadian fire service, and to ensure the protection of the public through leadership, advocacy and active collaboration with all parties interested in public safety.

## What We Stand For

---

The Association's objectives are to:

- a. reduce the loss of life and property from fire; and
- b. advance the science and technology of fire service in Canada;
- c. represent the members on federal issues affecting the fire service;
- d. provide timely and topical information to members on matters affecting the fire service; and
- e. assist members at the municipal and/or provincial level on fire service issues.
- f. recognize the diversity of the fire service in pursuit of these objectives.
- g. advance Fire and Life Safety Education across Canada.

Learn more about the Canadian Association of Fire Chiefs at [www.cafc.ca](http://www.cafc.ca)

# Table of Contents

## CAFC Board of Directors' Message

## Code of Ethics

### Section 1 - Administration

• <u>Policies, Procedures, and Guidelines</u>	9
• <u>Problem Solving</u>	21
• <u>Writing Skills</u>	26
• <u>Effective Meetings</u>	31
• <u>Briefings and Presentations (internal)</u>	39
• <u>Public Speaking Techniques</u>	44
• <u>Media Relations</u>	54

### Section 2 - Operations

• <u>Recruitment</u>	64
• <u>Uniform Specifications</u>	75
• <u>Position Descriptions</u>	96
• <u>Officer Protocol and Department</u>	156
• <u>Risk Management</u>	162

### Section 3 - Traditions

• <u>Department Funerals</u>	169
• <u>Flag Etiquette</u>	192
• <u>Colour Party</u>	195
• <u>Change of Command Ceremony</u>	212
• <u>Marching, Basic Drill, and Saluting</u>	220

# CAFC Board of Directors' Message

## Building Leadership for a Better Fire Service

The Canadian Fire Service continues to face multi-faceted challenges, with increasing complexity. The Canadian Association of Fire Chiefs (CAFC) is building its resources to help fire service leaders make better decisions for their own organizations and for the citizens that they serve. To fulfill that responsibility, the CAFC has published a revised Reference Manual.

Approved by the Board of Directors, this publication outlines some of the key management areas within a fire department and supports the ongoing commitment to lifelong learning. Being future-oriented and embracing the opportunities, fire service officers have worked together to identify and share best and leading practices to improve the profession. This document reflects the collaborative efforts of members from coast to coast to coast.

The Reference Manual provides resources to support or augment current management practices in place. Delivering high quality, timely services and programs, responsive to the needs of Canadians, demands that effective management strategies be adopted. Risk management is an integral part of priority setting, planning, resourcing, service delivery, and reporting. Processes and practices have been included in Risk Management and in Policies, Procedures and Guidelines to assist leaders in implementing those management principles. Recruitment now identifies a list of training institutions in each province and territory for quick reference. The Effective Meetings, Writing Skills, and Problem Solving sections have been supplemented with practices relevant to today's work environment and include free on-line resources. The information included is not exclusive to the fire service; nor is it inclusive of all information. It is intended to help fire departments identify and implement practices needed to meet the diverse challenges of delivering on public safety needs.

The section entitled Fire Department Traditions is the cornerstone of ceremonial functions within fire departments. The 2012 manual continues to embrace the traditions found in the Change of Command Ceremony and Departmental Funerals. Appendices to assist in the planning of such events have been prepared to complement existing practices. The CAFC has advanced these traditions since 1909, and we will continue to dedicate our efforts to recognize the commitment of the members of the Canadian Fire Service.

It is also CAFC's pledge to share leading and best practices to strengthen and unify the community of fire service members. It is our hope that by sharing and contributing to the development of management practices we will consistently show results that may be used as a benchmark for the industry worldwide.

CAFC Board of Directors

## How to Use this Publication

This publication should not be considered inclusive of all information and procedures, or exclusive of other best practices in the industry. The material has been compiled to direct the user to the source document, wherever possible, to ensure the most up to date information is used. The principles outlined are applicable to volunteer, full-time, and composite fire departments, with variations appropriate to the community served. It does not outline minimum requirements. Rather, it provides information valuable in strengthening management practices.

Approved by the CAFC Board of Directors, the CAFC Reference Manual, 2012 edition, is made available to all Fire Service Members across Canada. It may be used, copied, modified, distributed or displayed in a retrieval system, or in hard copy, without prior written authorisation of the CAFC. However, some portions of the Reference Manual require copyright permission from the appropriate owner of the publication (Government of Canada, National Defence Canada or Canadian Heritage), if a fire department is to utilize those particular sections outside of this publication.

# Code of Ethics

A major aspect of professionalism within the fire service is ethics. This Code of Ethics has been adopted by the Canadian Association of Fire Chiefs (CAFC) to promote and maintain the highest standard of professional performance and personal conduct. Adherence to these standards is required for continued membership in the CAFC and serves to ensure public confidence in the abilities and integrity of its professionals.

The Code includes the following provisions:

- Given the position of public trust and confidence, maintain the highest standard of personal and professional conduct, integrity and objectivity, and refrain from any conduct or omission which could bring discredit upon the Canadian Association of Fire Chiefs or any of its members.
- Conduct all duties with impartiality, and disclose any situation that represents a conflict or an apparent conflict of interest.
- Conflict of interest guidelines extend to such actions as refraining from making or influencing decisions or outcomes, or using information gained throughout the course of carrying out one's duties that directly or indirectly results in personal advantage, benefit or financial interest. Conflict of interest guidance is applicable to outside employment, volunteer activities or other professional activities where real, potential or apparent conflict of interest may arise.
- Make decisions consistent with CAFC constitutional objectives, while using publicly owned resources effectively and judiciously, to serve the best interests of the public and to enhance public confidence.
- Perform responsibilities in accordance with legislation, regulations, and policies in the spirit of honesty and transparency that encourages collaboration and bears public scrutiny.
- Provide decision makers or elected officials with all the information, analysis and advice needed, maintaining a candid and impartial position.
- Behave with integrity in personal affairs taking all steps to prevent improper influence in the performance of duties as fire officials.
- Build relationships based on trust, honesty, and mutual respect, maintaining the confidentiality of matters, and upholding CAFC's vision of being a leader in safety.
- Commit to the principle of equality of all people, and the dignity and worth of every human being, without regard to, among other things, race, national or ethnic origin, colour or religion.
- Discharge human resource management responsibilities based on merit, non-partisanship, fairness and transparency to foster a work environment that promotes teamwork, professionalism, and respect.
- Promote and participate in CAFC activities aimed at accomplishing its mission to enhance public understanding of the organization and its role.

# CANADIAN ASSOCIATION OF FIRE CHIEFS



## SECTION I - ADMINISTRATION

## **POLICIES, PROCEDURES, AND GUIDELINES**

Policies and procedures are tools to encourage consistency in day-to-day operations by defining performance expectations and by providing a framework for consistent decision making to integrate information from multiple sources and to promote compliance with rules and regulations. Reviewing policies and procedures on a predefined cycle is essential to ensure that documentation remains relevant and accurate. Having a single, current, authoritative source of information minimizes the risk of inconsistent information and operational inefficiency.

The techniques included herein worked well for a career fire department. They may or may not be appropriate for your organization. The guidance outlined is intended to provide ideas about how to transform your organization to develop and maintain policies and procedures.

Well written policies and procedures allow personnel to understand their roles and responsibilities and clarify accountabilities. Strategically, policy and procedure documents align and connect a fire department's vision, mission and values to its operations by helping management direct the organization to achieve its goals.

### **Differentiating Terminology**

Fire service organizations often use the terminology of standard operating guidelines, standard operating procedures, and policies interchangeably. However, there are differences. Policies are broad statements that set direction within an organization; they are often mandatory. On the other hand, procedures outline a sequence of steps to achieve a particular result; there is a consistency of this repetitive approach to accomplish an end result. Guidelines provide part of the procedures framework, but are not inflexible like policies. Guidelines are intended to be applied with the user's judgment when carrying out the tasks or duties within a procedure.

Another way to differentiate policies from guidelines is the following. If one does not follow the policies, one is said to have violated them, whereas if one fails to follow a set of guidelines, one has not really violated them. The result could have been better had the guidelines been followed.

The International Association of Fire Chiefs offers the following characteristics which are viewed as essential to the quality implementation of tools and resources such as standard operating procedures, guidelines and policies:

- A standardized framework to develop and maintain procedures (SOPs) and guidelines (SOGs) consistent with national standards and municipal and departmental policies;
- Procedures compatible with regulatory requirements and national standards and crafted to the unique needs of your department;
- Robustness of training and demonstration of competence; and
- Process to monitor performance and ensure compliance.

Fire service organizations should consult with legal counsel to determine the terminology that best reflects their unique requirements.

## What is a Policy?

A policy describes a set of management expectations with a long term purpose or benefit telling WHAT the fire department must and must not do, based upon its values.

### *What is the purpose of a policy?*

- Ensures compliance with applicable regulations, standards and legal requirements
- Captures management decisions, including the values of the organization
- Promotes operational effectiveness and efficiencies
- Manages risk
- Enhances the ability to achieve the fire department's vision and mission and values
- Provides an archive of policies and procedures
- Provides an archive of rationale to policies

Differentiating a policy from other related information can be challenging. Following are examples of what a policy is not.

- It is not a procedure because a policy does not describe HOW to complete an activity
- It is not a task because a policy is more general and strategic, rather than detailed steps a person takes to complete a procedure
- It is not a form because a policy is not a set of information to be filled out
- It is not a benchmark because a policy is not a point of reference for comparison or measurement
- It is not a plan, program, or project because a policy does not have a time limit (e.g., 3 year plan) or a place

### *Criteria to create a policy:*

- In order to be a policy, it must have all of the following criteria:
- Meets the fire department's definition of a policy
- Addresses an objective – supports the vision, values, or goals of the fire department
- Addresses a potential issue or risk (if it doesn't, do we really need this policy?) or improves some aspect of the business
- Has a policy Champion (or document Owner) who is accountable for ensuring the policy is appropriate and up-to-date
- Considers impacts from politicians and interest groups (otherwise policy may trigger negative publicity and will gradually be rejected)

## What is a Procedure?

- A procedure describes HOW to carry out the policy. It lists in order the steps or actions required to achieve a result. Although a procedure is intended to be followed, discretion and common sense should be used to accommodate specific circumstances. Referring to guidelines within a procedure provides additional information to the user.
- Procedures may be designed for any function that the fire department performs; including administration (e.g., hiring, equipment maintenance, building inspections,) and emergency response operations (e.g., fire suppression, hazardous materials response).

### *What is the purpose of a procedure?*

- Describes a critical set of actions, stating the department's principles for doing the job (procedural guidance)
- Provides an archive of the fire department's procedures
- Helps optimize operations
- Manages risk
- Ensures compliance to policies, regulations, and legal requirements
- Enhances training and ensures consistency

Procedures may be confused with policies or with other instructional direction. To clarify, following is a guide about what a procedure is not.

- A procedure is not a policy because a procedure does not describe WHAT (the principal result) must be done.
- A procedure is not a task because a procedure is more general which includes two or more people, whereas a task is detailed steps usually performed by one person
- A procedure is not a form because a procedure is not a set of information to be filled out
- A procedure is not a technical instruction, protocol, or professional training because a procedure does not tell how to use a resource or how to do the job (e.g., how to operate a specific vehicle)
- A procedure is not a plan, program, or project because a procedure does not have a time limit (e.g., 3 year plan)
- A procedure is not a professional certification or knowledge needed to perform specific job tasks (e.g., manage program, fight fires, provide medical care).

### *Criteria to create a procedure:*

In order to be a procedure, it must have all of the following criteria:

- Meets the fire department's definition of a procedure
- Addresses an objective - supports the vision, values, or goals of the fire department

- Either addresses a potential issue or risk; or improves some aspect of the business (if it doesn't, is it needed?)
- Has a procedure Champion (or document owner) who is accountable for ensuring the procedure is appropriate and up-to-date
- Considers impact from politicians and interest groups (otherwise a procedure may trigger negative publicity and will gradually be rejected)
- Generated or developed as a result of a policy

## Writing a Policy or Procedure

### *Instructions on how to get started*

- Determine if a new policy or procedure is required. Check to see if the policy or procedure already exists.
- Gather any existing, outdated and/or related policy or procedure documents
- Review material gathered and document key points of the new policy or procedure
- Complete research on policy or procedure content and gather input from relevant stakeholders

### *Components of a Policy may consist of:*

- Purpose: provide the business reason for the policy. Use only one or two sentences.
- Policy Statement: Describe the policy. Be concise and clear.
- Who the Policy is applicable to in the department (scope)
- Procedures that support the Policy (Identify & type the Procedure name (s))
- References
- Enter links to related references such as, but not limited to, websites, corporate policies, manuals,
- Technical instructions, if applicable
- Header information: title of document, fire department logo
- Footer information: Champion or Owner of the document, last revision
- Approval date, Information Security Classification
- Disclaimer

### *Components of a Procedure may consist of:*

- Purpose: provide the business reason for the procedure. Use only one or two sentences.
- Procedure Statement: Describe the procedure. Adding a table would be one method for describing the procedures. Other methods could include workflow diagrams.
- Who the Procedure is applicable to in the department
- Policy that support the Procedure (Identify & type the Policy name (s))

- References; Enter links to related references such as, but not limited to, websites, corporate policies, manuals, technical instructions, if applicable
- Header information: title of document, logo of Department
- Footer information: Champion or Owner of the document, last revision of the approval date
- Information Security Classification and a fire department disclaimer

### ***Terminology***

- Create a Glossary document for the suite of policies and procedures to define the standard terms used by the fire department. Definitions should be approved by management.
- A definition of standard terms could be added as a book mark in the appropriate Policy or Procedure document. Bookmarks provide quick reference and clarity of fire department language.
- An acronym list is beneficial as a reference document.

## **Creating a Policy or Procedure**

When writing a policy or procedure, ensure to address its purpose and statement. Create and develop the new or updated approved policy or procedure in a consistent, controlled, and effective manner to ensure that it is ready for personnel to read/access. Provide a centralized location for accessing the latest versions of the policies or procedures.

- Define the purpose
- Define the statement
- Create action or description
- Define the position title to carry out the action
- Add all pertinent form/documentation reference links into the document
- Assign an Owner, Writer, Reviewer and Approver to each document
- Assign a review timeframe for each document
- Standardize the format

### 1. Standardize the format for ease of readability and recognition.

Standard formats make reading and writing policies and procedures easier for personnel while allowing them to easily recognize it as a fire department policy or procedure. The appendix provides sample templates for a policy and procedure.

### 2. Use plain language.

- Use simple vocabulary
  - Avoid the use of jargon and technical words; use simple words.
  - Use active, rather than passive verbs.

- Avoid the use of acronyms. If acronyms are necessary, spell out the full title/term prior to using the acronym.
- Keep the structure simple.
  - Use the present tense. This helps to minimize the number of words.
  - Use gender-neutral words.
  - Use short sentences and paragraphs.
  - Use consistent terminology. Add new definitions to the glossary to ensure consistent use of terms in policies and procedures.
  - Use the approved template to enhance readability and ensure consistency.
- Be specific.
  - Avoid using vague phrases such as 'as much as possible' and 'the appropriate form'.
  - Identify the form number and title when a form is to be completed.
  - Use 'must' or 'will' for mandatory actions.
- Use information that is stable.
  - Use position titles rather than the names of individuals.
  - Provide website links to forms and reference information where critical.
  - Avoid writing policies and procedures for temporary situations/conditions.

### 3. Managing policy and procedure changes.

Changes and advancements in the business environment, management's philosophy and overall goals necessitate policies and procedures be reviewed. A systematic approach to reviewing and updating policies and procedures will ensure that civilian and fire service personnel are accessing and using current policies and procedures and are complying with the requirements in the latest legislation, regulations, and corporate policies.

Creating a cycle to review and revise policies and procedures is essential. The fire department may wish to explore options to acquire or develop policies and procedures management software to manage the creation, editing, and revisions of its documented policies and procedures. The municipality may have a software solution that could be adopted, or other policy and procedure software solutions may be explored to ensure the needs of the organization are met.

## Process to Manage Policies and Procedures

Management of policies and procedures involves the leadership of the fire department to ensure that:

- Policies and procedures are not managed independently by each work unit. Benefits of working collectively include:
  - Policies and procedures are consistent, integrated and accurate;

- Redundancy of information is minimized or avoided;
- Conflicting policies and procedures are resolved; and
- Review cycles, ownership, accountability, and roles and responsibilities are defined.
- Communication and data sharing are maximized with the intention that:
  - Risks are identified, mitigated, and managed collectively;
  - Solutions adopted are sustainable and future-oriented; and
  - A standard format and terminology are used.

Following is a suggested approach to establish an integrated and standardized set of policies and procedures.

### 1. Define the scope

In this stage, fire department leadership defines the scope, governance, and accountabilities for a renewed policies and procedures environment.

#### ***Activities in this stage include:***

- Define the goal, the risk that the organization is exposed to and how successful implementation of a renewed policies and procedures environment will address the risk;
- Clarify the scope of the policies and procedures enhancements, including interests of other stakeholders who may be affected (e.g., Emergency Management, Council, Union/Bargaining Units, Associations);
- Clarify the governance, including decision making process and roles and responsibilities for individuals and work groups;
- Define the timeframe in which to accomplish the enhancements and how the process will be managed, controlled, and communicated; and
- Define the communications to stakeholders and users of the policies and procedures.

### 2. Understand the current policy and procedure environment

- Understand/explain how policies and procedures are currently managed and what is the current state of the policies and procedures (e.g., current, outdated);
- Identify the current issues and gaps in the policies and procedures environment; and
- Understand the requirements for improving the process for managing policies and procedures, and how policies and procedures will be managed (software or other process).

#### ***Activities in this stage include:***

- Collect and develop an inventory of existing policies, procedures, and forms;
- Diagram current process for managing policies and procedures;
- Identify issues, gaps, risks, and opportunities;

- Design a standard format; and
  - Identify the process, and whether software will be part of the solution. Define software requirements.
3. Define and design an improved policy and procedure environment.
- Understand the process for creating, implementing, maintaining, evaluating, archiving, and deleting policies and procedures;
  - Define the integration needs (vision, strategy, action plans, policies and procedures, and processes) to be addressed and how to link them to the policies and procedures life-cycle process;
  - Establish roles and responsibilities related to managing the policies and procedures;
  - Evaluate software options, if technology determined to be part of the solution.

Activities in this stage include:

- Develop standards for documentation;
  - Design the new policies and procedures processes;
  - Select the application/technology for managing policies and procedures;
  - Integrate the policies and procedures processes with the software application chosen;
  - Develop a high level implementation plan;
  - Communicate the implementation plan to relevant stakeholders.
4. Implement the new policy and procedure environment.
- Develop a detailed implementation plan with defined:
    - Fire department-wide strategy and vision aligned to policies and procedures.
    - Processes for creating or editing policies and procedures;
    - Standardized forms and standards for documentation;
    - Roles and responsibilities of various positions;
    - Processes for maintaining, evaluating, archiving or deleting policies and procedures;
    - Measurements for performance and progress against objectives.
  - Implement the software solution, if technology is part of the solution.
  - Develop a training plan and training material; provide training and communications.
  - Develop a maintenance strategy that outlines the review cycle. Review of access and security permissions on the policies and procedures software should form part of the review ensuring that appropriate authority is granted/removed.
5. Plan for continuous improvement.

Setting performance objectives, along with a target for performance improvement facilitate incremental changes that can be measured annually. Objectives could be established related to training, compliance,

or process efficiencies related to policies and procedures. Evaluating achievements enables a fire department to measure its progress towards defined performance targets.

## APPENDIX – SAMPLE FORMAT FOR POLICY TEMPLATE

(Amend to suit fire department needs)

**NAME OF POLICY**

**Version:**

### Purpose

Provide the business reason for the policy.

### Policy Statement

Describe the policy. Be concise and clear.

### Applicable To

Specify the Departments and Divisions (i.e., scope) to whom the Policy is applicable.

### Procedures that Support Policy

Title of Procedures that emanate from the Policy

### References

Enter related references such as websites, corporate policies, manuals, technical instructions. If no references exist, identify 'None'.

### Policy Owner

Designate a policy owner (Position) to establish accountability for policy and procedure review.

### Last Revision

Specify the date of last revision of the policy to establish a cycle for policy and procedure review.

Policies and related procedures should be reviewed in tandem.

### Information Security Classification

Identify the information classification of the procedure.

## APPENDIX – SAMPLE FORMAT FOR PROCEDURE TEMPLATE

(Amend to suit fire department needs)

### NAME OF PROCEDURE

Version:

#### Purpose

Provide the business reason for the procedure.

#### Procedure Statement

Describe the procedure.

List the actions that must be followed in order to comply with the policy.

List the position required to perform each action.

Begin each action with a verb. e.g., Submit vacation request form to Supervisor.

Write the steps to ensure the least experienced individual will have sufficient information to complete the required actions.

Procedural steps may be identified in several formats. Two suggestions include itemizing the steps in a table or preparing a workflow diagram.

#### Applicable To

Specify the Departments and Divisions (i.e., scope) to whom the procedure is applicable.

#### Policies Supported by this Procedure

Title of Policies that provide guidance for the procedure.

#### References

Enter related references such as websites, corporate policies, manuals, technical instructions. If no references exist, identify 'None'.

#### Procedures Owner

Designate a procedure owner (Position) to establish accountability for policy and procedure review.

#### Last Revision

Specify the date of last revision of the procedure to establish a cycle for policy and procedure review.

Policies and related procedures should be reviewed in tandem.

Information Security Classification

Identify the information classification of the procedure.

---

## PROBLEM SOLVING TECHNIQUES

Problem solving and decision making, two closely linked competencies, are among the most important skills in one's career. Problem solving is the process of identifying and analyzing a particular situation, weighing the relevance and accuracy of information, generating and evaluating options, and making a recommendation. Decision making forms part of the problem solving process.

Fire Chiefs, senior managers, and those in supervisory positions are responsible to decide on a course of action taking into consideration the varied levels of risk and ambiguity presented in the analysis, based on experience and judgment, and collaboration with others.

The type and nature of decisions change with the level of management position encumbered. The fast pace of technological and societal change demands that fire officials gain the ability to respond to the complexity, breadth, and impact of decisions on an organization-wide basis. Consequently, the development of strong problem solving skills is the foundation for sound decision making.

A large part of Fire Chiefs' or senior officers' decisions will focus on strategic elements of the department aimed at achieving its vision or delivering on its mission. Strategic decisions could be characterized as non-routine (i.e., lacking precedent) complex decisions involving multiple variables, internal and external to the department, for which there may be incomplete, or possibly contradictory information, and some variables may be outside management's control. Operational decisions may be similarly complex, but the breadth may not be as far-reaching. However, each operational decision, individually and collectively, will impact the organization's efficiency and effectiveness.

### The Step Method

Most problems can be resolved by following the Step Method. The steps are used as a guide to provide structure to follow a problem to resolution. These are:

#### Step 1 – Identify the Problem

Problem solving should begin with a clear definition of the problem that includes exploring information in the following areas:

- **Define the Problem.** Word the problem in the form of a question, a statement of need, or an infinitive phrase (e.g., To improve, To respond). Clearly define what success looks like, and management's expectations related to achieving the tangible goals/objectives.
- **Why did the problem arise?** Describe the driver (cause) that created the need or problem. This may include, but is not limited to, changes related to:
  - The vision, strategy, or objectives;
  - Business processes or technologies (not operating, new, upgrades needed);
  - Technology that has created an opportunity (e.g., advancements in hazardous material handling); and/or

- Changes in the business environment (e.g., public demand, legislative, environmental, reporting requirements).
- **Which organizational components are affected?** Identify which organizational components - people, processes, or technology - are being impacted. This step helps to identify the people who should be involved in defining and resolving the problem.
  - Root Cause Analysis: Identify the areas of the organization affected or will be affected. Ask two questions: 1) how is it being affected? and 2) why is it being affected? Follow the question why to each successive answer until the root of the problem is at its lowest denominator and refines the problem statement.
- **Which organizational components are excluded?** Isolate the areas of the organization that have specific interests in the problem resolution. Exclude all aspects that lie outside the defined problem and tangible goal/objective to be addressed.
- **What is the impact to the organization overall?** Explain the consequences of the problem on the business– e.g., financial costs increasing, operational/service delivery decreasing, potential non-compliance, cultural – lack of commitment towards adopting a practice, citizen satisfaction decreasing.
- **In what timeframe does the problem need to be resolved?** Timeframe is an important factor in determining the priority assigned to resolving the problem.
- **Define terminology.** Often colleagues working together make assumptions about what a term means and don't question the interpretation. It is important that, when resolving a problem, everyone is using the same meaning of terms. For instance, assumptions may be made about how response time is calculated. Response time reported in public reports may reflect one set of data while for operations purposes, response time may be defined into specific segments. Ensure the definition used is clear and consistent; clearly spell it out so that everyone is working from the same definition.

The problem definition step is characterized by:

- collective agreement of the problem;
- a shared understanding of the terms used; and
- clarity about the scope and timing for resolution.

Without this clarity, it is difficult to achieve a successful outcome.

## Step 2 - Gather Data to Analyze the Problem

Step 2 is often combined with the problem definition stage. As individuals begin to outline the elements and nature of the problem, the sources of information related to the problem topic are often identified.

Stakeholder discussions, involving people who defined the problem, are impacted by solution and are needed to implement the problem resolution, identify details such as:

- What has been done or is being done;

- The effectiveness of the strategies and tactics attempted thus far;
- Alignment of strategies and tactics with the overall goal/objectives to be achieved.

**Note:** It is worthwhile to revisit the problem definition from Step 1 at this stage. Validate that the interpretation remains accurate, and everyone is solving the same problem.

### **Step 3 - Generate Possible Solutions**

A possible solution is a proposed method of attaining the goal or objective to resolving the problem. All possible and reasonable solutions should be considered.

Prior to generating solutions, document the assumptions people are operating within. What factors are people considering to be true, real, or certain without proof or demonstration; e.g., political stability, timing of approvals, availability of internal and external human and financial resources, quality standards to be met. This will affect the solutions put forward and will generate a discussion about the validity of the assumption.

The greater the choice, the better the chance of finding the best solution. Brainstorming is an effective method to generate solutions. Do not evaluate solutions at this time. Rather allow the solution to stand which may trigger an idea in someone else that could be used to identify a component to a solution.

### **Step 4 - Analyze the Solutions**

Assess each possible solution against defined criteria. Some criteria may be critical and have no flexibility in being met. Other criteria may be simply desirable to some degree.

#### **Criteria Selection**

Identify the criteria by which each possible solution will be assessed that responds to the source or origin of the problem and addresses the objective to be achieved once resolved.

The people with an interest in the problem resolution will help to identify the relevant criteria. Some fire department-specific examples may be:

- Risks to life safety (citizen and/or firefighter)
- Risks to property
- Community support
- Impact to response times
- Environmental impact

Ideally, the group should collectively assign a weight to each criterion to ensure organizational and management priorities are appropriately reflected.

Criteria that may be used in the analysis of possible solutions are:

- Legislative ease
- Policy consistency
- Contractual ease
- Political will
- Organizational capacity
- Savings realized (money, performance)
- Timeframe for results
- Community support
- Fiscal resources
- Leverage other resources, Partnership potential
- Ongoing sustainability
- Available human resource commitment
- Expertise exists in-house
- Risks

## **Step 5 – Select the Best Solution(s)**

In determining the feasibility of a solution, after assessing the options against the criteria, assess each option's implementation factors:

- risks – what events could negatively impact the implementation of each solution, e.g., strategic, political, operational, environmental, financial, citizen related, industrial, technical
- issues – what issues need to be considered in the implementation of each solution; Some issues may be:
  - timeframe: is an immediate, interim solution needed as well as a longer term solution
  - resources: time, budget – operating or capital, and human capital available to implement either the interim or long-term solution
  - support structures: what communications planning, cultural change strategies, policies and procedures, or training are required to effect the maximum benefit of a solution.

Based on the comparison of potential solutions, select the single solution or combination of solutions that will be the most effective in achieving the results desired.

## **Step 6 – Develop an Action Plan**

Summarize the primary reasons for the proposed option being selected. Identify the detailed actions to be undertaken to achieve the goals and to reach problem resolution. Immediate, short-term, medium-term, and long-term actions could be categorized to illustrate the strategy planned by those responsible for implementation.

The action plan may be a formal project plan, or may be a list of actions. Either format should include major deliverables, including communicating the plan to all stakeholders, who is responsible for the delivery of each action item, the timeframe in which the actions must be completed, and the dependencies on other business groups that must contribute to the delivery of the solution.

For greater accountability, identify the primary individual responsible for the implementation of the overall the solution. Including performance measures to gauge progress and successful implementation of the action plan contributes to maintaining a results orientation.

## **Resources - Problem Solving Techniques**

A wide variety of free problem solving techniques and tools are available.

### **Business Balls**

[www.businessballs.com/problemsolving.htm](http://www.businessballs.com/problemsolving.htm)

### **Problem Solving Techniques**

[www.problem-solving-techniques.com/index.html](http://www.problem-solving-techniques.com/index.html)

### **Problem Solving Tools**

[www.problem-solving-techniques.com/Problem-Solving-Tools.html](http://www.problem-solving-techniques.com/Problem-Solving-Tools.html)

### **Problem Solving and Decision Making**

[www.managementhelp.org/personalproductivity/problem-solving.htm](http://www.managementhelp.org/personalproductivity/problem-solving.htm)

## WRITING SKILLS

Writing clearly and concisely is fundamental to the operations of any business; it is a critical form of communication. The fire department is no exception. Emails, reports, letters, and contracts have to be understandable, and convey the message intended by the sender. Therefore, the ability to write well is an organizational asset that creates business advantage.

With increased use of email to send professional messages, the importance of written communication has risen. Keep your writing simple and up-to-date with current business practices and expectations. Workforce diversity and sensitivity to cultural differences are factors to be considered when business correspondence and documents are prepared. Proficiency in business writing helps to clearly state ideas for ease of understanding. Strong writing skills also ensure business documents are appropriately formatted and free of errors.

Effective business writing skills requires commitment from the Fire Chief and all senior officers to build and support best practices and training, as needed. Some resources can be found at the end of this section.

### Email Etiquette

Due to the prominence of email in professional environments, the protocol and use of email as a communication tool form part of organizations' codes of conduct. Included in codes are an organization's standard business practices and service standards for responding to, preparing, and using email.

The following tips will allow you to create etiquette rules for your organization.

1. Be informal, not sloppy. Your colleagues may use commonly accepted abbreviations in e-mail, but when communicating with external customers, everyone should follow standard writing protocol. Your e-mail message reflects you and your company, so traditional spelling, grammar, and punctuation rules apply.
2. Keep messages brief and to the point. Concentrate on one subject per message whenever possible.
3. Use sentence case. USING ALL CAPITAL LETTERS LOOKS AS IF YOU'RE SHOUTING. Using all lowercase letters looks lazy. For emphasis, use asterisks or bold formatting to emphasize important words. Do not, however, use a lot of colors or graphics embedded in your message, because not everyone uses an e-mail program that can display them.
4. Use the blind copy and courtesy copy appropriately. Don't use BCC to keep others from seeing who you copied; it shows confidence when you directly CC anyone receiving a copy. Do use BCC, however, when sending to a large distribution list, so recipients won't have to see a huge list of names. Be cautious with your use of CC; overuse simply clutters Inboxes. Copy only people who are directly involved.
5. Don't use e-mail as an excuse to avoid personal contact. Don't forget the value of face-to-face or even voice-to-voice communication. E-mail communication isn't appropriate when sending confusing or emotional messages. If you have a problem with someone, speak with that person directly.
6. Remember that e-mail isn't private. People have been fired for using e-mail inappropriately. E-mail is considered company property and can be retrieved, examined, and used in Access to Information requests and in a court of law. Unless you are using an encryption device (hardware or software), you should assume that e-mail over the Internet is not secure. Never put in an e-mail message anything that

you wouldn't put on a postcard. Remember that e-mail can be forwarded, so unintended audiences may see what you've written. You might also inadvertently send something to the wrong party, so always keep the content professional to avoid embarrassment.

7. Be sparing with group e-mail. Send group e-mail only when it's useful to every recipient. Use the "Reply to All" button only when compiling results requiring collective input and only if you have something to add. Recipients get quite annoyed to open an e-mail that says only "Me too!" or "Thank you!"
8. Use the subject field to indicate content and purpose. Agree on acronyms to use that quickly identify actions. For example, your team could use <AR> to mean "Action Required" or <MSR> for the Monthly Status Report. It's also a good practice to include the word "Long" in the subject field, if necessary, so that the recipient knows that the message will take time to read.
9. Don't send chain letters, virus warnings, or junk mail. Always check a reputable antivirus Web site or your IT department before sending out an alarm. If a constant stream of jokes from a friend annoys you, be honest and ask to be removed from the list. Direct personal e-mail to your home e-mail account.
10. Remember that your tone can't be heard in e-mail. Have you ever attempted sarcasm in an e-mail, and the recipient took it the wrong way? E-mail communication can't convey the nuances of verbal communication. In an attempt to infer tone of voice, some people use emoticons, but use them sparingly so that you don't appear unprofessional. Also, don't assume that using a smiley will diffuse a difficult message.
11. Use a signature that includes contact information. To ensure that people know who you are, include a signature that has your contact information, including your mailing address, Web site, and phone numbers.
12. Summarize long discussions. Scrolling through pages of replies to understand a discussion is annoying. Instead of continuing to forward a message string, take a minute to summarize it for your reader. You could even highlight or quote the relevant passage, then include your response. Some words of caution:
  - If you are forwarding or reposting a message you've received, do not change the wording.
  - If you want to repost to a group a message that you received individually, ask the author for permission first.
  - Give proper attribution.

(Source: Microsoft Office Support. <http://office.microsoft.com/en-us/outlook-help/12-tips-for-better-e-mail-etiquette-HA001205410.aspx>)

## Principles Of Effective Writing

- Keep sentences clear and focused. Shorter sentences improve clarity, with one idea per sentence.
- Be concise and complete. Use simple, direct language which will maximize the effectiveness of each word. Provide complete information based on the reference point of the audience receiving the content.
- Use acronyms judiciously. Spell out the words at the first occurrence to add clarity.
- Be cognizant of industry-specific terminology. Deployment in the fire department operation's context has a different meaning than in human resources management.

- Avoid colloquial and idiomatic language. For example, written documents should not include informal language such as 'airpack' to refer to breathing apparatus or 'bunker gear' to refer to specialized protective clothing, and idioms such as 'a dime a dozen' or 'call a spade a spade' should be avoided.
- Remove redundant words, for example: 'absolutely essential' (just say 'essential'); 'combined together' (just say 'combined'); 'the great majority of' (just say 'the majority of').
- Use active verbs to hold the reader's attention. 'The Fire Department reviewed its capital plan.' is better than 'The capital plan was reviewed by the Fire Department'.
- Avoid biased writing (and speaking). Replace gender-specific terms with gender neutral words to ensure inclusiveness.
- Write coherently. Cohesion refers to connections within and between sentences and paragraphs that make the intended meaning clear and easy to follow. The University of Toronto provides guidance on Developing Coherent Paragraphs (Margaret Procter, Writing Support). [www.writing.utoronto.ca/advice/planning-and-organizing/paragraphs](http://www.writing.utoronto.ca/advice/planning-and-organizing/paragraphs)
- Proofread, after you Spell Check. Reading the document aloud will help you find words spelled correctly but not identified by Spell Check, and will help you identify commonly misused words (grammar). Some words in both categories are:
  - Manager vs. manger
  - Affect vs. effect
  - Then (i.e., next) vs. than
  - Your vs. you're
  - There vs. their vs. they're
  - Dependant (e.g., a child) vs. dependent (reliant upon)
- Write in a positive tone. By emphasizing the positive aspect, a grim message could be made more acceptable. For example: 'With approximately 40 percent of the fire department's staff eligible to retire, the department will be challenged to retain its knowledge and experience.' versus 'Firefighters' career development opportunities will increase over the next five years.'
- Take a step back. When issues are intensifying, it is difficult to write a reasonably analytical piece. Passion doesn't always translate into a written document, and could be perceived as one-sided and dismissed as frustration. Allow time for a measured perspective to return before putting pen to paper.

## Structure of Written Communication

The structure outlined is intended to be a guide, and should be adapted by the particular requirements of the reader/decision maker. Consider the following when preparing more formal written correspondence:

- level of knowledge or familiarity of the topic to the reader(s);
- avoid repetition of information, but do not oversimplify the content by omitting critical details;
- sequence the material to enable the reader to assimilate and understand information;
- highlight the key points to reinforce the main message the reader needs to remember;

- explain the impact of the main message, recommendation, or position;
- Answer the questions: What and Why? Who, How and Where, and When

The format generally has three main parts.

### ***Introduction***

- Issue, Topic, or Purpose: Make it short and to the point. In two sentences, convey what the problem is and why it is being brought to the attention of leaders now. Clearly articulate what is being sought from the reader: a decision, approval, to take certain action, or for information.

### ***Body***

- Who the audience is will affect the level of formality of the written correspondence.
- What does the reader need to know about the context and current situation – what led up to the issue, level of controversy, and how has the situation evolved.
- What measures have been taken to address the situation and what have the impacts/results been. Provide enough concrete details to meet the needs of the audience.
- Outline the options to be considered to further address the issue; provide an analysis of the options assessed.
- Describe the risks and severity of the risks associated with the options being seriously considered.
- Explain the other factors (political, stakeholders, environmental, legal, economic, international, organizational, project-level) the organization needs to pay attention to in making a decision.
- What is the recommended option.

### ***Conclusion and Next Steps***

- Make it short and reinforce the main message, relating it back to the issue and purpose in the introduction. If necessary, include a short summary of the main points.
- Make sure any specific conclusions, recommendations, proposals, directions are clear.
- List the next steps that need to be taken, including deadlines, if the recommendation is accepted.

## **Resources**

Some writing resources are available free on-line. Style guides are available in hard copy and through online subscriptions, with varying fee schedules.

**Public Sector Writing: Effective Plain Language Writing**  
[www.publicsectorwriting.com/?page\\_id=6](http://www.publicsectorwriting.com/?page_id=6)

**Better Writing Skills**  
[www.betterwritingskills.com/index.html](http://www.betterwritingskills.com/index.html)

**Mind Tools** – Essential skills for an Excellent Career offers some free online tips as well as fee-based toolkits for purchase.

<http://www.mindtools.com/CommSkill/WritingSkills.htm>

The following resources may be valuable additions to a fire department library.

**A Canadian Writer's Reference**, Diana Hacker, ISBN 0-17-604211-3.

<http://bcs.bedfordstmartins.com/writersref6e/Player/Pages/Main.aspx>

**The Chicago Manual of Style**, Editorial staff of the University of Chicago, ISBN 0-226-10390-0.

[www.chicagomanualofstyle.org/home.html](http://www.chicagomanualofstyle.org/home.html)

**The Little English Handbook for Canadians**, (Second Edition), James B. Bell and Edward P.J. Corbett, 1980, ISBN 0-471-79892-4.

**Style Guide for Business and Technical Communication**, Franklin Covey, ISBN 0-9652481-1-9.

**Read Me First!** – A Style Guide for the Computer Industry, ISBN 0-13-455347-0. (For writers of end-user manuals for the software industry)

## EFFECTIVE MEETINGS

A meeting is a key management tool that provides an opportunity to enhance communication, build a strong team and achieve organizational goals. As a Fire Chief, you and your senior officers will participate in many types of meetings. You may participate as the chair, a member, as recorder, or as host. Regardless of the role, preparation and working collaboratively are keys to ensuring effective meetings.

The key principles of effective meetings include preparation, inviting the right people, and appropriate logistics planning. Time, money, and human resources are often wasted when meeting fatigue sets in resulting in participants 'checking out'. Consequently, making every meeting count takes preparation, engagement and leadership. Resources, identified at the end of the section, are available online to help you run more effective meetings.

As an alternative, business related workshops and training are offered by post-secondary education institutions through the Continuing Education division. Refer to your local post-secondary institutions program listing or professional development provider.

### Why Meetings?

Meetings are intended to be interactive; they address situations in which interaction and input from multiple people are needed. If the intent is to share information without the need for feedback on the topic being shared, consider sending an email. Over time, organizing meetings by following these tips will become second nature.

Tailoring your leadership approach to the meeting's function will maximize the benefits of each meeting. In turn, the purpose of the meeting will determine the structure and format. Several types of meetings exist ([www.inc.com](http://www.inc.com)) some of which are:

- **Action-oriented meetings** - These meetings are intended to solve time-sensitive problems – either to change, develop, start or stop something. Leadership entails organizing representatives from each group that has a stake in the outcome to participate in the meeting to discuss the influencing factors contributing to the challenge, and to determine a course of action.
- **Brainstorming meetings** – The focus of this type of meeting is problem solving that relies on creative idea generation. Participant diversity, including senior and junior staff from a range of disciplines in the organization, is beneficial to generate meaningful ideas. Utilizing a facilitator would allow leadership to participate in this meeting format.
- **Short-term planning meetings** - Short-term planning meetings generally require a lot of team interaction. The list of people invited is even more important than if it is a regular (action-oriented) meeting. Invitees could include those with whom your team is dependent, and those who are dependent on your team to complete a piece of work. Ensuring people understand the expectations for the meeting before it begins will save time and contribute to clarity related to interactions with management and with fellow teams.
- **Long-term planning meetings or retreats** - Long-term planning meetings are likely to include most if not all of the leadership team, and some staff members. If sharing of ideas comprises a large portion of the meeting, choose a format that either maximizes the opportunities for senior managers

to share their vision with staff or for the staff to discuss improvements or changes that they feel could help the organization meet its goals.

- **Team Briefings.** Regularly scheduled meetings enable and improve downward, upward and lateral (sideways) communications throughout the organization. Held by the leader(s) of the team, this meeting clarifies direction from the top, and aims to build collective ownership of the vision, mission, goals and objectives and the reasons why a direction is being taken. Briefings are intended to encourage questions from staff and to develop greater awareness and involvement in the organization by all. A sample Team Briefing outline is included at the end of this section.

## Medium of the Meeting

Technology has changed how people get together to share information or make decisions. Remote meeting software applications exist to overcome some barriers to allow for 'in-person' meetings. The fire department may wish to explore options to acquire online meeting software to enhance interaction of remotely located staff. One website that provides a review of some online meeting software is [www.webconferencing-test.com](http://www.webconferencing-test.com).

Telephone and video conference calls are low cost meeting alternatives to conventional face-to-face meetings, particularly for team members geographically dispersed. They are effective for routine status reports and for short-term, problem solving meetings. Traditional, face-to-face meetings, however, provide the benefit of observing non-verbal communication which is important when the organization is going through transition or facing strategic or operational challenges. "Only 7 percent of communication is what we say — the rest is how we say it. Pitch, volume, and rhythm carry 38 percent of a message, while body language, facial expressions, and eye movement account for 55 percent" (Barbour, A., *Louder Than Words: Nonverbal Communication*, 1976).

Regardless of the medium used, following are some key principles to effectively prepare for and manage the meeting.

## Planning and Preparation

**WHAT and WHY:** Every meeting needs a goal: what needs to be accomplished by the end of the allotted time. A clearly articulated goal will help identify who needs to attend and the structure of the meeting,

**WHO:** Who needs to participate to ensure that the necessary information is presented at the meeting to make decisions or progress.

**WHEN and WHERE:** Logistics include length of meeting, start and end times, and location; for teleconference, video conference and/or web-based meetings, coordinate and distribute connection details.

- Your assistant will be able to provide support with scheduling and meeting logistics. Pay attention to time zones if people are geographically distributed.
- Distribute the agenda to participants in advance to solicit input/changes. Add agenda items that contribute to the achievement of the goal; discuss items with the originator of a change that does not align with the meeting's goal.

- Identify a person to lead the discussions for each agenda item, and allocate time to ensure the meeting progresses in a timely manner. Clarify what is expected from each person designated to deliver on the topic agenda.
- Identify a meeting recorder or note taker to document the discussions, record decisions made, action to be taken, individual accountable, and target date for completion.
- Distribute the agenda and required meeting material in advance to allow participants to prepare.

## **Conducting the Meeting**

### ***Chair***

The chair is responsible to:

1. Start the meeting on time; if not previously arranged, identify a meeting note taker/recorder. At the beginning of a teleconference or other virtual meeting, ensure all participants can be heard and can hear you.
2. Ask attendees to introduce themselves. Introduce the subject material, format and speakers, explaining the goal/purpose of the meeting. Ensure participants have the meeting documents. For virtual meetings, a good practice is to clarify how questions and comments should be raised. For instance, will the Chair ask each participant individually after each topic agenda, or will each participant be expected to speak up without being asked.
3. Introduce each agenda topic and allow the assigned lead to manage their portion of the agenda. The chair's focus is to ensure that the meeting progresses towards the stated goal, ensuring perspectives have been voiced and considered.
4. Direct and facilitate discussions towards meeting the goal.
5. Agreed upon decisions should be clearly communicated as each agenda topic is addressed. Summarize each item ensuring each attendee understands the position, conclusion, or action required.
6. At the end of the agenda, conclude the meeting with the commitments and timeframes discussed. Determine the requirements for a subsequent meeting, if necessary.
7. Brief the sponsor or sponsoring organization.

### ***Meeting Participants***

Participants are responsible to:

- Show an interest in the views of others.
- Express Division's or Unit's views clearly and concisely.
- Listen to others' views and logic; pay close attention to tone. This is especially important when meetings are conducted via electronic medium such as teleconferencing. Silence in a virtual meeting is usually a bad sign.
- Engage in discussions of agenda topics.
- Take note of decisions affecting their own organization.

- Brief superiors as necessary.

### ***Administrative Assistant***

The Administrative Assistant is responsible to:

- Schedule the meeting with participants using an appointment scheduler; book meeting facilities/boardrooms; set up the meeting room, arrange for refreshments for meetings of extended time periods; test equipment (tele- or video conference equipment) to ensure connections are successful.
- Distribute meeting material at least 24 hours prior to the meeting;
- Monitor invitees' response (accept, reject, tentative) to the meeting request.
- Provide the information to the Meeting Chair.

### **Follow Up After Meetings**

The meeting note taker/recorder plays a critical role in effective meetings. Prompt follow up, within 24 hours of the meeting will enhance meeting success and maintain the momentum gained in the meeting. Minutes, record of decisions, or action plan, regardless of its title or format, should be sent out to all participants.

The elements of the minutes/action plan should include:

- Attendees
- Meeting Objectives
- Key topics discussed
- Key decisions made
- Next steps
- Who is responsible for each step and by when
- Date of next meeting or follow-up.

The Chair is expected to review and approve notes recorded by the note taker. Distribution of the document may be handled by the Administrative Assistant to all meeting participants, the meeting Chair, or the note taker.

### **Resources - Effective Meetings**

Running effective meetings takes skill and effort. Suggestions for creating agendas, when to use a facilitator, and guidance related to meeting structure, format and medium could be found at:

[www.businessballs.com](http://www.businessballs.com)

[www.mindtools.com](http://www.mindtools.com) (some resources are free; others have a fee associated with them)

[www.time-management-success.com](http://www.time-management-success.com)

**Meetings: Planning and Running Effective Meetings for Business**

[www.businessballs.com/meetings.htm](http://www.businessballs.com/meetings.htm)

**Workshops: Running workshops for motivation, team-building and improving performance**

[www.businessballs.com/workshops.htm](http://www.businessballs.com/workshops.htm)

**Brainstorming Process: Techniques for problem solving, team building and creative process**

[www.businessballs.com/brainstorming.htm](http://www.businessballs.com/brainstorming.htm)

**Free resources related to Team Briefings are available at:**

[www.businessballs.com/teambriefing.htm](http://www.businessballs.com/teambriefing.htm)

**Ground Rule, General Meeting Rules, Meeting Function Rules, Good Meeting Etiquette Rules for Leaders**

[www.whatmakesagoodleader.com/meeting-etiquette.html](http://www.whatmakesagoodleader.com/meeting-etiquette.html)

**11 Commandments for Business Meeting Etiquette**

[www.chatgrispress.com/Articles/Business/11\\_Commandments\\_for\\_Bus\\_Meet\\_Etiquette.pdf](http://www.chatgrispress.com/Articles/Business/11_Commandments_for_Bus_Meet_Etiquette.pdf)

## Team Meetings (Briefings)

A Team or Staff Briefing is a regular and systematic process that ensures communication takes place between the leaders of an organization and its employees. A Fire Chief enhances the flow of information upwards, downwards, and sideways throughout an organization by holding Team Briefings regularly with the management team and direct reports. The Team Briefing system operates on a cascading principle with each level of management debriefing his or her direct reports.

The objective is to deliver important messages to employees, allowing questions to be asked for clarification and relaying feedback to the appropriate management levels. It is an opportunity to promote open and consistent communications at all levels and locations in the organization.

The keys to a successful Team Briefing are holding the meetings on a regular basis and everyone being committed to contributing meaningful input.

## Characteristics and Content

Team Briefings are intended to be brief, providing accurate and clear information. The characteristics of a Team Briefing include:

- Be clear – avoid unfamiliar technicalities, acronyms or names
- Be Brief – do not ramble; if the message is worth repeating, do it concisely
- Be Interesting – share information that impacts the organization and is influencing leadership to make the decisions being made
- Be Attentive – watch the reaction as you share the information; non-verbal communication speaks volumes
- Be Positive – communicate the decisions regardless of your personal views; be prepared with reasons behind decisions being shared
- Be Prepared – anticipate questions that may arise from employees, conduct the research to respond to questions.

A briefing should address the following areas:

- **Progress** – How are we doing? The Fire Chief conveys information to the team about the overall performance of the organization. Providing comparative information to last month or last year helps to position the information in terms of relative performance. As each manager cascades the information to his or her respective staff, it is important to explain the organization's performance and the division's contribution and role in that performance.
- **Priorities** – Where are we going? The Fire Chief has the opportunity to give context and details on the 'must know', 'should know' and 'nice to know' information to the management team who explain existing policies, changes to policies, and discuss plans for the future with their respective divisions or teams. Some key policies worth exploring are occupational health and safety and recruitment, retention and succession planning.

- **People** - Welcome new people, share success stories, promotions, appointments, and upcoming training and development; change in location of staff. This promotes connectivity among employees and healthy work environment focused on people.
- **Points for Action** – What needs to be done? Specific items that require action by direct reports. Clarify expectations and who is accountable to take action and by when. Examples of topics include health and safety issues, new/ongoing projects, and upcoming deadlines.

## Record of Decisions (or Action Plan) Template

(Alter to suit your needs) (<http://cafc.ca/en/about/reference/>)

Meeting:	Meeting Name Year-Sequence# Operations Managers 2012-01 (example only)	Meeting Date:
Participants	Names/Titles	Note Taker: Name & Contact Details
Regrets	Names/Titles	Next Meeting: Details

Deliverables, Tasks and Milestones			Completion Date		Status
Meeting Date Introduced <Insert Year> 2012	Product	Requirements, Dependencies, Risks and Comments <i>(Modify title to suit your needs)</i>	Plan <Insert Year> 2013	Actual <Insert Year>	
September 1 <i>(example only)</i>	Deployment Strategy <i>(example only)</i>	Identify gaps in service delivery; Conduct community risk assessment; review location of apparatus and equipment, analyse options <i>(example only)</i>	March 30 <i>(example only)</i>		Consultant report due: Oct. 15 <i>(example only)</i>
Each line could be color coated to identify:					
On-time (normal) - Green					
Some Slippage (some concern) - Amber					Identify concern in status
At-Risk of missing planned completion - Red					Impact of risk experienced

## BRIEFINGS AND PRESENTATIONS (INTERNAL)

Briefings and presentations are methods of communication with multiple purposes. Briefings and presentations, whether written briefing notes/memoranda or oral briefings, are used to inform, to get direction, or to provide advice. To enhance transparency and accountability, briefings and presentations keep decision makers informed about progress of initiatives (reporting) and provide advice about the issues for which they are responsible (planning).

Briefings and presentations are a form of storytelling with a purpose. Done well, the storyteller inspires trust and moves the audience to action. Along with problem solving and decision making, briefing skills are essential to the success of a Fire Service Officer and Chief. Throughout this section, the term briefing and presentation is used interchangeably.

### Characteristics

The ideal oral briefing has three virtues - accuracy, clarity, and brevity. It should be concise and direct, and should contain no extraneous material. Staff officers must develop an ability to cover a lot of material in a short time. Such ability is essential for the success of any senior officer.

Understanding the requirements and desires of the intended audience of the briefing is essential. While some leaders/decision makers like a comprehensive briefing, others may wish to have only a summary of facts.

The author of the briefing has the responsibility of making the difficult decision of what to include and what to leave out. He or she should also expect that the information in a written briefing will be shared with other managers and officers in the fire department. Therefore, consider the impact of the messages to those audiences should the briefing be shared with other business units.

**Note:** In government, many documents are subject to release to the public, upon request, under the freedom of information laws. It is important to prepare documents that are objective, defensible and fact-based given the scrutiny that the fire department may come under by the public, media or the courts.

### The Presentation

Briefings and presentations are a focal point for decision making. Unlike with written reports, the advantage of verbal briefings is that the audience can and will give immediate feedback. Consequently, preparation is critical. The following principles will help you to prepare for a briefing or presentation to an audience.

### *Delivery and Content*

1. Be prepared.
  - Know yourself. Briefings and presentations are in-person experiences. It is the one who delivers the presentation that determines the success, not the words or the visuals used. Your audience will judge your credibility, substance and passion. Therefore, clarity and conviction are of utmost importance. Being unprepared will make the audience lose confidence in you.

- Knowing yourself also entails understanding your personal communication style and your level of comfort speaking in front of a public. Learning steps to manage anxiety and nervousness are essential. Every person is different, and a certain level of anxiety is positive. However, when nervousness prevents you from moving from behind a podium, or your voice quivers through an entire presentation, seek assistance to manage stage fright.
- Know your audience. There are two components to knowing your audience. First, establish a rapport with the audience for the purpose of identifying with your audience. Take the time to talk to some audience members before preparing the presentation. When making presentation to Council, for instance, it may involve building a relationship with key supporters or advocates, as well as understanding those that will challenge your views.

Second, demonstrate that you understand the dilemma or choices before them (Council) in making a decision. Demonstrate how the larger public principles coincide with organizational interests and direction, and possibly individual interests. For instance, if you're briefing Council on the need for new equipment and apparatus, convey the message in language that resonates with them. Phrase the topic in terms of risk, long-term cost saving and efficiencies, rather than simply from the perspective of replacement of aging materials.

The bottom line is - people need to easily identify with the benefit. Your job is to convince them of the benefit and be clear about why they should care.

- Know your subject so well that you can describe it in a single sentence. Mastering your 'sales pitch' is essential to capturing your listeners' attention and inspiring them to act. This clarity demonstrates you know your business and can communicate it effectively; it also focuses the presentation.

Research must be done in detail. The nature of the briefing will determine the level of detail necessary. It is necessary to include and explain the alignment of the topic in the briefing to the strategic direction and perspective of the organization.

Anticipating some of the factors to be considered in the decision making process ensures leaders and decision makers pay attention to the message.

Elements to research and consider including:

- Contrary views, and positions to the proposed recommendation;
- Budgetary constraints and economic conditions;
- Resource pressures;
- Political pressures and the complexity of the message; and
- Alignment with strategic direction of the organization.

Information not included in the briefing can easily be included in a Questions and Answers document demonstrating that those elements have been considered.

2. Respect the time allocated for the briefing. Personally over-prepare but do not give a 30 minute presentation when allocated 10 minutes. Structure the briefing around the needs you researched

related to the audience – who they are, what specifically do they need to know, what do you want them to do or from them, and how will they use the information. Hone your presentation to focus on the audience's needs.

3. Be cognizant of physical space. Familiarize yourself with the surroundings, the location, and the technology. Visit the room to see how things are set up and the perspective from where the speaker stands. Sit in a chair in the audience to give you the view from an audience member. Be aware of where you are in space in relation to other people. Some tips are:
  - Don't block the screen; stand where most can see you and the screen, if the presentation is being projected;
  - Don't talk to the screen, but glance at it to ensure the slide is correct for the content you are sharing;
  - Display each slide a minimum of 10 seconds to allow the message to be conveyed. The audience will not be able to read or grasp the message if not displayed for an appropriate length of time; consider eliminating it;
  - Scan your audience for understanding, or quizzical looks. This will help you guide your discussion and make for more natural communications; and
  - Move towards the audience at key moments and to emphasize a point, and away to signal a pause or change the topic.
4. Set the stage for follow-up or action. Conclude the presentation with the recommendation or conclusions. Often, the goal is to get approval to proceed to the next step, whatever that may be.
  - Develop potential questions and answers in anticipation of conducting the briefing. Questions that may arise could relate to the planning, resourcing and implementation, consultations and stakeholder engagement, evaluation or reporting.
5. Prepare handouts to support the analysis, recommendations and direction being advanced. However, do not distribute handouts throughout the presentation; the audience attention will turn to analyzing the handouts instead of listening to you. See more on the section on Visual Aids.
6. Practice is essential. For content, timing, and to assess visual aids, rehearsal is critical. Ask others, even one other person, to listen to the presentation and provide feedback before the actual presentation to the audience.

## **Briefings by Multiple Staff**

Often two or more persons jointly give a briefing, each giving the essential information from their sphere of interest. In briefing for an operational plan, for instance, one might cover administration and logistics and the other the tactics. A team briefing must appear as an integrated unit to the audience. Therefore organization and coordination are paramount. Take particular care to ensure there is no repetition and more important - no gaps. Rehearsal will help to identify duplication and gaps.

## **Policy**

Policy, orders, and concepts of how an operation or project will be handled are given by the Fire Chief or Deputy Chief. Ensure a clear distinction exists between material which is informative and that which is directive.

## Structure

The nature of the occasion, the size and make-up of the audience, the availability of specific equipment are some of the factors that will influence the method of presentation. Briefing material and presentation to Council or senior management should be provided in advance to allow elected officials to review the material.

The structure outlined in this section will serve as a basis for most briefings. However, it is intended to be a guide, and should be adapted by the particular requirements of the reader/decision maker. Structure the briefing based on the audience needs:

1. Introduction – background on the topic, and why is it an issue now;
2. Describe the problem – include what the listener needs to know, information that may have been requested, what considerations (risk, stakeholders, consultation) have been researched;
3. Outline the potential benefits
4. Request permission to proceed to the next step (conclusion)

If audience members are familiar with the topic, you may wish to open the briefing with an attention-grabbing statement. For instance, over the next 10 years, the fire department will need 15 new fire stations to keep pace with population growth. Or, if they are less familiar with the topic, opening with a question and proceeding down the road map to a solution is an effective approach. For example, what does fire department service delivery look like in 10 years?

Simple (short) presentations do not need reminder markers. If the presentation is long, reinforce the road map with the listeners between each section. Including a table of contents-type slide, highlighting the section being discussed will reinforce where you are in the discussion, where you've taken the audience, and where you are going is helpful. Some other tips include:

- avoid repetition of information throughout the briefing; do not oversimplify by omitting critical details;
- sequence the material to enable the reader to assimilate and understand information;
- highlight the main points to avoid the temptation of the reader to ask questions during the briefing;
- Answer the questions: What and Why, Who, How and Where, and When
- Answer the question, So what? Reinforce the message of why should the audience care.

## Visual Aids and Handouts

Good visuals deliver impact. In attempting to be brief, include relevant details in handouts or appendices to a written briefing. However, do not distribute during a presentation. The audience will turn their attention to the handout to read it instead of listening to you.

- Develop purpose-driven visual aids and slides. Diagrams, charts, and maps help the audience translate text into a visual concept which assists in their understanding of the information being

conveyed. Words and graphics should complement each other, but not duplicate. The verbal presentation should not repeat verbatim what the slide or visual aid says.

- Visuals are better on-screen than in handouts. Title each visual with the message or point of the content to support it. Make the title in all capitals, and the remainder of the text in upper and lower case, unless it is an acronym.
- Avoid using too many font sizes; two sizes work best as they do not cause distraction.
- Use bullets rather than numbers for non-sequential items.
- Use key words, not full sentences.
- One concept per page.
- Start with black and white visual aids. Add color only to emphasize or clarify a point you want the audience to focus on.
- Test your visual aids. Ask someone to critique it: Do they understand it? Did they get the point of the diagram? Is it enough information? Too much?
- If visual aids are not included in the formal presentation (such as PowerPoint), hand them out at the end of the presentation, prior to questions.

The bottom line is that visuals maintain attention and help to reinforce facts. They assist the presenter by carrying the message when the briefing is completed.

Handouts will make readers more disposed to accept the validity of the information. Handouts allow the audience members to check the evidence and findings.. Ensure sufficient detail is included in handouts with explicit observations highlighted to reinforce the findings of the analysis and conclusions drawn.

## Questions

Normally no questions should be taken during the briefing. Leave a few minutes at the end of the briefing to respond to questions. Questions should be addressed to, and answered by, the Chief or ranking senior officer conducting the briefing, unless otherwise directed. Make sure that you thoroughly understand each question before attempting to answer.

The role of public servants is to explain policy and assist government in implementing the decisions made; elected officials are expected to defend and justify decisions made.

## Resources

### English 302: Writing Briefing Notes

<http://web.uvic.ca/~sdoyle/E302/Notes/WritingBriefingNotes.html>

### Public Sector Writing: Effective Plain Language Writing

[www.publicsectorwriting.com/?page\\_id=6](http://www.publicsectorwriting.com/?page_id=6)

### Writing for Results Inc.

[www.writingforresults.net/](http://www.writingforresults.net/)

## **PUBLIC SPEAKING AND PRESENTATIONS (EXTERNAL)**

### **Introduction Of A Speaker**

The introduction of a speaker is an important duty. The main objective is to welcome the speaker, inform the audience about the speaker's credentials and to arouse interest in the topic.

When introducing the speaker consider including the following:

- a. Provide content that will capture the audience's interest.
- b. Stimulate the audience with a "human interest" story.

Consider the following rules when developing an introduction:

1. Make your comments brief. Sixty to 90 seconds is recommended.
2. Announce the speaker's name clearly and correctly.
3. Inform the audience briefly of the speaker's subject. Provide a "hook" or point of interest to capture the imagination of the audience.
4. Give correct facts about the speaker and their background. Omit vague meaningless generalities. If the speaker's biography is being circulated, refer to it but do not repeat the information verbatim.

### **Effective Speaking Techniques**

#### ***Approaching The Podium Or Platform***

First impressions are important and physical appearance plays a role in the first impression. Neatness, appropriate attire, good posture, an eager attitude and preparedness are visible as the speaker approaches the podium. Walk to the podium with confidence, a positive manner, and good posture. Do not fuss with clothing or look down at the floor or a folder.

#### ***Speaker's Position On The Platform***

A speaker should use a stance that is comfortable and natural. It is recommended that the speaker be in clear view of the audience and stand with both feet on the floor. Avoid distracting body language such as rocking. Feel free to speak in a fashion that is comfortable including the use of hand gestures.

#### ***Gestures***

The hands are an important part of your presentation skills. Gestures with the hands, the head and the whole body serve to illustrate and clarify the verbal message. The gestures must be controlled. Be aware that too many movements or awkward gestures can detract from your performance. Be sure that hand gestures are high enough. Low gestures draw the eyes of the audience down and away from your face.

## ***Eye Contact***

An effective speaker should look at their audience. When looking at the audience, be sure to include the entire audience. Lack of eye contact creates a barrier. Good eye contact helps you develop a relationship with the audience. Eye contact will make you more trustworthy.

## ***Speaking Voice***

A good speaking voice should be pleasant, friendly, and contain the personality of the speaker. The voice should be audible, but not necessarily loud. With the assistance of a microphone, the audience should be able to hear the speaker without straining. Speakers can practice using video or sound recordings and work to improve their skills.

## ***Enthusiasm***

Enthusiasm helps provide interest to a speech. While it is imperative to have good content, it is a sparkling eager delivery that will light the fire. Enthusiasm is a skill that can be learned through practice.

Tip: Watch for this quality in other speakers, such as broadcasters and radio announcers, and notice the difference enthusiasm has in the total effect of a speech.

## ***Pauses***

The pause is an extremely effective method for emphasis. Most accomplished speakers make common use of it. If the speaker has a point that they wish to impress, a complete stop is effective. The sudden silence has the same effect as a sudden burst of noise. Silence attracts thoughtful deliberation and attention.

Tip: Pause at the end of a phrase to breathe. This will create a natural pause.

## ***Change Of Tone Or Pitch***

The tone and pitch of your voice can create a richer audience experience including a connection which is needed to be a successful speaker. Consider the tone, richness and emotional connection in your voice. Every person has a "natural register" which is the musical scale of a person's natural speech. The trick is to vary the pitch of your voice. Many professionals have mastered and know that a more pleasant tone is more pleasing to the human ear.

Tip: Avoid using a dull, flat and monotonous tone. Be aware of excessive high-pitched tones. Develop your pitch by practicing humming. Record your voice and listen for dullness or a piercing sound.

## ***Rate Of Speaking***

The rate of speech is the pace that you speak at. A fast pace can stimulate and promote a sense of urgency. A slow pace is perfect for comforting, relaxing or contemplating. Determining your rate should be based on what you are trying to achieve – e.g., excite or relax. It is important, however, to speak at a rate that is understandable and audible and this is typically slower than our day-to-day rate of speaking.

Tip: Record your speech to determine if you need to change the pace.

## Speeches and Presentations

In your role as a Fire Chief you will be asked to prepare and deliver presentations or speeches for diverse groups and audiences. The subjects of your speeches will be as diverse as your audiences. Be sure to prepare your speech with the audience in mind.

Deliver content that is appropriate to the audience. Be polished and conduct sufficient research on your topic.

### *Preparation Steps*

The steps in the preparation of a presentation are as follows:

- Select and limit the subject.
- Determine the purpose of the speech.
- Analyze the audience and the occasion.
- Gather the data.
- Outline the material.
- Organize and develop the speech.
- Plan the visual aids.
- Practice aloud.

### *Step 1 - Select and Limit the Subject*

If you are free to select your topic, consider some of the following:

- Choose a subject which relates to your own experiences, interests, or convictions.
- Prepare your topic of choice so that it reflects enthusiasm and conviction.
- Consider the needs and interests of your audience.
- Choose an appropriate amount of content for the timeframe given to you.
- Choose a topic that is concrete and specific.

### *Step 2 - Determine Your Purpose*

Most public speaking has one of three general purposes. These are as follows:

General Purpose	Expected Response
To entertain	Pleasure
To inform	Understanding
To persuade	Agreement - Action

You should concentrate on informative and persuasive presentations.

### ***Specific purpose***

To determine the specific purpose of your speech, decide exactly what you want your audience to understand, believe, or do. Identify what you would like to accomplish. Record your goal in one sentence. This will serve as your specific purpose and during your preparation, do not lose focus of your purpose.

### ***Step 3 - Analyze Your Audience and the Occasion***

Your subject and your purpose will be influenced by the audience.

Research the demographics of your audience – e.g., age, education, social status, etc.

Additional information that is necessary to understand before preparing your speech is as follows:

- Learn about the event or occasion; it will affect what you do and say.
- Find out where you will speak.
- Determine the size of the venue.
- Find out how many people will be there.
- Ask whether other speakers will be presenting.
- Ask what time you will speak.

Once you have this information, you will be better equipped to select and organize the material for your speaking engagement.

### ***Step 4 - Gather the Data***

Before going to outside sources, explore what you know about the subject.

These are some tips on how to organize your thoughts:

- List the main points that you feel are necessary to accomplish your purpose.
- Under each major point, list the minor supporting points.

The above exercise will provide you with an outline to guide you through your next steps. Making a tentative outline forces you to think through the subject, to weigh your ideas, and to assess their relative importance.

The outline will help identify shortcomings. You can then research these online, at a library or by consulting with a subject matter expert.

As you collect new data, revise and expand your tentative list.

### ***Step 5 - Outline Your Material***

The basic function of an outline is to show the thought relationships.

Outlines serve the following purposes:

- Help explain, prove, or support the specific purpose of your speech.
- Ensures unity, coherence and emphasis of your speech.
- Allows you to create sub-points which help develop, prove, or support the main point of your speech.

The outline is a flexible working guide. You should expect that it will change as you improve points and polish your ideas.

### ***Step 6 - Organize and Develop the Speech***

Organize your material for your listeners so that they will clearly understand.

Speeches are organized as follows:

1. Introduction
2. Body
3. Conclusion

The introduction is usually prepared last and has two purposes:

- Catch the audience's attention and establish good will.
- State and clarify your subject.

Some examples of how to gain attention or establish rapport are:

- Provide a personal reference or greeting.
- Give interesting narrative or illustration.
- Include reference to the place and occasion.
- Choose interesting quotations.
- Consider providing examples that support facts.
- Provide amusing anecdotes.
- Deliver the speech with genuine sincerity.
- Provide reference accommodating the special interests of the audience.

The introduction of a speech is intended to inform or persuade an audience. You may leave the purpose hidden until you have established rapport with your audience. But you should be specific about the purpose

of the speech. Give an outline of the main points you intend to cover. Do this in the introduction portion of your speech.

You may have to explain, define, or simplify certain points that are essential to audience understanding.

The “body” is the heart of the speech. Consider three or four main ideas for the body. Introducing more than four main ideas is hard on the audience.

Take note of transitions. You might need a word or passage to bridge the gap between ideas. These can include words like, “therefore”, “yet”, “sometimes” and so on.

To make your speech more interesting and relevant consider using some of the following:

1. Definitions
2. Examples
3. Comparisons
4. Testimony
5. Statistics
6. Restatements

The conclusion, like the introduction, should be brief. It may contain:

- A brief summary of main points.
- A quote that epitomizes the speech.
- An illustration or narrative that dramatizes the main idea.

The conclusion of a persuasive speech should end with an appeal for belief or action.

### ***Step 7 - Plan Your Visual Aids***

Visual aids are appealing and commonly used in modern speeches. Some of the benefits are as follows:

- Focus attention and interest
- Clarify
- Amplify
- Prove

Select visual aids with care. Integrate them into your speech. For additional information see Tips on how to develop visual aids and PowerPoint presentations at the end of this section.

## ***Step 8 - Practice Aloud***

To ensure success, it is essential to rehearse. Ask a colleague, subject matter expert or family member to listen to your speech. Ask them for constructive feedback. Be sure to change your speech to accommodate the feedback. Tips for Successful Public Speaking have been included at the end of this section.

## **Delivery Principles**

Some considerations when delivering your speech are as follows:

### ***Attitude***

Be self assured and try to control your nerves. If you are prepared, you are less likely to be nervous.

Confidence and enthusiasm will help you win the confidence of your audience.

### ***Appearance***

You should be well-groomed and well-tailored. Be true to yourself by showing natural gestures but ensure that your body language is positive and your appearance tidy.

### ***Voice***

Pay attention to the pitch, rate and volume of your voice.

### ***Articulation and pronunciation***

Identify areas where your speech might not be clear or distinct. Pay attention to pronunciation. Ask colleagues to provide feedback on this.

### ***Pauses***

Clear breaks, as mentioned earlier, bring variety and interest.

*Tip: Breathe from your diaphragm*

Practice long and controlled exhales. When you speak, use your breath to punctuate your point. For example, take a breath at the end of each phrase whether you need to or not. Use the opportunity to pause.

## **Tips for Successful Public Speaking**

If you are feeling some nervousness before giving a speech, this is natural. Here are some tips on how to control your nervousness and give better presentations:

1. Know your material. Pick a topic you are interested in. Know more about it than you include in your speech. Do not read from your notes for any extended length of time. Use humour, personal stories and conversational language. If you keep it simple, you won't easily forget what to say.
2. Practice. Practice. Practice! Rehearse out loud with all equipment you plan on using. Work to control filler words such as the use of the word "ummm". Practice, pause and breathe. Practice with a timer and allow time for the unexpected. Consider taping yourself on video or recorder and reviewing the tape with a critical eye (See "Tips for practicing your speech").
3. Know the audience. Greet some of the audience members as they arrive. It's easier to speak to a group of friends than to strangers.
4. Know the room. Arrive early, walk around the speaking area and practice using the microphone and any visual aids.
5. Relax. Begin by addressing the audience. It buys you time and calms your nerves. Pause, smile and count to three before saying anything. ("One one-thousand, two one-thousand, three one-thousand. Pause. Begin.) Transform nervous energy into enthusiasm. Maintain sincere eye contact with your audience. Be aware of your body language such as your hand gestures and facial expressions.
6. Visualize yourself giving your speech. Imagine yourself speaking. Ensure that your voice is loud, clear and confident. Visualize the audience clapping. This will boost your confidence.
7. Realize that people want you to succeed. Audiences want you to be interesting, stimulating, informative and entertaining. They're rooting for you.
8. Don't apologize for any nervousness or problem. The audience likely never noticed it.
9. Concentrate on the message and not the medium. Focus your attention away from your own anxieties and concentrate on your message and your audience.
10. Gain experience. Your speech should represent you both as a person and as an authority on the topic. Experience builds confidence, which is the key to effective speaking.

## Tips for practicing your speech

- Write your speech early.
- Write your speech in a way that you can decrease the number of words which will make it easier to memorize.
- Read your speech out loud many times.
- Time your speech.
- Practice reading your speech in front of a mirror.
- Recite your speech to your family members or friends. Seek feedback on the content of your speech and leave yourself time to make adjustments.
- Video tape or record your speech. Play it back to listen for voice intonation and articulation. Watch for distracting mannerisms
- Practice using your visual aids, if you have any.
- Practice a complete dry run where you get dressed in what you plan to wear. Set up your visual aids, if you have any and perform a complete dry run.

- Practice with background noise. For example, use a radio in the background. This will help you prepare for possible distractions.
- Become aware of your posture, facial expressions and mannerisms as you speak. Have your friends point out mannerism that could distract the audience.

## **Tips on how to develop visual aids and PowerPoint presentations**

Visual aids are an important part of many presentations. The most commonly used media are the flipchart and computer-based presentation programs. Here are some suggestions for making the most of your visual aids:

### ***Flipchart***

A flipchart mounted on a portable easel works best when used with a relatively small audience. For example, a group of 20 or fewer people. A flipchart can be prepared prior to your presentation. You can also write or draw during your presentation. This is a good technique to record audience responses. Use bold colors, but avoid using ink that bleeds through the paper. Don't look at your flipchart when speaking. If you must write on the flipchart, pause, then resume speaking when you're done. Use small strips of masking tape to facilitate changing from one page to the next.

### ***Computer-based visuals***

The technology is rapidly changing. Using a laptop computer and presentation software such as Microsoft PowerPoint is the norm. Add a screen and other equipment, and you can produce and display dramatic visual aids, including animation and simulations. Computer-based visuals are becoming the standard for most technical, educational or business-related presentations. Useful for large and small audiences, they can convey simple as well as complex information. If you use a remote control, you can change the visuals while walking about the room. To accomplish this you'll need a data projector, a device that accepts output from a computer and projects it onto a screen.

Plan to create the visuals in advance, to ensure all of the electronic components work together and be sure to rehearse with them.

### ***Keep your visual aids:***

- Visible
- Simple
- Colourful, but don't let them upstage you
- Justified by the content but not too many or too few slides

### ***For effective PowerPoint shows:***

- Each slide must be simple and contain only one message.
- Don't read the slides to your audience!

- Determine the difference from what you will say and what the visual aid will show.
- Make your text large.
- Choose colors that make the text easier to read.
- Use bullet points instead of full sentences.
- Don't let the text or graphics fly around too much.
- Avoid charts and diagrams that are hard to see.
- Use local photographs and examples when discussing general problems and issues.
- Do not use visual aids for persuasive statements, qualifying remarks, emotional appeals or rhetorical statements.
- Practice, practice, practice. Practice presenting the full program using graphic materials so that you are familiar with your use and order.
- Seek feedback on the clarity of your visuals and allow yourself time to make adjustments.

Most importantly, you control the presentation. Don't let it control you. PowerPoint should be a "visual aid" and not the entire show.

## Resources

Resources to help you prepare for presentations and public speaking can be found at:

- <http://www.presentationsskills.ca/>
- <http://www.effective-public-speaking-tips.com/>
- [http://www.vocalpower.ca/public\\_speaking\\_tips.htm](http://www.vocalpower.ca/public_speaking_tips.htm)

## **MEDIA RELATIONS**

The dynamics of working effectively with the media plays an important role in a Fire Chief's relations with the community. The media includes traditional agencies such as newspapers, magazines, radio, television and wire services. There are online media sources including online public relations services, blogs, forums, article directories and social media. Both traditional and new media sources can improve your relationship with those who communicate images and opinions of you and your department in your community.

Establishing and maintaining a good relationship with the media can pay dividends for your department. By working with the media, you can promote department activities, gain recognition for achievements, maintain a positive image and help build strong community relations.

### **Guidelines For Achieving Effective Media Relations**

Establish a clear policy on media relations, coordinated by one or two designated persons, including a section on social media. This can be the Chief, Deputy Chief, Fire Prevention Officer or a Public Information Officer. The person or persons should coordinate with the municipality's public information staff to be sure all spokespeople for local government are consistent in their responses to media requests.

Work with the local media to set ground rules for any restrictions. For the media, there is no obligation to abide to "off the record" or "for background information only" statements. It is best to refrain from making these statements with either traditional or new media sources. New media, such as social media, can spread very quickly in a short period of time. It is particularly prudent to refrain from making statements that are "off the record".

Take time to orient reporters with the department and supply them with background information on technical aspects, or complex issues or problems. Help them understand the meaning of fire service vocabulary or terms.

Be sure your information is accurate and complete. A frank admission that you do not have full information or that you lack specific data or details will build your credibility with a reporter. Whenever possible, you should attempt to obtain the information and pass it on as soon as practical. This is particularly important if the information is relevant to a story that is being prepared for publication. Remember reporters work to deadlines and the information that they do not have can affect the tone and the accuracy of the story.

There are occasions when it is not possible to give the news media all the information they would like to have. Reporters are intelligent and reasonable people and a concise and polite explanation will usually be accepted in the spirit in which it is given. Good will and common sense will normally produce the results sought by both. Do not hide behind a screen of secrecy or restricted details to suppress a story; as unpleasant as it may be, discovery of distorted details from other sources will only add to potential embarrassment causing a substantial loss of credibility and damage the reputation of your department.

Practice a genuine open door policy with reporters. Be available for interviews at times that will help them meet their deadlines. Return phone calls promptly when practical.

Handle news breaks equitably among competing media. Provide the same information to each reporter. Consider online media applications for delivering news. This ensures that all reporters receive the news breaks and allows you more control of how you craft your message.

If a news story is inaccurate, do not hesitate to tell the reporter and ask for a clarifying follow up, if justified. However, respect the reporter's news judgment and ignore minor inaccuracies. If a story is inaccurate, consider publishing your own online rebuttal.

Recognize the pressures on reporters. Learn to live with the skepticism that is bred into their backgrounds.

Remember that not everything you say to a reporter will be used. Alternatively, a good principle to follow is, if you don't want something printed or broadcast, don't say it. Try to avoid statements which if taken out of context, can distort the message conveyed.

Reporters routinely conduct scores of interviews involving people from all walks of life and backgrounds. They rapidly become expert in assessing human character and personality and are quick to detect blunt, authoritative or self important characteristics which may be reflected negatively in their reports. Talk conversationally, be human, concerned and be extremely cautious of humorous and facetious responses. They never seem quite as funny in cold print or on the eleven o'clock TV news.

Do not ask a reporter to show you their story before it is published or broadcast. Most will take extreme exception to such requests, equating it to censorship. If the subject is highly technical, a careful reporter may ask you to verify their facts, and perceptions. If so, don't correct grammar or writing style—that belongs to them. Restrict yourself to factual accuracy. Do not boycott a reporter for one inaccurate or unfavourable story.

Fire departments need to recognize that:

- a. the communication media are in the business of reporting what they judge to be "news"; not to give bouquets, improve "images" or even tell an organization's story;
- b. the news media, as a whole, zealously guard their democratic right and freedom to prove, challenge and criticize public institutions and public officials; it has been said that "the power of the press belongs to he who owns one"; tact and judgment are basic tenets of dealing with the media and it is foolish and dangerous to exhibit an anti-media bias. This principle applies to online media. It would also be foolish to exhibit an anti-online media bias for blogs and other sources of self publication. The power of online news stems from its ability to disseminate information quickly and virally.
- c. reporters and editors decide what is newsworthy; taking into account constraints such as audiences, locale, time and space available;
- d. reporters' stories are often subject to rewrite, editing and slashing; a reporter does not write their own headlines or decide where their story will appear in the paper; and
- e. media deadlines are quasi-sacred; working under great pressure, people make errors . . . we all do. By showing understanding we build up a reservoir of credibility and chances are our friends from the media will be on our side when things get tough.

## Guidelines For Handling A Media Interview

Generally, the Fire Chief, Deputy Chief or a designated media spokesperson will receive requests for an interview on a specific subject. Occasionally another officer may be contacted to be interviewed. Whenever a staff person accepts an interview, it should be approved by the Chief or Deputy. This will ensure that the person has authority to share factual and pertinent information without being subject to liability. For everyone involved in any interview process, the best practice is to give straightforward answers to direct questions. Opinions, embellishments, assumptions, suppositions, or theories should not be offered. Should there be any doubt on the correct response to a news query, it is best to err on the safe or diplomatic side, or inform the reporter that the information sought will be provided as soon as possible.

The following are suggestions for consideration when facing an interview:

- a. Ensure you know who the reporter is and what news agency he or she represents; it makes communication easier for both parties when they know something about one another; the reporter already knows at least your name and title.
- b. Face-to-face communication is always desirable, although time and distance may make this difficult. In face-to-face communications, you can watch for reactions to see if a point needs restating, or if an analogy is non-technical or if jargon-free terms are needed.
- c. Do not assume that the reporter is either well informed or completely uninformed about the subject at hand. Be sure you understand the questions and that they understand your answers. Avoid the use of highly technical language or jargon that can be meaningless to them.
- d. Avoid the “yes” and “no” answers to questions. Answer the question directly, but keep your answers short and limited to the topic at hand; if you feel that amplification is necessary to get your story across, by all means do so ... after you have answered the question.
- e. Attempt to state the most important facts at the beginning. Psychologically, we all tend to remember most clearly the first thing that is said, not the last. Technically, the reporter wants the important facts to lead their story and in TV and radio work, it saves editing which may inadvertently cause an important fact to be cut.
- f. Be sure you remain within your area of expertise and responsibility. Refer the reporter to another source if they tend to lead you beyond your sphere of authority or expertise.

## Press Release

A press release is a statement prepared for distribution to the media. The purpose of the press release is to give journalists information that is useful, accurate and interesting. There is an established format for writing a press release.

Begin by developing your goals and messages. The format of a press release is much like an inverted pyramid news story. This means that the most important information goes at the beginning and the less important information goes at the end.

## Traditional News Release

### *Purpose:*

To tell stories to the media about a timely or relevant happening.

### *Structural Elements:*

- **Headline** — used to grab the attention of journalists and briefly summarize the news.
- **Dateline** — contains the release date and usually the originating city of the press release.
- **Lead** — first paragraph in a news release that generally gives basic answers to the questions of who, what, when, where and why. What's the news?
- **Body** — further explanation, statistics, background, or other details relevant including quotes. Why is the news release important?
- **Close** — the symbol "-30-" appears after the body, indicating to media that the release has ended.
- **Contact information** — Your media relations phone number, email address.

## Rich Content News Release

### *Purpose:*

To enable traditional and new media to tell better stories.

### *Structural Elements:*

Formatted as a traditional news release, but supplemented with content including:

- Video/audio
- Digital images
- Additional quotes
- Downloadable background info or files, pdfs, data files
- Links to other related content

## Social Media News Release

### *Purpose:*

To provide raw content that will enable social media and citizens to create their own stories about an initiative or event.

### *Structural Elements:*

Formatted like a backgrounder with a scannable set of subheadings. No real defined story or angle. Use quotes to tell your story (which are listed and not in a paragraph format). Supplement with content including:

- Video/audio
- Digital images
- Additional quotes
- Downloadable background info or files, pdfs, data files
- Links to other related content

## Do's and Don'ts

**Don't:** start writing without a plan. Make sure that the stakeholders know why this release needs to be written.

**Do:** look to good daily newspapers for inspiration on writing headlines and subheads, and conveying meaning in very few words.

**Don't:** include quotes with puffery. Take the time to give executives something meaty to say.

**Do:** put the most important information at the top of the release, inverted pyramid style.

**Do:** resist the impulse to use industry jargon. Say what you mean, even in the face of pressure from the people reviewing the release.

**Don't:** feel compelled to add every last bit of information relating to the announcement. Your press release should lure the reader into finding out more. Direct them to your web site or data sheets for more information.

## Conduct Media Interviews

Conducting an interview requires preparation. It is advisable to use a media relations person to prepare and sit with you on the interview. The use of a "coach" can help you put together concise and relevant key messages and provide feedback and strategies for future media inquiries.

## ***What to ask when a reporter calls***

Ask for the reporter's name, the media outlet and exactly how you can be of help. Find out how the reporter will conduct the interview— face-to-face, by telephone or by email. Is it for print or broadcast distribution?

Ask enough questions. Will it be in your office, out in the field, or in a parking lot? Is something visual required, and will a photographer or videographer accompany the reporter? Once you know which type of interview is expected you'll have a better idea how to prepare.

Agree to participate only if the request is reasonable to you, if you can address it from your area of expertise, and if you can do it within the reporter's time constraints. You can refuse the interview.

If you are not the expert, don't be anxious, refer the interview to someone else. Remember, reporters have specific information they are looking for to enhance their story. This is not the time to grab the chance to talk to them about something else.

Unprepared? Tell the reporter you will return the call. Give them a timeframe so that they know when to expect your call. Collect your thoughts and then follow through on your promise to provide an interview.

Respect the reporters' deadlines. Return phone calls promptly. In many cases, reporters need a response in minutes, not hours or days. If they can't get in touch with you, they will go on to their next potential source.

## ***Key messages***

Key messages are the core message you want your target audiences to hear and remember. They create meaning and headline the issue. Key messages allow you to control communications and enhance relationships with your target audiences.

With your audience in mind and focused on your objectives, you should work out, in advance of the interview, what you would like to say on the topic. If you could make only three key points during an interview, what would they be?

The following questions should help you answer the "so what" question about your key messages:

- Briefly, what do you do with respect to the topic or issue?
- What is interesting about it?
- Is it something new or unique?
- Why is it important? Who or what benefits?
- Does it answer a need or address an issue in the community or environment?

Plan to develop three to five key messages before the interview. Write these out so that they are clear and fresh in your mind. Keep them short.

Ask the hard questions, e.g., play the devil's advocate, so that you are prepared and aware of the potential risks of conducting the interview.

Incorporate the key messages into the responses while being interviewed. Keep the responses short and concise. Reporters look for sound bites and short messages are more likely to be used as sound bites.

When the reporter asks if you have anything else to add, be sure that you get in a final key message or restate one of your prepared key messages.

### ***During the interview***

- Take note of any questions the journalist asks that you feel may indicate the direction they are going with the story.
- Take note of anything that may require clarification or that you feel the reporter may have misunderstood. This can be helpful for you to follow up later.
- Take note of any information that you did not provide during the interview that you feel the reporter may find beneficial.

### ***Following the interview***

Ensure that you debrief. This is where a coach is important. A media relations person can tell you what you did well and what you might want to look at doing a bit differently next time. Having a second set of eyes and ears, can help you determine if you did a good job. The coach can provide constructive criticism and this will help strengthen your interview skills.

A media relations person can take notes during the interview. These notes can help determine what angle the reporter will take with the story. If the interview did not go well, these notes can help build a strategy to deal with the story. The notes can help to correct misinformation or assist in balancing the story.

Follow up with the journalist if necessary to clarify facts or provide supplementary information that you think they might find useful or that they requested.

If you believe the reporter will take a negative angle, prepare a strategy to help ensure there is balance to the story and to ensure your department's point of view is also communicated. One way that you can get your information out is through your website or blog, or in extreme circumstances, calling a news conference or putting out a news release.

Monitor the media to watch for the story to appear. Check for factual errors and monitor comments for inaccurate information or statements.

Your media relations person can provide updates on media coverage and, if necessary, help you plan to respond to inaccurate information and/or comments.

## **Press conferences**

The purpose of the press conference is to brief the media of a significant announcement, initiative or urgent (breaking) news.

### ***Structural Elements:***

- **Welcome** – The moderator (facilitator) for the news conference acts as host, runs through the order of events and introduces key spokespeople.
- **Statements** – One to three designated spokespeople will typically have prepared an update or remarks on a particular aspect of the issue or story. Remarks are typically kept to five to seven minutes in length.
- **Media kit** – Reporters and guests may wish to have a copy of written statements, news release, backgrounder.
- **Visual aids** – backdrop, charts, big maps, pictures or other props that help get your message across. However, slide shows are difficult for TV, radio and print reporters to use. Make sure you have copies electronically available for media to embed in their stories, and print copies in the media kit.
- **Q&A** – Have a portion of the news conference where the spokespeople will take questions. The moderator can direct the questions to the appropriate spokespeople, based on their scope and area of expertise.

### ***Tips:***

- Use a media advisory to invite the media to the news conference. Send the media advisory 1-2 days in advance (or as soon as you can for urgent news conferences).
- Be ready to welcome reporters at least 15 minutes before the beginning of the conference. Give them your background material and a copy of the press statement, show them where to set up their equipment.
- Start the news conference as close to the stated time as possible.
- Schedule the news conference as early in the day as possible to accommodate traditional media deadlines.
- Ensure the corporate media bloggers (including your own bloggers) are invited to cover the news conference. It's important to invite your own bloggers so that your department's news has direct coverage of the event/story.
- Ensure the website is updated as soon as possible to accommodate citizen bloggers and news outlets that were not able to make the news conference.
- Tweet the news release and post on your Facebook page to drive followers to an official source of information.

### ***Tips on developing a media kit***

A media kit is a folder of information that can be given to reporters as background information about your program or issue. Media kits are useful, if your group can afford it. If a media kit is beyond your budget, a press advisory will do.

### ***Your media kit can contain the following:***

- A list of press conference participants.

- A press release, which should state your position on the issue, highlights of the press conference, and several quotes from participants.
- Background information about the issue (i.e., statistics, historical background, case histories, or reprints of news stories).
- Visual aids and electronic versions of the visual aid – e.g., url on your web site containing visual aids to be used by reporters.
- Short (less than a page) biographies of participants.
- Related news stories from prestigious national publications.
- Putting the kit together: The press release is placed in the right side of the folder, and all other information is organized in the left side of the folder.

# CANADIAN ASSOCIATION OF FIRE CHIEFS



## SECTION II - OPERATIONS

## RECRUITMENT

This section provides basic guidelines for the process of selecting new staff for firefighting positions. The materials provided can be used in total or modified to suit the needs and procedures of each municipality. To minimize the risk of conflict or legal action against a department, it is very important to fully document the hiring procedure and make it available to all interested applicants.

Department-specific standards for recruitment are developed in order to meet the organizational and operational needs of the municipality. It is recommended that hiring managers consult existing standards to ensure compliance for various positions within the fire department. Provincial and territorial associations of fire chiefs and offices of fire marshals/commissioners provide valuable resources for recruitment reference material.

A second source of standards fire departments may wish to refer to throughout the development of recruitment standards is the National Fire Protection Association (NFPA). The NFPA ([www.nfpa.org](http://www.nfpa.org)) is an international non-profit organization that publishes codes, standards, recommended practices, and guides for the use of fire service organizations. NFPA standards for professional qualifications exist for specific fire service positions to provide guidance with respect to the minimum job performance requirements for individuals serving in each position of a fire service organization. Although widely recognized, compliance with NFPA documents is voluntary. Fire department training requirements could exceed those set out in NFPA documents.

A list of the NFPA standards for professional qualifications is included at the end of this section. All codes and standards are published and are regularly updated.

Details of required and preferred qualifications, as well as all standards and testing procedures, should be available to potential candidates. These are typically contained in a Career Guide, or accessible through the department's website. For career and volunteer recruitment, the following information should be provided to interested candidates:

- Application process;
- Written examinations, as applicable;
- Interview process;
- Physical ability testing;
- Pre-offer phase;

All tests and procedures used must be unbiased with respect to age, sex, colour, religion, race, national origin, citizenship, marital status, sexual orientation, gender identification, or legal source of income.

Fire service training can be affected by organizational, municipal, provincial, and federal laws and regulations, and fire service professional standards. Laws, regulations and standards include, but are not limited to,

- Health and Safety

- Human resources policies
- Environment
- Equipment
- Personal Safety Equipment
- Live fire training
- Training facilities
- Education

The Canadian Human Rights Commission administers the Canadian Human Rights Act and is responsible for ensuring compliance with the Employment Equity Act. For additional guidance in these areas, refer to the website resources at [www.chrc-ccdp.ca/default-eng.aspx](http://www.chrc-ccdp.ca/default-eng.aspx)

The guidelines provided in subsequent pages cover the following subject material:

1. Sample Hiring Procedure
2. Sample Career Guide
3. Sample Physical Ability Testing
4. Appendix of National Fire Protection Association standards identifying internationally recognized minimum qualifications and performance standards for candidate firefighter positions.
5. Appendix of provincial and territorial education institutions offering firefighter training.

## **Volunteer And Career Firefighter Recruitment**

Fire departments are encouraged to develop a robust recruitment process that adheres to the legislation, standards, rules, and regulations in their jurisdiction. The following provides broad guidance on the hiring process, which can be tailored to meet legislated requirements and organizational needs. However, fire departments involved in recruiting may wish to seek out best practices employed in other fire departments as well.

Firefighters are highly trained professionals, skilled in firefighting, rescue operations, hazardous material training, medical emergencies, motor vehicle accidents and other specialized services. The ultimate criterion is that the entry-level firefighter must execute duties and assignments in a manner which is safe to themselves and others, with expediency and accuracy. The following information provides broad guidance on the hiring process. Steps in the evaluation process and the order in which they occur will vary by fire department.

1. Advertise for position openings (with an application deadline date clearly stated when a closed process is used).
  - Fire departments may have either a closed or an open recruitment process, or a combination of both. With a closed process applications are only accepted during a limited window of time, at the end of which the (usually large) pool of qualified applicants begins the required testing and evaluation. Those who are successful at each stage are placed on an Eligibility List, which may be ranked

based on qualifications, results of the various tests, or a combination of both. However, sometimes candidates will be placed on an eligibility list to be selected at a later time.

- In an open process, often used in volunteer fire departments, but also by hybrid (combination of career and volunteer) fire departments, applications are accepted throughout the year and processed based on the needs of the fire department. Candidates who are successful in the pre-qualification process enrol in the next available Recruit Class or orientation and training sessions to complete the process. Fire departments may rank and place candidates on an eligibility list upon completion of the process.
2. Review applications and all supporting documentation for eligibility as outlined in a Career Guide or website document. Some departments may request the completion of a Personal History Statement (PHS) or Personal Disclosure Form (PDF), which would also be reviewed at this stage. It asks the candidate to outline illegal or unethical activity in which the candidate participated at any time. The content is reviewed based on the fire department's philosophy and hiring practices.
  3. Schedule eligible candidates to complete written examinations and/or basic fitness evaluations. The testing is to determine whether the candidate has attained education, aptitude and learning skills to meet the challenges of a new career, as well as having related fitness levels to carry out firefighter's duties.
    - Many departments utilize validated written examinations prepared by firms specializing in this field. These multiple choice tests usually reflect, with a reasonable degree of accuracy, a candidate's abilities and aptitudes in several important areas including understanding and following instructions, mathematics, memory, mechanical aptitude, reasoning and problem solving. Some departments also use a psychological testing program prepared and marked by specialists in their field. These tests "flag" character or behavioural trends which should be explored during the Interview Process. This test is not recommended to be used as a pass or fail criteria.
  4. Successful candidates in the written examination and/or basic fitness evaluation are invited to attend a full physical abilities test. The comprehensive physical abilities test is a common practice at career fire departments; it may not be widely used in other fire departments.
  5. Successful candidates are invited to attend an interview. Information supplied in the application and supporting documentation is verified. In cases where departments have additional assessments such as pre-employment polygraph testing, the interview would be used to explore the candidate's background and related experience.
    - The interview should be one of the most important segments in the hiring process. Less emphasis should be placed on numerical ranking in all of the pre-tests. All tests and processes should be scaled to produce significant numbers of applicants for interviewing. Joint decision making between a panel of senior department staff and human resources personnel from the municipality should be used in the selection process, based on the merits of each candidate.
    - The questions asked in the interview must be directly related to education, background experience and abilities of the person seeking employment. The goal is to have the candidate do most of the talking. Human rights legislation clearly limits what can be discussed and a full understanding of your Provincial or Territorial Human Rights legislation is necessary in order to be aware of what can or cannot be explored during the very important interview process.

6. Reference checks will be completed to provide additional verification of background, experience and credentials.
7. Successful candidates may be offered a position on the condition that the candidate passes health, medical, vision and hearing requirements, based on the duties of a firefighter.
8. An eligibility list may be created to facilitate hiring of firefighters into positions over a period of time. Candidates may be asked to complete the physical abilities testing prior to appointment, depending on the length of time that has transpired.
9. At each stage, applicants are to be notified of the status in the hiring process.

## **SAMPLE CAREER GUIDE**

### ***Entrance Requirements***

Entrance requirements include meeting the general eligibility criteria, fitness, and medical standards prior to beginning training as a firefighter. The eligibility criteria for volunteer and career firefighting positions should be clearly outlined in the guide. For instance, in most jurisdictions, to be eligible you must:

- Be legally entitled to work in Canada (i.e., a Canadian citizen, landed immigrant or possess a valid work permit);
- Not have been convicted of a criminal offense for which a pardon has not been granted;
- Possess the prescribed physical and visual abilities, with no significant abnormalities in colour vision, together with the capacity to handle intense and sustained physical effort;
- Hold a valid provincial or territorial driver's license with a good driving record, and be capable of obtaining a classified license to drive all emergency vehicles operated by the department without restriction; and
- Have graduated from Grade 12 or equivalent and understand and write English or French fluently, depending on the operational language of the municipality.

The guide may reinforce the employment equity and diversity principles of the municipality. For example, a candidate's sex, age, colour, race or religion is not a factor in the selection process. The municipality is an equal opportunity employer and expects all staff and those seeking employment to be open and fair in their attitudes in dealing with colleagues and the public.

Some departments also have other minimum requirements, such as immunizations for various diseases, or a designated level of emergency medical training.

### ***Fitness***

The stress factors and rigor of the profession require firefighters to be medically and physically fit to safely perform the duties of a firefighter. While there are no height or weight restrictions, the arduous nature of the work requires good physical fitness, and a reasonable height to weight relationship is essential.

The firefighter's job calls for the stamina and agility of an athlete. When called to action, firefighters are required to produce bursts of energy often under great emotional stress, and work long hours in extremes of heat and

cold in a hostile and polluted environment. A firefighter must be capable of working at great heights and have the ability to climb and scale buildings utilizing ladders or ropes to rescue people or enter structures.

### ***Technical and Mechanical Aptitude***

It takes more than a fit and healthy body and an intelligent mind to be a firefighter. The term “master of many trades” is often linked in reference to the attributes of a competent firefighter. Most careers require knowledge or skills in one or two specific areas. Firefighters working in complex municipalities are faced with many special challenges that require them to be skilled in the theory and practice of many trades and professions.

While individual acts of heroism on the part of a firefighter continues to save lives, it is increasingly evident that the difference between life and death at emergencies hinges on the firefighting team’s skills in using complex and specialized equipment under the pressure of the situation.

Whether it is working with auto extrication using high pressure hydraulic equipment, extinguishing fires using multi-gallon or pattern nozzles, or administering oxygen, or using resuscitators, firefighters receive ongoing training that ensures their competence.

Since the job demands the ability to analyze the layout of burning or collapsed buildings to check the spread of fire or locate victims and recognize the dangers of buckling walls and sagging floors, a firefighter must have or develop a knowledge and understanding of construction techniques.

Firefighters are responsible for the safety of building occupants from the effects and spread of fire, the control of hazards and the maintenance of fire protection equipment as mandated in Fire Codes. They also inspect specific new residential and commercial and industrial properties for compliance with applicable sections of the Building Code that apply to fire safety and prevention.

The firefighter is trained to render first aid and cardiopulmonary resuscitation to the sick and injured with skilled gentleness.

### ***Lifelong Learning***

To become a successful firefighter, one must be a dedicated student. The firefighter participates in continuous in-service training. This education not only provides knowledge of the latest developments in a wide range of firefighting and rescue techniques, but also covers the handling and disposal of hazardous materials, emergency medical procedures, fire prevention legislation, and arson investigation techniques.

The firefighter uses teaching skills to pass this knowledge on to the public, promoting fire prevention and safety awareness.

In addition to frequent contact with the public, firefighters spend extended periods of time living and working together in the fire station environment. Whether it is sharing routine maintenance chores at the station, or providing back-up at the scene of an emergency, firefighters must be able to accept orders without question, and work effectively as members of a team of professionals. Equally important is the

capacity to assess a situation and act on one's own initiative. Firefighters are frequently called upon to use their insight, training and judgment to rescue others and protect themselves.

### ***Screening Procedures***

The screening process used in the selection of firefighter recruits is as physically and mentally demanding as the job itself. Not everyone has the unique stamina that is demanded. The firefighter recruitment process may take a considerable length of time. From the time of completion of the application form to the time candidates are invited to attend tests or an interview with senior staff of the fire department and human resources department, a period of several months may have elapsed. The results of this process could extend the final decision an additional two months before the successful candidates will be notified.

Candidates deemed not sufficiently qualified at any stage of the review process are not reconsidered until the next recruitment period. They must reapply and be tested again.

### ***Physical Fitness***

Testing is designed to create, as closely as possible, real life working conditions or demands. The work related agility tests, for example, involve carrying ladders and hose, which indicate a candidate's strength and endurance while using the tools and resources required in the profession.

The inability to wear breathing apparatus or to go into congested areas because of a fear of being confined (claustrophobia), or the inability to climb ladders because of a fear of heights (acrophobia) fails a candidate.

### ***General Information***

There is a probationary period in which the firefighter will undergo extensive recruit and in-service training. If the individual fails to consistently meet performance expectations during this training period, employment may be terminated.

While the monetary and related benefits are attractive, this is not the primary reason why so many people make the fire service a lifetime career. A great deal of personal satisfaction comes from helping others and contributing to the quality of life in a community. This is compounded by the feeling of self worth that comes from facing danger and the sense of camaraderie that follows after trusting a colleague with your life.

Candidate recruitment for volunteer, paid call, or career firefighting positions reflects fire department and municipal needs, values, and standards. Volunteer firefighters serve the community by responding to a wide variety of situations, ranging from emergencies that threaten life or property to routine citizen requests for information or assistance. Volunteer firefighters usually work under the supervision of a company officer and are expected to function effectively as part of a highly trained team. They are also expected to perform their duties under adverse conditions and physical conditions that may pose a high risk of personal injury or exposure to hazardous conditions or infectious diseases.

Volunteer firefighters are required to attend regularly scheduled training in order to maintain the high level of knowledge, skill and ability necessary to function safely and effectively as a firefighter and an emergency medical service provider.

Paid-call firefighters respond as supplemental members of a fire department to fire related incidents, medical emergencies, and other calls to protect life and property. Paid call, also known as paid-on-call, firefighters are assigned to a zone within proximity of their residence and to a fire station to enable efficient response time, and are paid for each call to which they respond. As fire department members, paid call firefighters may supplement career firefighters, or may be required to respond independently to emergencies. Consequently, paid call firefighters are required to complete mandatory training to ensure minimum skills are maintained in the event of an emergency. The rigor with which candidates are selected is equivalent to that of a career firefighter.

Career firefighters work on a rotational shift basis in a platoon system and are required to be members of the professional firefighters' association. Whether trained in-house or through a post-secondary institution, firefighters are highly trained professionals, skilled in firefighting, rescue operations, hazardous material training, medical emergencies, motor vehicle accidents and other specialized services.

## **SAMPLE PHYSICAL EVALUATION STANDARDS TEST**

The following section provides guidance on the comprehensive physical abilities assessment used to assess most career firefighters; fire departments may vary the assessment to suit its standards and needs. The level of importance of any individual component in the physical evaluation should be weighted in a manner where inherent discrimination is avoided. For instance, strength should be carefully weighted to ensure equity between male and female candidates.

Physical fitness is an integral component of firefighting. A commitment to a lifelong fitness regime is essential to safely performing firefighter duties. Candidate preparation to meet the intense physical demands of recruit training and for a career as a firefighter is essential. The results of the tests outlined below will determine whether the candidate possesses the necessary physical attributes to carry out the duties of a firefighter without restriction.

The International Association of Fire Fighters (IAFF) and International Association of Fire Chiefs (IAFC) collaborated with 10 fire departments and unions through the Fire Service Joint Labour Management Wellness/ Fitness Initiative (WFI) to develop the IAFF/IAFC Candidate Physical Ability Test (CPAT). The various components of the CPAT identify the entry standards for candidate firefighters. This pre-employment testing of candidates results in consistent testing to ensure the requirements of the duties of firefighters are met. While fire departments are encouraged to use the IAFF/IAFC CPAT to develop a model wellness-fitness programs for its organization, the physical requirements developed and validated by each jurisdiction may not conform to the WFI's CPAT. The WFI Resource can be found at [www.iaff.org/hs/wfiresource/departments.html](http://www.iaff.org/hs/wfiresource/departments.html)

### ***Search And Rescue***

This exercise involves the wearing of a self contained breathing apparatus with the face mask blacked out. The candidate will be led into an area where obstacles will be arranged in a fashion to simulate the actual internal layout of a dwelling unit. The candidate, under supervision, will be expected to follow a predetermined route to the exit. The inability to wear breathing apparatus or a fear of confined spaces (claustrophobia) will fail the candidate.

### ***Weight Carry***

The candidate will carry a bulky mass of approximately 30 kg over uneven ground. This portion of the test will relate to firefighters' duties, when required to carry equipment over and around obstacles such as debris at a fire scene.

### ***Ladder Climb***

Firefighters must have confidence and agility to ascend and descend ladders of all heights and sizes. The test involves climbing a ladder to a height of 12 metres (m), stepping off the ladder onto a roof, reversing the procedure, and descending the ladder to the ground. The candidate will be wearing a self contained breathing apparatus, minus the mask and will be protected by a safety rope. A fear of heights (acrophobia) will fail the candidate.

### ***Weight Pull***

This exercise requires the candidate to pull aloft, to a height of 12 m and hold suspended for one minute, a 15 m length of rolled 65 mm hose weighing approximately 32 kg. On a signal from the examiner the candidate will lower the hose slowly back to the ground. Coordinated arm, leg and back strength, manual dexterity and stamina are required for extending ladders, hoisting hose and equipment to higher elevations of a structure and rescue operations where rappelling is required.

### ***Hose Carry/Climb***

This exercise will consist of carrying on the shoulder, a bundle of tied hose, approximately 30 m in length, to a stairway. The candidate will then ascend by stairway to the fourth floor, exchange the bundle for a similar one and descend with a hose to the starting position at the ground. Hand railings are available for candidate safety.

### ***Pumper Extension Ladder Handling***

This test requires the candidate to remove an 8 m extension ladder from wall mounted ladder brackets, positioned at a height applicable to a pumper mounting, lay it on the floor then reverse the procedure returning the ladder to the wall brackets. The proper lifting and lowering technique will be explained by the examiner. There are occasions where it is necessary for individuals to remove and place an extension ladder for rescue operations without help.

### ***Search Confined Area (Claustrophobia Test)***

Wearing a blacked out face piece, the candidate searches an unlighted, narrow, confined passageway and recovers a small object.

### ***Simulated Hose Advance***

The candidate drags a weighted sled a distance of 50 ft (15.3 m).

### ***Victim Drag***

The candidate drags a heavy dummy (160 – 200 lbs) a distance of 50 ft (15.3 m) weaving in and out of markers.

## **APPENDIX - Standards And Guidelines For Firefighter Recruitment**

The following NFPA documents outline voluntary standards for job performance requirements for candidates for the position of firefighter. The intent of NFPA documents is not to restrict any jurisdiction from exceeding the minimum requirements outlined. Rather, NFPA documents provide guidance to fire departments to apply to their particular needs and requirements. NFPA documents may be purchased, with NFPA members receiving discounted prices. ([www.nfpa.org](http://www.nfpa.org))

### ***Entrance Requirements***

Fire departments shall comply with the occupational health and safety legislation and its related requirements in their jurisdiction prior to a candidate being accepted into firefighter training. For reference purposes, the NFPA has published a standard related to the medical requirements for structural firefighters that fire departments may choose to follow.

- NFPA 1582 Standard on Comprehensive Occupational Medical Program for Fire Departments

### ***Performance Requirements for Uniformed Fire Service Personnel***

The following NFPA documents identify voluntary standards that provide guidance to fire departments.

- NFPA 1001 Standard for Fire Fighter Professional Qualifications
- NFPA 1002 Standard for Fire Apparatus Driver/Operator Professional Qualifications
- NFPA 1003 Standard for Airport Fire Fighter Professional Qualifications
- NFPA 1005 Standard for Professional Qualifications for Marine Fire Fighting for Land-Based Fire Fighters
- NFPA 1006 Standard for Rescue Technician Professional Qualifications
- NFPA 1051 Standard for Wildland Fire Fighter Professional Qualifications
- NFPA 1081 Standard for Industrial Fire Brigade Member Professional Qualifications
- NFPA 472 Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents
- NFPA 473 Standard for Competencies for EMS Personnel Responding to Hazardous Materials/ Weapons of Mass Destruction Incidents
- NFPA 1500 Standard on Fire Department Occupational Safety and Health Program
- NFPA 1403 Standard on Live Fire Training Evolution

## APPENDIX - Firefighter Training Organizations (by province/territory)

Some fire departments having training facilities, while others look to colleges and other institutions to provide the extensive training. Fire Departments should consult the Office of the Fire Marshal/ Commissioner to ensure minimum eligibility, entrance, and training requirements are met in their jurisdiction.

Province/ Territory	Education Institution	Website Address
British Columbia	Justice Institute of British Columbia (JIBC) College of the Rockies (Cranbrook)	<a href="http://www.jibc.ca">www.jibc.ca</a> <a href="http://www.cotr.bc.ca">www.cotr.bc.ca</a>
Alberta	Lakeland College (Vermilion) Lethbridge College (Lethbridge) Emergency Services Academy (Sherwood Park)	<a href="http://www.lakelandcollege.ca">www.lakelandcollege.ca</a> <a href="http://www.lethbridgecollege.ca">www.lethbridgecollege.ca</a> <a href="http://www.esacanada.com">www.esacanada.com</a>
Saskatchewan	Parkland College (Melville Campus, in partnership with Lakeland College, Vermilion, AB)	<a href="http://www.parklandcollege.sk.ca">www.parklandcollege.sk.ca</a>
Manitoba	Manitoba Emergency Services College (Brandon)	<a href="http://www.firecomm.gov.mb.ca/mesc.html">www.firecomm.gov.mb.ca/mesc.html</a>
Ontario	Algonquin College (Ottawa) – Police and Public Safety Institute Cambrian College (Sudbury) Conestoga College (Kitchener) Confederation College (Thunder Bay) Durham College (Oshawa) Georgian College (Barrie) Humber College (Toronto) Lambton College (Sarnia) Northern College (Timmins) St. Lawrence College (Brockville) St. Clair College (Windsor) Seneca College (Toronto) Sir Sandford Fleming College (Peterborough) La Cité collégiale (Ottawa)	<a href="http://www.algonquincollege.com">www.algonquincollege.com</a> <a href="http://www.cambriancollege.ca">www.cambriancollege.ca</a> <a href="http://www.conestogac.on.ca">www.conestogac.on.ca</a> <a href="http://www.confederationc.on.ca">www.confederationc.on.ca</a> <a href="http://www.durhamcollege.ca">www.durhamcollege.ca</a> <a href="http://www.georgianc.on.ca">www.georgianc.on.ca</a> <a href="http://www.humber.ca">www.humber.ca</a> <a href="http://www.lambton.on.ca">www.lambton.on.ca</a> <a href="http://www.northernc.on.ca">www.northernc.on.ca</a> <a href="http://www.stlawrencecollege.ca">www.stlawrencecollege.ca</a> <a href="http://www.stclaircollege.ca">www.stclaircollege.ca</a> <a href="http://www.senecac.on.ca">www.senecac.on.ca</a> <a href="http://www.flemingcollege.ca">www.flemingcollege.ca</a> <a href="http://www.lacitec.on.ca">www.lacitec.on.ca</a>
Quebec	École nationale des pompiers du Québec (Laval) Académie des pompiers (Mirabel)	<a href="http://www.ecoledespompiers.qc.ca">www.ecoledespompiers.qc.ca</a> <a href="http://www.academiedespompiers.ca">www.academiedespompiers.ca</a>
New Brunswick	Maritime Firefighter School (Shediac)	<a href="http://www.firefighterschool.ca">www.firefighterschool.ca</a>
Nova Scotia	Nova Scotia Firefighters School (Waverley)	<a href="http://www.nsfns.ca">www.nsfns.ca</a>
Prince Edward Island	Holland College's- Atlantic Police Academy	<a href="http://www.hollandcollege.com">www.hollandcollege.com</a>
Newfoundland and Labrador	Marine Institute of Memorial University (Stephenville) Fire and Emergency Services Training School	<a href="http://www.mi.mun.ca/sert/aboutsert.htm">www.mi.mun.ca/sert/aboutsert.htm</a>
Yukon Territory	Fire Marshal's Office	<a href="http://www.gov.nl.ca/fes/index.html">www.gov.nl.ca/fes/index.html</a>
Northwest Territories	Office of the Fire Marshal	<a href="http://www.maca.gov.nt.ca/ofm/training/index.htm">www.maca.gov.nt.ca/ofm/training/index.htm</a>
Nunavut	Office of the Fire Marshal	<a href="http://www.nmto.ca/course/office-fire-marshall">www.nmto.ca/course/office-fire-marshall</a>

## UNIFORM SPECIFICATIONS

The Canadian Association of Fire Chiefs Uniform Standards Specification, introduced in 1971, and updated in 1988, provide the design, material and construction standards for uniforms in the Canadian Fire Service. The uniform standards have played an important part in correcting dress variance and have also resulted in savings in cost associated with standard designs. The uniform style and the unique design of the Maltese Cross with the Maple Leaf have been widely accepted as symbols of the Canadian Fire Service.

The design standards for uniforms have remained basically unchanged, which reflects the durability of the original concept. However, advances in flame-resistant station materials, and construction practices have been incorporated over the years.

In 1988, the updates were made to include options in material weight which allow for regional and department-specific preferences, optional styles in firefighter tunics, and non-static winter parka coat and shower-proof trench coat, as well as change in rank insignia sleeve braid trim, on Fire Chiefs' uniform caps and a new cap designation for Deputy Chiefs.

Articles covered by this specification are to be manufactured according to recognized commercial practices and will be free from defects in both materials and workmanship which may adversely affect serviceability and appearance.

All materials used should conform to the requirements of this specification. Materials not defined within this specification are to be commercial quality and suitable for the purpose intended.

Each item must be individually sized for the employee concerned to ensure proper fit and appearance. The supplier shall arrange suitable times for measurements. No departure from the standard design shall be made on the request of any individual employee.

This specification includes options. Whenever this document is used as the basis of a clothing tender the option requirements must be clarified when preparing a request for quotation.

Fire departments are encouraged to develop a uniform standard and policy for wearing of uniforms to achieve consistency in the appearance of their members, and conformity with fire department policies.

### Protective Clothing

In addition to dress uniforms, a fire department is responsible to provide appropriate protective clothing for its personnel. Fire departments are to comply with regulations governing the performance and design of duty wear to ensure they meet standards within its jurisdiction. Similarly, protective equipment, such as, but not limited to, self-contained breathing apparatus, must adhere to laws and regulations in the jurisdiction the fire department operates.

Advancements in flame resistant textiles have been adopted to provide additional protection in duty wear. Duty gear consists of fire coat, fire pants, steel toed fire boots, fire helmet, and gloves. Daily station wear or clothing could include a variety of shirts, tee shirts, or sweatshirts – long or short sleeved, and pants or shorts.

In Canada, accredited organizations exist to ensure protective clothing meets standards established. The Canadian General Standards Board (CGSB), the Canadian Standards Association (CSA), Underwriters Laboratories of Canada (ULC), and Bureau de Normalisation du Québec (BNQ) develop standards for safety requirements for protective clothing and equipment for firefighters. The systems support safety regulations and complement federal, provincial, and municipal public safety initiatives.

The National Fire Protection Association (NFPA) develops voluntary standards that the fire department can refer to and utilize for a wide variety of topics. Two standards exist related to clothing and protective equipment that could be used to guide officers in determining performance requirements. They are:

- NFPA 1971 – Standard on Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, 2007 Edition; and
- NFPA 1975 – Standard on Station/Work Uniforms for Emergency Services, 2009 Edition.

Access to NFPA documentation requires a membership, and can be obtained through [www.nfpa.org](http://www.nfpa.org).

## **Wearing of Uniforms**

Ceremonies and traditions are the most visible demonstrations of the Canadian Fire Service culture. Members may be publicly presented with awards recognizing their achievements or meritorious service. Ceremonies mark significant moments during an individual's service career and are also intended to remind serving and retired members of the proud tradition of service and of past accomplishments.

When a uniform is worn it conveys to the public that the individual belongs to a specific group or organization. Public perception of how the uniform is worn and maintained reflects on the organization. Therefore, cleanliness and professional appearance are of utmost importance. A firefighter or officer may wear a dress uniform for ceremonial occasions such as parades, funerals, or for official work events such as promotional and recognition functions as well as for promotional interviews. The formal mess kit uniform is reserved for formal functions.

While formal dress uniforms serve to reflect tradition, station wear is a daily reminder to Canadians of the service members provide. Everyday uniforms may include a long sleeve shirt, pants, boots, and jacket. Other apparel such as t-shirts and shorts may be issued for daily or exercise wear depending on the departmental policies related to station wear.

## **Wearing of Insignia, Orders, Decorations and Medals**

The insignia of Canadian, Commonwealth, and foreign orders, decorations, and medals shall be worn in order of precedence without interval, with the senior closest to the centre of the chest. The location of the medals is dependent on the formality of the function, time of day and type of dress required, as well as size of the medal or decoration. Refer to the Governor General of Canada's website for detailed information on wearing of orders, decorations, and medals ([www.gg.ca](http://www.gg.ca)). The website lists the precedence of orders, decorations, and medals at [www.gg.ca/honours/pdf/wearing\\_e.pdf](http://www.gg.ca/honours/pdf/wearing_e.pdf).

Medals should hang in one row so that they are fully visible. Should this not be possible because of the number being worn, they shall be overlapped horizontally with the senior medal showing in full.

Normally, six or more standard size medals and more than eight miniatures will require overlapping. The maximum width of the mounting is governed by the physique of the individual. The bar should not normally project beyond the outer edge of the lapel or the arm seam of the jacket.

Court mounting shall be used. The length from the top of the medal bar suspender to the bottom edge of the medal shall be 10 cm. The ribbons and medals shall be mounted on a panel the size of which is determined by the number of ribbons worn. The lower edge of the panel shall be in line with the centre of the medals. Commencing from the lower edge, each ribbon runs up the front of the panel to the top and back down to the medal. The medals shall then be stitched to the panel to prevent them from swinging. This method prevents medals from clinking against each other.

## Uniform Tunic Specifications for Officers and Firefighters

Design Standard	Male	Female
Material	All season - standard weight 12 oz. dark navy blue serge of 65% wool and 35% fortrel	
Colour to be equal to Paton #2489-4; 62-64's wool quality	Climatic conditions and departmental preferences may require alternatives in materials. Two options are: (a) Winter Weight: 14 oz. dark navy blue serge of 65% wool/35% fortrel. (b) Summer or Tropical Weight: 10 oz. dark navy blue serge 55% wool/ 45% fortrel	
Single Breasted Style	Four-button single breasted semi-fitted tunic with notch lapel. All buttons to be accommodated through eyelet holes. Top button to be in line with flap buttons. Bottom button to be in line with top of lower pocket flaps. Tunic to be half-lined with a straight front having a 1" button stand, two body depression darts and a gorge dart.	Female pattern, four-button single breasted tunic with notch lapels. All buttons to be accommodated through eyelet holes. Top button to be in line with flap buttons. Bottom button to be in line with top of lower pocket flaps. Tunic to be fully lined with straight fronts.
Double Breasted Style	Four buttons double breasted, with four buttons to button. Peak lapel.	n/a
Body & Sleeve Lining	Black rayon twill from Canadian Celanese 8563/0001 or equal quality from any other source.	
Back – single breasted	Two-piece; 8" regular centre vent; no belt hooks	
Back – double breasted	Two-piece; no centre vent; no belt hooks.	n/a
Collar Canvas	Linen. Plain weave – 30/30 thread count	
Collar Pad	Pre-made one piece under collar	
Sleeve Stiffener	Cuff canvas. Bias cut 2 ¼" in width	
Sleeves	Two-piece, set-in sleeves	
Pocketing	Black Windsor Twill pocketing or equal	

Design Standard	Male	Female
Pockets	Two breast box pleated patch pockets with 3 pointed flaps to button. Box pleat to be 2" wide. Dome fasteners to be sewn on corners of flaps. Two lower regular set-in pockets with straight flaps. No buttons or eyelet holes. Two inside breast pockets.	Two breast box pleated patch pockets with 3 pointed flaps to button. Box pleat to be 1 1/2" wide. Dome fasteners to be sewn on corners of flaps. Two lower regular set-in pockets with straight flaps. No buttons or eyelet holes. One inside pocket, lower left, horizontal
Front Stiffener	Cotton Hymo Canada Haircloth or equal	n/a
Chest Reinforcement	Cotton Hymo Canada Haircloth or equal; Chest piece to be covered with white felt and the front padded and made according to the best commercial practice	n/a
Tapes and Bridle	Armholes, pockets and vent – ¼" in width; Edges 5/8" Silesia cut parallel to weft. Bridles - shrunk cotton tape 5/8" wide	
Sewing	Seams and Stitching - size 50 three cord silk finish. Boil fast or vat dyed. Lapel and Collar Padding - 70 three cord, glazed finish. Hand felling - A or B skein silk. Buttonholes and Bar Tacking - B and A spool silk. Button Sewing - Cotton thread No. 12 four cord.	
Stitch Count	Seams & stitching      10 to 12 per inch Buttonholes              26 stitches Felling                      8 per inch Padding and Tacking    6 per inch Zig Zag stitch            6 per inch	
Canvas Fronts	Shall be applied according to standard manufacturing procedure	
Facings	Facings of shell material are to be cut in one piece and have a finished width of not less than 3" at the bottom end.	
Outlets	Shall be allowed on the basic pattern to permit the jacket to be made 1/2" wider at the sides and at the centre back seam. Sleeve outlet shall be provided to widen the armhole if required.	
Edges	Single stitch 3/16" – fronts, collars, breast patches and pocket flaps.	
Seams	Outside: plain seams Inside: booked seams	
Button Curtain	For front buttons to be made from two pieces of body lining; 2" wide and to extend from top of button stand to 1 ½" below bottom eyelet and to be positioned behind right front edge and stitched 1/16" and tacked at back corners.	
Shoulder straps	None.	n/a
Trims	Black Princess Twill lining – fully lined on both fronts, and half-line at back. Sleeves to be lined with Black Princess Twill lining	Black Princess Twill lining – fully lined on both fronts, back and sleeves.
Cresting	Crested on sleeve heads 5/8" from armhole seam, CAFC/Fire Department shoulder flashes	

## Rank-Related Requirements – Tunics (Male and Female)

Design Standard	Officers	Firefighters
Sleeve Braiding - Braiding to be positioned in accordance with detail drawings on sleeve braid. Braid to encircle the sleeve with seam to inner side.	Standard width CAFC 9/16" black braid with gold centre. Narrow width CAFC 9/32" black braid with gold centre.	n/a
Chief	5 straight rows of standard width gold braid	
Deputy Chief	4 straight rows of standard width gold braid	
Assistant Deputy Chief	3 straight rows of standard width gold braid	
Platoon Chief	2 straight rows of standard width gold braid, with 1 straight row of narrow width gold braid in centre	
Divisional Chief	2 straight rows of standard width gold braid, with 1 straight row of narrow width gold braid in centre	
District Chief	2 straight rows of standard width gold braid	
Captain	1 straight row of standard width gold braid	
Lieutenant	1 straight row of standard width gold braid	
Buttons 4 – 36 Ligne buttons on front inserted through eyelet holes 1 – 24 Ligne button on each breast pocket inserted through eyelet hole. No buttons on lower pockets or sleeves.	Gold anodized CAFC standard buttons	Nickel anodized CAFC standard buttons.

# Design Drawings - Firefighter Tunics

MALE FIREFIGHTER



(Double Breasted)

MALE OFFICER or FIREFIGHTER



(Single Breasted)

FEMALE



(Single Breasted)



Back

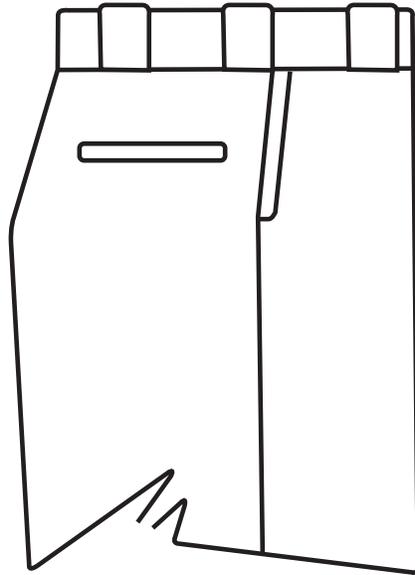
## Uniform Trousers & Skirts Specifications – Officers and Firefighters

Design Standard	Male		Female	
	Trousers	Trousers	Trousers	Skirts
Material  Colour to be equal to Paton #2489-4; 62-64's wool quality	All season - standard weight 12 oz. dark navy blue serge of 65% wool and 35% fortrel;			
	Climatic conditions and departmental preferences may require alternatives in materials. Two options are: (a) Winter Weight: 14 oz. dark navy blue serge of 65% wool/35% fortrel; (b) Summer or Tropical Weight: 10 oz. dark navy blue serge 55% wool/ 45% fortrel.			
Style	No pleats. 2 vertical side pockets. 2 hip pockets. No watch pocket. 1 ¾" waistband to close with hook and bar. Button and button hole above zipper. Tunnel loops all around. Zipper fly. Plain bottoms – heel guards.	No pleats. 2 one-quarter top side pockets. No hip pockets, unless requested. 1 ½" waistband with 1 ½" extension. Button closure on extension. Tunnel loops all around. Front zipper closure. Snugtex waistband. Plain bottoms.		A-line. 3 panel skirt (1 front, 2 back panels) Kick pleat 8" deep. 1 ½" waistband with black hook and bar closure. 1 ½" extension with black button closure. Snugtex waistband. 2 front darts 4" long. 2 back darts 5" long. Hem 2" – serge bottom.
Pocketing	Unbleached drill pocketing 6.80 oz per square yard.		n/a	
Lining			Fully lined with Black Princess Twill.	
Waistband and closure lining	Plain or twill sateen		n/a	
Closure interlining	Cotton Silesia 4.2 oz			
Crotch lining	Plain or twill sateen.			
Slide fastener	Metal zipper		Black nylon zipper – centre back.	
Buttons	Black, 22 Ligne		n/a	
Button holes	Eyelet type, gimp reinforced bar or tail tacked and made with not less than 28 stitches per inch.			
Bar tacks	3/8" in length, with no less than 15 cover stitches			
Button sewings	Machine not less than 16 stitches; Hand not less than 6 stitches			
Sewing				
Chain seaming	30/4 cord cotton silk finish			
General sewing	40/3 cord soft			
Buttonholes	50/3 cord mercerized			
Bar tacking	40/3 cord			
Buttons machine sewn	36/3 cord glazed			
Buttons hand sewn	35/4 cord glazed			

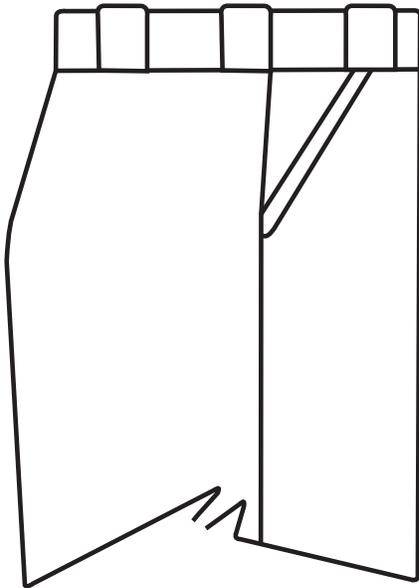
Design Standard	Male	Female	
	Trousers	Trousers	Skirts
Seams and stitching	Ends, stitching and all breaks shall be securely backstitch tacked.	n/a	
Seat seam, inseam, and outseam	Lock stitch with not less than 12 and not more than 14 stitches per inch.		
All other seams and stitching	Lock stitch with not less than 12 and not more than 14 stitches per inch.		
Serging	All raw edges not concealed shall be serged with no less than 6 stitches per inch.		

# Design Drawings - Firefighter Trousers/Slacks

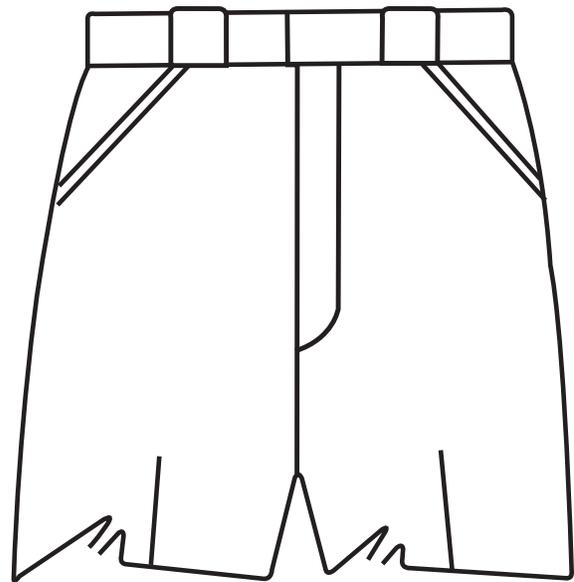
MALE



FEMALE



(Side)



(Front)

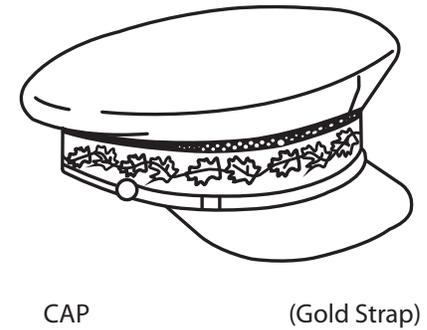
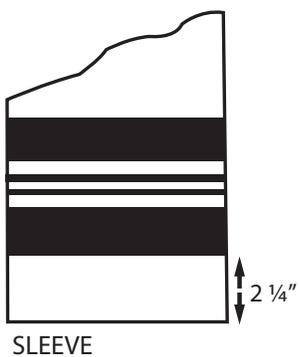
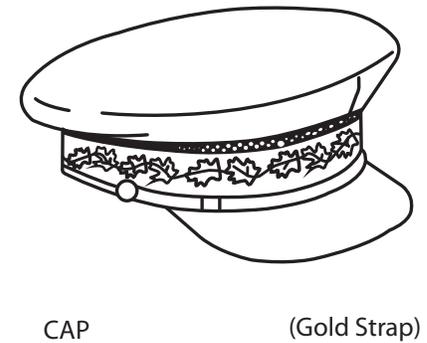
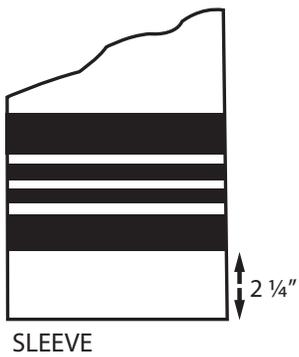
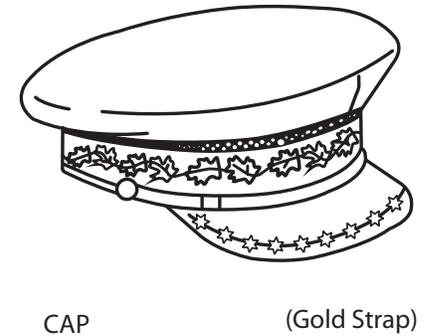
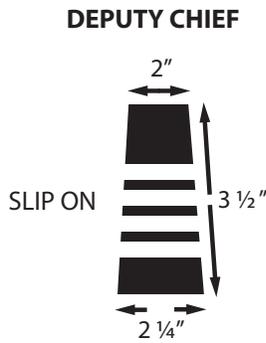
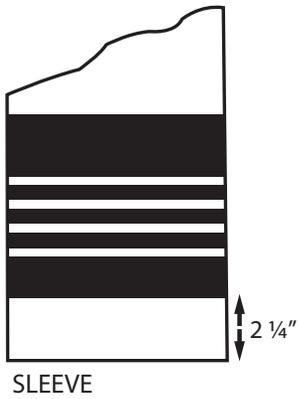
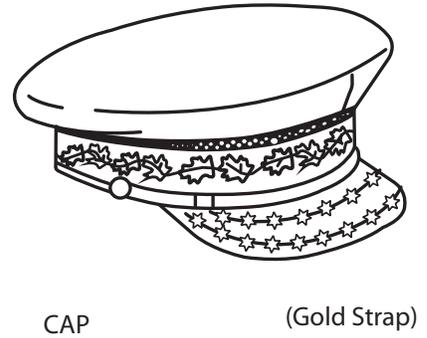
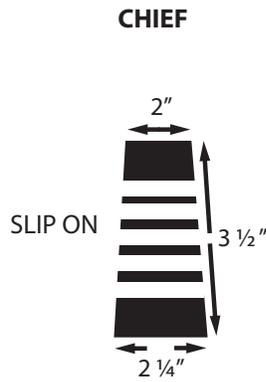
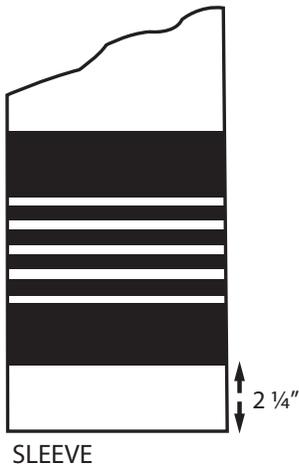
## Uniform Cap Specifications

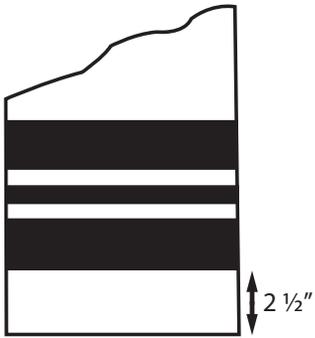
Design Standard	Male		Female	
	Firefighter	Officer	Firefighter	Officer
Style	Soft top; light weight, 10 ¼" to 10" top for size 7 1/8		Two piece crown.	Two piece crown. All around brim with sides and back folded up, and reinforced with stiffener.
Material	Dark navy blue, all wool serge or combination wool and synthetic fibre materials (fortrel) laminated to not less than 1/8" urethane foam, 3/16" foam preferred.		Dark navy blue, wool serge or polyester and wool serge, laminated to not less than 1/8" urethane foam.	
Peak/Visor	Good quality small square with polished vinyl plastic top with hatters green lining, vinyl bindings, etc.	See design standard below in Rank Requirements.	Peak reinforced with fibreboard.	Peak reinforced with fibreboard – cloth covered.
Bottom Band	2 ¼" fine weave stiff nylon mesh band, bound top and bottom with black fabricoid – bottom 3/8" of band to be finished with shell material. Removable band of Maple Leaf braid shall cover the nylon mesh and can be removed in hot weather for ventilation.			
Chin Strap	Black patent plastic, single strap with loops	Gold, non-tarnish lace material		
Sweat Band	1" top quality leather reeded and machine sewn			
Lining	Red rayon with oil silk or plastic diamond		Red rayon with oil silk or plastic diamond.	
Buttons	Silver anodized with strong wire shank and CAFC crested 24 Ligne button	Gilt anodized with strong wire shank, and CAFC crested 24 Ligne button		
Thread	4/40 dye-fast throughout		4/40 dye-fast throughout	
Eyelet	Single eyelet to be fitted in good quality front stiffener – on centre seam – ¼" above the nylon mesh band to permit removal of band without removing badge.			
Grommet	½" high impact styrene crown support grommet			

### Rank-Related Requirements – Male and Female

Design Standard	Fire Chief	Deputy Chief	Officers
Peak/Visor: Quality moisture resistant peak, cloth covered and embroidered with:	Two rows Maple Leaf pattern in gold.	One row Maple Leaf pattern in gold.	No braid.

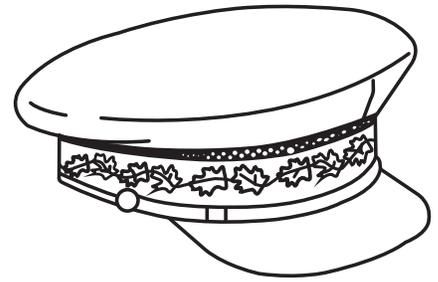
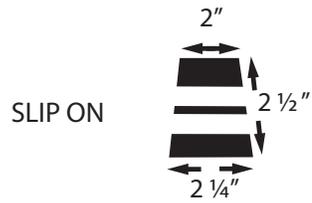
# Design Drawings - Sleeve Rank Insignia & Slip Ons - Uniform Caps



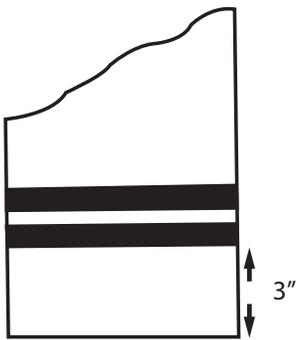


SLEEVE

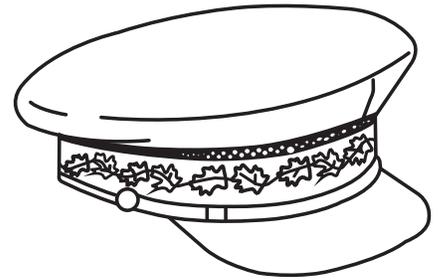
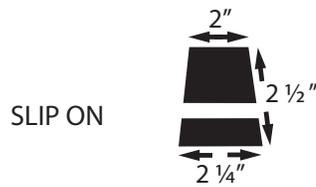
**DISTRICT CHIEF**



CAP (Gold Strap)

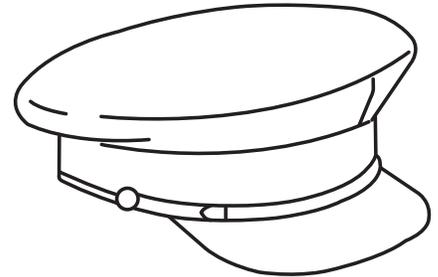
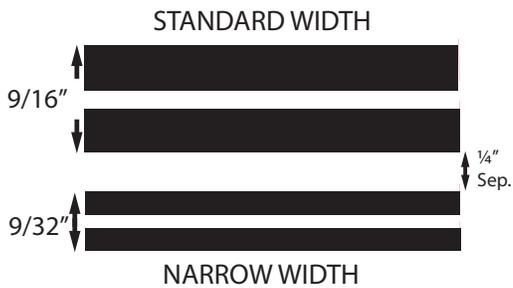


**CAPTAIN/LIEUTENANT**



CAP (Gold Strap)

**BRAID DESCRIPTION**



FIREFIGHTER CAP (Black Strap)

## Outerwear Specifications – Officers and Firefighters

Design Standard	Top Coat	Parka	Trench Coat
Material	Navy blue fortrel and wool serge, or navy blue gabardine. Cloth used to be laminated.	Canadian Celanese – Canadian Mist 65% cotton/35% nylon with water resistant finish and low surface static characteristics for safety. Colour: #5216 Navy Blue	
Design	4 button, single breasted fly front; 1 buttonhole lapel to convert; Balmacaan collar; Two-piece split sleeve; Slash pockets with pass through slits; Shoulder straps; Centre vent; Knee length; Fully lined with detachable zip-in body lining.	Single breasted, fully lined, fly front with concealed 2-way jumbo zipper to start 5 ½" from the bottom of coat. Front to have flap to cover zipper with 3 snap fasteners.	Basic style 751. 3-button, single breasted, fly front. 1 buttonhole in left lapel to convert. Stand & Fall collar. Fully lined.
Collar and Throat Tab		Standard width self collar of shell material. Throat tab to provide maximum throat and face protection with Velcro or snap fasteners. <u>Options:</u> 1) Coordinated wide blue corduroy collar with shell material under collar – rounded collar points 5" wide at centre back, 5" long at collar point with throat tab; 2) Wide 'Borg' fur type collar with shell material under collar with throat tab.	
Sleeve Stiffener	Cuff canvas; bias cut in 2 ¼" width.		
Pocketing	Black Windsor Twill or equal		
Cutting	All shell parts shall be cut from the same piece of fabric. Shell parts shall be cut in the direction of the warp.		
Sewing	All seams and stitching shall be lock stitched with 12-14 stitches per inch. Lapel padding, bridle felling and facing tacking shall be sewn with 6-8 stitches per inch. The ends of all seams and stitches shall be securely backstitched.	Thread – corespun polyester – all stress points to be bartacked.	
Edges	Single stitched 5/16"	Front edge: single stitched 3/8" collar, single stitched 3/8". Breast pockets: single stitched 1/16" flaps, single stitched ¼". Bottoms: Hemmed ½"	Single stitched 5/16"

Design Standard	Top Coat	Parka	Trench Coat
Seams	Back, underarm, top sleeve and shoulder seams – raised seam 5/16"; Armhole and elbow seams – plain.	Plain.	Plain; back, underarm, top sleeve, shoulder seams – raised seam 5/16".
Pockets	2 lower slash pockets with opening through pocket facing.	2 breast square pockets with centre pointed flaps with snap closures; To be at least 6" x 6"; Flaps to be set 1" above pocket opening; 2 lower horizontal set in pockets with centre pointed flaps with snap closures; To be 7" wide x 8" deep; Flaps to be 2 3/4" deep at both ends and 3 3/4" deep at the centre; Distance between upper and lower pockets to be 4" on size 40R; Lower pocket bags to be serged and safety stitched; All stress points to be bar tacked.	2 slanted welt side pockets; No inside pockets.
Back	2-piece, with centre vent	1 piece, bi-swing action back.	2-piece, centre vent.
Sleeves	Split sleeves; Canvas stiffener shall be tacked to the bottom of sleeve; Sleeves shall be seamed into the armholes and the seam correctly pressed. During this operation, shoulder straps shall be secured in the seam; Shoulder pad shall be placed on each shoulder and securely tacked to the front stiffener; Sleevehead pads to be secured to the sleevehead seams.	2-piece, edges to be bound with 3/8" black vistram leather; Storm cuffs - Match shade set inside sleeves.	Full raglan, with button tab at cuff.
Shoulder straps	Shall be made of shell material with pointed end extending to collar seam; Buttonhole to accommodate 30 Ligne button to be positioned 3/4" from pointed end; Straps to be maximum 2" wide, tapered to 1 3/4" wide at the pointed end; Rank insignia slip-ons are available from the CAFC.	Shall be made of shell material with pointed end extending to collar seam; Buttonhole to accommodate 30 Ligne button to be positioned 3/4" from pointed end; Strap width to be suitable for CAFC rank slip-ons	Optional Straps to be maximum 2" wide, tapered to 1 3/4" wide

Design Standard	Top Coat	Parka	Trench Coat
Lining and Trims	<p>Matching body and sleeve satin lining;</p> <p>Detachable zip-in navy wool lining shall be installed on body only;</p> <p>Top half of lining at back shall be covered with satin lining;</p> <p>Lining shall be held in place by a one-piece zipper slide fastener. Fixed portion of zipper, with liner remove, shall be neatly concealed throughout its full length;</p> <p>Outside edge of liner shall be bound with black tape.</p>	<p>Body and sleeves to be fully lined with matching colour quilted lining;</p> <p>The lining is to be quilted with 6 ½" oz polyester fill;</p> <p>Quilting to be in a 4" diamond pattern;</p> <p>The back of the polyester fill is to have a fine backing material.</p> <p>Front zipper YKK #AM0106 2-way jumbo aluminum - regular 26", tall 28";</p> <p>Hood zipper YKK #A056 aluminum open end one-way separable zipper;</p>	<p>Fully lined with matching acetate lining.</p> <p>Optional: zip-in liner body only, full 'Borg' pile with lining sewn on above waist.</p>
Crestring	On each sleevehead 5/8" from armhole seam (CAFC shoulder flashes)	On each sleevehead 5/8" from armhole seam. (CAFC shoulder flashes)	CAFC shoulder flashes available.
Button/ Snaps placement	<p>Black bone buttons.</p> <p>4 – 40 Ligne buttons positioned on the right front to correspond with buttonholes to effect correct closure;</p> <p>1 – 30 Ligne button positioned on the right front to correspond with buttonhole on left lapel;</p> <p>1 – 30 Ligne button positioned on each shoulder to correspond with buttonhole on each shoulder strap.</p>	<p>Heavy duty metal snaps.</p> <p>3 down front – top 1" below collar seam.</p> <p>Bottom snap 1" below top of lower pocket flap.</p> <p>1 on each pocket flap.</p> <p>Pelon for reinforcing all snaps.</p>	<p>3 – 40 Ligne buttons on front;</p> <p>1 – 26 Ligne button under collar on the right side;</p> <p>1 – 26 Ligne button on each cuff for tab</p>
Draw Cord	n/a	<p>3/16" tubular black with plastic tip;</p> <p>Draw string channel stitched through on the inside of lining only and with one metal eyelet hole at each end. Cord to have knot at each end.</p>	n/a
Hood	n/a	<p>3-piece, fully lined with matching nylon quilted lining;</p> <p>Outside edge around hood to have ¾" channel for draw string to pass through, opening at front to be just sufficient for cord to pass through at corner;</p> <p>Draw string to be tacked at centre;</p> <p>Zipper for hood to be sewn on the outside on the collar seam at the back.</p>	n/a

Design Standard	Top Coat	Parka	Trench Coat
Pressing	Each garment shall be properly pressed in accordance with good commercial tailoring practices.		

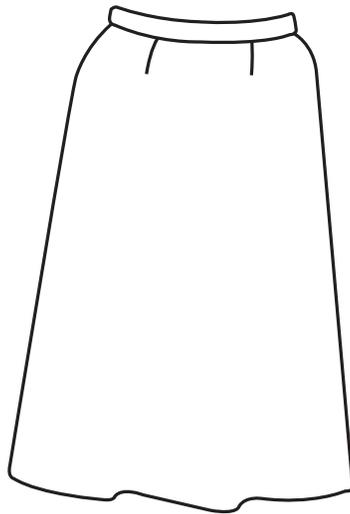
## Formal Dress Mess Kit Specifications – Male and Female

Design Standard	Male	Female
Material	Jacket and pant: dark navy or black in all season or tropical weight; specify colour and preferred weight.	
Jacket style	1 button link (link to be 3" apart) waist length; Fused front; fully lined.	
Back Design	4-piece patrol back with pointed bottom.	
Pockets	None outside; 2 inside breast pockets 4" wide x 5" deep	
Collar	Shawl collar faced with matching satin.	
Sleeves	2-piece, braiding on sleeve according to rank (see below)	
Sleeve braiding	Firefighters – none; Officers as below:  Standard gold metallic braid 3/8" / 10 mm Narrow gold metallic braid 3/16" / 5 mm	
Chief	5 straight rows standard width	
Deputy Chief	4 straight rows standard width	
Assistant Deputy Chief	3 straight rows standard width	
Platoon Chief	2 straight rows standard width, with 1 straight row narrow width in centre	
Divisional Chief	2 straight rows standard width, with 1 straight row narrow width in centre	
District Chief	2 straight rows standard width	
Captain	1 straight row standard width	
Lieutenant	1 straight row narrow width	
Slacks/Skirt	<p>Pants:</p> <p>Semi-overall (suggested 19" knee, 19" bottom for 36" waist); no pleats; French fly with zipper; hook and bar closure at top; High-English back – no belt loops; No side pockets; no hip pockets; 1 watch pocket each side, on inside of waistband 4" x 4"; Black Maple Leaf braid #111/1 on side seams to top of waistband; Inside suspender buttons; Plain bottoms slanted; Navy pocketing and trimmings; Elastic footstraps, optional if requested.</p>	<p>Skirt:</p> <p>Two gore A-line, full length; Two front darts; four back darts; Waistband 1" wide (2.54 cm); Zipper: black nylon, left side; Hook and bar waistband closure; Lined to knee with Black Princess Twill; Side seam vents – approximately 17.5"; Hanger loops at side seams; Hem: 2" wide, serge bottom;</p> <p>Officers: Black Maple Leaf Braid on side seams from bottom of waistband down; Firefighters: No braid.</p>

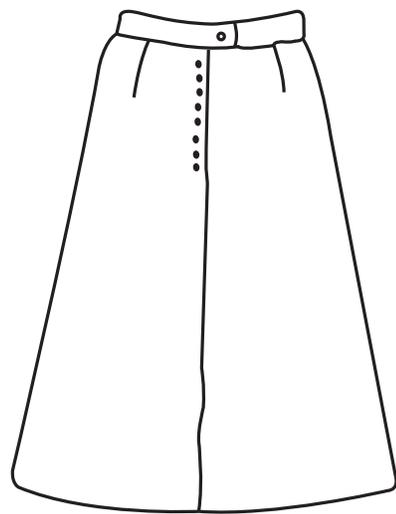
Shoulder straps	None	
Edges	Bluff	
Seams	Plain	
Buttons	2 Gold CAFC – 36 Ligne buttons required for link	
Cresting	None	
Recommended Accessories	<p>Cummerbund – matching dark navy or black satin;          Shirt – White, pleated front, regular collar, French cuffs. CAFC gold studs and cuff links;          Tie – Black satin dress bow tie;          Footwear – ¼ Wellingtons;          Decorations – miniature medals to be worn on left side;          Gloves – optional, white only;          Braces – white;          Cap – no cap or hat to be worn with mess kit.</p>	<p>Cummerbund – matching or black satin;          Blouse – White, long sleeved, high button collar with gold buttoned front closure;          Gloves – white;          Hand bag – black clutch evening bag;          Footwear – pumps, black leather with plain pattern black or beige hosiery;          Decorations – miniature medals to be worn on left side.</p>

## Design Drawings - Skirts

### DESIGN DRAWINGS - SKIRTS

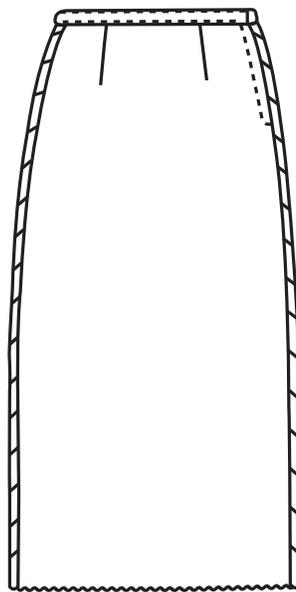


FRONT

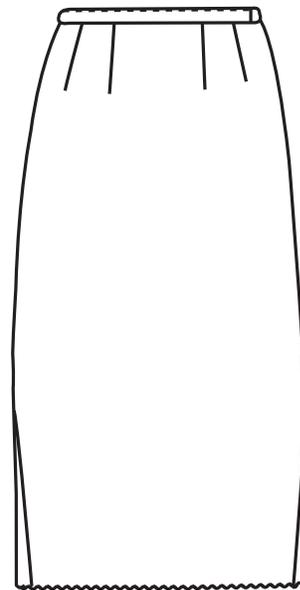


BACK

### DESIGN DRAWINGS - MESS SKIRTS



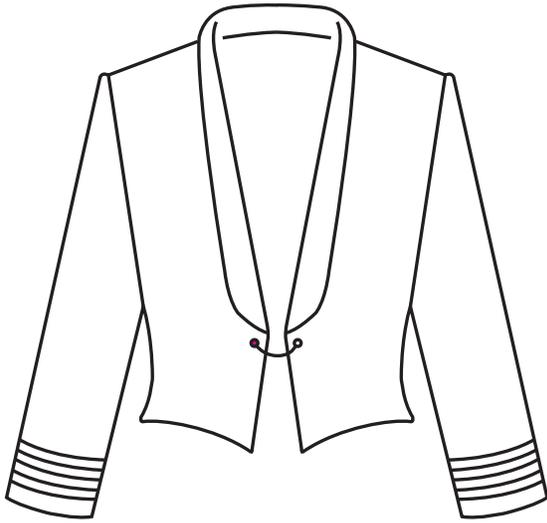
FRONT



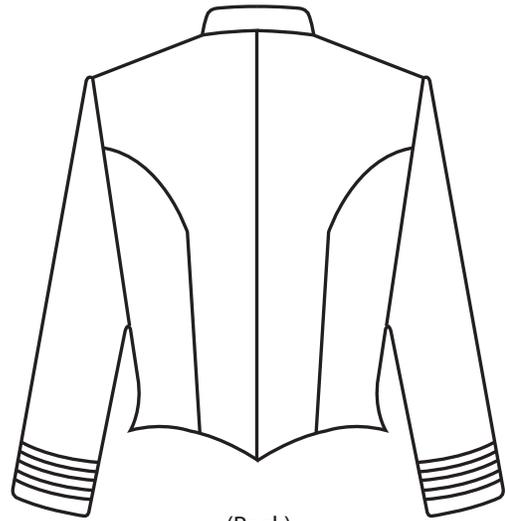
BACK

# Design Drawings - Mess Kit

MESS JACKET

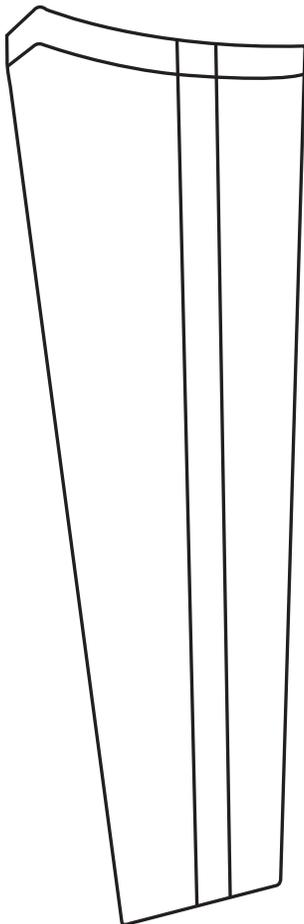


MESS JACKET



(Back)

MESS KIT TROUSER



## SPECIFICATION FOR RANK AND SERVICE INSIGNIA

### *Slip-Ons*

Rank insignia slip-ons with gold sleeve braid mounted on black material to be used over epaulettes on top coats, parkas, trench coats and dress shirts. Braiding to match sleeve rank designation.

Slip-ons to be 2 ¼" wide at the bottom or wide end and 2" side at the top or narrow end.

Length to be 2 ½" for all ranks up to and including Assistant Deputy Chief.

Length to be 3 ½" for Fire Chief (5 row) and Deputy Chief (4 row).

Top and bottom edges to be turned under, stitched with edges serged.

Slip-ons to be braided according to rank with bottom row to start ½" from bottom edge on all ranks except Chief and each succeeding row to be 1/8" apart.

In cases where fire departments do not have rank and service insignia standards, the following may be used to guide the development of such standards.

### ***Braiding required:***

- Standard width: CAFC 9/16" black braid with gold centre
- Narrow width: CAFC 9/32" black braid with gold centre

Chief	5 straight rows of standard width gold braid
Deputy Chief	4 straight rows of standard width gold braid
Assistant Deputy Chief	3 straight rows of standard width gold braid
Platoon Chief	2 straight rows of standard width gold braid, with 1 straight row of narrow
Divisional Chief	2 straight rows of standard width gold braid, with 1 straight row of narrow
District Chief	2 straight rows of standard width gold braid
Captain	1 straight row of standard width gold braid
Lieutenant	1 straight row of standard width gold braid

## Service Insignia

### *Officer*

Insignia to be ¾" square crest featuring gold Maltese Cross, with red centre on blue background to match uniform colour. Each crest denotes five years of service. This insignia is to be worn centred on left sleeve ¼" above sleeve rank markings.

***Firefighter***

As above, except in silver with red maple leaf. To be worn on lower part of left sleeve 3 13/16" above edge of sleeve.

## POSITION DESCRIPTIONS

A job description is a key document in the recruitment process that sets out the essential functions of the position. While every position changes somewhat over time based on the abilities of the incumbent, the description should be written in terms of the position itself. The position description establishes the baseline for recruiting, assessing and interviewing candidates as well as remuneration, evaluating performance, training, and counselling on career development.

It is recognized that the structure of fire departments vary due to the size of the community being served as well as from area to area, and that title terminology may not be the same in all departments. Because the generic descriptions reflect the responsibilities of full time, composite and volunteer or paid call firefighters, officers and support staff, it is clearly understood that fire department staff may not perform all of the responsibilities associated with individual descriptions.

The full range of descriptions or titles would only be used by larger departments and the various positions within any department would be a mix or match process of titles and responsibilities to suit the specific needs and structures of each department.

Fire departments are encouraged to develop their own suite of position descriptions that would be applicable for their specific organization.

## **POSITION: FIRE CHIEF**

### ***Position Profile***

The Fire Chief brings strategic and operational leadership to ensure that the Fire Department consistently meets high standards in quality, service, cost-efficiency and responsiveness. The Fire Chief is a key member of the municipality's management team, providing information, advice and insight to Council to inform strategic directions and to ensure accountable service delivery on behalf of taxpayers.

The Fire Chief creates a culture of excellence where firefighters work as a high-performing team; engages the community and builds awareness of fire prevention strategies that enhance the safety and quality of life in the municipality; and manages assets, infrastructure and financial resources within the Fire Department's responsibility (may include Emergency Preparedness and Management Emergency Operations Centre).

Key accountabilities of the role include:

- Overall administration of Fire Department operations and functions, including, but not limited to, fire prevention and public education services, fire suppression, investigation and inspections, search and rescue, auto extrication, hazardous materials response, emergency/ disaster preparedness, and mutual aid to other local emergency services;
- Overall administration functions including the management of human resources, financial (capital and operations), including life cycle management of assets, communications/media relations and public affairs, and information technology support;
- Build strong collaborative relationships with firefighters, the union, council and citizens
- Create and lead a long term vision for the Fire Department to ensure ongoing community safety;
- Provide performance management and mentor leaders and members of the department;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Prepare and articulate goals, concepts and reports to a large audience in a tactful, knowledgeable and impactful manner
- Develop, implement and maintain the emergency management program and plan in accordance with legislative requirements and perform the duties of emergency management.
- Manage resources and incident command in emergency and disaster situations

### ***Educational Qualifications and Experience***

- An accreditation or professional designation in fire or emergency services;
- Professional Fire Officer Qualification (1021);
- Degree or Diploma in Fire Science, Public/ Business Administration or a related field
- Extensive technical experience (fire suppression, rescue, dangerous goods)
- Experience in a senior fire service leadership position

- Working experience in interpreting and applying Federal and Provincial Codes and Regulations and Municipal By-Laws relative to the activities of the Fire-Rescue Services
- Skilled in the management of change, working in a unionized environment

### ***Competencies***

#### ***Strategic Thinking***

- Develops and implements a vision considering global, societal, and economic trends, stakeholder concerns, regional issues, values and ethics
- Sets transformational goals with broad perspective and long-term timelines
- Provides quality judgment and advice, encourages debate across the hierarchy, skills sets, and stakeholders
- Teaches and learns from others

#### ***Engagement***

- Mobilizes people, resources, and partners
- Maximizes opportunities through relationships and networks
- Builds commitment to excellence, collaborates with strategic alliances, and implements communication and engagement strategies with partners, and unions
- Works with others to achieve Fire Department's and municipality's goals

#### ***Management Excellence***

- Change management – leads organizational change to maximize results and to build a sustainable entity through effective stewardship and governance; adjusts plans to reflect changing priorities or conditions
- Financial and Asset Management – integrates strategic planning components (in-year business planning, human resource, IT and information, and asset/capital and communications/) to achieve operational efficiencies and value for money; fulfills obligations of financial accountabilities, including effective internal audit function
- People Management – creates a culture of accountability and holds people accountable; supports and implements workforce planning to build and sustain a strong, positive organization that includes workforce risk assessment and opportunities and range of strategies to mitigate risks; demonstrated commitment to high standards related to occupational health and safety
- Information management - manages information and records according to municipal and Departmental records management policies.

#### ***Values and Ethics***

- Service delivery with integrity and respect

- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Conditions of Employment***

- Valid Provincial/Territorial Driver's License in the jurisdiction of employment
- Criminal Record Check

## POSITION: DEPUTY FIRE CHIEF

### *Position Profile*

Reporting directly to the Fire Chief forming part of the Fire Executive, a Deputy Fire Chief is wholly responsible to direct and manage a specific division and underlying sections within the Fire Department. A Deputy Fire Chief is responsible for all business and strategic planning, technical activities, personnel, recruiting, mentoring and staff development, budget, labour relations, goal setting, equipment, and overall operations. In the absence of the Fire Chief, the Deputy Chief will assume the role and responsibilities.

Key accountabilities of the role include:

Though individual responsibilities may vary given the nature of work and focus of each unique division, the following duties characterize and are shared by each of the Deputies:

- Strategize, execute and oversee implementation of short and long-term business planning initiatives, programs, projects and appropriate budgeting within the division.
- Prepare and control cyclical budget plans including capital and discretionary spending for the division, collaborate with Fire Chief and other officers (e.g., Deputies, Assistant Deputies)
- Mentor and coach staff, Officers and/or Chief Officers within their respective division who are responsible for the day to day management of their section, including personnel, organizational and service delivery problem-solving, performance management and evaluations
- Manage concerns and complaints that have been elevated based on the seriousness or severity of the situation;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Responsible for labour relations including collective bargaining, hearing grievances, investigations, discipline, human rights issues, policy development, chair/participate in labour/management meetings, relationship building with union officials
- Stay apprised of all Fire Department activity through consultation with peers and fire executive meetings
- Liaise with other Municipal departments and business units, customers, stakeholders and the public to build and maintain healthy working relationships
- Actively participate or chair various boards, committees and meetings involving various levels of government, private sector organizations, stakeholders, customers, and the communities at large.
- Represent the Fire Department at various public and private functions and events, locally, nationally, and occasionally, internationally.
- Attend major occurrences; Takes discretionary assumption of command at fire scenes and other emergencies
- Act for or represent the Fire Chief during absences or during activation of the municipal emergency management plan; rotational on-call work as assigned

### ***Educational Qualifications and Experience***

- Post secondary education from a recognized educational institute in the areas of administration leadership, management or other related area;
- Demonstrated initiative in professional development as evidenced by enrolment in or completion of fire officer/administration training and leadership
- Extensive demonstrated experience of a progressively responsible nature in firefighting, in the operation of fire/emergency services, including supervisory responsibility.

### ***Competencies***

#### ***Strategic Thinking***

- Develops and implements strategies with innovative solutions to achieve the vision articulated, and links to own mandate
- Develops strategies to manage scope and pace of change related to transformational goals ensuring constructive and timely progress
- Provides quality judgment and advice, envisions possibilities of strategic options, encourages calculated risk taking to maximize results
- Teaches and learns from others

#### ***Engagement***

- Mobilizes people and resources acting as a critical communication position linking the organization vertically and horizontally; inspires and communicates vision and priorities with clarity and candour to gain commitment to excellence;
- Maximizes opportunities through relationships and networks – work inter- and intra-departmentally to achieve organizational objectives to influence outcomes
- Builds commitment to excellence, collaborates with strategic alliances, and implements communication and engagement strategies with partners, and unions
- Works with others to achieve the Fire Department's and municipality's goals

#### ***Management Excellence***

- Change management – identifies and coordinates priorities, milestones and communicates clear accountabilities for and across multiple projects that build a sustainable entity through effective stewardship and governance; maintains sound judgment and decision making in demanding situations
- Financial and Asset Management – implements strategic and business plans (human resource, IT and information, and asset/capital and communications), allocating resources transparently; fulfills obligations of financial accountabilities, including implementing recommendations from audits
- People Management – creates a culture of accountability and holds people accountable; implements HR strategies that include workforce risk assessment and opportunities to ensure capacity and

diversity; demonstrated commitment to high standards related to occupational health and safety; fulfills human resource management accountabilities

- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Conditions of Employment***

- Valid Provincial/Territorial Driver's License in the jurisdiction of employment
- Criminal Record Check

## **POSITION: ASSISTANT DEPUTY CHIEF**

### ***Position Profile***

The Assistant Deputy Chief position addresses succession planning for management. An Assistant Deputy Chief is to provide well-rounded knowledge of Fire Service Management and enable succession planning. This senior-level management position reports directly to the Deputy Chief.

Key accountabilities of the role include:

- Responsible for day to day management of the respective division including management of personnel, recruitment, organizational and service delivery problem solving.
- Respond to and resolve concerns & complaints arising from the municipality (i.e., City Manager) or its elected representatives, and the general public.
- With the respective Deputy Chief, strategizes and executes short and long-term divisional and individual goals & objectives involving project, business, and budget planning.
- Responsible for performance management & evaluations, investigations, discipline up to and including dismissal, grievances & grievance presentations, arbitrations, collective bargaining process & policy development;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Responsible to lead investigations, apply corrective discipline, resolve human rights issues based on provincial/federal legislation and corporate policies, procedures, rules & regulations and partner with stakeholders in the delivery of labour relations objectives and goals.
- Build and maintain relationships and communication links with other municipal business units, stakeholders, and the public.
- Share fiscal responsibility with Deputy Chief to manage divisional budget including capital and discretionary spending as applicable;
- Act as chair or participate as member of boards, committees or organizations either within the Fire Department, the municipality, or related to various stakeholders, customers, and the communities at large.
- Act for Deputy Chief in their absence; be available for rotational on-call work as assigned

### ***Educational Qualifications and Experience***

Graduation from a secondary school with post secondary education in subjects relating to the responsibilities of this position. Must have mechanical aptitude and practical knowledge of mechanical systems, communication systems, and operations, with skills directed to the acquisition and maintenance of systems, vehicles, equipment and buildings. Graduation from a Fire Protection Technology program would be an asset.

## ***Competencies***

### ***Strategic Thinking***

- Develops and implements concrete divisional strategies and work plans based on priorities, timelines, performance measures and interdependencies with other work units
- Develops and implements divisional work plans to meet changing Fire Department needs
- Provides quality judgment and advice, feedback based on comprehensive synthesis and analysis of information
- Teaches and learns from others

### ***Engagement***

- Mobilizes people and resources sharing information vertically and horizontally, demonstrating an understanding of and respect for stakeholders' views; communicates vision and divisional priorities with clarity and candour;
- Maximizes opportunities through relationships and networks – work inter- and intra-departmentally to achieve divisional objectives and to influence positive outcomes; promotes collaboration among Assistant Deputy Chiefs/managers
- Builds commitment to excellence, engaging with partners to gain comprehensive support for initiatives
- Works with others to achieve Departmental goals

### ***Management Excellence***

- Change management – designs and guides divisional work plans and projects, and related resources, setting realistic but challenging goals, and timelines; maintains sound judgment and decision making in high pressure situations; shifts or adapts divisional workload to meet priorities.
- Financial and Asset Management – implements, manages, and monitors divisional plans, allocating resources transparently; fulfills obligations of financial accountabilities, including implementing recommendations from audits
- People Management – creates a culture of accountability and holds people accountable; develops a HR strategy for divisional success; demonstrated commitment to high standards related to occupational health and safety; fulfills human resource management accountabilities
- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Conditions of Employment***

- Valid Provincial/Territorial Driver's License in the jurisdiction of employment
- Criminal Record Check

## **POSITION: ADMINISTRATIVE ASSISTANT**

### ***Position Profile***

The Administrative Assistant position reports to the Fire Chief or Deputy Fire Chief, and has diverse responsibilities including the administration of the office, preparing and coordinating correspondence (some may be confidential), maintaining files and appropriate documentation, processing invoices and preparing budget reports, ensuring distribution of mail, developing and delivering assigned projects, and any other assistance that is required.

Key accountabilities of the role include:

- Prepare confidential correspondence, budget reports, executive reports and other correspondence.
- Assist management with a bring forward system, ensuring that items that require follow-up are addressed appropriately, that internal requests for information are managed and followed up with and that all inquiries are addressed in a timely and effective manner.
- Gather and obtain information necessary to address inquiries made for the Business Unit, communicating with other Business Units on information requested.
- Manage and maintain records management system for the Business Unit and ensure that files are kept up-to-date and stored appropriately.
- Support Staff and Supervisors for self serve attendance queries.
- Process invoices, reconcile payments, prepare monthly budget reports, and ensure accurate information is maintained on spreadsheets;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- The successful applicant will possess a minimum of a High School diploma or equivalency (e.g., GED) and post secondary education in subjects relating to the responsibilities, plus a minimum of five years of related experience.
- Computer related skills, as well as proficiency at software applications (identify software necessary to complete tasks)
- Success in this position requires excellent communication skills with a strong attention to detail.
- Graduation from a Fire Protection Technology program would be an asset.

### ***Required Licences***

- Valid Driver's License for the Province/Territory

## **POSITION: CHIEF INSPECTOR**

### ***Position Profile***

Under the general direction of the Fire Chief, the Chief Inspector position is a senior administrative and technical position of a regulatory and supervisory nature in planning, promoting and directing the operation of the Fire Prevention Division of the Fire Department. Exercising considerable independence of judgment and action, the Chief Inspector is required to interpret complex regulations.

Key accountabilities of the role include:

- Plans and develops programs to ensure an adequate standard of fire safety; develops inspection techniques; recommends amendments to fire and life safety Bylaws, Acts and Regulations.
- Responsible for the planning, assigning and completing of inspections and surveys of premises, examination of building plans for compliance with applicable codes and standards, investigations to determine fire cause, assistance to other agencies in laying charges for criminal acts and for the preparation and delivery of public education lectures, seminars or demonstrations.
- Supervises and motivates assigned staff in enforcing the fire prevention bylaws of the municipality and applicable Provincial, Territorial or Federal Acts, Regulations or Codes.
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Participates in the investigation of fire fatalities and all significant fires. Maintains a record system for all inspected properties and investigations.
- Prepares reports, under the direction of the Fire Chief, to the municipality and its committees pertinent to the enforcement of fire safety regulations, including losses, causes, investigations and related data.
- Supervises and participates in arson investigations and assists in prosecution of fire safety violations.
- Liaises with other civic departments relative to fire protection and prevention.
- Advises architects, engineers and building owners to ensure compliance with the provisions of applicable Acts and Regulations for fire safety in new and existing buildings.

### ***Educational Qualifications and Experience***

- Advanced level secondary school graduation supplemented by related technical, supervisory and management courses. Considerable experience necessary in fire prevention, investigation and inspection duties.
- Experience in operational firefighting and the completion of a Fire Technology program is highly desirable.
- Extensive knowledge of fire prevention, inspection and investigation methods, procedures, Bylaws, Codes, Acts and related Regulations.
- Extensive knowledge of fire hazards, fire protection methods and firefighting techniques.

- Extensive knowledge of building construction, electrical codes, industrial processes and a recognition of the various fire hazard areas in the municipality.

### ***Competencies***

#### ***Strategic Thinking***

- Identifies areas of improvement for potential amendments to fire and life safety Bylaws, Acts and Regulations.
- Provides quality judgment, advice and feedback based on analysis of comprehensive information related to fire prevention, education, and protection.
- Teaches and learns from others

#### ***Engagement***

- Maximizes opportunities through relationships and networks – work inter- and intra-departmentally to achieve organizational objectives to influence outcomes
- Mobilizes people and resources sharing information, demonstrating an understanding of and respect for stakeholders' views; communicates vision and divisional priorities with clarity and candour
- Works with others to achieve life safety and protection goals

#### ***Management Excellence***

- Change management – ability to lead and advance changes necessary to enhance protective measures for life safety; adjusts plans in relation to priorities; adopts and incorporates changes due to amendments in bylaws, legislation or regulations in policies, procedures and rules; promotes and stimulates interest and cooperation in fire prevention activities through public speaking, demonstrations and other methods.
- Financial and Asset management – develops and monitors plans, fulfilling financial obligations
- People management - Ability to meet and deal effectively with property owners and other contacts in the community in seeking compliance with bylaws and codes to eliminate fire hazards and prevent fires; demonstrated commitment to learning and development for self and employees; implements HR strategies; fulfills human resources accountabilities including conducting performance evaluations.
- Information management - manages information and records according to municipal and Departmental records management policies.

#### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Required Licences***

- Valid Driver's License for the Province/Territory

## **POSITION: PLATOON CHIEF**

### ***Position Profile***

The Platoon Chief is an administrative and supervisory emergency service operational position. He or she directs tactical operations at major fires and other emergencies, unless relieved by a superior. The Platoon Chief ensures compliance with departmental rules and regulations, conducts fire planning, and establishing policy and the development of operational guidelines. This senior officer assists superiors in organizing, administering and directing the operations of the department.

Key accountabilities of the role include:

- Provides leadership and supervision in a variety of planning events including pre-incident planning;
- Provides direction at emergency events by performing size-up, developing plans, assigning resources and directing staff as required through other supervisors
- Directs all operations, including tactical emergency scene operations, responding to major fires and other serious emergencies, unless relieved by a superior.
- Provides a high standard of leadership in directing shift operations of a group of subordinates and equipment;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Provides advice and recommendations on the operation and maintenance of apparatus, equipment and facilities.
- Assists in policy formulation and establishing operational guidelines.
- Inspects fire stations, equipment and personnel to ensure expected results and efficiency.
- Enforces departmental rules and regulations, maintains discipline and acts for the municipality in processing minor grievances.
- Prepares and maintains required narrative, statistical, administrative and technical reports.
- Prepares and assists in the planning and implementation of new programs or services.
- Establishes and maintains effective working relationships with subordinates, other staff and the public.
- Acts for superiors in the absence of senior officers.

### ***Educational Qualifications and Experience***

- Graduation from a secondary school supplemented by administration, supervisory and operational courses.
- Considerable supervisory fire operations experience of a progressively responsible nature and have excellent communications skills.
- Graduation from a Fire Protection Technology program is an asset.

## ***Competencies***

### ***Strategic Thinking***

- Demonstrates continuous improvement efforts to enhance service delivery
- Analyzes, assesses and communicates risks during tactical responses during emergency incidents related to hazardous materials, medical assistance, firefighting and other technical operations teams
- Provides quality judgment and advice based on analysis of comprehensive information in real-time to assist in planning the tactical response;
- Prepares narrative, statistical, administrative and technical reports in accordance with departmental rules, regulations, policies and applicable fire and building codes and related municipal bylaws.
- Teaches and learns from others

### ***Engagement***

- Collaborates with other fire service members to ensure excellence in delivery of services;
- Functions effectively within the community and with community representatives;
- Mobilizes people and resources sharing information with clarity and candour to meet objectives

### ***Management Excellence***

- Change management – coordinates multiple resources based on the magnitude and scale of an event; performs to meet objectives in stressful situation; modifies approach and behaviour according to specific situations.
- Financial and Asset management – fulfills financial obligations, as assigned
- People management – Supports and provides staff development and training; plans, organizes, delegates and supervises assignments; assesses the effectiveness of training; participates in recruiting, prepares performance and progress reports; fulfills human resource management obligations including preparing shift schedules, placement, holiday schedules; evaluates the status of fire service equipment, apparatus and premises.
- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Required Licences***

- Valid Driver's License for the Province/Territory

## **POSITION: DISTRICT CHIEF**

### ***Position Profile***

The District Chief is a supervisory, administrative, and technical emergency operations position. The incumbent performs complex emergency service and administrative work at a senior command level with responsibility for a broad range of administrative and technical activities and related work as required.

Key accountabilities of the role include:

- Directs and coordinates the operation of emergency service delivery, including the tactical methodology used in emergencies and other situations
- Responds to, operates in, or commands emergency incidents as required and/or assigned
- Coordinates post-incident operations as needed, including post-incident analysis.
- Oversees and participates in training, including emergency response, disaster planning and emergency management, fire prevention and education, among others;
- Provides oversight and coordination of scheduling, selection, evaluation and deployment of the department personnel
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Resolves difficult personnel issues. Provides supervision to shift captains as assigned.
- Reviews reports to ensure accuracy and completeness.
- Coordinates fire prevention inspection and pre-plan activities of the department.
- Maintains a working knowledge of fire codes, and ordinances.
- Assists in formulating long and short-range plans, policies and procedures, as needed.
- Performs inspections of all facilities, equipment and personnel, ensuring compliance with fire department and municipal policies, bylaws as well as federal and provincial legislation and regulations

### ***Educational Qualifications and Experience***

- Graduation from a secondary school with supplementary courses in administration, supervision and operations.
- Graduation from a Fire Protection Technology course would be an asset.
- Must have considerable supervisory experience of a progressively responsible nature and possess verbal and written communications skills.
- Extensive knowledge of operation and maintenance of apparatus and equipment and methods used in combating, extinguishing and preventing fires, medical first aid, rescue and extrication and responses to spills and leaks of hazardous materials; of relevant federal and provincial acts, regulations, and standards, municipal and departmental bylaws, policies and procedures; of

principles and practices in training; of building construction methods, fire and building codes and capable of reading building plans; of municipal water system and flow potentials;

- Capable of identifying hazardous materials, utilizing reference materials and identified resources in resolving spills and leaks of dangerous materials.

### ***Competencies***

#### ***Strategic Thinking***

- Directs multi-unit coordination responding to an emergency incident;
- Plans and directs the preparation of technical and administrative recommendations and reports;
- Demonstrates continuous improvement efforts to enhance service delivery;
- Provides quality judgment and advice based on analysis of comprehensive information in real-time to assist in planning the tactical response;
- Schedules and follows through projects until completion
- Teaches and learns from others

#### ***Engagement***

- Collaborates with other fire service members to ensure excellence in delivery of services;
- Creates effective working relationships with employees, other agencies and the public;
- Mobilizes people and resources sharing information with clarity and candour

#### ***Management Excellence***

- Change management – analyzes problems, identifies alternative solutions, consequences of proposed actions and implements recommendations in support of goals; coordinates multiple resources based on the magnitude and scale of an event; performs to meet objectives in stressful situation; modifies approach and behaviour according to specific situations.
- Financial and Asset management – develops and presents reports orally and in writing; ability to prepare and monitor budgets, fulfills financial and asset lifecycle obligations
- People management – Supports and provides staff development and training; plans, organizes, delegates and supervises assignments; assesses the effectiveness of training; participates in recruiting, prepares, technical, performance and progress reports; fulfills human resource management obligations including preparing shift schedules, placement, holiday schedules; evaluates the status of fire service equipment, apparatus and premises.
- Information management - manages information and records according to municipal and Departmental records management policies.

#### ***Values and Ethics***

- Service delivery with integrity and respect

- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Required Licences***

- Valid Driver's License for the Province/Territory

## **POSITION: CAPTAIN**

### ***Position Profile***

The Captain is responsible for administrative oversight of the station, assigned personnel, equipment, apparatus, and all activities pertaining to the assigned station. He or she exercises independent judgment and action in command at emergency response scenes for in-company personnel and apparatus. Essential to the daily operation of the fire service, the Captain's activities include, but are not limited to, planning, organizing, coordinating and directing the code inspection, training and development of staff, budget implementation, special operations, pre-incident planning, and facilities maintenance of the assigned station in accordance with municipal and department orders and procedures.

Key accountabilities of the role include:

- Functions as the incident commander at emergency incidents responsible for situation assessment, tactic and strategy development and implementation, and the deployment of personnel and equipment planning, organizing, coordinating and directing the emergency and non-emergency activities of a fire suppression staff, until relieved of command by a ranking officer.
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Supervises and accomplishes emergency operations objectives by directing resource deployment to meet demands of the incident.
- Directs the overhauling and security of premises post-incident.
- Directs and participates in inspection activities for a variety of facilities and buildings to ensure compliance with laws, codes and regulations related to fire safety;
- Investigates and prepares reports on fires, traffic accidents, emergency medical calls and other responses;
- Conducts performance evaluations of all direct reports and assessment of special training needs.
- Coordinates and schedules technical and other relevant training to meet needs of personnel and certification requirements.
- Coordinates, schedules, and directs equipment and apparatus maintenance activities.
- Held accountable for fire station repairs and manages the station budget for equipment, supplies, repairs, and specific program expenditures.
- Functional and administrative control for the following: protective clothing, high angle rescue, information services, fire prevention and inspection, training, heavy rescue, hazardous materials, hose replacement and inventory, wildland firefighting, medical supplies, station supplies, breathing apparatus maintenance, radio maintenance, and policies and procedures.
- Manages and records Public Education requests assigned to their station.

### ***Educational Qualifications and Experience***

- Graduation from a secondary school with considerable background experience as a firefighter.

- Successful completion of required training, related courses and departmental tests and standards established for this level of officer.
- Computer skills would be an asset.

### ***Competencies***

#### ***Strategic Thinking***

- Makes determinations regarding requests for additional personnel, equipment and resources.
- Prepares or directs the preparation of a variety of studies and reports pertaining to the fire prevention and inspection programs and develops specific plans and activities to meet the department's overall goals
- Monitors developments relevant to the fire service and develops recommendations to enhance the department's overall effectiveness and performance.
- Participates in departmental planning and programming, developing and implementing the department's public education and community outreach program;

#### ***Engagement***

- Represents the department in meetings, conferences and public events;
- Works with the public to explain or coordinate programs and to resolve fire inspection and/or prevention issues;
- Responds to and resolves citizens' fire prevention-related complaints; coordinates the activities of other City staff and outside agencies to achieve the City's fire prevention goals and objectives;
- Participates in the development and implementation of departmental policies, procedures and standards; coordinates and participates in special research projects involving the department's operations.

#### ***Management Excellence***

- Change management - communicates and ensures understanding of the department's policies and procedures;
- Financial and Asset Management – fulfills financial and asset lifecycle obligations
- People management - directs and performs a variety of staff support functions; plans, organizes, coordinates and directs station-specific activities; manages human resources including preparing performance feedback and assessments; planning, developing and implementing training and development; addressing discipline issues and maintaining documentation pertaining to employee performance, training and development; and participating in the selection and/or promotion process; inspects and ensures compliance with health and safety policies, procedures and practices;
- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Required Licences***

- Valid Driver's License for the Province/Territory, with the appropriate classification for all emergency response vehicles including air brake endorsement where applicable.
- Certification appropriate for the level of medical assistance provided.

## **POSITION: LIEUTENANT**

### ***Position Profile***

A Lieutenant is a skilled firefighting, rescue and emergency services position of a supervisory nature, assisting in, or independently directing the activities of a fire company on an assigned shift to protect life, property and the environment.

Lieutenants perform technical work in fire fighting, apparatus operations, emergency rescue, emergency medical services, fire prevention inspections and fire training activities. In addition, in the supervisory role, oversees the cleaning and maintenance of equipment and facilities, and maintains discipline and morale. The Lieutenant usually performs work on an assigned basis under the direction of a Captain. At a fire or other emergency situation, a Lieutenant is responsible to a ranking officer for effectively combating the fire and/or carrying out other emergency functions and may be in complete charge of operations or a section until relieved by a ranking officer.

Key accountabilities of the role include:

- Supervises fire suppression and medical emergency duties by evaluating situations, supervising and coordinating operations, ensuring personnel safety, ventilating structures, coordinating emergency incident responses, conducting overhaul operations to minimize smoke and fire damage, determining cause, may be working directly to suppress fires and respond to emergency medical calls.
- Manages personnel and station activities by assigning activities, preparing and providing training classes for station personnel, ordering supplies, maintaining and filing activity reports, preparing correspondence, conducting personnel evaluations, providing career development opportunities, and maintaining personnel records.
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Conducts other duties by performing building repairs and renovations, conducting commercial inspections, reporting inspection submissions, participating in public education fire prevention and smoke detector installation programs, acting as station captain when required, and overseeing vehicle and equipment maintenance.
- Assists a superior in supervising and directing equipment and apparatus maintenance and facilities maintenance activities, including the return of company equipment post-incident.

### ***Educational Qualifications and Experience***

- Graduation from a secondary school with considerable background experience as a firefighter.
- Successful completion of required training, related courses and departmental tests and standards established for this level of officer.
- Computer skills would be an asset.

## ***Competencies***

- Assists in making the determination regarding requests for additional personnel, equipment and resources based on methods and strategies to extinguish and prevent fires or to perform other rescue and emergency services.
- Recruits, supervises, trains, and evaluates staff.
- Interprets and explains fire department policies and procedures.
- Establishes and maintains effective working relationships with members of other civic departments, community groups, and the public.
- Applies principles and practices of supervising and training personnel.
- Assists superior throughout and/or performs fire ground and rescue operations - as a member of a shift or platoon, respond to emergency calls, lay and connect hose, hold nozzles and direct water streams, raise and climb ladders, use extinguishers and other equipment; ventilate buildings to release heat, smoke and gases and place salvage covers to prevent water damage.
- Assists superior throughout and/or performs emergency patient care and firefighter safety practices - remove persons from danger and administer first aid to injured persons; provide rescue in various forms and first responder actions to hazmat calls.
- Assists superior and/or operates and maintains fire apparatus and equipment (asset management): as assigned, drives and operates firefighting apparatus; performs varied maintenance tasks on apparatus, equipment and facilities when assigned to fire prevention work, under direction of an officer, and performs inspections and clerical duties as required.
- Participates in fire safety inspections: perform inspections and assessments related to fire prevention duties
- Extensive knowledge of: the operation of apparatus, equipment and methods used in combating, extinguishing and preventing fires and in rescue work; of emergency medical care, safety practices, and necessary actions for responses to leaks and spills of hazardous materials; of fire department policies, rules and regulations, of maintenance of equipment and department facilities; of building construction, wiring, hydraulics and the geography of the municipality

## ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

## ***Required Licences***

- Valid Driver's License for the Province/Territory, with the appropriate classification for all emergency response vehicles including air brake endorsement where applicable.
- Certification appropriate for the level of medical assistance provided

## **POSITION: FIREFIGHTER**

### ***Position Profile***

A firefighter is a skilled position responsible for safely and efficiently performing various duties under emergency conditions frequently involving considerable hazard. Work involves firefighting, rescue and other related emergency services, participating in programs for the prevention of fires and the saving of lives and property, and routine duties related to the maintenance of vehicles, equipment and facilities.

Key accountabilities of the role include:

- Performs all fire suppression duties necessary to save lives and property;
- Provide emergency medical response and aid;
- Performs rescue related duties related to motor vehicle accidents, confined space entrapment, water hazards, industrial accidents, incidents involving hazardous materials;
- Assisting paramedics and/or police during an incident co-response;
- Conducting fire inspections and delivering public education programs and services;
- Responsible for the maintenance of station facilities and upkeep of equipment and fire department assets;
- Responsible for upgrading and maintaining skills, knowledge, and physical requirements to perform duties safely.
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Graduation from a secondary school.
- Successful completion of all prescribed departmental training programs, courses and classification examinations.

### ***Firefighter Competencies***

- Perform fire ground and rescue operations in stressful situations - as a member of a shift or platoon, respond to emergency calls, lay and connect hose, hold nozzles and direct water streams, raise and climb ladders, use extinguishers and other equipment; ventilate buildings to release heat, smoke and gases and place salvage covers to prevent water damage.
- Perform emergency patient care and firefighter safety practices - remove persons from danger and administer first aid to injured persons; provide rescue in various forms and first responder actions to hazmat calls.
- Operates and maintains fire apparatus and equipment (asset management): as assigned, drive and operate firefighting apparatus; perform varied maintenance tasks on apparatus, equipment and

facilities when assigned to fire prevention work, under direction of an officer, perform inspections and clerical duties as required.

- Participates in fire safety inspections: perform inspections and assessments related to fire prevention duties
- Extensive knowledge of: the operation of apparatus, equipment and methods used in combating, extinguishing and preventing fires and in rescue work; of emergency medical care, safety practices, and necessary actions for responses to leaks and spills of hazardous materials; of fire department policies, rules and regulations, of maintenance of equipment and department facilities; of building construction, wiring, hydraulics and the geography of the municipality
- Mechanical aptitude.
- Ability to understand instructions and communicate, orally and in writing
- Ability to problem solve
- Excellent interpersonal and organizational skills
- Ability to work in a team

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory, with appropriate classification for all emergency response vehicles operated by the department with air brake endorsement where applicable.
- Certification appropriate for the level of medical assistance provided.

## **POSITION: TRAINING DIRECTOR**

### ***Position Profile***

Reporting to a Deputy Chief, the Training Director is responsible for the administration, reputation, and continuing growth of the training programs for staff at all levels. The Training Director is responsible to manage the day-to-day operations, oversee and manage the design, co-ordination, implementation and supervision of education-based instruction and evaluation systems.

Key accountabilities of the role include:

- Strategic planning and implementation, including identifying current and future training needs, developing and managing budgets, monitoring, forecasting and making adjustments (capital and operations).
- Oversee the day to day management of the Training Division/Programs, including Training Officers, organizational and service delivery problem solving, employee relations, performance management, and disciplinary matters.
- Responsible for the management and maintenance, including lifecycle management, of all training assets.
- Identify opportunities, develop business plans, market and promote program delivery for revenue generation through training service provision and managing projects.
- Design training programs, assessment and performance evaluation instruments and tools.
- Mentor and coach staff, new recruits, and potential clients in career development, including the evaluation and final assessment of new recruits in their first year of training and development.
- Liaise, and where appropriate, partner with internal and external agencies to identify emerging needs and/or to maximize training benefits, and represent the Fire Department at various fora and events;
- Collaborate with other Fire Department divisions in regards to their training requirements;
- Report regularly to the Fire Department leadership on the training program activities and budget;
- Evaluate training programs to ascertain quality of training and to ensure that training standards and safety audit requirements are met
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Post secondary education from a recognized educational institution, or an equivalent combination of education, experience and training combined with an in-depth understanding and experience in the fire service.
- Graduation from a Fire Protection Technology program is essential.

- Demonstrated track record for dealing with people, managing training needs of fire and emergency services, technical and leadership abilities with strong verbal and written communications skills.

## ***Competencies***

### ***Strategic Thinking***

- Develops and implements strategies and programs with solutions to meet current and emerging training needs
- Business Acumen: Knows how the functions of a fire and emergency services organization works and sound understanding of the interrelationships between training modules/program areas; knows the economic impact of business decisions. Analyzes the situation, makes decisions, and implements solutions.
- Ability to influence events and changes in the business/political environment, based on a sound understanding of the workings, structure and culture of the municipality, the training organization, and is able to achieve results.

### ***Engagement***

- Interpersonal: Able to work well with, manage, and influence people, policy, and change. Ability to adapt to change and demonstrate progress towards organizational goals.
- Provide feedback, information, opinions, observations, and conclusions that are understood and acted upon; proficient questioning skills;
- Strong ability to make presentations, orally and in written form.
- Superior relationship building, including establishing networks across a broad range of people and groups.
- Mastery of writing skills to communicate effectively and for good curriculum design.

### ***Technical***

- Applies adult learning principles and methods; and understanding individual differences in learning.
- Identifies competencies, including the knowledge and skill requirements of various jobs, tasks, and roles; integrating competencies into career development, succession planning, selection, current job descriptions, and compensation.
- Evaluation and assessment of learning - preparing clear statements which describe desired outcome, outputs, how success will be measured in the learning environment and on the job.
- Employs research and the use of Subject Matter Experts (SME) in the development of curriculum, and supporting material such as case studies and examples.
- Employs a broad range of ideas and practices, exploring new and innovative delivery methodologies;
- Recognizes and interprets, objectively, ability based on observed performance.

### ***Management Excellence***

- Change management – designs and guides divisional work plans and projects, and related resources, setting realistic but challenging goals, and timelines; maintains sound judgment and decision making in high pressure situations; shifts or adapts divisional workload to meet priorities.
- Financial and Asset Management – implements, manages, and monitors divisional plans, allocating resources transparently; fulfills obligations of financial accountabilities, including implementing recommendations from audits and lifecycle management of assets
- People Management – creates a culture of accountability and holds people accountable; develops a HR strategy for divisional success; demonstrated commitment to high standards related to occupational health and safety; fulfills human resource management accountabilities.
- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Conditions of Employment***

- Valid Provincial/Territorial Driver's License in the jurisdiction of employment

## **POSITION: TRAINING OFFICER**

### ***Position Profile***

Reporting to the Training Director, the Training Officer is responsible and accountable for performing functions and duties related to the planning, delivery, maintenance, and evaluation of education and training programs and specialty courses. The Training Officer assists in the design and development of programs and training aids.

Key accountabilities of the role include:

- Instructs fire service personnel in all phases of fire department operations; formulates standard methods, including pre-fire planning of instruction and evaluation; prepares training programs such as, but not limited to, firefighter, fire officer, fire inspector, fire investigator, public education and prevention, rescue and extrication, emergency first aid and responses to hazardous materials spills or leaks, industrial firefighter programs, as well as other specialty courses.
- Assists in maintaining equipment and learning aids; performs necessary duties to set-up, inspect, test and return to service all equipment and technical training devices used for classes and learning activities;
- Emphasizes health and safety throughout training and on the job.
- Liaises with members of the Fire Department to understand learning needs, and acts as industry liaison;
- Maintains complete records on all training conducted.
- Manages projects; works in close cooperation with all members of the Fire Services team
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Grade XII diploma or a recognized equivalent.
- Level II Firefighter - NFPA 1001, IFSAC or Pro Board Certified.
- Level I Instructor - NFPA 1041, IFSAC or Pro Board Certified.
- Level I Officer – NFPA 1021, IFSAC or Pro Board Certified.
- Minimum five years fire service experience as a firefighter.
- Excellent computer knowledge including proficiency with word processing, spreadsheet, and presentation software applications.

### ***Competencies***

#### ***Strategic Thinking***

- Develops and implements programs to meet current and emerging training needs

- Business Acumen: Knows how the functions of a fire and emergency services organization work and sound understanding of the interrelationships between training modules/program areas. Analyzes situations, makes decisions, and implements solutions.

### ***Engagement***

- Interpersonal: Able to work well with, manage, and influence others. Ability to adapt to change, maintain a positive attitude, and demonstrate progress towards organizational goals.
- Provide feedback, information, opinions, observations, and conclusions that are understood and acted upon; proficient questioning skills;
- Strong ability to make presentations, orally and in written form.
- Superior relationship building, including establishing networks across a broad range of people and groups.
- Writing skills to communicate effectively.

### ***Technical***

- Applies adult learning principles, techniques, and methods; and understanding individual differences in learning.
- Identifies competencies, including the knowledge and skill requirements of various jobs, tasks, and roles;
- Integrates competencies into preparation of lectures, demonstrations, and other learning activities or methods. Recognizes and, objectively, interprets recruit abilities based on observed performance.
- Evaluates and assesses learning, assisted by the preparation of clear statements which describe desired outcome, outputs, how success will be measured in the learning environment and on the job.
- Employs research and the use of Subject Matter Experts (SME) in the development of curriculum, and supporting material such as case studies and examples.
- Employs a broad range of ideas and practices, exploring new and innovative delivery methodologies;
- Possesses mechanical skills.

### ***Management Excellence***

- Change management – designs and guides work plans and projects, and related resources, setting realistic but challenging goals, and timelines; maintains sound judgment and decision making in high pressure situations; shifts or adapts divisional workload to meet priorities.
- Financial and Asset Management – develops, implements, and shares cost plans for various training components with Training Director; incorporates recommendations from safety audits; fulfills asset lifecycle management obligations.
- People Management – creates a culture of accountability and holds people accountable; demonstrated commitment to high standards related to occupational health and safety;

- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Conditions of Employment***

- Valid Driver's License in the province/territory of employment, with appropriate classification for emergency response vehicles operated with air brake endorsement where applicable.

## **POSITION: FIRE PREVENTION OFFICER**

### ***Position Profile***

Reporting to the Chief Inspector, the Fire Prevention Officer's responsibilities involve the safe and efficient provision and support of fire prevention programs and for the delivery of fire prevention programs, fire investigation and public fire safety education functions. It is a specialized technical and investigative position with enforcement accountabilities related to municipal, provincial, and federal fire prevention bylaws, legislation, regulation and codes.

Key accountabilities of the role include:

- Supervises staff who conduct routine inspections of buildings and properties as per Department policies and within delegated authority
- Provides Code enforcement follow-up, writes Orders and follows up to and including Court proceedings
- Conducts fire cause and injury investigations within delegated authority and completes reports/ records
- Conducts support activities to enhance inspection and public education activities of the fire department and provides fire safety education services for priority areas
- Conducts training for the department and outside agencies in fire prevention subjects and practices
- Responds to fire prevention inquiries and requests from the public
- Provides input into plans examinations in accordance with Fire and Building Codes
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Prepares and maintains accurate records, reports and correspondence as it pertains to assigned Fire Prevention activities
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Graduation from a secondary school or equivalent technical school including or supplemented by related technical courses. Basic firefighting training and experience would be an asset. Considerable experience as an inspector is required that includes:
- Extensive knowledge of fire prevention, inspection and investigation methods, procedures, bylaws, codes, acts and related regulations governing the work; knowledge of the fire department rules and regulations, policies and firefighting techniques; and extensive knowledge of building construction, wiring, heating systems, industrial processes including chemical reactions, and the dangers of flammable and combustible materials and liquids.

## ***Competencies***

### ***Strategic Thinking***

- Provides input into the short, medium, and long term planning of prevention activities and makes recommendations
- Conducts activities to enhance inspection and public education activities and provides fire safety education services for priority areas
- Researches Codes and companion documents to maintain proficiency
- Teaches and learns from others

### ***Engagement***

- Maximizes opportunities through relationships and networks related to fire prevention and public education organizations to achieve organizational objectives to influence outcomes
- Responds to fire prevention inquiries and requests from the public
- Works with others within the municipality and external stakeholders to achieve life safety and protection goals
- Promotes and stimulates interest and cooperation in fire prevention activities through public speaking, demonstrations and other methods

### ***Management Excellence***

- Change management – adjusts plans in relation to priorities; adopts and incorporates changes due to amendments in bylaws, legislation or regulations in policies, procedures and rules.
- Financial and Asset management – develops and monitors plans, fulfilling financial and asset management obligations
- People management - Ability to meet and deal effectively with property owners and other contacts in the community in seeking compliance with bylaws and codes to eliminate fire hazards and prevent fires; demonstrated commitment to learning and development for self and employees; implements HR strategies; fulfills human resources accountabilities, including conducting performance evaluations.
- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### *Required Licences*

- Valid Driver's License for the Province/Territory

## **POSITION: FIRE PREVENTION INSPECTOR**

### ***Position Profile***

Reporting to the Chief Inspector, the Fire Prevention Inspector's responsibilities involve the safe and efficient provision and support of fire prevention programs and for the delivery of fire prevention programs, fire investigation and public fire safety education functions. It is a specialized technical and investigative position with enforcement accountabilities related to municipal, provincial, and federal fire prevention bylaws, legislation, regulation and codes.

Key accountabilities of the role include:

- Conducts routine inspections of buildings and properties as per Department policies and within delegated authority
- Provides Code enforcement follow-up, writes Orders and follows up to and including Court proceedings
- Conducts fire cause and injury investigations within delegated authority and completes reports/ records
- Assists in delivering support activities to enhance inspection and public education activities of the fire department and provides fire safety education services for priority areas
- Assists in delivering training for the department and outside agencies in fire prevention subjects and practices
- Responds to fire prevention inquiries and requests from the public
- Provides input into plans examinations in accordance with Fire and Building Codes
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Prepares and maintains accurate records, reports and correspondence as it pertains to assigned Fire Prevention activities

### ***Educational Qualifications and Experience***

- Graduation from a secondary school or equivalent technical school including or supplemented by related technical courses. Basic firefighting training and experience would be an asset.
- Knowledge of fire prevention, inspection and investigation methods, procedures, bylaws, codes, acts and related regulations governing the work; of the fire department rules and regulations, policies and firefighting techniques; and of building construction, wiring, heating systems, industrial processes including chemical reactions, and the dangers of flammable and combustible materials and liquids.

## ***Competencies***

### ***Strategic Thinking***

- Conducts activities to enhance inspection and public education activities and provides fire safety education services for priority areas
- Researches Codes and companion documents to maintain proficiency
- Teaches and learns from others

### ***Engagement***

- Maximizes opportunities through relationships and networks related to fire prevention and public education organizations to achieve organizational objectives
- Responds to fire prevention inquiries and requests from the public
- Works with others within the municipality and external stakeholders to achieve objectives related to prevention activities

### ***Management Excellence***

- Change management – adopts and incorporates changes in inspections due to amendments in bylaws, legislation or regulations in policies, procedures and rules.
- Asset management – maintains Departmental assets according to policies
- People management - Ability to meet and deal effectively with property owners and other contacts in the community in seeking compliance with bylaws and codes to eliminate fire hazards and prevent fires; demonstrated commitment to learning and development.
- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory

## **POSITION: PLANS EXAMINER, FIRE PREVENTION**

### ***Position Profile***

Reporting to the Chief Inspector, the Plans Examiner's responsibilities involve the review and acceptance of plans and specifications for compliance with the applicable Building and Fire Codes, Municipal Bylaws and other fire safety standards. It is a specialized technical position advising Fire Prevention officers regarding compliance with fire safety standards, bylaws, legislation, regulation and codes.

Key accountabilities of the role include:

- Reviews fire protection plans and related documentation for new and existing buildings for compliance with applicable codes and ordinances. Approves or denies plans as appropriate, and advises applicant of needed revisions.
- Liaise with other municipal personnel in the issuance of building permits;
- Provides oral and written responses to inquires from construction industry professionals and building owners concerning plan check procedures, code requirements and code interpretations;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Prepares and maintains accurate records of plan review activities, reports and correspondence as it pertains to assigned Fire Prevention activities

### ***Educational Qualifications and Experience***

- Graduation from a secondary school (advanced level) and a graduate of a post secondary institution such as a technical or community college and be a member of an Association of Certified Engineering Technicians and Technologists. Not less than five years related experience; preferably in the design and construction of fire protection systems in buildings.
- Knowledge of Building and Fire Codes, Municipal Bylaws and Provincial or Territorial Acts or Regulations related to fire prevention; of the technical aspects of alarm, detection and voice communications systems, elevators, sprinkler systems, fire pumps, hazardous materials, emergency power systems and other factors related to fire protection; and of construction methods and options in providing fire protection, life safety and property conservation including the purpose of life safety studies.

### ***Competencies***

#### ***Strategic Thinking***

- Conducts reviews of plans of varying complexity, communicating fire protection requirements to clients/customers
- Maintains a comprehensive, current knowledge of applicable codes, regulations, and standards; reviews new codes and changes to existing codes; maintains an awareness of new methods,

materials, trends and advances in the profession; reads professional literature; maintains professional affiliations; attends seminars, workshops, and training sessions as appropriate

- Teaches and learns from others

### ***Engagement***

- A high level of interpersonal skills and the ability to effectively problem solve with others in a team environment.
- Works with staff from other divisions and departments involved in the plan review, permitting, and inspection process.
- Works with individuals outside the municipality who may belong to professional or peer organizations. Holds meetings and discussions with customers and the general public.

### ***Management Excellence***

- Change management – adopts and incorporates amendments into review process
- Asset management – maintains Departmental assets according to policies
- People management - Ability to meet and deal effectively with others seeking compliance with bylaws and codes to eliminate fire hazards and prevent fires; demonstrated commitment to learning and development.
- Information management - manages information and records according to municipal and Departmental records management policies.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory

## **POSITION: BUILDING AND MAINTENANCE SUPERVISOR**

### ***Position Profile***

The Building and Maintenance Supervisor is a skilled technical and supervisory position with maintenance responsibilities of buildings, related systems, furnishings and equipment including specific firefighting equipment not normally maintained or serviced by the automotive mechanical division. This supervisor exercises a high degree of independent judgment and action in the technical aspects of the work.

Key accountabilities of the role include:

- Directs assigned staff in the maintenance of facilities, systems, furnishings and specific firefighting equipment including all electrical generators, lights, cords and tools operating at 115 volts or higher;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.
- Develops and monitors preventative maintenance programs and records activities, tests and repairs;
- Arranges and provides materials and services required for normal operational maintenance by in service station crews;
- Conducts repairs or installs replacements for plumbing, heating, electrical and air conditioning systems;
- Arranges emergency services to have facilities operational on a continuous basis;
- Arranges contracts for major repairs and replacements;
- Maintains air compressor and air purification systems;
- Prepares reports on maintenance requirements for buildings and equipment; estimates and specifications for alterations, additions or repairs;
- Prepares annual divisional budget estimates;
- Performs other related duties as assigned.

### ***Educational Qualifications and Experience***

- Secondary or technical school graduation and possess and maintain trade certification in more than one of the disciplines required in facility maintenance. A Construction and Maintenance Electrician's license is required.
- Must have ten years practical experience in building construction and building maintenance at an advanced level.
- Extensive knowledge at an advanced level of construction methods, installed systems and the maintenance of facilities; of the operation and repairs of all electrical powered firefighting equipment; of all safety devices, procedures, precautions, regulations and inspections required for this work; and proven skills in mechanical repairs to electrical, plumbing, ventilation, heating and air conditioning systems.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory
- Construction and Maintenance Electrician License

## **POSITION: BUILDING AND EQUIPMENT MAINTENANCE MECHANIC**

### ***Position Profile***

Reporting to the Maintenance Supervisor, the Building and Equipment Maintenance Mechanic is a skilled technical position having general duties directed to the maintenance of buildings, furnishings, related systems, specific firefighting equipment and air compressors including air purification systems.

Key accountabilities of the role include:

- Monitors, inspects, maintains and independently installs equipment and makes repairs to facilities and mechanical devices including, but not limited to, electrical systems, heating systems, ventilation and air conditioning systems.
- Checks and repairs all electric powered firefighting equipment and tools operating at 115 volts or greater and other specific equipment.
- Conducts minor carpentry and painting projects.
- Shares in the provision of emergency services to have facilities operational on a continuous basis.
- Performs other related duties as assigned.
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Secondary or technical school graduation and possess and maintain at least one certification of trade qualification diploma including Construction and Maintenance Electrician. Other trade certificates in any of the following trades would be an asset —Heating, Air Conditioning, Plumbing, Carpentry or Millwright.
- Incumbent must have at least five years trade experience in building maintenance, with extensive knowledge of construction methods, installed systems and the maintenance of facilities; of safe practices, standards, methods, materials, tools and equipment used in the construction, mechanical and maintenance trades; and proven mechanical aptitude and skills.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory
- Construction and Maintenance Electrician License

## **POSITION: HEAD MECHANIC**

### ***Position Profile***

The Head Mechanic is a skilled technical and supervisory position with responsibilities directed to the supervision and operation of the Mechanical Division. Exercising a high degree of independent judgment, the Head Mechanic is required to schedule and coordinate work assignments to provide general and emergency repairs and preventative maintenance on vehicles and related equipment in meeting operational and safety standards.

Key accountabilities of the role include:

- Prepares and maintains a records system detailing repairs, service frequency, emergency repairs and costs
- Repairs or arranges for the correction of mechanical problems on all vehicles and related equipment operated by the department.
- Attends major emergencies to ensure proper functioning of vehicles and related equipment.
- Performs or arranges for the rehabilitation or upgrading of existing apparatus.
- Answers emergency calls to repair faulty equipment as required.
- Prepares new vehicles for assignment.
- Maintains records and a filing system on all work performed on vehicles and equipment.
- Prepares specifications or reports as required for new vehicles, related equipment or rehabilitation programs.
- Prepares annual divisional budget estimates.
- Performs all other related duties as assigned
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Secondary school or technical school graduation and possess and maintain trade certification in the mechanical trade with at least ten years practical trade experience.
- Previous experience in the repair of fire vehicles and specialized courses including supervisory practices would be an asset.
- Comprehensive knowledge of fire pump, primers, pressure control devices, aerial ladder operating systems, hydraulic systems and other related fire equipment.
- Extensive knowledge of the standard practices, methods, materials, tools and equipment used in the automotive and heavy vehicle mechanical trade, particularly relating to firefighting equipment, vehicles and apparatus.
- Thorough knowledge of necessary safety procedures, precautions and regulations affecting this work.

- Proven skills in performing a wide range of skilled mechanical and related work.

### ***Competencies***

- Instructs and trains drivers and operators of specialized and complex vehicles as required.
- Prepares and maintains required records and reports relating to the maintenance and repair of vehicles and related equipment.
- Establishes and maintains effective working relationships with assigned staff and others that are served by this division.
- Skilled in the use and care of tools and equipment used in the trade.
- Superior mechanical aptitude.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory, with appropriate classification for all emergency response vehicles operated by the department with air brake endorsement where applicable.
- Class "A" Mechanic certificate, with diesel motor and air brake attachments, where applicable.

## **POSITION: MECHANIC**

### ***Position Profile***

The Mechanic is a skilled journeyman level position with responsibilities for the effective technical operation of the Department's Mechanical Division. Exercising a high degree of independent judgment, and action on all technical aspects of the work, the Mechanic ensures that firefighting vehicles, apparatus and equipment are repaired, maintained, serviced and overhauled to meet operational requirements and standards.

Key accountabilities of the role include:

- Independently performs skilled mechanical overhaul, repair, servicing and maintenance work on a variety of firefighting and related vehicles, equipment and apparatus.
- Prepares and maintains records and reports related to work operations and orders and maintains equipment, parts and other stock.
- Attends major fires to ensure proper functioning of equipment and answers emergency calls to repair equipment as required.
- Instructs, trains and tests fire truck drivers for the appropriate driving license requirements.
- Provides operational cost information for budget purposes as required.
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Secondary school or technical school graduation and possess and maintain trade certification in the mechanical trade with at least five years experience in heavy equipment.
- Thorough knowledge of the standard practices, methods, materials, tools and equipment used in the automotive and heavy duty mechanical trade as it relates to firefighting equipment, vehicles and apparatus; of the hazards and proper safety precautions and regulations related to the work.

### ***Competencies***

- Performs a variety of skilled mechanical and related work in overhauling, repairing, servicing and maintaining firefighting equipment, vehicles and apparatus with economy and efficiency in the use of time, equipment and materials.
- Schedules and performs mechanical shop and field operations.
- Instructs, trains and tests drivers on specified vehicle operational requirements.
- Prepares and maintains operational records and assists in the preparation of estimates on costs for budget purposes,
- Operate all firefighting equipment to ensure proper functioning of same.
- Establishes and maintains effective working relationships with staff, superiors and outside contacts.

- Skilled in the use and care of all tools and equipment used in the trade.
- Extensive mechanical aptitude.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory, with appropriate classification for emergency response vehicles operated with air brake endorsement, where applicable.
- Class "A" Mechanic certificate with diesel motor and air brake attachments, where applicable.

## **POSITION: COMMUNICATIONS SUPERVISOR**

### ***Position Profile***

Reporting directly to a senior officer, the Communications Supervisor manages the department's communications and public information services. The Supervisor manages communications internal to the Department such as the newsletter, website, as well as external communications and published reports as well as media relations.

Key accountabilities of the role include:

- Manages communications projects as assigned, such as the annual report, corporate events, social media campaigns, public education campaigns, and Departmental communications, including newsletters, presentations and speech writing
- Works with stakeholders in identifying areas that can help with education issues, when required
- Reviews and edits content, assists team members with project and workload planning; and mentors and develops staff
- Oversees the communication, public information, internet and audio/visual needs of the department.
- Manages media relations activities, including providing advice to senior leadership, building and maintaining productive relationships with key members of the media, and developing and distributing media releases and advisories
- Assists the fire department in planning, delivering and monitoring the Fire Department's communications programs;
- Works with colleagues across the municipality to help coordinate initiatives. Duties may also include providing or coordinating media relations, and being as spokesperson for the Department.
- Manages the day-to-day planning and supervision of communications activities such as coordinating and monitoring staff activities, ensuring that Department and municipal standards are met and that products meet client needs, managing human and financial resources.
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Excellent problem solving, consulting, writing and editing skills;
- Proven ability to effectively plan and deliver strategic communications programs and advice;
- Strong interpersonal and time management skills;
- Previous management or leadership experience is preferred.
- Progressively responsible communications experience and a related university degree or diploma in communications, public relations, journalism, broadcasting or English or an equivalent combination of related education and experience.

### ***Competencies***

- Establishes and maintains effective working relationships with staff and others clients.
- Communicates, orally and in writing, with the public and staff.
- Provides communications, tactical support and day-to-day writing support for communications programs and products in alignment with Departmental and municipal goals and objectives.
- Oversees the development, tracking and reporting on metrics for communications programs.
- Maintains the crisis communications plan and participates as needed with the crisis communications response team.
- Coordinates public relations requests and implements departmental communications projects.
- Monitors internal and external media reports, requests, questions and feedback.
- Serves as media monitoring contact and review/distribute news from monitoring service.
- Maintains Departmental brand and style guidelines.
- Responsible for content, communication and documentation of communications standards, policies and procedures.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory

## POSITION: COMMUNICATIONS OFFICER

### *Position Profile*

Under the direction of the Communications Supervisor, the Communications Officer provides communications support for a number of department-led projects and initiatives. Activities will potentially require communications support with citizens, external and internal stakeholders as well as fire department personnel.

Responsibilities include:

- Create, edit, manage, review and approve content to municipal content standards and policies
- Handle resource coordination, information gathering, writing and editing for a variety of mediums and audiences, including project materials, intranet and Web content, social media, mobile, presentations and communication materials (bulletins, newsletters, reports).
- Support the delivery of strategic communications plans.
- Use communications data collection and measure effectiveness of the communications efforts.
- Assist in monitoring progress of communications to ensure results are delivered on time and integrated with other initiatives.
- Coordinate, update, and provide communications reports.
- Project management and client relations.
- Provides communications and day-to-day writing support for communications programs and products in alignment with Departmental and municipal goals and objectives.
- Develop and implement communication strategies for both internal and external projects and initiatives, incorporating tools and tactics such as stakeholder engagement opportunities, website development, communications collateral, traditional and social media relations and marketing.
- Work with the communications leader and other communicators to provide strategic communications counsel to client management teams (director, managers and supervisors) on initiatives and issues relating to the clients' operations.
- Assist with issue communications and media relations by coaching clients and preparing communication materials such as backgrounders and FAQs.
- Work with digital communications staff to leverage emerging digital technologies and social media; and client groups to promote their services, programs and projects on the web (intranet and internet).
- Develop and execute communications and marketing plans for events.
- Provide support to the communication leader and contribute to other communication projects and resources as required.
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- The successful applicant must possess a diploma (equivalent to two to three years of full-time study) in Communications, Journalism, Public Relations, Business or a related field with a minimum of three years related experience. Preference may be given to those who possess a degree.
- Intermediate proficiency in Microsoft Office (Word, Excel, Outlook and PowerPoint) is required. Experience with social media applications, technical knowledge and competency in HTML and the use of content management systems would be considered assets.
- Success in this position requires strong professional writing/editing abilities, communication, interpersonal, organizational and team skills.
- Must have an excellent understanding of business practices and stakeholder/public relations.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

## **POSITION: DISPATCHER**

### ***Position Profile***

The Dispatcher is an integral component in determining and coordinating the dispatch of appropriate emergency units based on assessments of situations. Due to the nature of the work environment which is busy, active and constantly changing, emergency services workers must be able to rely on the Dispatcher's ability to quickly and accurately analyze and interpret information provided by the public, often from people who may be experiencing highly emotional and hazardous situations. The Dispatcher is trained to make time-sensitive decisions based on following policies, procedures and protocols.

Accountabilities of the role include:

- Receives incoming calls on the emergency 9-1-1 line and initiates the appropriate police, ambulance or fire emergency response
- Receives incoming calls of a non-emergency nature from the public
- Operates various computerized communication equipment to receive, assess and relay information from the public to appropriate emergency responder in a courteous, accurate and expedient manner
- Dispatches and responds to requests, making quick, logical decisions in high-pressure situations;
- Maintains radio contact with emergency responders enroute to a situation;
- Organizes and prioritizes calls for emergency services;
- Operates a wide variety of communications systems which include multi-channel radio systems with repeaters, computer aided dispatch systems, record management systems;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Successful completion of Grade 12 education or an approved equivalent
- Successful completion of a variety of tests which may consist of typing, memory retention, written and situation simulator
- Extensive experience with computers
- Excellent oral and written communication skills to perform in stressful situations
- Completion of emergency telecommunications course would be an asset.

### ***Competencies***

#### ***Analytical Thinking***

- Demonstrates cognitive ability and critical thinking, sound judgment and decision making;
- Systematically identifies patterns or connections between situations, person or events;

- Identifies key elements in complex situations.
- Adapts easily to new technological and computerized systems;

### ***Communication***

- Effectively and professionally communicates to obtain and disseminate information, to enable an effective response to emergencies and crisis situations, and in a manner that is responsive to others' concerns, motivation, feelings and behaviours;
- Demonstrates verbal and written communication skills needed to express self and present information clearly and accurately.

### ***Listening, Understanding and Responding***

- Accurately listens, understands and responds appropriately and effectively when interacting with individuals and groups;
- Remains in control, composed and organized under pressure or in high stress situations;

### ***Teamwork***

- Demonstrates a personal commitment to the teamwork concept which includes developing strong working relationships, sharing accountability and responsibility for the completion of tasks, multi-tasking, and coordinating activities across teams to promote effectiveness; and ability to handle the flexibility of shift work.

### ***Other***

- Ability to sit for long periods of time;
- Ability to work on own initiative; and
- Highly self-motivated.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

## POSITION: COMPUTER-AIDED DISPATCH (CAD) IT TECHNICIAN

### *Position Profile*

Under the direction of a Supervisor this technician supports emergency operations by maintaining a communications network, directing program development, maintenance, and enhancements to the Department's computer systems, along with the development and maintenance of the street map system. The technician assesses systems-related emergency communications to assist in future planning for the department's needs.

Key accountabilities in this role include:

- Supports emergency operations that receives and dispatches calls for assistance by maintaining a communications network and providing detailed response information for responding fire companies;
- Plans and implements new programs and equipment as directed; keeps an inventory of all equipment and programs.
- Project Planning: Evaluates potential solutions and submits recommendations for application enhancements; throughout projects, coordinates in-house IT projects meeting materials, schedules, plans, task distributions and minutes;
- Operates and manages Computer Aided Dispatch System, including controlling, maintaining, and supporting access to the CAD application, and its configuration and support tables, updating systems maps and premise history/geographic information system data;
- Provides CAD application functional support;
- Ensures information routed via the CAD system to appropriately notify and deploy emergency services resources correctly and in accordance with established procedures;
- Provides administration of Training and Documentation Materials by tracking application fixes, changes and maintenance of documentation and/or training materials and manuals;
- Reviews and recommends changes to the operating guidelines to the supervisor;
- Analyzes communications operations to make recommendations for improvements, as required;
- May assist with the notification and communication procedures in accordance with a Municipal Emergency Plan;
- Recommends material for the testing of candidates;
- Accountable to complete routine maintenance and testing of communications and alarm equipment to ensure correct operations;
- Assists in the coordination of training activities;
- Completes necessary forms, schedules and reports pertaining to the operation and activities;
- Makes presentations to management to support the CAD operational needs
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Operational Support:***

- Reviews and implements the release notes for main applications upgrades, interprets and communicates impact to the affected business;
- Provides application functional support;
- Participates in multi-functional project teams, as needed;
- Participates in planning and supporting the coordination and implementation of CAD projects, including maintaining accurate records of work completed;
- Collaborates with management and staff in developing project plans including: specifications, scope, tasks, methodology, schedules, communication, and evaluation processes;
- Liaises and communicates with all organizational levels to gather information, clarify business requirements, explains status of CAD operations and provides information;
- Assembles, analyzes and interprets operation, statistical and other relevant data, producing statistical reports for distribution, as required;
- Writes draft reports and documents reflecting research and analysis of information to prepare correspondence or reports;
- Communicates progress, problems and issues related to assignments and projects and recommends options for resolution.
- Documents procedures in consultation with staff and identifies requirements for change in procedures/work methods or the automation of processes to facilitate improved efficiencies in current practices;
- Ensures the records management systems within CAD system are accurate and current;
- Responsible for entering, testing, reviewing and editing all data in the system;
- Documents and tracks changes related to vehicle, station, equipment location and response areas and functions;
- Proofreads spread sheets and electronic data;
- Assists with all facets of CAD, pager, radio, station alerting operation and interfaces;
- Completes systems work in accordance with departmental policies;
- Attends meetings as required;
- Offers insight into the daily operational needs of CAD operations;
- Ensures that vehicles are accurately tracked and reported when in and out of service;
- Performs other duties, which are unplanned, or have a transient nature and are consistent with the above job summary and duties.

### ***Educational Qualifications and Experience***

- Graduation from a secondary school supplemented by a graduation diploma or certificate in Electronics or Computer Science.
- A university degree in Computer Science would be a definite asset, with at least five years related experience in system installation, operations or maintenance is essential.

- Knowledge of the operation of an emergency communications centre.
- Problem solving ability, with strong interpersonal skills;
- Proven verbal and written communications skills, with attention to detail.
- Ability to deal effectively with people at all levels.
- Previous experience in conflict resolution or crisis management is an asset.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices

### ***Required Licences***

- Valid Driver's License for the Province/Territory

## POSITION: SAFETY OFFICER

The Safety Officer works with the Incident Commander throughout emergency incident operations providing advice on all matters related to operational safety, including health and safety of emergency responder personnel. The Incident Commander has the overall responsibility for the safety of responders, and the Safety Officer is responsible to the Incident Commander for the systems and procedures necessary to ensure ongoing assessment of hazardous environments, including the incident safety plan, coordination of multiagency safety efforts, and implementation of measures to promote emergency responder safety as well as general safety of incident operations. An integral component of the Incident Command, the Safety Officer anticipates risks to successfully handle incidents involving fire suppression, emergency medical, hazardous materials, technical rescue, wildland fire, and other disasters.

Key accountabilities of the role include:

- Identifies and assesses on-scene hazards, including construction type, structure features, vehicular traffic, and fire conditions, to enable the Incident Commander to develop a safe and appropriate plan to respond to the emergency;
- Proactively monitors the scene for changing conditions and anticipates escalating risks or unsafe conditions, keeping the Incident Commander and crews informed;
- Monitors radio traffic to ensure communications barriers that could affect responder safety are readily identified and addressed;
- Makes recommendations to minimize risks;
- Evaluates whether the tactics employed are effective, and identifies when they are not;
- Ensures the establishment of a rehabilitation component, including crew rotation, medical evaluation and treatment, food and fluid replenishment, and relief from extreme climatic conditions, as appropriate for the incident;
- Activates the critical incident stress management practices when needed;
- Exercises sound judgment and decision making based on recognition of cues at an emergency incident to stop or prevent unsafe acts;
- Under established authority, alters, suspends, or terminates unsafe tactics, or terminates tactics when dangerous or life threatening operations are imminent;
- Assists in establishing safety standards for the department;
- Contributes to the development of incident action plans, addressing life safety matters for the public and for responders;
- Develops scene-specific risk management efforts and plans;
- Participates in post-incident analysis report preparation, identifying any safety concerns observed, preparing information about the incident from an occupational safety and health perspective;
- Partners in the development and delivery of effective safety programs, based on needs identified at incident scenes;
- Communicates on-scene and documents safe and unsafe acts, corrective actions taken on the scene, accidents or injuries, to improve safety on future incidents;

- Initiates an accident investigation as required by departmental policies and procedures when members become ill or are injured on scene;
- Maintains records in accordance with standards, policies, regulations and legislation;
- Responsible and accountable for knowing and working in accordance with the department's health and safety policies; and working in such a way as not to endanger himself/herself, fellow employees or the public.

### ***Educational Qualifications and Experience***

- Graduation from a secondary school with considerable background experience as a firefighter.
- Extensive experience and knowledge regarding risks and safety approaches for a range of incidents.
- Successful completion of required training, related courses and departmental tests and standards established for this level of officer.

### ***Competencies***

- Demonstrates cognitive ability, critical thinking, sound judgment and decision making;
- Systematically identifies patterns or connections between situations, persons or events;
- Identifies key elements in complex situations.
- Effectively and professionally communicates to obtain and disseminate information, to enable an effective response to emergencies and crisis situations
- Demonstrates verbal and written communication skills needed to express self and present information clearly and accurately.
- Accurately listens, understands and responds appropriately and effectively when interacting with individuals and groups;
- Remains in control, composed and organized under pressure or in high stress situations;
- Provides feedback, information, observations, and conclusions that are understood and acted upon;
- Provides risk management advice to develop and implement incident action plans and training modules.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

### ***Required Licences***

- Valid Driver's License for the Province/Territory, with the appropriate classification for all emergency response vehicles including air brake endorsement where applicable.
- Certification appropriate for the level of medical assistance provided

## POSITION: ASSET/LOGISTICS MANAGER

### *Position Profile*

The Asset Manager delivers and sustains the asset management program for all assets across the organization to ensure compliance with asset management policies, legislative requirements, and best practices. The incumbent is responsible for business analysis and strategic planning, asset management and investment strategy, tangible capital asset management and reporting, financial reporting, asset management policy, lifecycle costing, performance measurement and asset risk management.

Key accountabilities of the role include:

- Develop and oversee the implementation of the asset management system, including the establishment of departmental policies and procedures;
- Develop and maintain the strategic and annual asset management plans aligned with the departmental strategy and budget, and in consultation with key stakeholders;
- Prepare a business plan for the life cycle of assets, including; an analysis of pricing options utilising life cycle cost, and recommendations on the most appropriate asset solution;
- Develop and maintain asset registers and lease registers, including acquisitions, maintenance management, transfers and valuations;
- Develop asset needs assessment, acquisition management, operational and disposal plans;
- Execute and monitor the implementation of the asset acquisition, maintenance and disposal plans;
- Develop, implement and monitor service level agreements;
- Plan and execute the asset verification, investigate and report on variances, make necessary recommendations to resolve discrepancies, and update the asset register;
- Verify the spatial plans to the physical asset and update with changes, for example; renewals and enhancements;
- Develop, implement and manage mechanisms to safeguard assets;
- Prepare a (monthly) reconciliation with supporting schedules of the asset registers to the relevant accounting records, and resolve uncleared items;
- Report on asset management information as required to internal and external stakeholders to meet compliance with legislative requirements;
- Manage valuations for immovable, tangible capital assets and update the asset register;
- Establish and execute a performance measurement system to evaluate the effective utilization of assets;
- Utilise Departmental financial management system to capture accounting transactions, control the general ledger, perform financial administration and prepare financial reports, as required;
- Utilise Departmental asset inventory management system for provisioning, procurement, stock control and reporting;
- Utilise Departmental information management system for monitoring and reporting of revenue, expenditure, assets and liabilities.

### ***Educational Qualifications and Experience***

- A secondary school diploma, supplemented with a post secondary degree in a related discipline (Commerce, Business, Economics) with several years of experience in industry asset management best practices, finance/budget planning, performance measurement. Project management experience would be an asset.

### ***Competencies***

#### ***Strategic Thinking***

- Leads, the development, implementation, and operation of a department-wide asset management program including life cycle cost analysis, asset management planning framework, and the processes and tools to sustain it;
- Provides asset management advice to managers across the organization to implement asset management best practices;
- Participates in the assessment and development of a capital planning and prioritization framework to facilitate asset management decision making and process improvements;
- Monitors and evaluates compliance with policies, legislation, and other requirements, promoting the costs and benefits of compliance;
- Creates implementation plans for various divisions to assist in the adoption of asset management best practices;
- Teaches and learns from others

#### ***Engagement***

- Investigates and implements partnership opportunities related to capital initiatives;
- Coordinates and facilitates stakeholder engagement in the development of asset strategies and business planning;
- Provides support to stakeholders in the analysis and interpretation of asset data and adherence to policies and procedures;
- Works with others within the municipality and across the organization to identify process improvement and standards

#### ***Management Excellence***

- Change management – adopts and incorporates amendments in bylaws, legislation or regulations changes related to asset management practices to ensure compliance; introduce and coach new concepts, principles, and methodologies of asset management to leaders.
- Financial and Asset management – develops and monitors strategies, frameworks, and plans, fulfilling financial and asset management obligations
- People management – recruits and manages a team, fulfills human resource management obligations.

- Information management - manages information and records according to municipal and Departmental records management policies and reporting requirements for asset management.

### ***Values and Ethics***

- Service delivery with integrity and respect
- Demonstrates and promotes professionalism and integrates values and ethics in personal behaviour and Fire Department practices
- Addresses breaches in values, ethics, and conduct

## OFFICER PROTOCOL AND DEPARTMENT

The contents of this section are to be a guide to all officers. The Fire Department's members, as part of a larger public service organization, are required to comply with the policies, and codes of conduct and ethics adopted by its Council or municipality. It is the responsibility of every member to read, become familiar with, and comply with documents governing employee conduct.

To promote a Fire Department's standards of professional conduct, some Fire Departments adopt specific Codes of Conduct, rules and regulations, as well as standard operating policies and procedures to enhance corporate policies. Professionalism is the quality which drives a person's appearance, personal and professional interactions, and plays an important role in how one is perceived by others. Professional behaviour is demonstrated through the value one places on others and how that knowledge is applied.

Firefighters hold a unique position of trust, often helping those in need, and contributing to the community by performing various functions, including fighting fires, rescue operations, handling hazardous materials, providing medical care for emergencies and motor vehicle accidents, and delivering other community education services. Because the Canadian Fire Service has earned the confidence of the public, the uniform commands instant recognition as a result of the service and responsibilities accepted by the person who wears it. In turn, members hold a responsibility to ensure their appearance and department are worthy of the respect that the uniform garners.

Honesty, integrity and ethics are the cornerstones of the Canadian Fire Service. Fire service members hold in confidence and respect the feelings, privacy, and rights of others, including those served at emergency incidents. As a result, a high level of professionalism and a positive attitude, on and off the job, while demonstrating accountability reflects upon the entire fire service.

### General Conduct

Protocol, which has evolved over time, is the combination of good manners and common sense allowing for effective communications among uniformed personnel.

It is expected that, whether on or off duty, members shall conduct themselves in a manner that will not discredit themselves or the Fire Department. The reputation of the Fire Department is of utmost importance.

In off-duty situations, unless a clear emergency exists, it is unacceptable for a member to represent themselves as a member of the Fire Department. The public seldom makes the distinction between the Fire Department as an organization and the Fire Department member. Therefore, personal activities, including messages communicated verbally, in writing, or expressed on personal devices or social media must not attract public attention that is or could be perceived or inferred to be official sponsorship, approval or endorsement for a particular cause or direction. On matters of Departmental policy, it is expected that all members will exercise their best judgment and take the appropriate action to encourage public respect and confidence. Fire Departments are advised to develop a policy that outlines the right of an individual, as a member of the Canadian democratic community, to speak freely and without inhibition on important public issues and the duty of an individual, as a fire service member, to fulfill properly the assigned functions as an employee.

## Chain of Command and Abuse of Power

All members of the Canadian Fire Service observe the chain of command protocols as a normal course of action for their activities. The chain of command is the line of authority and responsibility along which orders are passed within a unit and between different units. Orders are transmitted down the chain of command, from a higher rank to lower ranked personnel who either execute the order personally or transmit it down the chain as appropriate, until it is received by those expected to execute it. The chain of command is based on respect and the power structure.

A strong, ethical tone is set at the top. However, officers and service members alike need to remain cognizant of the range of behaviours that constitute abuse of authority or power. Abuse of authority (Principles of Administrative Law, Toronto: Thomson Carswell, 2004) includes the following:

- When one exercises discretion with an improper intention in mind (including acting for an unauthorized purpose, in bad faith, or on irrelevant considerations);
- When one acts on inadequate material or information (including where there is no evidence or without considering relevant matters);
- When there is an improper result (including unreasonable, discriminatory, or retroactive administrative actions);
- When one exercises discretion on an erroneous view of the law; and
- When one refuses to exercise discretion by adopting a policy which fetters the ability to consider individual cases with an open mind.

Exercising due diligence is a fundamental tenet of good managers and leaders. It is critical to apply rules consistently and judiciously. It is equally important that leaders not play favourites or allow some people (or they themselves) to bend the rules 'when business calls for it'. Such behaviour leads to the belief that all organizational rules are 'flexible'.

A leader has an ethical obligation to recuse himself or herself from decisions where real or perceived conflicts of interest exist to avoid eroding the integrity of the Canadian Fire Service. To dispel any concerns, leaders are encouraged to share ethical decisions that have been made, acknowledging and explaining when an opportunity has been rejected due to a conflict with individual or organizational ethics and values.

Abuse of power could take the form of incivility which is not position-based. Incivility is defined as "the exchange of seemingly inconsequential inconsiderate words and deeds that violate conventional norms or workplace conduct" (Pearson and Porath, *The Cost of Bad Behaviour*, 2009). The intent of the behaviour is to control, dominate or manipulate.

Uncivil behaviour is a growing social concern as changes in social customs evolve. It may be in the form of checking email or texting during a meeting, ignoring or interrupting a colleague, or other rude or obnoxious behaviour such as losing one's temper, yelling at someone in public, badgering or backstabbing, withholding information, or sabotaging a project or damaging someone's reputation. Uncivil behaviour should not go unchecked by a leader. Ignored behaviours will have consequences and costs to the organization in the form of reduced productivity, job satisfaction, and engagement, and erosion of trust within the ranks. Setting the example for fire service members and creating an openness in the work

culture to discuss or report issues and challenges is a positive step to reinforce trust in leaders and the Fire Department.

## General Etiquette

Etiquette delineates expectations for social behaviour, prescribed by custom, usage, or authority. Many of the established customs have evolved due to increased awareness of gender equality and ethnic diversity. Canadian Fire Service members are expected to conduct themselves in a dignified and respectful manner in their relations with fellow members and the general public.

When conducting official business or when in the presence of the public, officers are to be addressed by the title of their rank by Fire Department members. Obedience, respect, and courtesy are accorded to officers and to those performing duties of a higher rank. In turn, officers are expected to carry out their duties and responsibilities in a fair and impartial manner.

The following social function etiquette is intended to promote a professional image.

1. Respond within five days of receiving any invitation to a social function. An invitation, once accepted, must not be subsequently declined except for such reasons as illness or unavoidable absence on duty.
2. Read the invitation prior to the event and take note of the dress code information. When in doubt, always overdress for circumstances.
3. If you're one of the senior officers whose organization is hosting the event, be one of the first to arrive at the event.
4. Introduce everyone in the group and make every effort to introduce lower ranking individuals to higher ranks in the group. Include titles and formal names.
5. At an event involving uniformed personnel, unless specifically told to use first names by seniors or their spouse, it is proper to address seniors by their rank and last name. You should address the spouse as Mrs./Mr. \_\_\_\_.
6. Avoid topics of a personal nature, including health issues, and topics that may be seen as divisive like politics or religion.
7. Allow colleagues in particular areas of expertise to respond to questions in their field.
8. Appropriate table manners should always be practiced, and avoid drinking excessively.
9. If you received a personal invitation to a formal function, write a note of thanks the next day. For informal events, a telephoned thank you is acceptable.

## Service Excellence

Commitment and dedication to provide the highest level of public safety is at the core of the Canadian Fire Service. Emergency services workers play a key role in keeping Canadian families safe. They are the face of a municipality that citizens trust will be prepared and able to provide assistance when and where they are needed. From playing a leading role in public education and prevention to representing the voice of citizens to ensure public priorities are addressed, fire officers take on a role that contributes to the quality of life in each and every community across Canada.

A strong sense of community and community involvement is at the heart of a career in the Canadian Fire Service. The spirit of generosity is demonstrated in public awareness initiatives, neighbourhood activities and charity events. Like many local organizations, fire service members' contributions are intended to create a better future for the citizens they serve. By partnering and working with civic organizations, citizen outreach can be achieved more effectively to develop and deliver programs needed to make informed choices, to provide emergency preparedness education, or to share environmentally responsible and sustainable practices adopted by the Fire Department. It is important that the Fire Department be a socially responsible corporate citizen and to lead by example.

Beyond the steady determination and professional resolve to save lives and property, fire officers' commitment to leadership requires navigating public policy challenges, maximizing the Fire Department's capabilities, and managing partnership opportunities effectively. Working in the public's interest means being aware of and interpreting the public's ever-changing needs and those of the Fire Department to enable it to protect its citizens during any emergency.

Due to the rising complexity of community-level risks and human-caused incidents, the need for advanced education and training is required to build resiliency and sustainability within the Fire Department. The shift to a strategic organizational focus is necessary to implement strategies to achieve operational efficiencies and value for money. Making positive changes entails educating policy makers and decision makers on issues that affect fire protection. Consequently, understanding the political environment in which decisions are made requires a skill set focused on relationships and communication.

The strength of the Canadian Fire Service is in its people. Professional and personal development requires ongoing commitment to enhance fire officer career skills and personal skills to excel at all aspects of the officer's position. By integrating emergency services' experience with formal and informal professional and personal development, fire officers prepare themselves to fulfill their commitment to protecting lives and ensuring the public's safety.

Officers may wish to pursue the Chief Fire Officer designation through the Canadian Association of Fire Chiefs. The CFO Program recognizes officers who have achieved a defined standard of professionalism. The purpose of the program is to enhance the level of Chief Fire Officers competence and professional conduct through training, education, continuing education and management development, and to assist career planning for emergency service Chief Officers and aspiring Chief Officers.

Achieving professional designation as a Chief Fire Officer acknowledges that an individual has attained the status recognized by peers, superiors and subordinates. Other similar organizations within commercial, industrial and governmental agencies will also recognize this renowned mark of distinction. As a fire chief, subordinate chief officer, senior emergency services officer, or individual assigned to a senior level position may receive the professional designation as a Chief Fire Officer (CFO) if he/she can successfully complete the requirements of the professional designation for the Chief Fire Officer Program.

## **Personal Adjustments**

Most officers have enjoyed the experience of living and working in close camaraderie with other firefighters. Progressing in your career and attaining a position of command does not necessarily change the solidarity; however some adjustments are necessary when making the transition from firefighter to a supervisory role.

By its very nature, rank and assumption of command means a separation, though not necessarily a divorce, from station routine. Being in a new position, a new officer may detect some firefighters hesitating when interacting with him or her. A new normal for acceptable behaviour and communications is a natural process under the circumstances.

Do not allow the newness of command lead you into a popularity contest among your crew(s) or department. You are being paid to make decisions, some of which will be difficult which may affect the lives of those you lead. Command requires respect and can only be gained through performance.

Remember that you earned your rank, you were not given it. Your department and community have confidence you can do the job. The community looks on all officers as representing their departments at all times. Your attitude is important, as well as your overall department.

## **Professional Adjustments**

Supervisory duties are wide ranging and far reaching. As an officer you take on the responsibility to coach others in their professional development to enhance their competency to reach their professional potential. Other responsibilities include organizing and planning the workload, delegating the authority for completing work assignments, keeping in mind that the final result is the accountability of the supervisor, and controlling the logistics of an incident and overseeing that work is executed according to plan. However, in fulfilling each of these duties, the primary responsibility is for the safety, health, and physical welfare of your crew.

Being accountable for every member of your crew, it is essential to proactively emphasize safety to the crew; setting an example by working safely; teaching safety as an integral part of each job; and planning each job with safety in mind. Assessing risks and hazards while weighing the benefits based on the optimal strategy are key abilities of being an effective leader. Safe ways of working will translate into long term increased productivity and contribute to trust and confidence in you as the supervisor.

## **Personal Relationships**

Proper relationships between officers can best be illustrated by drawing an analogy between them and a large, traditional family.

Here, everyone gets on well together and the parents expect to be, and are, obeyed and the children respect their elders. The chief is, of course, the father figure of the family, sometimes rather a stern Victorian father, and sometimes the kind of father who seems only slightly older than those for whom responsibility is placed. The father addresses everyone by their first name, but is always addressed and referred to in a manner appropriate to the dignity of the position. As head of the family when the chief first enters the room, officers (and men/women) who are seated should rise. It is not necessary, of course, to rise when he re-enters the room, having left it only a few moments before.

The family analogy could even be extended to include out of town officers who visit the department. They should be regarded in much the same way as visiting kin. These officers may be likeable or tiresome, but politeness and etiquette demands that all members of the family should treat them with consideration. Any

officer who treats them otherwise is giving little thought to the prestige of the fire department or station, or, for that matter, to one's own interests.

The easy informality among officers and firefighters is one of the most pleasant features of our profession. However, this should never become a pretext for a casual attitude towards superior officers on duty. Officers should never misunderstand this friendly spirit and assume such an overly casual attitude towards their superiors that they do not bother to follow the edicts of ordinary politeness.

## **Consideration for Others**

In the fire station, as in most places where people live and work together, harmony depends upon the consideration that each individual shows for others. During times of stress, or in any circumstances when department members are constantly in one another's company, little things can become irritating and sometimes produce serious friction. Officers must be alert at all times to avoid a serious build-up of tension and to ensure all staff are thoughtful and considerate of others in the station.

When a new officer is assigned to a fire station, all officers should ensure that he is made welcome and informed of the customs and procedures followed at that location.

# RISK MANAGEMENT

## What is Risk Management?

Risk management is the process of identifying, analyzing, evaluating, mitigating, communicating and monitoring risks and their impacts on the achievement of goals or objectives. The management of risks needs to be incorporated into decision making to support priority setting, performance assessment and reporting, audits and evaluations, the development of business plans, business continuity, and operations.

Identifying and analyzing events that could have a negative impact to the achievement of an objective assures Council and decision makers that risks are being considered systematically in daily, strategic, and business planning decisions. Determining and developing strategies to manage the risk events focuses on the organization's appetite (risk tolerance) towards risks and capacity to manage it. The National Fire Protection Association (NFPA) has published a Recommended Practice in Fire and Emergency Services Organization Risk Management (NFPA 1250) that can be found at [www.nfpa.org](http://www.nfpa.org). The goal of managing risks is to either prevent it or reduce the impact if the risk event occurs.

Because the Fire Department is part of a larger public sector organization, the risk management assessment process should be conducted in conjunction with the policies and procedures adopted by the municipality.

To effectively assess risk events, those involved in defining and resolving a problem require a common understanding of the risk language. Explicitly define an event that spells out the cause and theoretical consequence. This clarity aids in assessing the risk and developing management strategies. For example, a risk may be stated as: a labour shortage is anticipated. A better risk would be stated as follows: heavy duty mechanics' skills will be in high demand and the Fire Department is unlikely to fill vacant positions on a timely basis (to meet its service standard) in the next two years. This level of specificity provides managers with the sufficient information to develop a strategy to manage (e.g., recruitment strategy) or control (e.g., retention policy, or HR call-back policy) the risk should it occur.

Answering the following questions will help to define risks:

- What specifically is the concern?
- In what timeframe will it be an issue?
- How will it affect the results to be achieved?

## Community Risk Assessments

Preparing community risk profiles to identify and assess hazards and risks provide an effective tool to evaluate the impact of deployment decisions on the safety of the public and fire service members, while ensuring the fire department responds safely and effectively to a given incident. Assessing community vulnerability examines hazards that go beyond fire incidents to ensure a fire department has the necessary resources, or can engage the necessary resources, to respond to an event.

Conducting fire and non-fire risk assessments of a community are the precursor to determining the most appropriate programs and services to deliver to the public. Community profiles assist in matching the risk

levels inherent to hazards in the community with the fire department's resources, including emergency medical services, responding to natural disasters, hazardous materials incidents, technical rescues and acts of terrorism. Based on a determination of acceptable level of risk, fire service leaders and political leaders make decisions about balancing resource commitments (financial, human, and assets) against risk for prevention, pre-planning, and preparation activities and decisions for response and mitigation measures. Those decisions are based on the understanding of the relationship between community hazards and related risks, the fire department's capability to respond, and potential consequences.

The Commission on Fire Accreditation International (CFAI) is an organization committed to assisting and improving fire and emergency service agencies achieve organizational and professional excellence. Through its comprehensive self-assessment and evaluation model fire and emergency service organizations are able to examine past, current, and future service levels and performance and compare them to industry best practices. This process leads to improved service delivery by helping fire departments through a determination of community risk and safety needs, evaluation of department performance, and establishment of methods for achieving continuous improvement.

The process of conducting a community risk assessment involves the engagement of a wide audience of stakeholders including political leaders and fire department officials to:

1. Identify and assess types and levels of fire and non-fire risks in the community to provide a sense of the factors influencing emergency response;
2. Define response performance objectives and standards;
3. Collect response data: resource availability, reliability (distribution and concentration);
4. Analyze and evaluate the current response data and the ability of the resources deployed to manage an incident;
5. Determine response requirements based on risks assessed;
6. Determine resource requirements to meet the response requirements; and
7. Summarize emergency response system current status and projected protection level expected/required or adjustments.

It is on the basis of completed community risk assessments and in the context of financial commitments necessary to train, equip, and sustain technical teams that a fire department is able to determine whether technical teams are needed in-house, or whether relying on a regional technical team to provide service is the most appropriate course of action. For example, establishing a Hazardous Material Response Team may be cost prohibitive, and a municipality may make the decision to negotiate the provision of services through a regional Hazardous Material Team.

The Standard of Cover program under CFAI and governed by the Centre for Public Safety Excellence (CPSE) defines the written policies and procedures for the distribution and concentration of fixed and mobile resources. It is intended to support and encourage performance improvement in fire and other emergency services.

Other resources include the National Fire Protection Association which has developed a number of documents to assist in the determination of resource deployment and risks. It is important to note that

these are intended to provide guidance, rather than required standards. Therefore, it is up to each fire department and municipality to determine what is an acceptable level of risk, protection level and funding to support those protection objectives. The guidance documents include:

- NFPA 551 - Guide for the Evaluation of Fire Risk Assessments;
- NFPA 1250 - Recommended Practice in Fire and Emergency Services Organization Risk Management
- NFPA 1710 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments;
- NFPA 1720 - Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments
- NFPA 1600 – Standard on Disaster/Emergency Management and Business Continuity Programs;
- NFPA 1500 – Standard on Fire Department Occupational Safety and Health Program

The process of conducting a community risk assessment serves to inform decision makers and the public about what the fire department can and cannot do.

The Office of the Fire Marshal or Commissioner in your jurisdiction can provide guidance and resources on-line for use in completing community risk assessments. For instance, the Government of Ontario provides resources, one of which is the Fire Risk Sub-model which identifies a process for examining and analyzing risk factors related to potential fire risk scenarios. It can be accessed through:

<http://www.ofm.gov.on.ca/en/Fire%20Service%20Resources/Comprehensive%20Fire%20Safety%20Effectiveness%20Model/Fire%20Risk%20Sub-model.asp>

A worksheet was developed to enable departments in Ontario to conduct risk assessments at a community level. This worksheet would require modifications for departments using it outside of Ontario.

<http://www.ofm.gov.on.ca/en/Fire%20Service%20Resources/Public%20Fire%20Safety%20Guidelines/pdf/SimplifiedRiskAssessment.pdf>. It includes the following components: demographic profile, building stock profile, local and provincial fire loss profiles, information analysis and evaluation, priority setting for compliance, and implementing solutions.

Risk assessments and response requirements are dependent on the pre-existing infrastructure, factors, and industries present in a specific community as well as anticipated future development. Some examples of completed hazard identification and risk assessments can be found at:

**Community Risk Assessment (Hazards, Vulnerabilities and Risks) Town of View Royal (British Columbia, May 2009)**

<http://www.viewroyalfire.com/linked/tovr%20community%20risk%20assessment%20-%20final%20without%20addresses.pdf>

**Community Risk Assessment (Hazards, Vulnerability, and Risks), Town of Sidney (British Columbia, August 2007)**

<http://www.sidney.ca/Assets/Emergency+Services/Community+Risk+Assessment.pdf>

**Community Wildfire Protection Plan, Town of Qualicum Beach, BC (April 2007)**

<http://qbfire.com/pdf/cwpp.pdf>

**City of Greater Sudbury, Emergency Preparedness (December 2006)**

[www.city.greatersudbury.on.ca/content/div\\_emergprep/documents/hira\\_2006.pdf](http://www.city.greatersudbury.on.ca/content/div_emergprep/documents/hira_2006.pdf)

**Office of the Fire Commissioner, Manitoba (2002)**

[www.firecomm.gov.mb.ca/docs/hazard\\_analysis\\_risk\\_assessment.pdf](http://www.firecomm.gov.mb.ca/docs/hazard_analysis_risk_assessment.pdf)

Risks are assessed in terms of likelihood (probability) and impact (consequence). Engaging all stakeholders involved in the problem resolution or project ensures diverse risks are identified based on organization-wide and functional perspectives. A brainstorming session is an effective method to identify potential risk events.

Define what constitutes a low, medium, or high impact and likelihood. Defining impact may be in terms of financial loss and reduced service delivery, and/or in relation to the impact to health, safety, security, or reputation, including legal and environmental compliance, or social responsibility. The Fire Risk Sub-model referred to above describes risk probability and consequence in detail. For example, high impact could be defined as a single consequence or as multiple parameters. Some examples are:

- loss or damage in excess of \$1 million;
- loss of public confidence in excess of two years;
- loss of life; and/or
- failure to recruit candidates to specific positions.

In 2008, Maple Leaf Foods experienced a significant impact when the bacteria causing listeriosis was detected in its food processing plants which caused loss of lives, suspension of operations and considerable reputational loss.

Similarly, likelihood (probability) must also be defined. The probability of the risk event occurring can range anywhere from just above 0% to just below 100%. It shouldn't be 100%; this would be a certainty, not a risk. Generally, defining likelihood is based on the collective experience and judgment of those involved in assessing the risks. Typical methods to define probable include the following two examples:

1. Express probability as a percent. When using percentages to gauge likelihood, the ranges for high, medium, low are determined by the individuals involved in resolving the problem or initiating a project. For instance,
  - high may be defined as the probability is 80% or higher;
  - medium could be defined as being between 30% and 79%; and
  - low could be defined as less than 30%.

or

2. Express probability on a scale basis; for instance 1 to 5. Several of the Community Risk Assessments above provide examples of the range and scales used in the definition of probability.

Ultimately, it is up to the organization to determine the definitions and parameters or ranges related to likelihood. The importance of agreeing to the definitions is to assure that the assessment is performed consistently, and is defensible should the risk assessment be challenged by decision makers.

Assessing impact and likelihood of each risk event involves a frank discussion among the stakeholders to make a conclusion. The decision is based on their best judgment, experience, and knowledge regarding the organization's measures to control risks (e.g., policies and procedures).

While the risks with low impact and low probability need little attention, those with high impact and high probability require the greatest efforts. A response strategy is chosen (accept risk, monitor risk, transfer risk, avoid threat (i.e., don't do the project), reduce likelihood and/or impact of threat) based on the organization's tolerance for the risk and resource limits. The amount of risk remaining after mitigation and management strategies have been applied is called residual risk.

Appoint an individual to manage each risk; a single individual may be assigned multiple risks. This person(s) would be responsible for monitoring, activating the risk response or mitigation strategy, and reporting on the risk management efforts. A regular review of the risks is a good management practice as a problem solution is implemented or a project proceeds.

## **Risk Factors**

The Fire Department can identify internal and external factors that pose a risk to the achievement of objectives by reviewing results of audits or evaluations, strategic planning documents, or input from citizens. Some examples of risks include, but are not limited to, the following:

- Political risks representing the continuity or stability of government and/or elected officials' willingness to pursue a course of action;
- Finance and capital-related risks that may include capacity and capability to meet reporting compliance, contract-related risks, and management of capital assets (life cycle, availability to replace/renew);
- Information technology risks are related to the ability of the technology to sustain the Fire Department's ability to deliver service; the infrastructure and the software applications;
- Legal factors implicate an organization's requirement to report on compliance with laws, regulations, and bylaws (e.g., human resources, health and safety, finance, environment), and potential liability issues such as law suits;
- Social risks that relate to changes in citizens' needs or concerns, protection of the health and safety of the public, and arts and culture;
- Environmental risks related to compliance and liability issues, minimizing environmental impacts, and sustainability of operations;
- Organizational risks include capacity to meet legislative or regulatory requirements, corporate culture, ability and willingness to change, as needed;
- Human resource management including conflict of interest, staff/management turnover; employment/work culture; recruitment, retention and staffing processes and practices; collective

bargaining; succession planning and talent management; and employee development, training and capacity building;

- Information management risk related to managing information assets to assure privacy, to enable access to information, and for operational effectiveness;
- Operational or project-related factors are related to availability, quality, and management of resources: contracted, employee, financial, technological, and time; and factors related to program delivery or business processes; and
- Reputational risk relates to the credibility, transparency, and accountability expected by partners, other stakeholders and citizens, and their trust and confidence in the Fire Department's capabilities and capacity.

## **Resources – Risk Management**

Further guidance on risk management tools and assessments is available at:

### **Mind Tools**

[www.mindtools.com/pages/article/newPPM\\_78.htm](http://www.mindtools.com/pages/article/newPPM_78.htm)

### **Management Help – Risk Management**

[www.managementhelp.org/relatedtopics/risk-rlt.htm](http://www.managementhelp.org/relatedtopics/risk-rlt.htm)

### **Project Agency**

[www.projectagency.co.uk/resources/free-stuff/](http://www.projectagency.co.uk/resources/free-stuff/)

# CANADIAN ASSOCIATION OF FIRE CHIEFS



## SECTION III - TRADITIONS

## FIRE DEPARTMENT FUNERALS

A funeral or memorial service pays tribute to the deceased and is an opportunity for the fire department, family and friends to honour and celebrate a fallen firefighter's life. Funerals are an important social ritual that can help meet the emotional needs of those grieving by providing a sense of closure. The Canadian Forces Manual of Drill and Ceremonial is used as the basis for fire department funerals and services. In this section, funeral and memorial service are used interchangeably.

Guidelines and customs vary about how services are to be conducted. The officiant designated by the family, a funeral director, and fire department staff can assist the family with decisions. A department funeral or memorial service is optional and is based on the family's wishes.

Fire department funerals are emotional, and leave lasting impressions on those who attend and spectators, alike. When a department is called upon to provide a fire department funeral, the department is a visible part of the community. Professional department and protocol are of utmost importance. Whether fire service members attend in their dress uniforms is at the discretion of the family and fire department. Uniformed Members may wear their Dress Uniform to funerals of active or retired members of a fire service or emergency services. Individuals who have not been issued uniforms shall wear appropriate civilian attire.

The following are guidelines to assist fire department officials in providing uniformity in ceremonial elements of a funeral or memorial service. To establish consistency, it is recommended that departments adopt a funeral protocol plan prior to its need. Additional guidance can be found in the Canadian Forces Manual of Drill and Ceremonial.

### Categories of Funerals

The following section is created to explain the funeral services and ceremonial elements that the family of a member may be offered by the fire department. All elements are optional and are based on the family's wishes. Fire department's may wish to seek the assistance of neighbouring fire departments to provide support related to some aspects of the funeral service such as providing the Honour Guard or Colour party.

Various categories of funeral or memorial services exist, depending on your fire department's protocol and practice. The following outline categories based on the member's status within the department and the manner of death. The information provided serves only as a guide, and is not prescriptive.

**Active Line-of-Duty Service** - This type of service is for members of the Uniformed Nominal Roll who die as a result of an active line-of-duty death. It may also be for those members of the Civilian Nominal Roll who die while involved in direct support of providing emergency services at the scene of an incident. It is considered the most prestigious of the services.

**Presumptive Line-of-Duty Service** – Fire departments should establish a policy and parameters for the recognition of those members befallen by presumptive illnesses, in accordance with presumptive legislation in their jurisdiction. This type of service is for members of the Uniformed Nominal Roll who die as a result of an illness or injury that is of a type specified in the Workers Compensation Act of your province (as being related to employment as a firefighter and resulted in claim). Although guidance is provided in

the appendix, the determination of the level of recognition and tribute is left to the discretion of the fire department.

**Uniformed Member Service** - This type of service is for active members of the Uniformed Nominal Roll who have died while off duty.

**Retired Member Service** - This type of service is for former members of the Uniformed Nominal Roll who have left the department under honourable circumstances.

**Civilian Member Service** - This type of service is for active members of the Civilian Nominal Roll.

There may be cases in which a family requests that a full honours funeral be provided when circumstances do not warrant. Sensitivity is paramount in explaining that the level of tribute for firefighters lost in the line of duty must be reserved to ensure appropriate recognition of the selfless act while carrying out one's responsibility and the sacrifice made. The department maintains a suitable protocol to recognize the loss of a member outside the line of duty.

Most services will require close co-operation between officials from the department, the union or association, the church or spiritual representative, funeral home and facility where the service will be held. Liaison should, therefore, be provided between all concerned so that the deceased fire service member receives the respect due the performance or sacrifice.

## **Funeral Committee Responsibilities**

In some departments, a funeral committee may be established to begin the necessary preparations as soon as notification is received. The committee membership should include a representative of the union or association. If no such committee exists, the Chief may wish to authorize a Protocol Officer to begin arrangements.

The committee's or officer's role is to coordinate and ensure that the actions are completed in accordance with the family's direction. For instance, a parade marshal, transportation officer or media relations/communications officer may be assigned to work with the funeral committee to complete certain tasks. The role of the Protocol Officer is to assist the member's family through the difficult and emotional time following the passing of their loved one, and to facilitate the arrangements to a successful completion.

The following sections list steps which require the attention of the funeral committee/Protocol Officer. The sequence of events is designed to help develop a plan, and will be contingent on the family's wishes. Communication with the Chief about the decisions made by the family will ensure that the department is prepared to fulfill the service in a professional manner, meeting the family's wishes.

## **Before the First Visit to the Next of Kin**

- Obtain information about the deceased, and familiarize yourself with the family dynamics. Information about the deceased should include:
- Rank, Name and Surname

- Unit or Platoon
- Date and place of death
- Residential Address
- Next of Kin Information: (name, address, telephone number, and relationship to deceased)
- Familiarize yourself with the services and options that the family may need (e.g., support services, names and numbers of government organizations they will need to contact)
- Assemble information and resources to facilitate the family's planning of a service, and additional information they may need in fulfilling the requirements of other agencies. The funeral director is also a good resource to assist.

## ***First Visit***

Contact the next of kin and set up a meeting if you did not participate in the initial notification. Introduce yourself, offer condolences, explain your role – to provide support to the family and provide liaison between the department and others involved in the planning of the service.

Explain that the deceased is entitled to a departmental funeral and the part the department could play in the service; as appropriate, review the list of ceremonial elements with the next of kin to determine the specific wishes of the family. As you explain each element to the family, document their wishes.

Sometimes, next of kin request more intimate funerals, either with smaller funeral parties or by leaving out the full sequence of a fire department funeral. For example, the next of kin may request fire department participation in the church or similar service, with limited representation at the gravesite. In these cases, flags and personal items can be removed from the casket when most convenient. Coordination among the association (where applicable), fire department and funeral director are essential to ensure the tributes and presentations made are in accordance with the family's wishes, and enable both organizations to recognize their member.

Provide the family with your contact information and explain that you are available 24/7.

Notify the Office of the Fire Chief of the decisions made by the family regarding the ceremonial elements. It is important that the Chief be contacted since many of the arrangements fall under the Chief's authority.

## **Department Responsibilities**

### ***Funeral Committee/Protocol Officer***

Appoint a parade marshal. The funeral committee may suggest a suitable person to the Chief for concurrence. Military experience is usually an asset. If possible, the parade marshal's name should appear on the original notice.

If the funeral calls for full department honours, select and prepare a pumper to carry the casket. Apply black draping to front and sides of pumper.

Arrange time off, if necessary, for the firefighters directly involved, and for necessary uniform accessories such as white gloves.

Provide list of attendees to the Fire Chief.

Request the lowering of flags to half-mast. The flying of flags at half-mast is a strong visual statement that speaks to the sense of loss shared by all citizens. Work with the municipality's Administration to have flags lowered to half staff; protocol on half-masting of the flag at municipal facilities may be different than at the fire department headquarters and its fire stations and facilities. Provide a copy of the half-masting of flags to the funeral home and place of service.

Rehearsal. Ensure appropriate rehearsal is conducted prior to the actual ceremony.

If full department honours are to be observed, furnish the flag for the casket, arrange for a Flag Party, band, drummers, or pipers. The flag will be formally presented to the family following the service.

Assign a firefighter to be in attendance during the period designated for visitation at the funeral home or other designated location.

Arrange pallbearers and guard of honour as required. With the agreement of the family, the pallbearers could be members of the deceased's crew or close associates. When full department honours are involved, the guard of honour may include senior officers and civic dignitaries.

Liaise with the funeral director. If full department honours, describe the capability of the pumper to carry the casket and flowers. Have the parade marshal in attendance so that moving-off arrangements can be finalized.

Arrange refreshments for out of town representatives. Generally, a meeting hall is best. Make sure everyone is properly directed or guided to this location before and after the service.

Arrange a police escort, if necessary.

The above routine should cover most of the situations. In the case of smaller departments where certain facilities or capabilities are lacking, it would be appropriate to contact neighbouring departments for assistance.

## ***Communications/Public Affairs***

The following tasks to be coordinated by Communications or Public Affairs:

- Prepare and distribute the fallen fire service member notice to fire department officials, the media and to the Canadian Association of Fire Chiefs for publication on its website. The name of the deceased, date and circumstances of the incident as well as the date, time, and place of service should be provided. When events have not been finalized, indicate when and how details will be communicated.

- Notify out of town branches of the union, and fire departments. The Canadian Association of Fire Chiefs can assist by publishing notices on its website.
- Prepare and submit a list to the funeral committee of media expecting to be in attendance, as well as a list of municipal, provincial, federal officials and other dignitaries. Identify attendees at the service, committal service and fellowship functions of the event.
- Arrange for suitable flowers.
- Send Thank You letters to all concerned.

## **Union or Association Responsibilities**

The Protocol Officer and/or funeral committee is to work with the association representative (where applicable), harmonizing the recognition of the fire service member's commitment to the association and the fire department.

## **Before The Service - Parade Marshal Functions**

The parade marshal will meet with the officiant chosen by the family and the funeral director to review the service and make final arrangements.

Based on the family's wishes related to departmental personnel participation, the parade marshal shall determine the distance to be marched to and from the place of service and the site where the committal service is to take place. Allowances for inclement weather should be included in these plans. A march of not less than 1/10 mile (0.16 km) is appropriate in urban centres, while for greater distances transportation for a motorcade should be arranged.

The parade marshal should check the parade route, parking, and layout of the funeral home, place of service and gravesite. The service, parade route, and other event specifications should be reviewed with platoon commanders at least 24 hours before the service. Contingency plans for transport should be made in the event of inclement weather. If transport is used to arrive at the place of service, the parade will exit the vehicles a short distance from the place of service and march into position.

If attendance is expected to be high, such as for a full honours service, a muster point for the parade will be necessary. Facilities including school yards, gymnasium, auditoriums or legion halls are appropriate muster points. All those taking part in the parade will be instructed on the location to report, where they will be formed up into platoons. The Protocol Officer will be responsible for the platoon assignments.

The platoon will be the basic organizational unit for marching in a funeral procession. A platoon will be 24 people, formed up in three ranks, as well as a leader.

The parade marshal shall determine which marching organization to use at least 24 hours prior to the funeral. The parade marshal will then inform the Protocol Officer who shall have responsibility for carrying out the decision. Columns of two ranks will only be used for a small funeral. The columns will consist of even numbers.

Protocol and rank shall determine the composition of each platoon. Chiefs, deputy chiefs and municipal officials shall march together, as will junior officers and firefighters. An officer or member of appropriate rank will lead each platoon.

The officer or member in charge is the only person to salute the passing funeral procession. Individual compliments shall be paid in a similar fashion.

All fire stations that the funeral motorcade/parade passes will pay final respects. Commanding officers should be notified of the motorcade/parade route to make arrangements and to notify their firefighters. The station apparatus should be parked on the apron and the crews lined up alongside or in front, at attention, as the motorcade/parade passes. The officer in charge will be at the centre of the apron, in front of the equipment.

The officer or service member in charge will be the only person to salute, unless he or she is not wearing full dress uniform, as the procession passes the fire station. When wearing civilian clothing, the officer or service member in charge will pay respects by standing at attention.

The Parade Marshal will communicate with the marching organizations and motorcade to initiate the departure from the muster point.

## **The Vigil**

If a vigil is to be part of the service, two firefighters, with their hats on, will be posted to stand at attention at the head and foot of the casket during final respects being paid. The mourning guards will be dismissed just prior to the service. For some Christian-based services, the casket will be placed parallel to the altar so that firefighters and other mourners can file by. Depending on the guidance provided by the officiant and based on the family's wishes, the customs of the particular religion shall be respected in all cases. Officiating clergy guidance should be sought and followed for a service that takes place in a church.

Other firefighters, if wearing hats, will pay their respects by saluting when passing the casket at the vigil. If hats are carried, the hat will be held over the heart as a sign of respect.

The Protocol Officer will remain with the deceased's next of kin until the interment. If a ground burial is part of the service, the Protocol Officer should be alert to the deceased family's well-being at the gravesite. The officer may accept the deceased's headdress, regalia, etc., from the insignia guard, if necessary.

## **Insignia Guard (Arrival)**

The following procedure will take place on the arrival of the hearse/pumper caisson at the church or place of service:

- a. The guard will be drawn up in two ranks, in open order, with arms at the shoulder, centred and facing the church door or at the place of service. The guard commander shall be posted three paces in rear and centre of the guard.

- b. The bearer party and its commander shall form in two ranks facing inwards, ranks being apart sufficiently enough to permit the hearse/pumper caisson to drive through. As the deceased is removed from the hearse/pumper caisson by the bearer party, the National Flag (or other designated flag) will be unrolled over the casket and the headdress and other regalia will be secured.
  - c. As the deceased is being removed from the hearse/pumper caisson, the guard commander shall order PRESENT – ARMS, and this position shall be maintained until the bearer party has entered the church or place of service. The guard commander will then order SHOULDER – ARMS and ORDER – ARMS, and the guard moved to a suitable place until it is required to re-form for the procession following the service.
  - d. The bearer party, led by the officiant, shall proceed into the church or place of service, filing between the honorary pallbearers who had previously formed into two ranks, facing inwards, at the entrance to the church or place of service. The casket will be oriented as noted in Figure 1. The honorary pallbearers will follow the casket into the church or place of service and proceed to their pews or seating that has been provided.
  - e. The bearer party, after entering the chancel, will lay the casket on the carrier, and the insignia bearer will lay the medals on the casket. Under the command of its commander, the bearer party and the insignia bearer will proceed to the pews allocated for them.
1. When a funeral service is held for multiple casualties, the caskets may be arranged in the church or place of service prior to the service.
  2. The positions of those attending the service are indicated in Figure 1.
  3. On the completion of the service, the officiant shall lead the way out of the church or place of service, followed in order by the:
    - o Honorary pallbearers;
    - o Casket and bearer party;
    - o Insignia bearer;
    - o Next of kin;
    - o Relatives; and
    - o Other mourners.

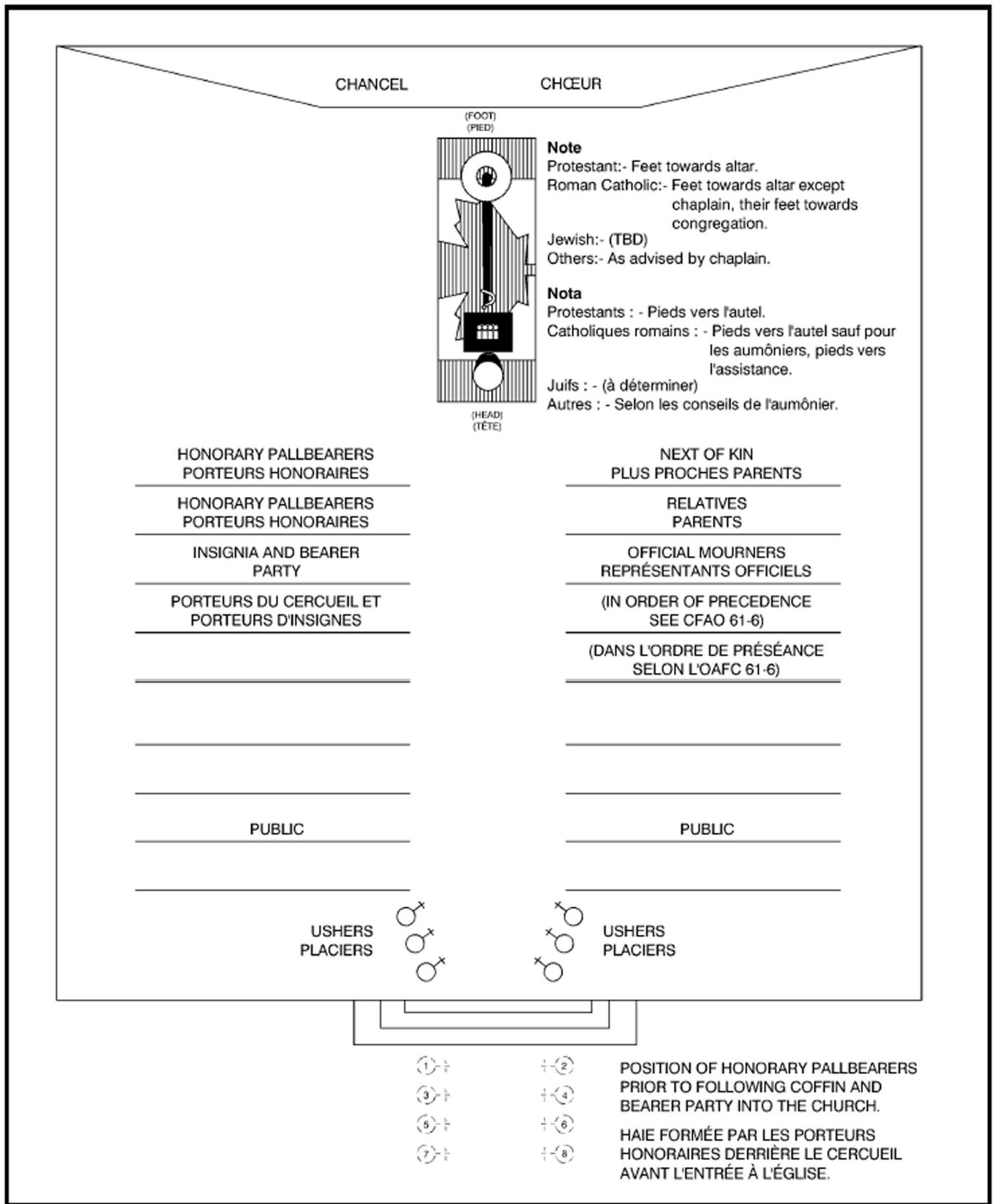


Figure 1            The Church Seating Plan

## Procession

4. While the service is being conducted, the procession except for the guard (see paragraph 7) shall form up outside the place where the service occurred, as detailed in Figure 2.
5. Order of March. The unit of the deceased takes precedence over other units irrespective of seniority. Otherwise, units are to march in the reverse order to that usually followed, i.e., the senior unit and the senior rank marches nearest the casket (Figure 2).

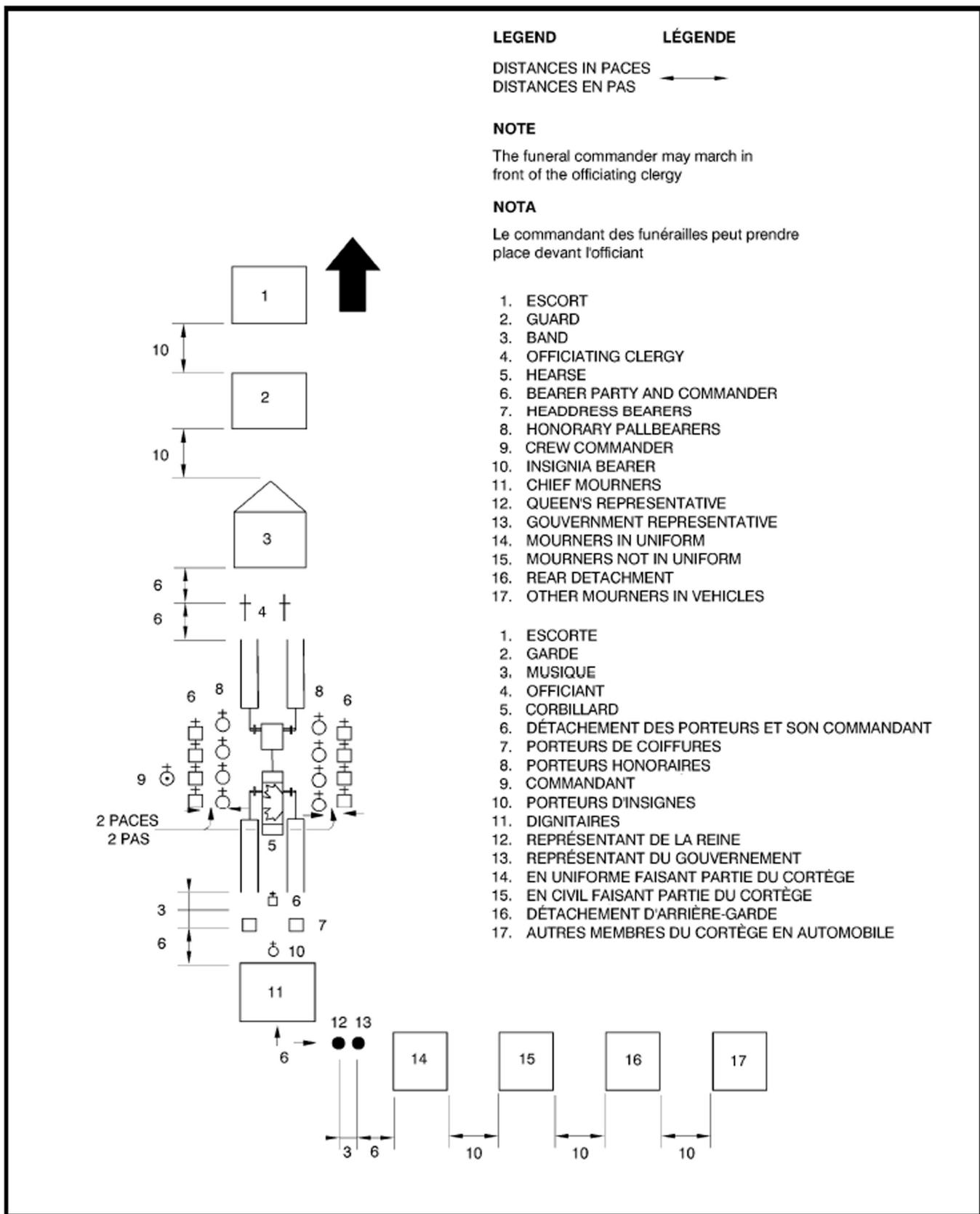


Figure 2 Procession

## Insignia Guard (Departure)

6. On completion of the service, the officiant shall descend from the chancel and proceed to the rear of the pews occupied by the honorary pallbearers. The commander of the bearer party, on seeing the officiant descend from the chancel, shall lead the bearer party and the insignia bearer into the chancel, where each member shall halt quietly in the correct position. The insignia bearer shall remove the medals from the casket and adopt a position in rear of the commander. As the bearer party enters the chancel, the honorary pallbearers shall leave their pews and form in file behind the officiant. The bearer party may have to turn the casket, and space for this should be left available. The bearer party shall raise the casket to their shoulders and on the commander's orders, SLOW – MARCH, the procession, lead by the officiant, shall file out of the church or venue to the hearse or caisson.
7. The guard shall be formed facing the entrance to the church or place of service and behind the hearse or caisson (leaving sufficient room for the bearer party and casket to pass between the guard and the church entrance. As the casket appears at the entrance of the church/place of service, the marshal shall order PRESENT – ARMS. At this time all officers and personnel not under command shall salute. The guard commander orders SHOULDER – ARMS when the casket is secured on the caisson or placed in the hearse. The guard commander then marches the guard to its position in the procession in quick time.  
For a full honours ceremony: the headdress, regalia, etc., shall be placed on the casket on the pumper. The insignia guard will mount the pumper to protect these items from falling. During the procession to the cemetery the pumper lights will be "ON".
8. After the guard commander has halted the guard in its position in the procession (remaining in the shoulder arms position), and after having ascertained that the whole procession is in position and prepared to move off, the parade commander prepares for the march to the cemetery or crematorium, if it is the family's wishes. The distance to be marched in slow time shall be at the discretion of the parade marshal. However, in urban centres a minimum distance of one-third kilometre shall be marched in slow time. If the distance to be marched requires it, the parade commander may either:
  - a. after the minimum distance, order FUNERAL PACE, followed by ATTEN – TION as the cemetery is approached; or
  - b. more commonly, order CHANGE TO QUICK TIME, QUICK – MARCH after the minimum distance from the church or place of service has been covered.

Following the departure of the next of kin, the parade marshal shall then dismiss the parade, which will reboard transportation for the gravesite service.

## Guard Of Honour- Honourary Pallbearers And Insignia Bearers

The guard of honour consists of eight members and normally comprises fire department personnel, but it may include civic dignitaries or family friends. They are selected by the Fire Chief in consultation with the funeral committee and the next of kin.

1. On arriving at the place of service, the guard of honour is escorted by ushers to reserved seats which are at the left front facing the altar, if the service takes place in a church.
2. After the service, the officiant shall move forward, down the centre aisle to a position in line with the sixth row of pews.

3. When the officiant has halted, the insignia bearers shall move forward to the casket and pick up the insignia cushions. At the same time, the honorary pallbearers shall form up behind the officiant in their order of seniority in two ranks (see Table 1, No. 8).

No.	Element	Detail
1	Escort	The escort shall lead the funeral procession. The escort may carry Colours. The escort may be armed.
2	Guard	The guard shall be armed. if a trumpeter/bugler is in attendance in lieu of a band, he shall march with the guard, as may a piper. The firing party shall be formed from the guard.
3	Band	The band, with drums muffled, shall commence playing the Funeral March from the church. The band shall cease playing when within 300 metres of a hospital or infirmary. The band shall also play the Funeral March during slow marches at the cemetery.
4	Funeral Commander and Officiating Clergy	The funeral commander shall march in front of the officiating clergy.
5	Hearse/Pumper	The casket shall be borne on a Pumper, if available. If not, a hearse shall be used.
6	Bearer Party	The bearers are the personnel who carry the casket (see Section 3). The commander of the bearer party shall ensure that the flag, headdress, etc., on the casket are properly arranged throughout the funeral. Headdress of the bearers shall be removed when carrying the casket.
7	Headdress Bearers	The headdress bearers shall carry the headdress of the members of the bearer party who are carrying the casket.
8	Honorary Pallbearers	<p>Honorary pallbearers normally are selected from the same rank as that held by the deceased. The honorary pallbearers shall be either military personnel or civilians; they shall not be mixed.</p> <p>The position of the pallbearers will be in order of seniority, alternating on either side of the casket; the senior being at the foot of the deceased on the right-hand side, the next senior in rear on the left-hand side, etc.</p> <p>(pallbearers were originally personnel who carried the pall, which was a cloth, usually of black, purple or white velvet, spread over a casket).</p>

Table 1 (Sheet 1 of 2) The Funeral Procession in Order of March

No.	Element	Detail
9	Insignia Bearer(s)	The orders, decorations and medals of the deceased may be carried on a cushion by the insignia bearer. If two or more insignia bearers are necessary, they shall both be either serving or retired members of the CF. The insignia bearers normally are nominated by the family of the deceased.
		<b>NOTE</b> It is acceptable custom to not employ insignia bearers. In this instance the orders, decorations and medals are left (secured) on the flag draping the casket.
10	Chief Mourners	The chief mourners may walk or ride in the procession.
11	Queen's Representative	Her Majesty may be represented by a member of the Royal Family, Governor General or Lieutenant-Governor
12	Government Representative	
13	Mourners in Uniform	Mourners in uniform shall position themselves in order of seniority.
14	Mourners Not in Uniform	

Table 1 (Sheet 2 of 2) The Funeral Procession in Order of March

4. When the procession moves forward, the honorary pallbearers shall follow the officiant and form up outside the church/place of service, on the sidewalk, in two ranks, facing inwards with four paces between ranks (Figure 2), with the senior farthest from the church/place of service.
5. Honorary pallbearers shall salute as the casket is carried through the ranks, and remain at the salute until the casket is secured on the pumper caisson or in the hearse.
6. When the casket has been secured on the pumper caisson, the honorary pallbearers shall turn outward facing the carriage, and move in slow time to their positions. If the casket has been placed in a hearse/caisson and the honorary pallbearers will be travelling by vehicle, they shall move slowly and formally to their vehicles.
7. The insignia bearers shall follow behind the casket, carrying the insignia cushions.
8. When the casket is placed in a hearse/caisson, the insignia bearers shall place the insignia cushions on the foot of the casket in the hearse/caisson and proceed to their vehicles with the honorary pallbearers.
9. On arriving at the graveside with a hearse/caisson, the insignia bearers shall proceed to the hearse/caisson, pick up the insignia cushions, step back and wait for the casket to be removed, then proceed to the grave following the casket. When the casket is placed on the grave, the insignia bearers shall place the insignia cushions between the headdress and the hilt of the sword or bayonet, step back, salute, then take up a position with the chief mourners.
10. On arriving at the graveside, the honorary pallbearers proceed to the hearse/caisson, forming in the same order relative to it as when the transfer of the casket took place and salute the casket as it is being removed from the hearse/caisson.
11. Honorary pallbearers then shall step off in slow time, on either side of the casket, on the command of the commander of the bearer party and proceed toward the grave, taking up their positions beside the graveside (Figure 3).

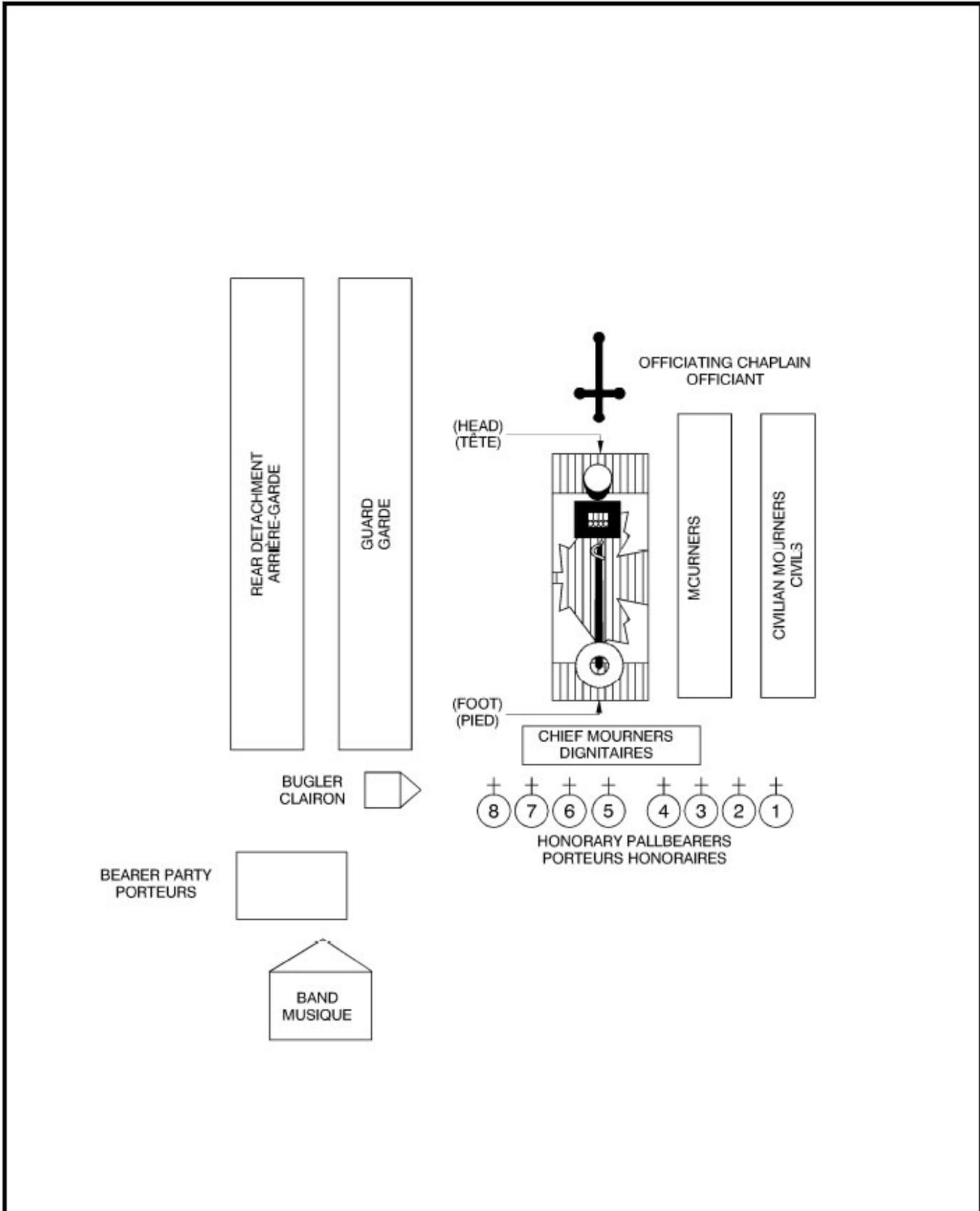


Figure 3 Suggested Positions of Funeral Party at Gravesite

## The Bearer Party

1. Bearers should be the same height at the shoulder to facilitate carrying the casket on the shoulders. If this is not possible, the taller persons should be at the deceased members head. The two reserve bearers may be employed to help lift and push at the rear of the casket when negotiating steps or stairs. When moving up and down stairways it may be necessary to reverse the order of bearers to maintain the casket level.
2. The headdress bearers follow two paces behind the bearer party commander when on the march. The reserve bearers, if designated, follow two paces behind the headdress bearers. The insignia bearer(s) follow two paces behind the reserve bearers (see also Table 1 and Figure 2).
3. The casket is always carried foot end foremost, except while manoeuvring to remove it from the pumper caisson or hearse or to place it on the grave stretchers.
4. When the casket is removed from the pumper caisson, it shall be carried on the shoulders of the bearer party. When it is removed from a hearse/caisson, the casket may be carried on the shoulders of the bearer party or by its handles, depending on the bearer party's experience.
5. Words of command to the bearer party shall be given in a low voice, audible only to the bearer party. The cautionary word of command is always BEARER PARTY.
6. The bearer party shall not wear headdress when carrying the casket.

Together with the funeral director, the officer in charge will be responsible for:

- The safe transport of the casket.
- Ensuring a dolly is available at the place of service entrance so the casket can be set on the dolly and pushed to the front of the place of service.
- Dressing the casket at all locations.
- In the case of full honours, attaching the flag to the casket.
- Ensuring the casket is placed properly, according to guidance provided by the officiant.

Typical commands are:

- "Prepare to lift""Lift"
- "PREPARE TO RAISE", "RAISE"
- "By the right and left, march"
- "Prepare to halt""Halt"
- "Prepare to lower""Lower"
- "Prepare to release""Release"

For additional guidance on lifting, carrying, halting and lowering the casket refer to Canadian Forces Manual of Drill and Ceremonial, Chapter 11, Section 3.

## **Following Last Rites**

If the casket has been draped with a flag the parade marshal shall order the insignia guard to FOLD – FLAG.

When draped over a casket, or being handled, the National Flag shall not touch the ground, or be so placed as to be below the eye level of a seated person. The flag shall not cover any object other than a casket, monument or photograph.

Following is the procedure to fold the National Flag; folding protocols for other flags may be used. In Step 1, the National Flag is “presented” by moving it from the horizontal to the vertical plane and is folded twice length-wise. The Flag is then rotated to the horizontal and the fly folded to the hoist twice. The critical point in the sequence occurs at Step 5 when the fly is folded under to the hoist so that the maple leaf remains visible. Two or more persons are required to perform this procedure with additional assistance needed when larger flags are involved. For flags larger than 1.5 x 3 meters (4.5 x 9 feet), the flag must be kept horizontal throughout. During funerals, where the casket is flag-draped, the flag should be removed once the casket is placed on the lowering device on the grave. Those folding the flag should raise it horizontally to about waist height, step to the side of the grave and start the folding process. Once completed, the flag may be presented to the next-of-kin. (Ceremonial Procedures, Public Works and Government Services Canada, June 2005, p. 41)

The parade marshal shall then present the folded flag to the chief of the department. The chief will hold the folded flag horizontal to the ground, right hand on top and the left hand on the bottom with the fingers closed together.

The Chief of the department will step forward and offer condolences and ask the spouse or next of kin to accept the folded flag on behalf of the municipality in recognition of the service and dedication to the community of the deceased. After the presentation, the Chief will take one step back and salute the flag.

While this is taking place, the parade marshal shall march the insignia guard around the grave to the family. The parade marshal shall also offer brief condolences and will then introduce each member of the insignia guard as they hand the deceased’s accoutrements to the spouse’s escort or other individual designated by the family.

The parade marshal will then march the insignia guard back to their original positions. Following the departure of the next of kin, the parade marshal shall then dismiss the parade which will reboard transportation for return to the muster point and the reception.

## **The Post Service Reception**

Following the burial, refreshments should be made available. The original muster point is often the most appropriate site. The availability of refreshments will be announced at the muster point before the parade sets off.

Following the funeral, the department and fire service is still on public display and are judged by the actions and behaviour of its members. The best impression can only be shown when firefighters maintain a proper sense of decorum, manners and control.

The parade marshal and protocol officer will ensure VIPs are escorted during the post service reception and are introduced to the chief of the department who will in turn introduce them to the senior members of the department and to the deceased's family.

## **The Media**

If the department has a public relations officer, this person should be included in the funeral's planning. The media may be interested in the funeral, particularly if it is a full honours ceremony. The public relations officer (PRO) should obtain photographs of the deceased and prepare either a complete obituary for release or a fact sheet about the deceased. These could be made available to media attending.

A media table should be available and plainly marked at the muster point. The protocol officer should direct any media enquiries to the PRO.

If possible, the public relations officers or the official department photographer should discreetly photograph and/or video the entire ceremony. Photographs will be useful for the official department scrapbook, to improve future ceremonies, and, if requested, for the family of the deceased.

## **APPENDIX - TRADITIONS**

The traditions of fire department funerals have many elements and acts of honour. Following is a brief explanation of some of those elements. The matrix identifies the elements intended to show honour and respect to the fallen colleague, based on the member's status and nature of death.

### **Fire Department crest on obituary, service folders, announcements and headstone**

Should the family wish, the fire department crest may be included and should be made available to the funeral director.

### **Front Line Apparatus as Caisson**

Fire Department Apparatus used to carry the casket from the funeral home to the service and the gravesite. Two Fire Department honour guard members will "guard" the casket by riding with the casket, or walking beside the engine.

### **Honourary Pallbearers**

Honourary Pallbearers do not carry the casket, but are placed in an honourary position leading the casket.

### **Burial in Dress Uniform**

Determine the clothing preference for the deceased colleague with next of kin. The Fire Department's Dress Uniform may be requested by the family.

### **Playing of the Last Post**

In military tradition, the Last Post is the bugle call that signifies the end of the day's activities. It is also played at military funerals. The fire service adopted this tradition at its funerals to indicate that the fire service member has gone to his or her final rest. It is the final farewell, and symbolises the duty of the deceased is over and they can rest in peace.

### **Last Alarm Ceremony**

At the conclusion of the ceremony, the Last Alarm script is read. At the end of the script all uniformed personnel will be called to "Attention", instructed to "Present Arms" (hand salute), The bell will be rung. At the conclusion all personnel will be instructed to "Order Arms" (stop hand salute).

### **Draping of casket with ceremonial funeral flag**

The flag that drapes the casket is determined by the family, and is to comply with Fire Department policy. It may be the National Flag of Canada, provincial, territorial, fire department or union/association flag or

banner. When used, the National Flag's canton should be draped over the upper left corner of the casket. The flag size for a standard adult-sized casket should be 4 1/2 x 9 feet (1.40 x 2.80m)

## **Flag Folding Ceremony**

If the family wishes, the flag may be folded and presented to the spouse or next of kin.

## **Cap and Flag Presentation**

The flag, medals, headdress, and other accoutrements are to be given to the next of kin, in accordance with the timing determined by the funeral director and with the family's wishes. Presentation will be made by the Fire Chief, or designated representative, and the representative from the association, if applicable.

## **Casket Vigil**

One or two uniformed fire service members standing guard at casket during the visitation.

## **Processional**

A procession of fire service and other emergency vehicles, following a designated route, generally past the member's station.

## **Assigned staging of front line apparatus at funeral service**

Assembly of fire service personnel at a particular location; direction provided by the parade marshal.

## **Assigned staging of apparatus along processional route**

Fire service personnel are assembled at a particular location(s) to honour the passing of the casket on the fire engine or hearse.

## **Aerial Ladder Arch**

Located along the procession route or at the cemetery, two aerial ladders are extended, with a large Canadian flag tied between the tips of the aerials.

## **Honour Guard**

Honour Guard personnel and/or uniformed personnel line up to form a corridor through which the deceased member and the family pass. All uniformed personnel will hand salute the member and the family as they pass.

## **Pipe band for procession/piper at service**

A pipe band is a time-honoured practice used in traditional fire department and active line of duty ceremonies.

## **Lone Piper for Interment**

A lone piper signals the day's end to troops and, as such, also bids farewell to the dead at funerals and memorial services.

## **Half-masting of Flags**

Lowering flags to half-mast are to be carried out in accordance with municipal protocols and policies.

Other components of the departmental funeral to be decided by the family include:

- Participation of Fire Department Chaplaincy
- Participation of Fire Department Leaders
- Attendance by Fire Department personnel in uniform
- Name added to Fallen Firefighters Memorial
- Support name being recommended for addition to IAFF Fallen Firefighters' Memorial

## Classification Matrix

The following guidelines define different levels of honour with corresponding suggested arrangement options. Options may be tailored to suit the policy of your fire department. To establish consistency, it is recommended that departments adopt a funeral protocol plan prior to its need.

	Active Line-of-Duty Service	Presumptive Line-of-Duty Service	Uniformed Member Service	Retired Member Service	Civilian Member Service
Front Line Apparatus as Caisson	Yes	Yes	No	No	No
Honourary pallbearers	Yes	Yes	No	No	No
Playing of Last Post	Yes	Yes	No	No	No
Last Alarm Ceremony	Yes	No	No	No	No
Draping of casket with ceremonial funeral flag	Yes	Yes	No	No	No
Flag folding ceremony	Yes	No	No	No	No
Cap and flag presentation	Yes	Yes	Yes	Yes	No
Casket Vigil	Yes	No	No	No	No
Processional	Yes	Yes	No	No	No
Burial in #1 Dress Uniform	Yes	Yes	Yes	Yes	No
Formal invitation to civic and governmental dignitaries	Yes	Yes	No	No	No
Name added to Fallen Firefighters Memorial	Yes	Yes	No	No	No
Name recommended for addition to Canadian Firefighters' Memorial	Yes	Yes	No	No	No
Support name being recommended for addition to IAFF Fallen Firefighters' Memorial	Yes	Yes	No	No	No
FD crest on obituary and headstone	Yes	Yes	Yes	Yes	No
Assigned staging of front line apparatus at funeral service	Yes	Yes	Yes	No	No
Assigned staging of apparatus along processional route	Yes	No	No	No	No
Aerial Ladder Arch	Yes	No	No	No	No
Honour Guard	Yes	Yes	Yes	Yes	Yes
Pipe and for procession or piper at service	Yes	Yes	Yes	Yes	Yes
Lone Piper for interment	Yes	Yes	Yes	Yes	Yes
Participation of FD Chaplaincy	Yes	Yes	Yes	Yes	Yes
Participation of Department leaders	Yes	Yes	Yes	Yes	Yes
Attendance by Fire Department personnel in uniform	Yes	Yes	Yes	Yes	Yes
FD crest on service folders and announcements	Yes	Yes	Yes	Yes	Yes
Half-masting of Department flag	Yes	Yes	Yes	Yes	Yes

## FLAG ETIQUETTE

The following flag etiquette is an extract from the Canadian Heritage website within Anthems and Symbols found at [www.pch.gc.ca](http://www.pch.gc.ca)

The National Flag of Canada and the flags of the provinces and territories are symbols of honour and pride for all Canadians. Flags should always be treated with respect and should be maintained and folded properly when not being flown.

Only flags in good condition should be flown. Tattered, faded or stained flag should not be flown. Information and instructions on carrying flags is contained in the section on Colour Parties. Only one flag should be flying from a flagpole. More than one flag shall not be placed on the same flagpole. Flags should never touch the ground except for when a Colour Party dips colours during a royal or general salute. Flags should be disposed of in a dignified manner such as by burning rather than throwing in the garbage.

### Flag Displays

Generally, the Provincial or Territorial flag is flown at buildings having a single flag mast. When the National Flag of Canada is flown alone on top of or in front of a building where there are two flagpoles, it should be flown on the flagpole to the left to an observer facing the flag.

When the National Flag of Canada is flown alone on top of or in front of a building where there are more than two flagpoles, it should be flown as near as possible to the centre. The National Flag should only be flown on its own mast. Flag protocol states that it is improper to fly more than one flag on a mast. The flag may be flown by night as well as by day.

The location of the position of honour depends on the number of flags flown and the chosen configuration. When two flags (or more than three flags) are displayed, the position of honour is furthest to the left (to an observer facing the display).

When three flags are displayed, the National Flag should be at the centre; the position of honour in this case. To an observer facing the display, the second-ranking flag (in order of precedence) is placed to the left of centre, and the other to the right.

A common combination of flags is that of the National Flag of Canada with a provincial or territorial flag, and a municipal flag or an organization's banner. In such a case, the National Flag should be in the centre with the provincial/territorial flag to the left and the municipal flag/organization's banner to the right (to an observer facing the display).

When displaying the National Flag of Canada against a surface, such as a wall, if hung horizontally, the upper part of the leaf should be up and the stem down. If hung vertically, the flag should be placed so that the upper part of the leaf points to the left and the stem to the right from the point of view of the observer facing the flag. Flags hung vertically should be hung so that the canton is in the upper left corner.

When the National Flag of Canada is displayed in a place of worship or on a speaker's platform, it should be against the wall, or on a flagpole on the left from the point of view of the congregation audience facing the celebrant or speaker.

## **The National Flag of Canada – Draping a Casket at a Funeral**

In accordance with fire department policy and with the family's wishes, for a full honours funeral ceremony, the National, Provincial, Territorial or department flag may be used to drape the pall over the casket. If the family wishes, the flag may be folded and presented to the spouse or next of kin.

When draped over a casket, or being handled, the flag shall not touch the ground, or be so placed as to be below the eye level of a seated person. The flag shall not cover any object other than a casket, monument or photograph.

## **Folding of the Flag**

In Step 1, the Flag is "presented" by moving it from the horizontal to the vertical plane and is folded twice length-wise. The Flag is then rotated to the horizontal and the fly folded to the hoist twice. The critical point in the sequence occurs at Step 5 when the fly is folded under to the hoist so that the maple leaf remains visible. Two or more persons are required to perform this procedure with additional assistance needed when larger flags are involved. For flags larger than 1.5 x 3 meters (4.5 x 9 feet), the flag must be kept horizontal throughout. During funerals, where the coffin is flag-draped, the flag should be removed once the coffin is placed on the lowering device on the grave. Those folding the flag should raise it horizontally to about waist height, step to the side of the grave and start the folding process. Once completed, the flag may be presented to the next-of-kin. (Ceremonial Procedures, Public Works and Government Services Canada, June 2005, p.41) [www.celebratecanada.info/docs/CeremonialProcedures.pdf](http://www.celebratecanada.info/docs/CeremonialProcedures.pdf)

## **Half-masting of Flags**

The half-masting of national flags is a well-established procedure whereby countries bestow an honour and express a collective sense of sorrow. Given that such flags are recognized as paramount symbols of their nations, the act of half-masting is a dramatic visual statement that speaks to the sense of loss that is shared by all their citizens.

Fire departments are encouraged to develop policies and procedures with respect to occasions when flags are to be lowered to half-mast and the duration of half-masting. In addition, refer to the municipality's policies regarding flag etiquette and the protocol to be followed to half-mast flags at fire department sites and facilities.

Canadian Heritage provides guidance for specific occasions when the National Flag of Canada should be lowered to half-mast. Lowering of the National Flag occurs upon the death of:

- Sovereign, current Governor General or current Prime Minister;
- Sovereign's spouse, Heir to the Throne or the Heir to the Heir of the Throne;
- Former Governor General

- Current Chief Justice of Canada, or a current member of Canadian Ministry;
- Current Lieutenant Governors;
- Former Privy Councillor or current Senator;
- Current Members of the House of Commons;
- Accredited Heads of Mission to Canada (High Commissioner or Ambassador);

When a Province or Territory half-masts its provincial or territorial flag for a reason other than one provided above, the National Flag will be half-masted within that Province or Territory, except on the Peace Tower if the Province is Ontario, to the same geographical extent and for the same duration as the Province or Territory half-masts its flag. The National Flag will only be half-masted in said Province or Territory upon notification to the Department of Canadian Heritage by the Chief of Protocol of that Province or Territory outlining the reason, geographical extent and duration of the said half-masting.

In addition to the above, Office of the Lieutenant Governor protocols and protocols or policies developed by the municipality govern the lowering of flags to half-mast for events within its jurisdiction. Municipal flag protocols generally also identify the following events when flags are half-masted:

- Death of a mayor, and emergency services workers such as firefighters, paramedics or police officers

## Special Days

The National Flag of Canada will be half-masted from sunrise to sunset on the following days:

- National Day of Mourning
- Police and Peace Officers' National Memorial
- Remembrance Day (November 11)

## Half-masting Procedure

When the National Flag of Canada is flown at half-mast all other flags on adjoining flagpoles shall be flown at half-mast.

The position of the National Flag when flying at half-mast will depend on its size, the length of the flag pole and its location, but as a general rule the centre of the flag should be exactly half-way down the pole.

When hoisted to or lowered from the half-mast position, a flag will first be raised to the masthead and then lowered. Flags will only be half-masted on those flag poles fitted with halyards and pulleys. As a sign of mourning, it is acceptable to attach a cravat to a flag on an interior pole which cannot be half-masted.

## COLOUR PARTY

Historically, the Sovereign's Colour, a consecrated flag, was presented to a military unit as a reminder to all ranks of their loyalty and duty to Sovereign and country. This military icon of significance has been adopted by the Canadian Fire Service as a visible demonstration of pride of service, honour, devotion and unity of purpose. (Crowsnest, Canadian Navy, Vol. 3, No. 2, Summer 2009) However, a Colour Party in the Canadian Fire Service carries the National Flag of Canada. Although the term Colour Party is used, Colours have not been presented to the Canadian Fire Service by the Queen.

Many fire departments have or are considering the formation of an official Colour Party to represent the department at civic functions and official ceremonies. The following information has been compiled from The Canadian Forces Manual of Drill and Ceremonial to assist in the formation and training of this type of specialized unit which will be under the scrutiny of the public. [http://cafc.ca/en/wp-content/uploads/2012/09/CFP\\_201\\_-\\_CF\\_Manual\\_of\\_Drill\\_and\\_Ceremonial1.pdf](http://cafc.ca/en/wp-content/uploads/2012/09/CFP_201_-_CF_Manual_of_Drill_and_Ceremonial1.pdf)

However, it is important to note that the commands 'BY NUMBERS, SQUAD' documented here are for drill purposes only. During a ceremonial event, commands would be communicated to prompt the Colour party to complete the movements with a standard pause between movements.

### Composition Of A Colour Party

1. The composition of a Colour party carrying one Colour (Figure 4a) shall be:
  - Colour officer – one junior officer; and
  - Colour escorts – two firefighters (if necessary);
2. The composition of a Colour party carrying two Colours (Figure 4b) shall be:
  - Colour officers – two junior officers; and
  - Colour escorts – three firefighters;

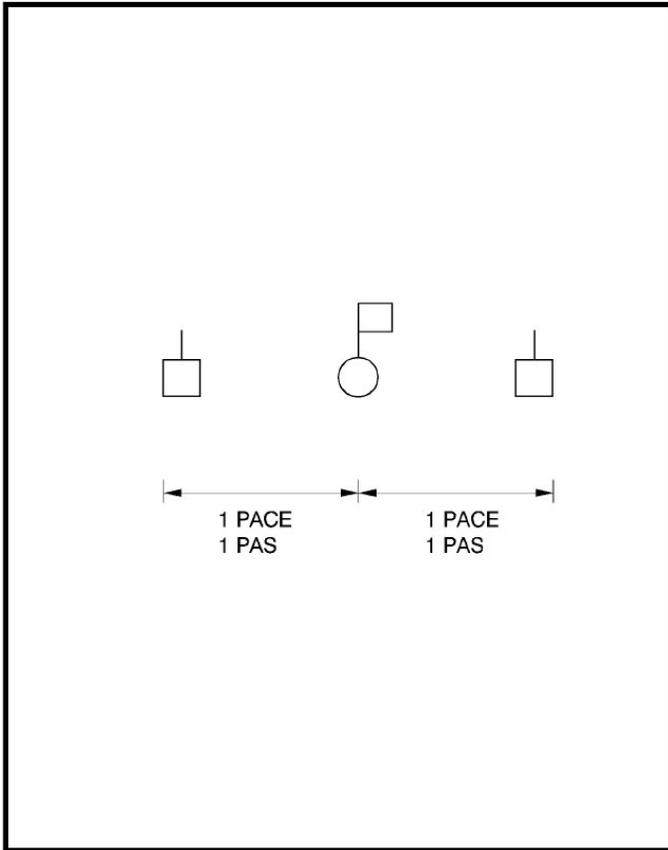


Figure 4a Colour Party for One Colour

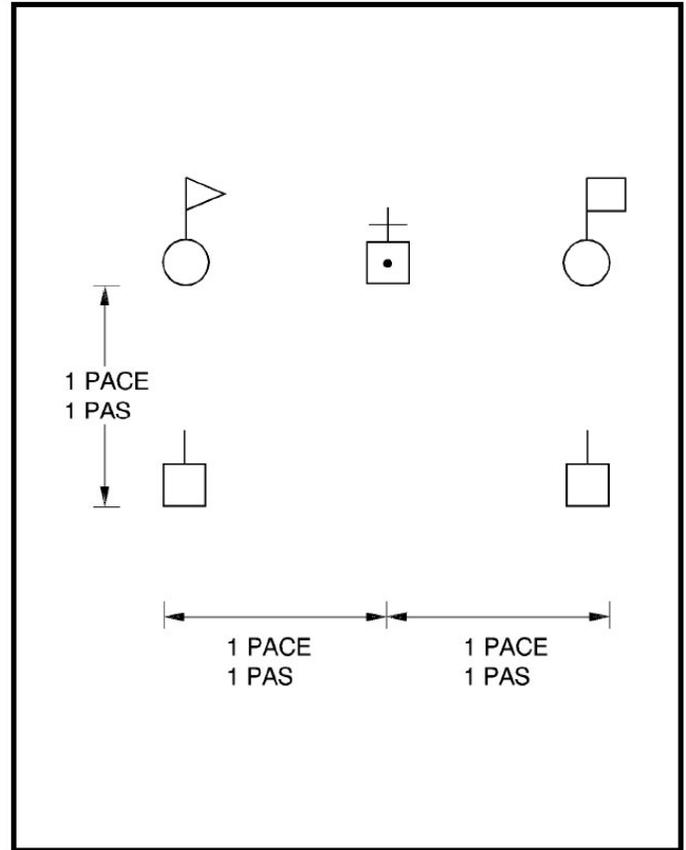


Figure 4b Colour Party for Two Colours

When a stand of Colours is carried, the Queen's Colour occupies the position of honour, i.e., on the right of the Colour party (on the left from the spectators point of view).

When a Colour Party carries the National Flag of Canada and either Provincial Flag or a flag or banner of the fire department, the National Flag occupies the position of honour on the right (on the left from the spectators' point of view).

1. Colour movements shall be executed with a standard pause between movements.
2. A cased Colour is never held at the carry.
3. A Colour is never sloped at the halt; it shall be at the carry or the order.
4. On the march, a Colour always shall be carried at the slope, except when on the review parade ground or when paying compliments. Then, it shall be at the carry.
5. During an inspection of personnel on parade the Colour shall be at the carry.

## Dress And Equipment

- Firefighters in a Colour Party should be dressed consistently in full dress uniform. Gloves, special boots and shoulder cords are optional. A colour carrying belt is generally worn over the left shoulder, depending on departmental design.

- The details of the Colour pike and belt are shown in (Figure 5).
- The Colour bearer wears the Colour belt over the left shoulder.

## Position Of The Order

6. At the order (Figure 6a):
  - The Colour bearer is at attention.
  - The pike is held vertical with the right hand, at the right side. The base of the pike is on the ground at the right side of the right foot, in line with the toe of the shoe.
  - The pike and Colour are held with an all-round grasp of the right hand, back of the hand outwards, at the point of the pike where the lowest corner of the Colour reaches.
  - The Colour shall hang naturally down the pike and shall not be stretched taut.
  - The right elbow is at the side.
  - The right wrist is directly in rear of the pike.

## Stand At Ease From The Order

7. On the command **STAND AT – EASE**:
  - move the left foot in the normal manner (Figure 6b); and
  - keep the Colour and pike unmoved in the same position as described for the order.

## Stand Easy From Stand At Ease

8. On the command **STAND – EASY**:
  - The Colour and pike remain in the same position;
  - The left arm is kept to the side; and
  - The body is relaxed, but the feet and Colour are not moved.
9. The stand at ease position shall be resumed on the cautionary command **SQUAD (GUARD)** (etc.).

## Order From Stand At Ease

10. On the command **ATTEN – TION**, move the left foot in the normal manner.

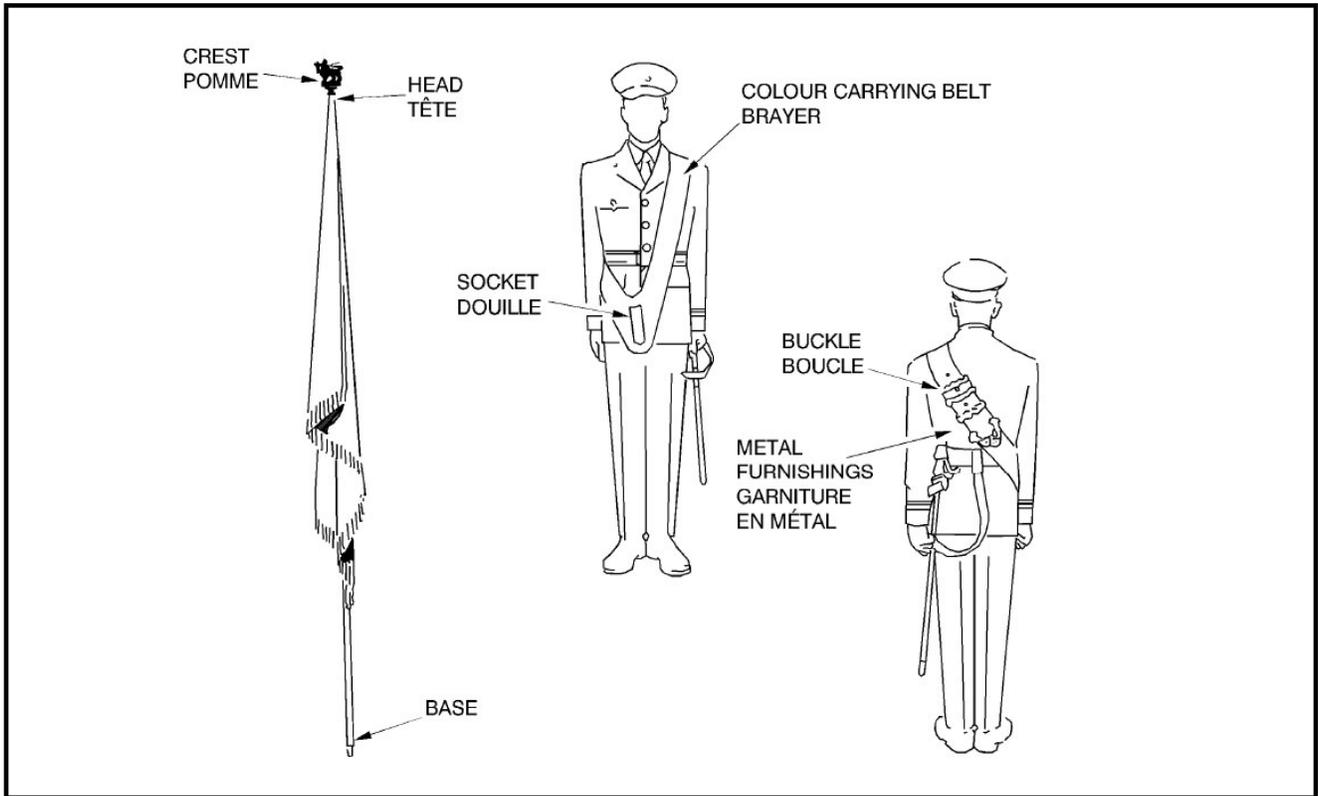


Figure 5 Details of the Colour Pike and Belt

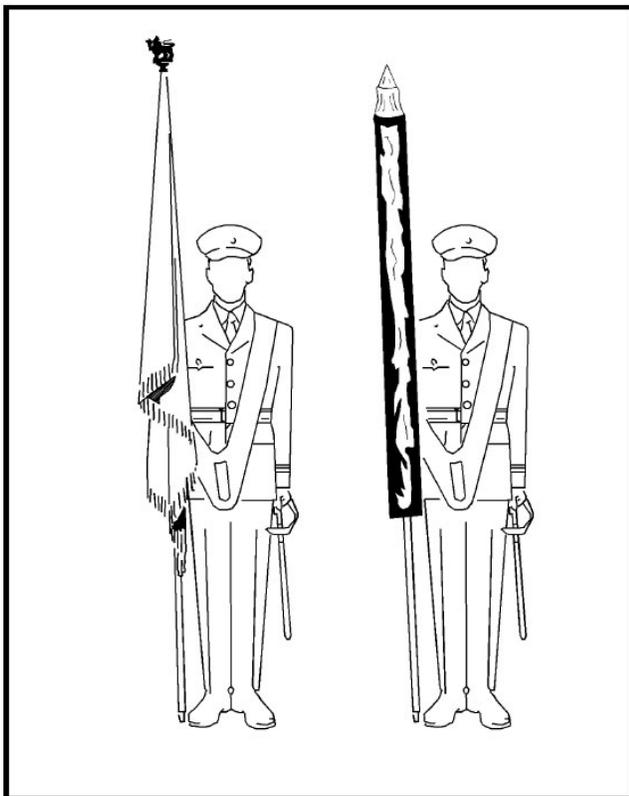


Figure 6a Position of the Order (uncased and cased)

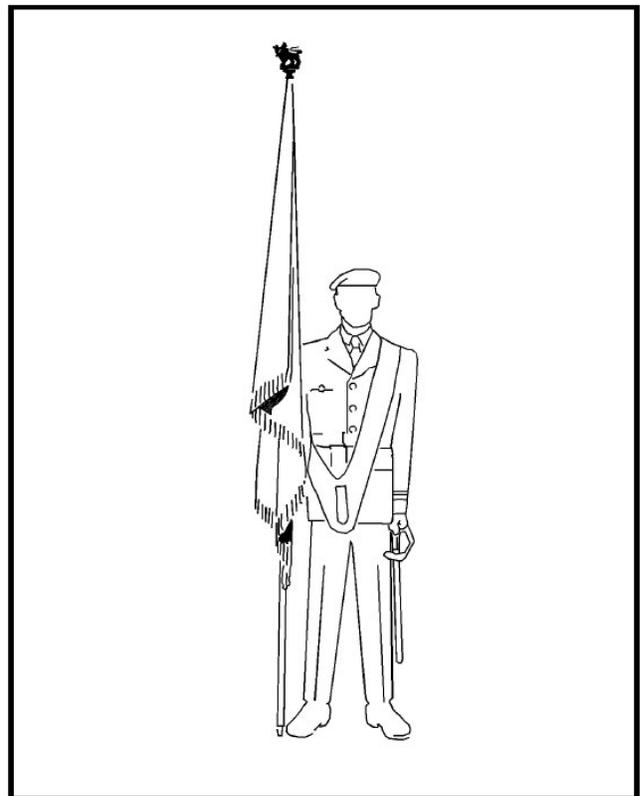


Figure 6b Stand at Ease

## Carry From The Order

11. On the command CARRY COLOUR(S) BY NUMBERS, SQUAD – ONE;
- with the right hand, raise the Colour to a vertical position in front of the centre of the body, keeping the base of the pike just clear of the socket, and the right forearm alongside the pike (Figure 7); and
  - simultaneously, bring the left hand to the socket and guide the pike into the socket.
12. On the command SQUAD – TWO:
- bring the left hand to the position of the order;
  - simultaneously raise the right forearm parallel to the ground; thus
  - on completion of the movement:
    - (1) the right hand is opposite the mouth,
    - (2) the right forearm is parallel to the ground at right angles to the pike,
    - (3) the wrist of the right arm is straight,
    - (4) the back of the hand is outwards, and
    - (5) the head and eyes are facing the front.
13. On the command CARRY – COLOUR, the two movements are combined. A standard pause shall be observed between the movements.

## Order From The Carry

14. On the command ORDER COLOUR(S) BY NUMBERS, SQUAD - ONE:
- with the right hand raise the pike clear of the socket, bringing the right forearm from the horizontal position to a vertical position alongside the pike (Figure 8); and
  - simultaneously, bring the left hand to the socket to steady the pike and belt.
15. On the command SQUAD – TWO:
- carry the Colour with the right hand to the position of the order;
  - move the left hand across the body to steady the pike; thus
  - on completion of the movement:
    - (1) the back of the left hand shall be outwards,
    - (2) the fingers of the left hand are extended and pointing to the right, and
    - (3) the left forearm is parallel to the ground.
16. On the command SQUAD - THREE, cut the left hand to the side in the position of attention.
17. On the command ORDER – COLOUR, the three movements are combined. A standard pause shall be observed between the movements.

## Slope From The Carry

18. On the command SLOPE COLOUR(S) BY NUMBERS, SQUAD – ONE:

- with the right hand raise the pike clear of the socket, bringing the right forearm from the horizontal position to a vertical position alongside the pike (Figure 9); and
- simultaneously, bring the left hand to the socket to steady the pike and the belt.

19. On the command SQUAD – TWO:

- lower the Colour with the right hand to the right shoulder;
- simultaneously, with the left hand grasp the pike above the right hand with an all-round grip, to steady the pike; thus
- on completion of the movement:
  - (1) the Colour shall be at a 45 degree angle on the right shoulder,
  - (2) the elbow shall be close to the body,
  - (3) the right forearm should be in a comfortable position parallel to the ground,
  - (4) the Colour shall hang over and cover the right shoulder and arm, and
  - (5) the pike shall not show between the hand and the shoulder and shall be covered by the Colour.

20. On the command SQUAD – THREE, cut the left hand to the side assuming the position of the order.

21. On the command SLOPE – COLOUR, the three movements are combined. A standard pause shall be observed between the movements.

22. Upon departing the review parade ground or after paying compliments elsewhere, an uncased Colour normally should be returned to the slope in the following manner:

- On the command QUICK – MARCH, the Colour officer shall slope the Colour from the carry, executing the first movement on the first pace with the left foot and the remaining movements on successive paces with the left foot.
- When the senior Colour officer gives the command SLOPE – COLOUR, after paying compliments on other than a review parade ground, the command is given on the left foot and the movements executed as above. When only one Colour is carried, the Colour officer shall carry out the movements without word of command.

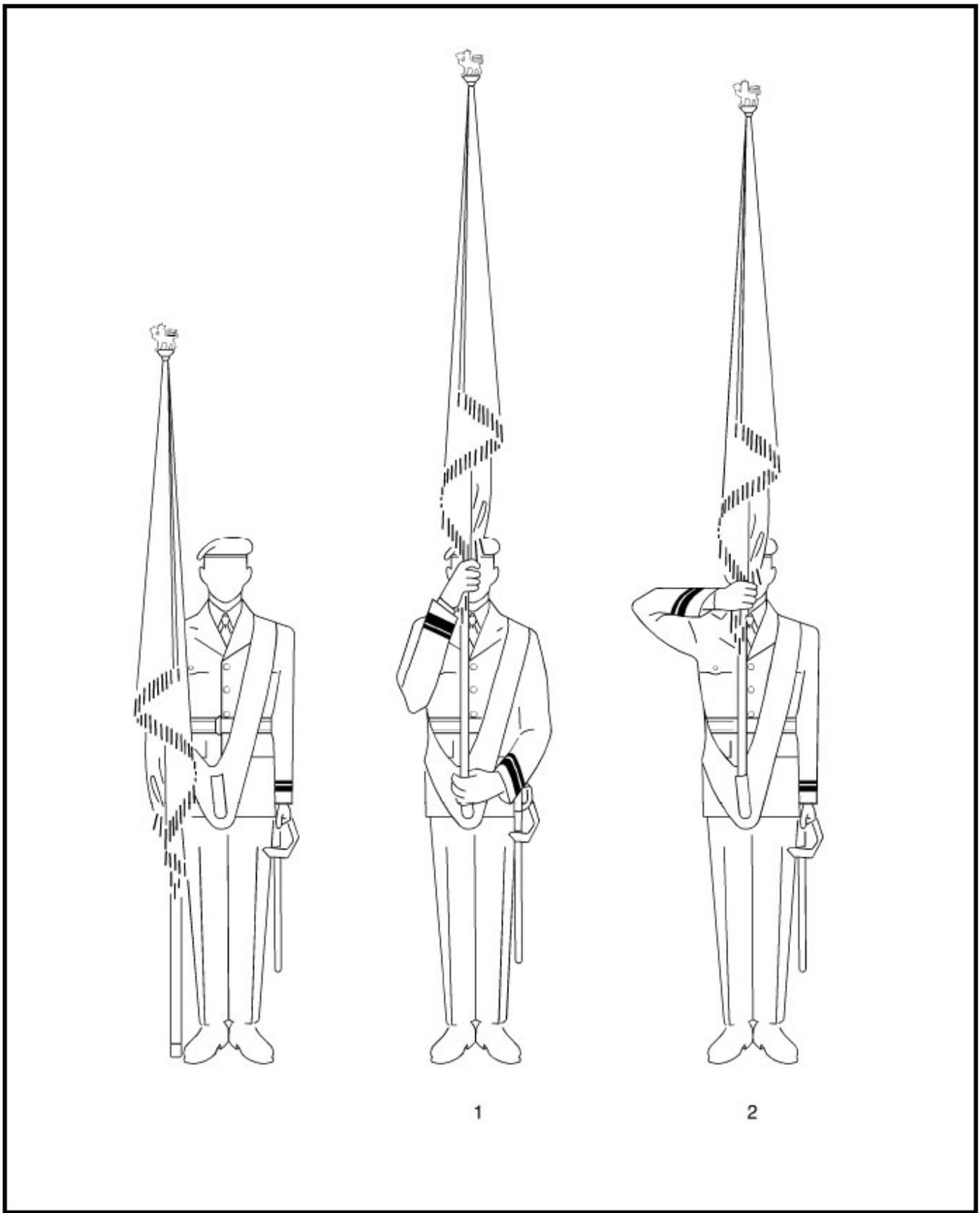


Figure 7 Carry from the Order

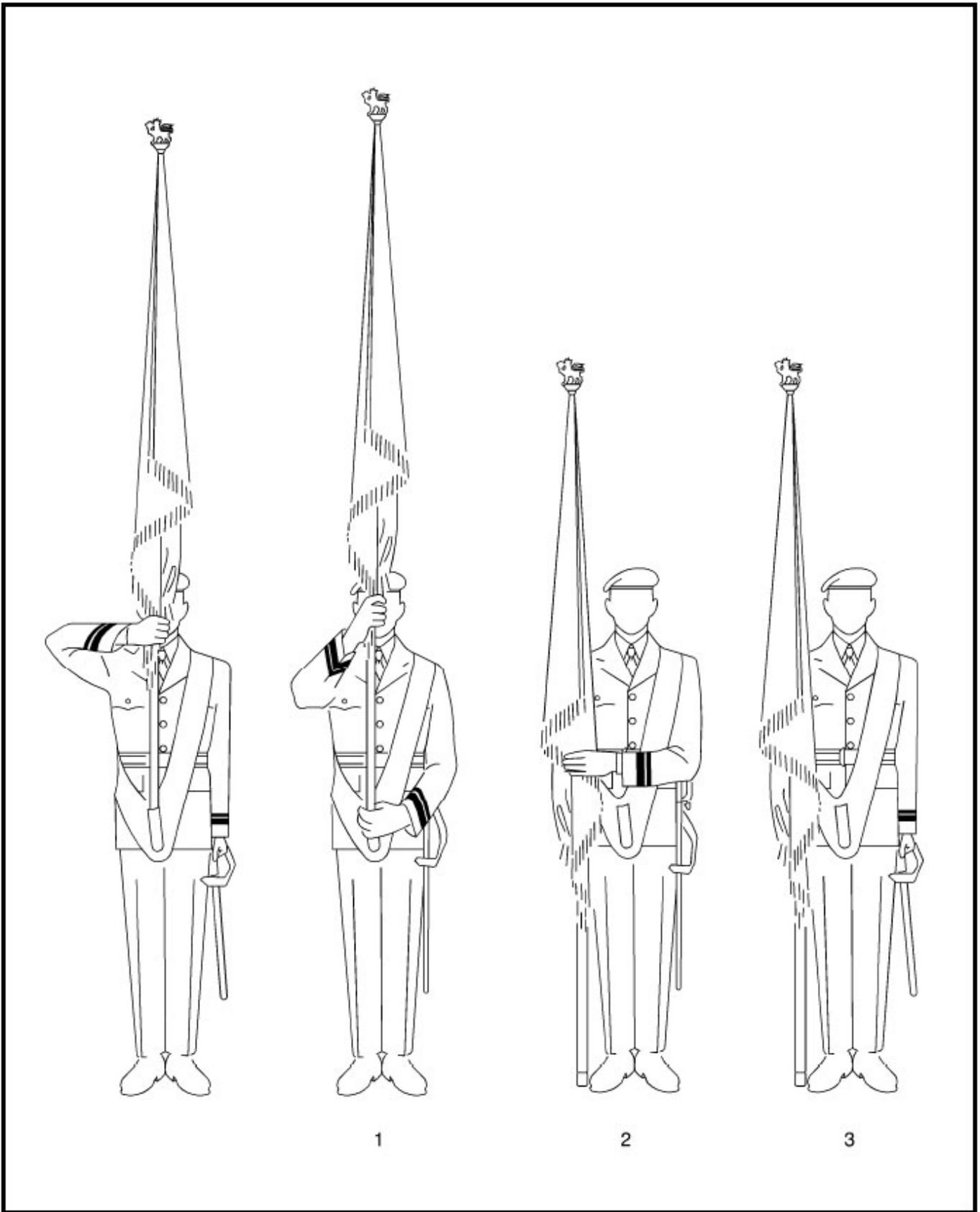


Figure 8 Order from the Carry

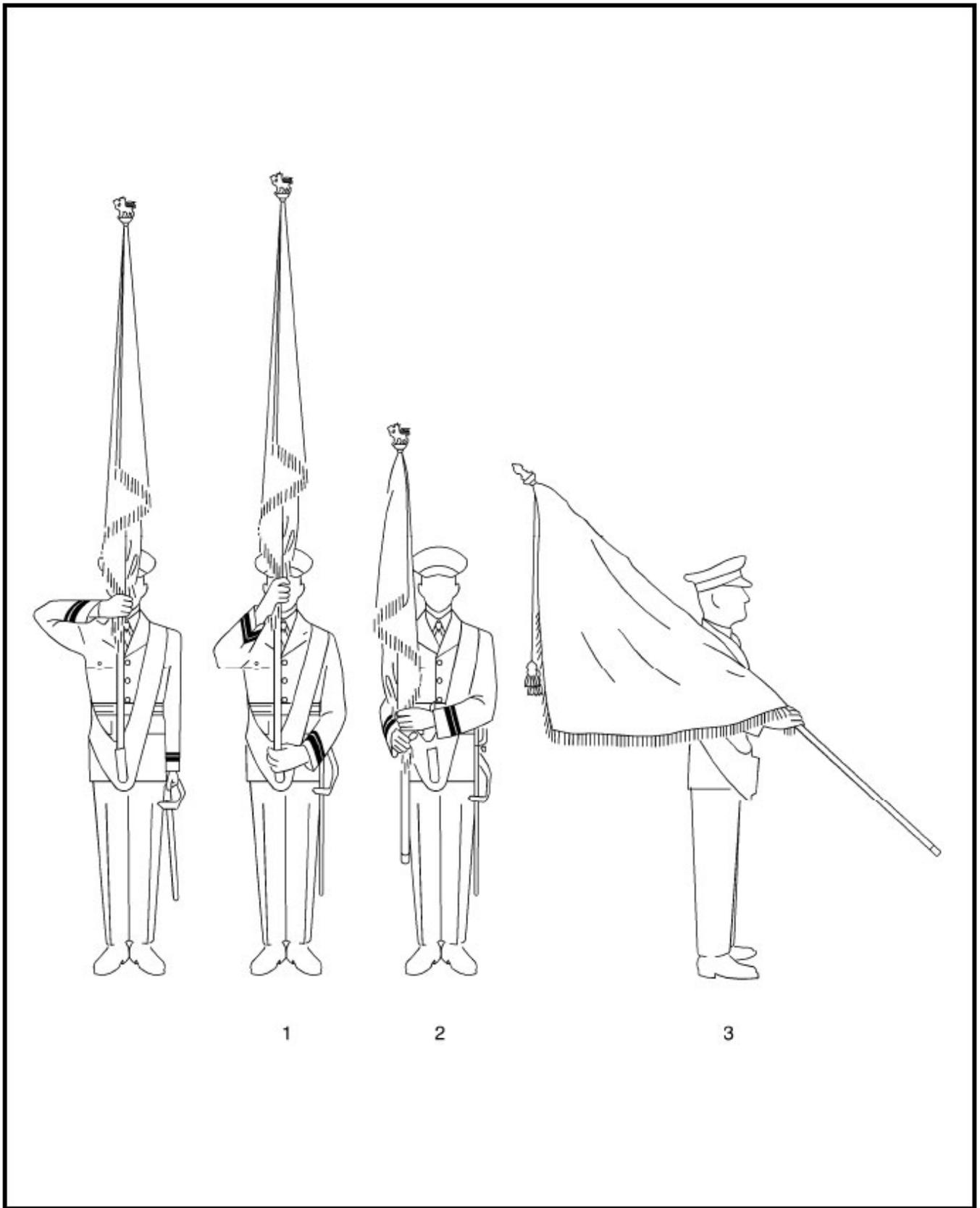


Figure 9 Slope from the Carry

## Changing The Colour At The Slope

23. On the command CHANGE COLOUR(S) BY NUMBERS, SQUAD – ONE:

- grasp the pike with the left hand above the right, in an all-around grip, back of the hand to the front, and thumb to the rear (Figure 10); and
- keep the elbows close to the body.

24. On the command SQUAD – TWO:

- Carry the Colour, with the pike perpendicular, to a position 10 cm in front of the centre of the body; and
- keep the elbows close to the body and both forearms parallel to the ground.

25. On the command SQUAD – THREE, place the Colour on the left shoulder, retaining the grip of both hands on the pike in a similar position to that described for the first movement above, except that the back of the right hand is now to the front. Cut the right hand to the side.

26. On the command CHANGE – COLOUR, combine the four movements, observing a standard pause between the movements.

27. To change Colour from the left to the right, the drill above is reversed.

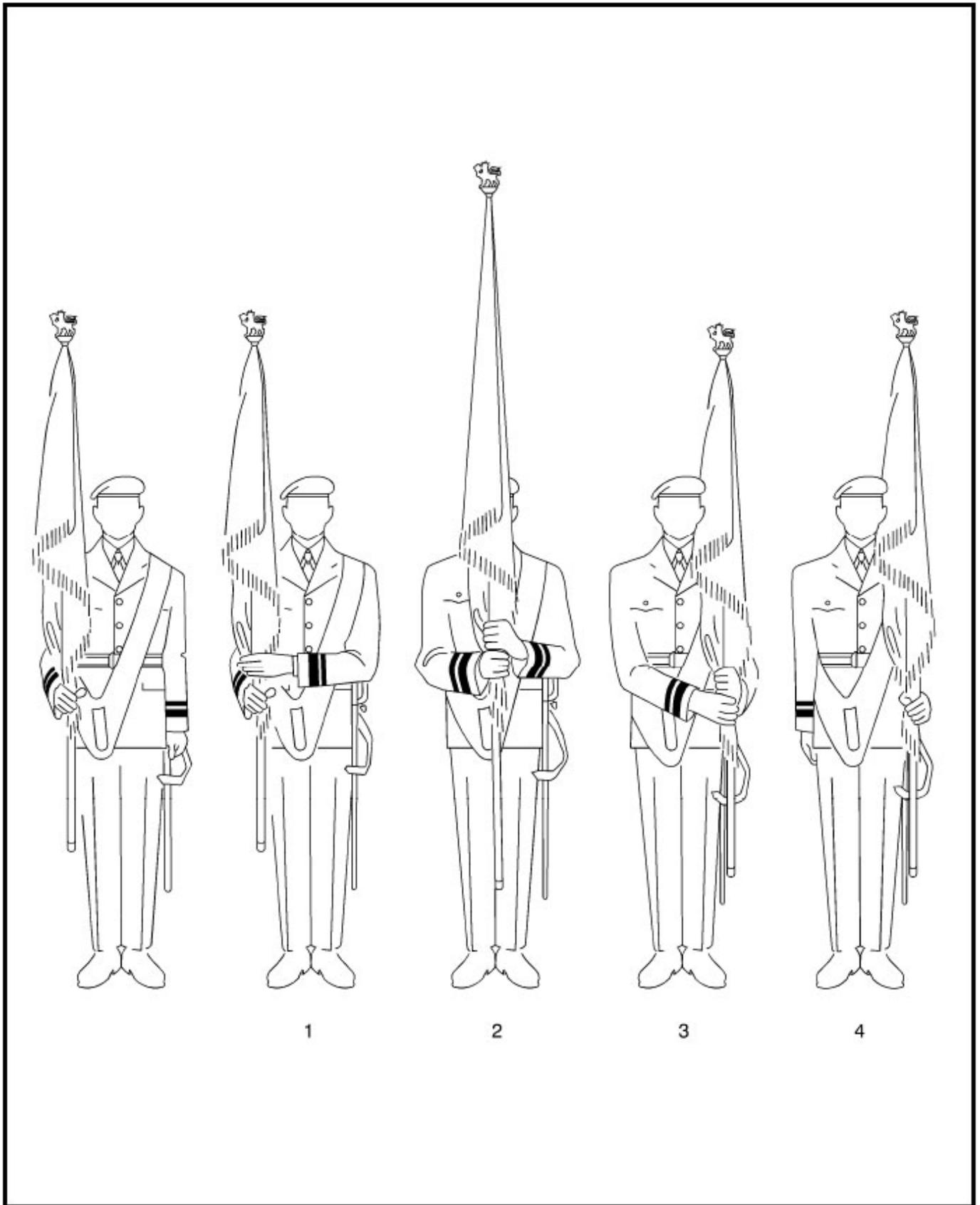


Figure 10 Changing the Colour at the Slope

## Carry From The Slope

28. On the command CARRY COLOUR(S) BY NUMBERS, SQUAD - ONE:

- raise the Colour off the right shoulder with the right hand to the perpendicular position of the carry from the order (Figure 11); and
- simultaneously, bring the left hand to the socket to guide the base of the pike into the socket.

29. On the command SQUAD - TWO, cut the left hand to the side and assume the carry position.

30. On the command CARRY – COLOUR, the two movements are combined. A standard pause shall be observed between the movements.

## Let Fly From The Carry

Let fly the Colours means rendering a general salute with Colours to dignitaries.

31. On the command LET FLY THE – COLOUR(S), maintaining the grip on the pike, release the Colour with a downward movement of the right hand (Figure 12).

32. When on parade, during the march past in quick time, on the command EYES – RIGHT, the Colour is let fly on the next left foot.

33. On the command EYES – FRONT, the Colour is caught as detailed in paragraph 34.

## Catching The Colour From The Let Fly

34. On the command CATCH THE COLOUR(S) BY NUMBERS, SQUAD – ONE:

- grasp the Colour with the left hand and bring it in to the pike (Figure 13); and
- simultaneously, grasp the corner of the Colour with the right hand, back of the hand outwards, at the point of the pike where the lowest corner of the Colour reached.

35. On the command SQUAD - TWO, cut the left hand to the side to the position of attention and raise the right forearm to the horizontal position.

36. On the command CATCH THE – COLOUR, the two movements are combined. A standard pause shall be observed between the movements.

37. Depending on the wind direction, the Colour may be grasped with the right hand after securing the pike in the left hand. If, because of wind strength, the Colour cannot be caught, the Colour shall be brought to the position of the order, the Colour secured and returned to the carry. The same drill is executed while marching.

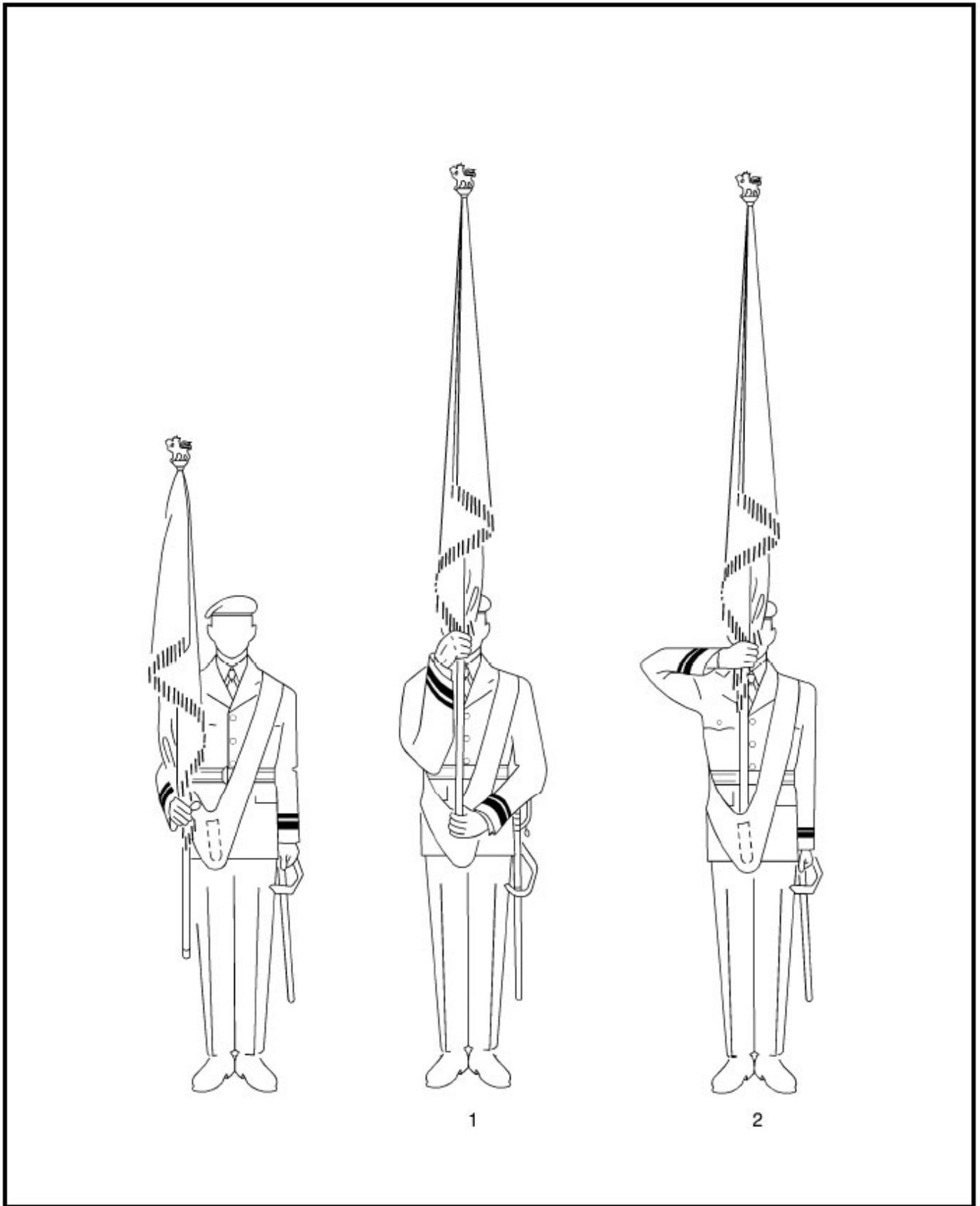


Figure 11 Carry from the Slope

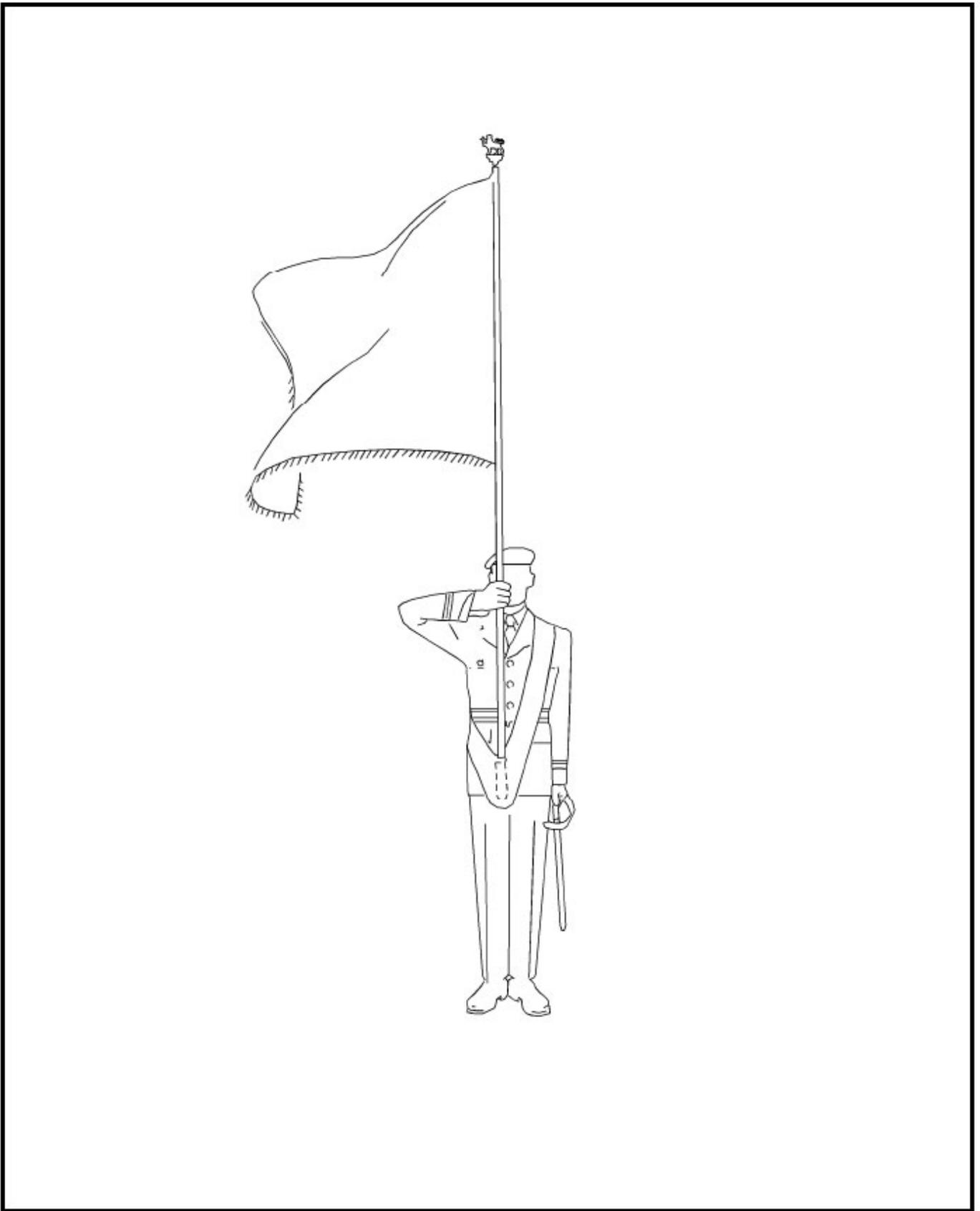


Figure 12 Let Fly from the Carry

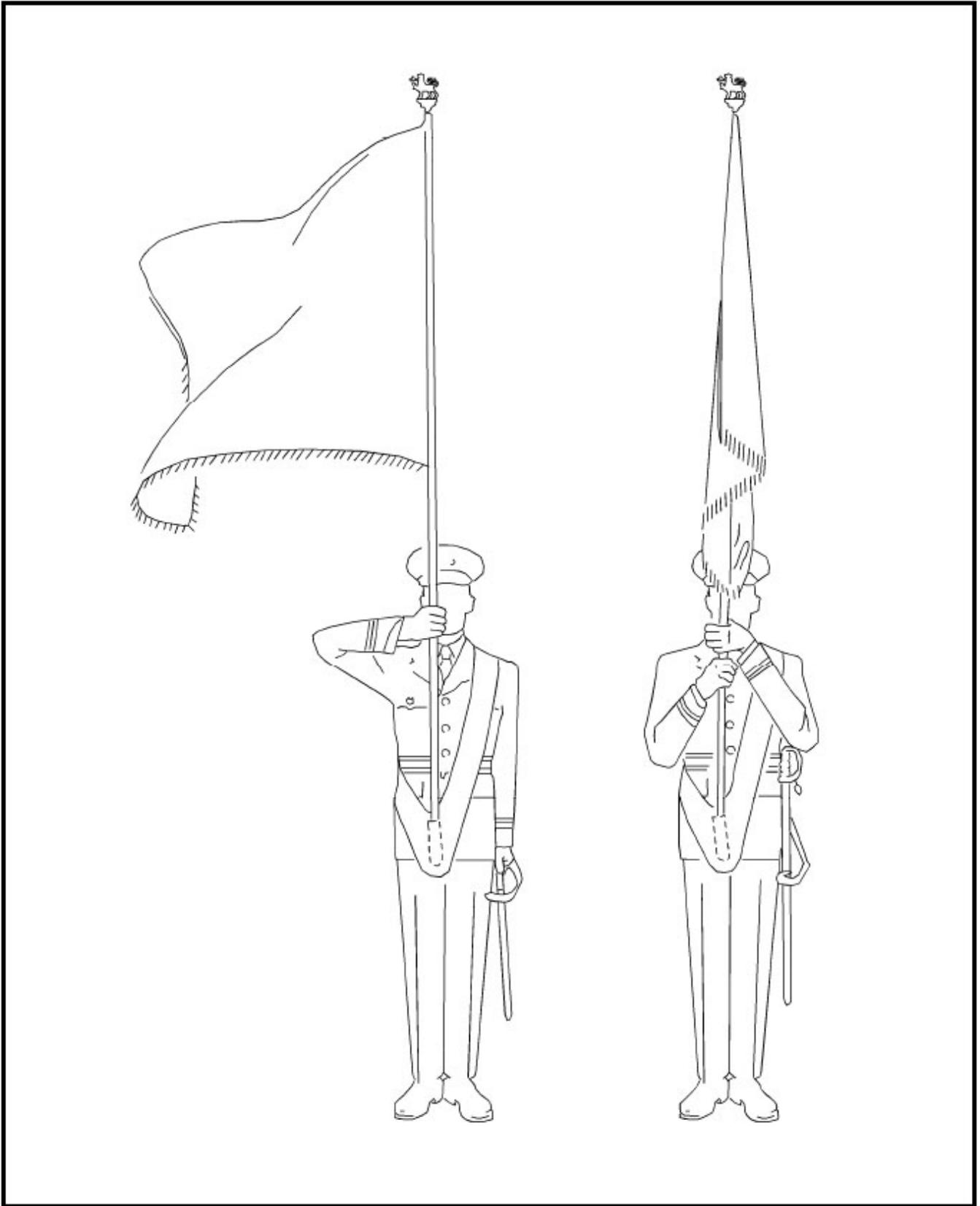


Figure 13 Catching the Colour from the Let Fly

## Dipping Flags As Forms Of Compliment

Dipping the Colours means rendering a Royal salute with Colours to entitled dignitaries.

The National Flag shall not be dipped or lowered as a means of paying a salute or compliment (A-AD-200-000/AG-000, The Heritage Structure of the Canadian Force, (CFP 200, Chapter 13, Annex A)). Though it is considered a Colour, in certain ways it is treated differently than military Colours. When carried by a flag party, the National Flag of Canada is not to be dipped. If a fire department banner or flag is treated as a parallel for Colours, the various banners would only be dipped during Royal Salutes. If treated strictly as flags, they would never be dipped.

## Marching On And Off The Colour

The following section has been adapted from The Canadian Forces Manual of Drill and Ceremonial, Chapter 8, Section 6.

1. Colours shall be held at the carry while being marched on and off parade.
2. On the command MARCH ON THE COLOUR(S), given by the parade marshal the following shall take place:
  - the senior Colour officer shall order the cautionary COLOUR PARTY;
  - the parade marshal shall order TO THE COLOUR(S); and
  - the senior Colour officer shall order BY THE RIGHT (CENTRE), QUICK – MARCH. If a band is on parade, it shall play appropriate music.
3. The Colour party shall march to its position by a series of forms (Figure 14). Upon halting in its parade position, the senior Colour officer orders COLOUR PARTY, TO THE COLOUR(S), PRESENT – ARMS.
4. Once the Colour escort is at the present, the parade marshal orders SHOULDER – ARMS, and the parade, now including the Colour party, shoulders arms.
5. Until it is ordered off at the conclusion of the parade, the Colour party shall act normally on the parade marshal's command, except in the following circumstances:
  - During an inspection, the Colour shall be held in the carry position.
  - When required to move to a flank independently, the Colour party shall do so under command of its senior Colour officer by executing forms at the halt or on the march.

## Marching Off The Colour

6. On the conclusion of the parade, the parade marshal shall order MARCH OFF THE– COLOUR (S).
7. The senior Colour officer shall order the cautionary COLOUR PARTY.
8. The parade marshal shall order TO THE COLOUR(S), PRESENT - ARMS.
9. The senior Colour officer shall order BY THE RIGHT (CENTRE), QUICK – MARCH. If a band is present, it shall play appropriate music.
10. The Colour party, by forming, shall march off the parade ground to the left or right flank (Figure 14).

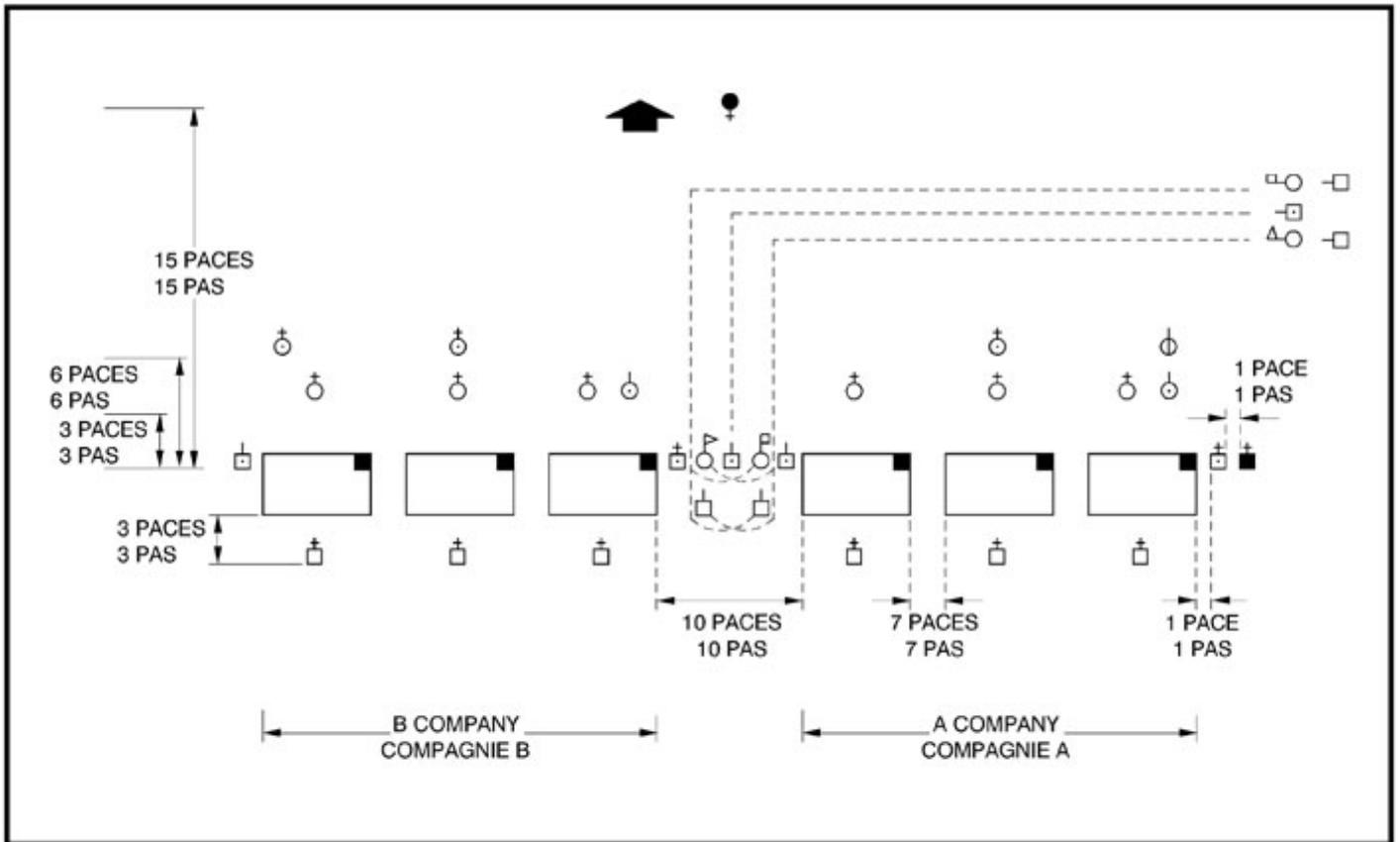


Figure 14 Marching on and off the Colour (Battalion in Line)

## **CHANGE OF COMMAND CEREMONY**

A change of command is a military tradition adopted by fire services across Canada that represents a formal transfer of authority and responsibility for a fire department from one fire chief to another. The passing of colors, standards, or ensigns from an outgoing Fire Chief to an incoming one ensures that the fire department and its firefighters are never without official leadership and a continuation of trust, and also signifies an allegiance of firefighters to their fire chief.

Great symbolism is attached to the ceremonial aspects of a change of command which raises the visibility of the fire department in the community and recognizes the importance of the position of the fire chief.

A change of command ceremony visibly installs the successor within the department and allows the retiring Fire Chief to depart in a dignified manner, and being acknowledged for the contributions to the department and community. Each ceremony should be tailored to the outgoing and incoming Fire Chiefs. Although a change of command recognizes the office as well as the person, the wishes of the outgoing or departing fire chief should be respected first and foremost.

A Planning Document Template can be found at the end of this section. Reference ceremonial protocols that have been developed by the municipality to ensure consistency in approach, and compliance with policies adopted.

### **Preparation for The Change Of Command Ceremony**

Once council approves the appointment of the new chief, a committee to organize the events should be established. A Fire Officer of appropriate rank and membership should be drawn from all ranks, along with public relations or communications staff from the department or municipality, and representation from the union or association. Allow a minimum of six to eight weeks to plan and organize the event.

Once the date is set, prepare a guest list that includes the mayor, members of council, City Manager, municipal/township department heads, Member(s) of Parliament, provincial government officials, Fire Marshal, former chiefs, neighbouring departments, mutual aid associations, union officials, local prominent business people, community VIPs, and the media. A formal invitation should be sent to each guest.

A Change of Command Ceremony is an opportunity for fire departments, particularly, volunteer departments, to involve its community organizations in the planning. These may include school groups to sing the national anthem, or community organizations for catering purposes.

If your department does not have an Honour Guard or band, make arrangements with another department or military unit to have one attend. A piper can be used effectively for this ceremony.

Headquarters station or other venue may be used as the site for the ceremony. Since the fire department will be on show to the public, if fire department facilities are being used, ensure the building and grounds maintenance items have been addressed prior to the ceremony. Ensure appropriate operations back up is arranged while the ceremony takes place.

Arrange for apparatus to be cleaned prior to the ceremony.

Communicate with all ranks involved in the ceremony, explaining the ceremonial protocol and dress requirements. White gloves may be required for fire department staff, if the department chooses.

Rent seating and make catering arrangements for your guests. Arrange for staff to place and remove seats. Arrange for a podium and possibly a reviewing stand.

Once all arrangements have been completed, have a program prepared. This can be simple or elaborate depending on your resources and budget.

Have your public relations officer prepare a news release and arrange for a photographer.

Discuss with both Fire Chiefs the need to make a short speech during the ceremony.

Review the ceremony with all ranks involved. If all or part of the ceremony is planned outdoors, make provisions for inclement weather.

## **Change of Command Ceremony – Day of the Event**

Have firefighters assigned as ushers to guide guests to their seats. Reserved seating should be assigned for dignitaries and important guests.

If using fire department facilities, have station apparatus drawn up on the apron. Form up all personnel, the Colour party, the Honour Guard and band.

Arrange the march by having the firefighters in platoons (24 firefighters and a platoon leader). Spotting marks for each platoon can be discreetly chalked on the apron or the military system of a man as the marker can be used.

Command officers, i.e., platoon chiefs, district chiefs, etc., should form their own group and stand at the attention. Identify location senior officers should be located on the site.

When all is ready, the incoming and outgoing chiefs can be brought in from the right escorted by a senior officer. An Honour Guard could also escort the Fire Chiefs into the ceremony. (The program or master of ceremonies should instruct guests to stand at this point.)

With both chiefs and the provincial Fire Marshal/Commissioner or representative on the reviewing stand, the senior officer who brought them in will take leave by a salute and move to the head of the formation and lead a march past the platoons.

The outgoing chief will step forward and take the salute as the Colours and each platoon pass. When the march past is complete, presentations can be made to the outgoing chief.

Determine whether a commemorative item would mark the occasion. For instance, a scroll may be created by an artist, signed by both chiefs. This could later be framed and displayed at the HQ station or municipality's photo gallery. Alternatively, the outgoing chief could present the successor with the keys to the HQ station.

The outgoing chief will then make a short speech of farewell.

The provincial Fire Marshal/Commissioner or representative will make a short address of appreciation to the outgoing chief on behalf of the province. He/she will also introduce the incoming chief.

The incoming chief will then call all ranks to give three cheers to the outgoing chief. At this point, the program should instruct guests to stand and remain standing for the remainder of the ceremony. The outgoing chief will then be escorted out (to the left) by the Honour Guard. The band or piper should play appropriate music.

After a suitable pause, the new chief can be escorted out (to the right). The band should play Hail to the Chief or some similar type of music.

A senior officer will then invite all present to refreshments and dismiss the platoons.

The firefighters assigned as ushers may be asked to escort dignitaries to the reception location.

# Change of Command - Planning Document - Template

<p><b>Event:</b> Fire Department Name - Change of Command Ceremony</p> <p><b>Estimated # of Guests:</b> Number</p> <p><b>Objective:</b> This event is being conducted to:  <i>(example only)</i>          - acknowledge the official change of command (identify names of outgoing and incoming Fire Chiefs).           - raise visibility of the Fire Department Name in the community and recognize the importance of the position.</p>	<p><b>Date:</b> _____</p> <p><b>Time:</b> _____</p> <p><b>Location:</b>          Identify Location          _____</p> <p>Time and Duration          (e.g., approximately 1 hour)          _____</p>
---	---

Action/Details:	Target Date:	Person Responsible:
Initiate planning committee meeting		
Finalize Invitation List		
Design/Finalize invitation		
Invite and arrange for Special Guests to speak e.g., Fire Marshal – max 5 minutes		
Identify site to host ceremony, if not in Fire Station or Fire Headquarters		
Finalize Budget		
Send out invitations		
Invite Mayor(s), MLA to speak at ceremony – max 2 minutes – greeting from towns		
Draft/Finalize Ceremony Program <ul style="list-style-type: none"> <li>– Master of Ceremonies Name</li> <li>– Mayor(s) Name(s), MLA/MNA/MPP/MHA (dependent on the Prov/Terr)</li> <li>– Fire Chiefs Association Speaker</li> <li>– Outgoing Fire Chief</li> <li>– Fire Marshal or other dignitary</li> <li>– Incoming Fire Chief</li> </ul>		
Catering/Refreshments <ul style="list-style-type: none"> <li>• Itemize food and beverages to be ordered</li> <li>• Arrange/contract with catering service</li> <li>• Arrange pick-up/delivery</li> </ul>		
Arrange photographer		
Source presentation items to incoming Fire Chief and outgoing Fire Chiefs		

Organize site logistics <ul style="list-style-type: none"> <li>• PA/Sound system</li> <li>• Podium and Stage/risers</li> <li>• Chairs</li> </ul>		
Arrange for drapery and backdrop on stage, behind podium		
Secure a bagpiper		
Parking: arrange parking logistics		
Procure (if required) flag poles/stands – qty 2		
Coordinate and organize color party/honour guard		
Procure (if required) honour guard accessories		
Organize parade logistics/ceremony protocol and rehearsal		
Arrange for Mayor(s) Speech		
Identify ushers		
Procure(if required) required flags: <ul style="list-style-type: none"> <li>– Province/Territory Flag</li> <li>– National Flag of Canada</li> <li>– Municipality Flag</li> <li>– Fire Department Flag/Banner</li> </ul>		
Fire Department crest for podium		
Send out Media Invitation/Notice		
Develop Press Release, Backgrounder of the Fire Department; Bios of Outgoing and Incoming Chiefs Identify Spokesperson for media inquiries		
Canadian Anthem – singing – arrange singer/choir, or involve community		
Pick up of drapery and backdrop		
Pick up Ceremonial Key, Retirement Plaques		
Print Change of Command Ceremony Program		

Insert Fire Department  
Insignia/Crest

# CHANGE OF COMMAND CEREMONY PROGRAM

DATE AND TIME

<INSERT FIRE DEPARTMENT PHOTOS>

Arrival of Dignitaries  
Arrival of **Outgoing** and **Incoming** Fire Chiefs  
Welcoming Remarks and Introduction of Dignitaries  
March Past of Colour Party, Honour Guard by Fire Companies  
(Salute To **Outgoing Fire Chief**)  
National Anthem  
**Name**, Provincial/Territorial Association of Fire Chiefs  
**Name**, Mayor of Town/Municipality  
**Name**, of MLA/MNA/MPP/MHA (*dependent on the Prov/Terr*)  
Farewell Address by Outgoing Fire Chief  
Presentation to the Outgoing Fire Chief  
**Name**, Fire Marshal  
Address by **Name**, Incoming Fire Chief  
March Past of Colour Party, Honour Guard and Fire Companies  
(Salute to **Incoming** Fire Chief)  
Departure of **Name**, **Incoming** Fire Chief with Honour Guard  
Departure of **Name**, **Outgoing** Fire Chief with Honour Guard  
Departure of Dignitaries  
Dismissal of Parade  
Closing Remarks by Master Of Ceremonies  
Reception

# Program – Change of Command Ceremony

*(Sample schedule only - for Ceremony participants)*

Date:

Time:

Location: Location and Address

- Audience will be seated

Start time MC initiates commencing of the Ceremony

(e.g., 1:00) MC – **Name**

- Audience is asked to stand
- Dignitaries are escorted to seat on the stage (Mayors, Fire Marshal, Other) - **Name**
- Deputy Chiefs/Officers **Name** to escort **Outgoing Chief** and **Incoming Chief** to stage – salute each other- Deputies to take position to right side of stage.
- Audience is seated

Time Welcome, VIP introductions and Opening Remarks by MC **Name**  
(2 minutes approx)

- MC requests audience to stand for the arrival of Parade.

## **Parade will commence**

- Honour Guard, Colour Party, body of parade, piper proceed. **Outgoing Chief** will take salute as colours and each Company passes. (to the left)
- Parade at left of audience, Honour Guard positions at left side of platform.

Time MC requests the singing of the National Anthem of Canada – audience stands; to be seated upon completion

- MC to give brief remarks on behalf of *Organization Represented*
- MC introduces Mayor(s) for brief remarks

Time **Name** Mayor, Greetings from the Municipality/Town (2 minutes approx)

Time MC introduces **Name** MLA/MNA/MPP/MHA (Constituency)

Time Greetings/brief presentation to **Outgoing Chief** on behalf of the Province (*add components if*

*federal officials in attendance)*

- Time MC introduces **Outgoing Chief**
- Time Remarks and farewell from **Outgoing Chief**, (3 minutes approx)
- Time MC initiates commencement of ceremonial exchange between chiefs
- **Outgoing Chief** presents ceremonial item(s) to **Incoming Chief** (photo opportunity) (1-2 minutes approx)
  - Chiefs to return to seats (switching places) upon conclusion of key exchange
- Time MC introduces **Name**, Fire Marshal/Commissioner
- Remarks – acknowledgment of **Outgoing Chief** - introduction of **Incoming Chief** (3 minutes approx)
- Time Fire Marshal introduces **Incoming Chief** (at conclusion of presentation)
- Remarks from **Incoming Chief** (3 minutes approx)
  - **Incoming Chief** concludes remarks and moves to the side of the podium to receive march past
- Time MC requests audience to stand for the exit of **Outgoing Chief**, **Incoming Chief**, Honour Guard and parade
- Colour Party will break from Honour Guard and lead parade for a march past - **Incoming Chief** will take the salute. (from the right).
  - Parade will form a line on either side of the aisle.
  - **Outgoing Chief** exits stage left, escorted by Honour Guard through the ranks of the parade - piped out by bagpiper.
  - Parade will initiate applause from audience.
  - **Incoming Chief** exits stage right, escorted out by Honour Guard Commander through the ranks of the parade – piped out by bagpiper.
  - Parade will initiate applause from audience.
  - Parade reforms to exit ceremony and dismiss.
  - Deputy Chiefs escort dignitaries off the stage out of aisle.
- Time Closing remarks by MC - invitation to reception
- Official portion of ceremony concludes – reception commences

## MARCHING, BASIC DRILL, AND SALUTING

The following basic drill and ceremonial material is an extract from the Canadian Forces Manual of Drill and Ceremonial (A-PD-201-000/PT-000) [http://cafc.ca/en/wp-content/uploads/2012/09/CFP\\_201\\_-\\_CF\\_Manual\\_of\\_Drill\\_and\\_Ceremonial1.pdf](http://cafc.ca/en/wp-content/uploads/2012/09/CFP_201_-_CF_Manual_of_Drill_and_Ceremonial1.pdf). Only those sections pertaining to drill performed by the fire service have been included. Except for the figures in Figure 1, all references to ranks of the Canadian Forces have been replaced with those of the fire service.

1. This section provides guidance and establishes uniformity for drill and ceremonial throughout the fire departments. Since this information is taken directly from the Canadian Forces Drill Manual please replace military ranks and formation with ranks and formations of your fire department.
2. The aim of drill and ceremonial is to contribute to the operational effectiveness of the fire service by:
  - ensuring that firefighters efficiently march and manoeuvre together as one in duty and routine; and
  - promoting discipline, alertness, precision, pride, steadiness and the cohesion necessary for success.
3. Drill is the basis of all teamwork.

### Instruction Techniques

4. **General.** The instructor must continually work to improve the standard of instruction. The techniques in this article shall be adhered to, thus ensuring the success of the drill instruction.
5. **Instructor's Appearance and Bearing.** Since example is imitated, the instructor's appearance and bearing must be of the highest standard. When conducting drill instruction, the instructor shall stand at attention unless it is necessary to demonstrate or to check an individual. The instructor shall execute all movements correctly and smartly.
6. **Demonstrations.** Demonstrations shall be planned so that the squad can see the position or movement. All demonstration shall be correct. Excessive demonstration is a common fault and shall be avoided.
7. **Checking.** Constant checking and correcting of all faults is essential. Faults shall be corrected immediately after they occur.

	Reviewing Officer Dignitaire		Drill Sergeant Major Sergent-major d'exercice
	Battalion Commanding Officer (Bn CO) Commandant de bataillon (cmdt bon)		Master Warrant Officer (MWO) Adjudant-maître (adjum)
	Battalion Deputy Commander (Bn DComd) Commandant adjoint de bataillon (cmdtA bon)		Warrant Officer Adjudant (adj)
	Adjutant (Adjt) Capitaine-adjutant (Capt Adjt)		Platoon Warrant Adjudant de peloton
	Company Commander (Coy Comd) Commandant de compagnie (Cmdt cie)		Supernumerary Warrant Officer and Senior NCO Adjudant et s/off surnuméraires
	Company Deputy Commander (Coy DComd) Commandant adjoint de compagnie (cmdtA cie)		Corporal Caporal
	Platoon Commander (Pl Comd) Commandant de peloton (Cmdt Pon)		Serviceman Militaire
	Supernumerary Officer Officier surnuméraire		Drum Major Tambour-major
	Senior Colour Officer Porte-drapeau principal		Musician Musicien
	Junior Colour Officer Porte-drapeau subalterne		Marker Guide
	Chaplain Aumônier		Front Rank Rang avant
	Conductor Chef de musique		Centre Rank Rang du centre
	Chief Warrant Officer (CWO) Adjudant-chef (adjuc)		Rear Rank Rang arrière

Figure 15 Appointment Symbols

## Words Of Command

8. Good drill depends on properly delivered words of command. They are to be pronounced clearly and distinctly, with confidence and determination, since they convey an order, which is to be promptly obeyed.
9. Words of command are divided into:
  - cautionary commands; and
  - executive commands.
10. The cautionary command warns of the movement to be performed and shall be given first. The cautionary command may include additional instructions such as ADVANCE, RETIRE, etc. The executive command serves as the signal for the movement to be carried out. Throughout this manual, words of command are printed in capital letters. A dash separates the cautionary from the executive portion of the command, e.g., RIGHT IN – CLINE.
11. As a guide, the cautionary command should be drawn out over at least two paces of quick time and the interval between the cautionary and executive commands should be two paces. The pause will be as consistent as possible.

Except for certain commands used in sentry drill, all commands to commence marching are given when personnel are at the position of attention.

On the march, executive commands are given as the foot specified in the following table is forward and on the ground, unless otherwise directed:

WORD OF COMMAND	FOOT
HALT (except when marching in slow time, when the command will be given "on the right foot")	Left
STEP OUT, or STEP SHORT	Left
CHANGE TO QUICK (SLOW or DOUBLE) TIME	Right
MARK TIME (when marching)	Right
FORWARD	Left
ABOUT TURN	Right
RIGHT TURN, RIGHT INCLINE, RIGHT FORM, or ON THE RIGHT FORM SQUAD	Left
LEFT TURN, LEFT INCLINE, LEFT FORM, or ON THE LEFT FORM SQUAD	Right
CHANGE STEP	Right
SALUTE (on the march)	Left
EYES RIGHT, or EYES FRONT	Left
FORM SINGLE FILE (on the march)	Right
REFORM RANKS FROM SINGLE FILE (on the march)	Right
Commands for arms movements on the march	Left

As illustrated in Figure 16 unless the directing flank is changed for a special movement, it is always:

- when advancing in line, the right flank;
- when retiring in line, the left flank; and
- when in threes, the original front rank, i.e., when moving to the right flank, the dressing is by the left; when moving to the left flank, the dressing is by the right.

12. AS YOU WERE shall only be ordered when another word of command cannot be used to have a squad adopt a previous position or to cancel an incorrect order before it has been completed.

13. The following are examples of correct words of command:

- SQUAD, MOVE TO THE RIGHT IN THREES, RIGHT – TURN, BY THE LEFT, QUICK – MARCH;
- NO. 1 PLATOON, AT THE HALT, ON THE LEFT, FORM PLA – TOON;
- COMPANY, ON THE LEFT, INTO CLOSE COLUMN, FORM PLA – TOONS; and
- BATTALION, MOVE TO THE RIGHT IN COLUMN OF ROUTE, RIGHT – TURN.

14. Personnel fall in on parade in line, with their front rank remaining the same until dismissed. The cautionary commands ADVANCE and RETIRE indicate a turn or movement in the direction of the front or rear rank (see also Words of Command).

Thus:

- SQUAD RETIRE, RIGHT – TURN, for a squad halted or moving to the right in threes and required to turn to the right;
- SQUAD ADVANCE, RIGHT – TURN, for a squad halted or moving to the left in threes and required to turn to the right;
- SQUAD RETIRE, ABOUT – TURN, for a squad advancing and required to turn about; and
- SQUAD, MOVE TO THE LEFT, RIGHT – TURN, for a squad retiring and required to turn to the left flank.

15. SQUAD ADVANCE (RETIRE) is used whenever turning into line. After every turn, the directing flank is given BY THE LEFT (RIGHT).

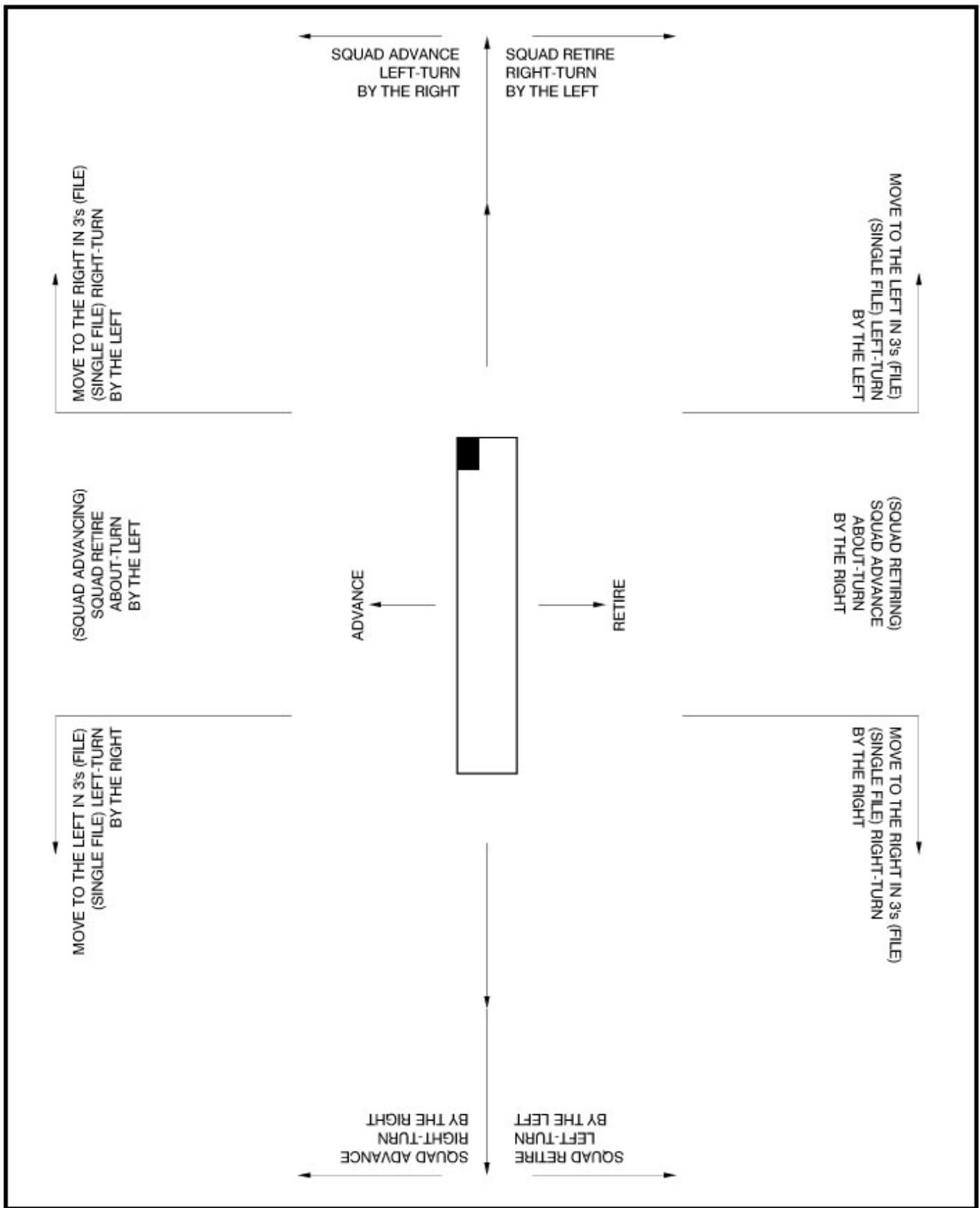


Figure 16 Advance/Retire and Directing Flanks

## Fundamentals

16. Firefighters march and manoeuvre on foot in quick, slow and double time at the cadences and pace lengths described in paragraphs 20 to 23.
17. The quick march can be maintained for long periods of time and is the standard for routine duty.
18. The slow march is derived from the normal cadence used by former soldiers, who had to manoeuvre over uneven battlefields, and from formal parade steps. The slow march is now used only on ceremonial occasions and its style has evolved slightly to emphasize dignity and stateliness.
19. Double time is used to move personnel rapidly from one point to another.

## Pace Length And Cadences

20. The standard lengths of pace are:
  - quick and slow time – 75 cm;
  - stepping out in quick and slow time – 85 cm;
  - stepping short in quick time and slow time – 55 cm;
  - double time – 1 m;
  - half pace in quick time (used for marching forward and back three paces or less) – 35 cm; and
  - side pace – 25 cm.
21. When marching the cadence is:
  - in quick time, 120 paces per minute;
  - in slow time, 60 paces per minute; and
  - in double time, 180 paces per minute.
22. During recruit training, the cadence in quick time may be increased to 140 paces per minute to encourage agility and alertness.
23. All units shall practice and be prepared to march and manoeuvre with other elements such as other fire departments, police departments and the military. However, one other traditional quick march cadence may be ordered by parade commanders of Scottish or other units parading with a pipe band at 110 paces per minute. For a military regiment, the quick time cadence will normally be 140 paces per minute.

## Standard Pause

24. The standard pause between each drill movement is two beats of quick time.
25. In the early stages of training, the squad shall call out the time when executing drill movements.
26. To warn the squad that the time is to be called out, the instructor will precede the command for the movement with the cautionary command CALLING OUT THE TIME. For example, on the command CALLING OUT THE TIME, RIGHT – TURN, the squad:
  - executes the first movement of the turn on the executive order and simultaneously calls out “One”;

- after completing the first movement, calls “Two”, “Three” while observing the standard pause; and
- when executing the final movement, calls out “One”.

27. After completing a movement on the march, a recruit squad shall call the step for three paces; e.g., on quick march, “Left-Right-Left”.

## Mechanical Training Aids

28. **Drums.** A drum may be used to sharpen the execution of foot drill exercises at the halt, to beat the time for personnel who are learning to judge correct timings and to beat the cadence.

29. **Metronome.** A metronome is an instrument that emits an audible sound and can be adjusted to indicate the cadence for various movements. It may be used by the instructor to establish and maintain the correct cadence. It is especially useful when used in conjunction with the drum. The accuracy of the metronome should be checked frequently with a watch.

30. **Pace Sticks.** A pace stick is used by a drill instructor or monitor to measure distance, interval and length of pace on the march.

## Inspection

31. Inspections shall be carried out at the open order.

32. Ranks shall be dressed after completing the move to open order and before the inspection. They may also be dressed after moving to close order.

33. The inspecting officer will normally inspect the front and rear of each rank, commencing at the right flank of the front rank and proceeding in an counter-clockwise direction around each rank in turn. A supernumerary rank should normally not be inspected.

34. If a band is in attendance it may be inspected, though this is not usual unless it is an integral part of the unit on parade.

35. Ranks are inspected in the position of attention. Ranks not under inspection at the time may be ordered to stand at ease. Similarly, during the inspection of one unit or sub-unit, other units or sub-units not under inspection at the time may be ordered to stand at ease.

36. During an inspection, an individual ordered to adjust clothing or equipment shall do so immediately, maintaining position within the ranks. After the adjustment is finished, the position of attention will be resumed.

37. The inspection of an individual shall commence at the head and work down to the feet to ascertain that the service member:

- is properly equipped for the parade, with clothing and equipment clean and in good repair;
- is properly dressed, with all clothing, badges, ribbons, etc., worn correctly; and
- has high standards of personal hygiene and grooming, e.g., hair at correct length, shaved and washed.

## Fundamentals Of Foot Drill

38. The individual who consistently maintains perfect balance on the completion of movements demonstrates:
- quick reflexes;
  - steadiness;
  - physical control of the body;
  - mental alertness; and
  - mastery of the basic skills.
39. Constant checking during all phases of training must be stressed to ensure the individual's attention to proper bearing.

## Basic Skills

40. The basic movements of foot drill are performed as follows:
- a. "Bend the \_\_\_ knee."  
One leg is kept braced with the foot firm and flat on the ground by applying pressure to the toe and the ball of the foot. The opposite knee is bent to the front of the body so that the toes hang directly below at a natural angle. The foot is raised 15 cm clear of the ground in quick time and during movements at the halt; the thigh is raised parallel to the ground for all movements executed in slow time.
  - b. "Straighten the \_\_\_ leg."  
The leg is straightened to the ground by forcing the toe down so that the impact is taken on the ball of the foot.
  - c. "Shoot the \_\_\_ foot forward."  
One leg is kept braced with the foot on the ground. The other foot is shot forward with the knee braced, ready to carry the weight of the body forward.
  - d. "Shift the weight to the \_\_\_."  
Body weight is shifted by transferring the weight onto the ball of the foot being straightened to the ground and the balance is maintained by placing the foot flat and firm.
41. The phrase "Place the foot flat on the ground" means place the foot naturally on the ground without slapping or exaggeration.

# SQUAD DRILL AT THE HALT

## Formation Of A Squad

1. As soon as practicable after arrival at the recruit training establishment, recruits shall be instructed on squad formations. These formations are essential to maintaining control and ensuring uniformity throughout recruit training.
2. On the command FORM UP IN SINGLE (TWO) (THREE) RANKS – MOVE, all persons so ordered will:
  - assume the position of attention;
  - observe the standard pause;
  - stepping off with the left foot, march forward towards the instructor; and
  - the first individual approaching the instructor will halt three paces directly in front, and the remainder will cover him/her and/or fall in on his/her left at arm's-length intervals in accordance with Figure 17.
3. The instructor shall decide what formation to use. As a guide, a squad of:
  - five or fewer form a single rank;
  - six to nine form up in two ranks; and
  - ten or more form up in three ranks.

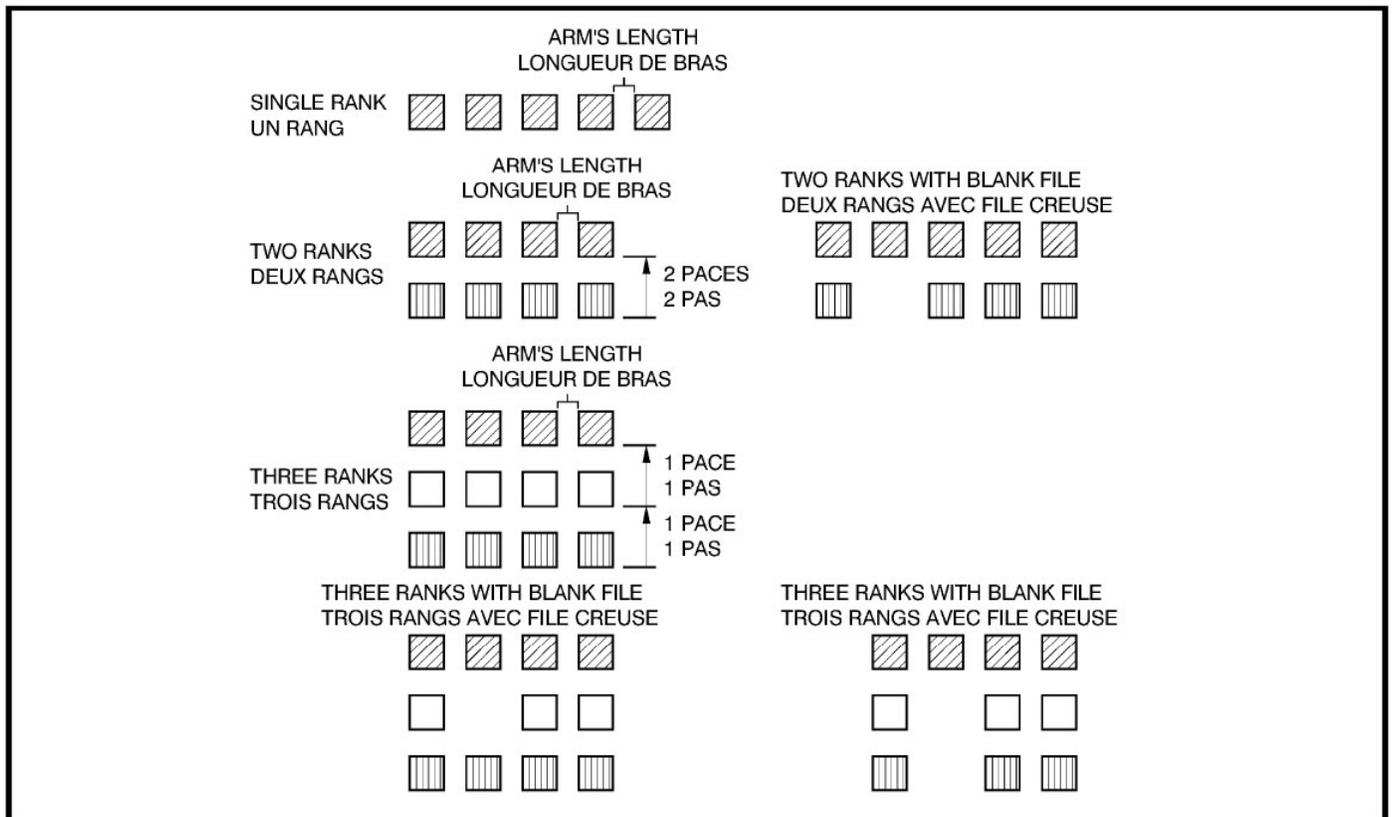


Figure 17 Squad Formations

## Position Of Attention

4. The position of attention is one of readiness for a word of command. Alertness and exactness in this position is important, and therefore personnel should not be kept at attention longer than necessary.
5. The position of attention is the position adopted by all when addressing a superior.
6. The position of attention is as follows (Figure 18):
  - heels together and in line;
  - feet turned out to form an angle of 30 degrees;
  - body balanced and weight distributed evenly on both feet;
  - shoulders level, square to the front;
  - arms hanging as straight as their natural bend will allow, with elbows and wrists touching the body;
  - wrists straight, the back of the hands outwards;
  - fingers aligned, touching the palm of the hand, thumbs placed on the side of the forefinger at the middle joint with the thumbs and back of the fingers touching the thighs lightly and the thumbs in line with the seam of the trousers; and
  - head held erect, neck touching the back of the collar, eyes steady, looking their height and straight to the front.
7. No part of the body should be strained.

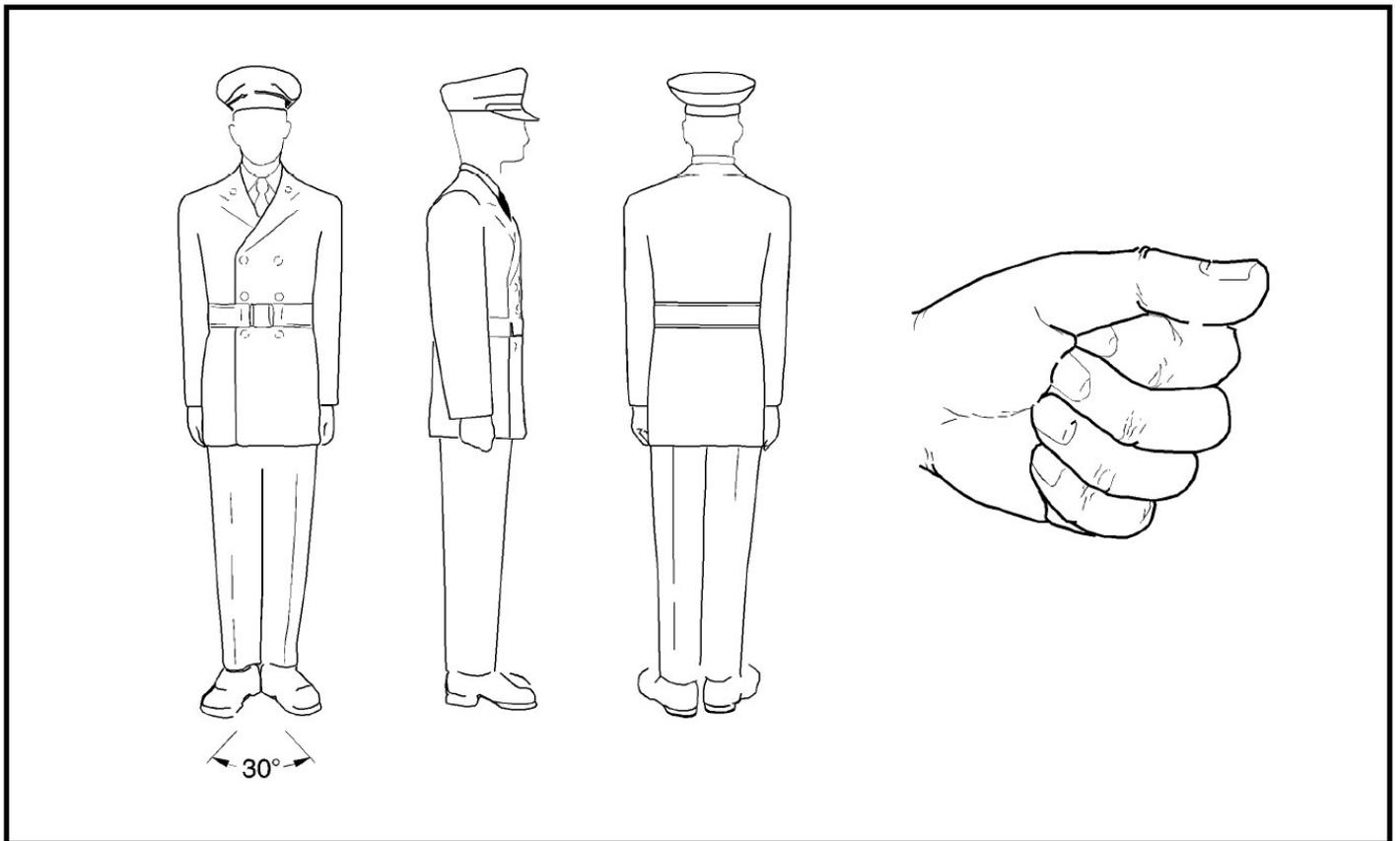


Figure 18 Position of Attention

## Position Of Stand At Ease

8. The position of standing at ease is an intermediate position between attention and standing easy. It allows no relaxation but can be maintained without strain for a longer time than the position of attention.

## Stand At Ease From Attention

9. On the command STAND AT EASE BY NUMBERS, SQUAD – ONE, squad members bend the left knee (Figure 19).
10. On the command SQUAD – TWO, squad members shall:
- carry the left foot to the left, straightening it in double time, and place it smartly flat on the ground with the inside of the heels 25 cm apart;
  - simultaneously, with a quick motion, bring the arms behind the back, stretched to their full extent, and place the back of the right hand in the palm of the left, with thumbs crossed right over left, the fingers together and extended; and
  - balance the body with the weight evenly distributed on both feet.
11. On the command STAND AT – EASE, the two movements are combined

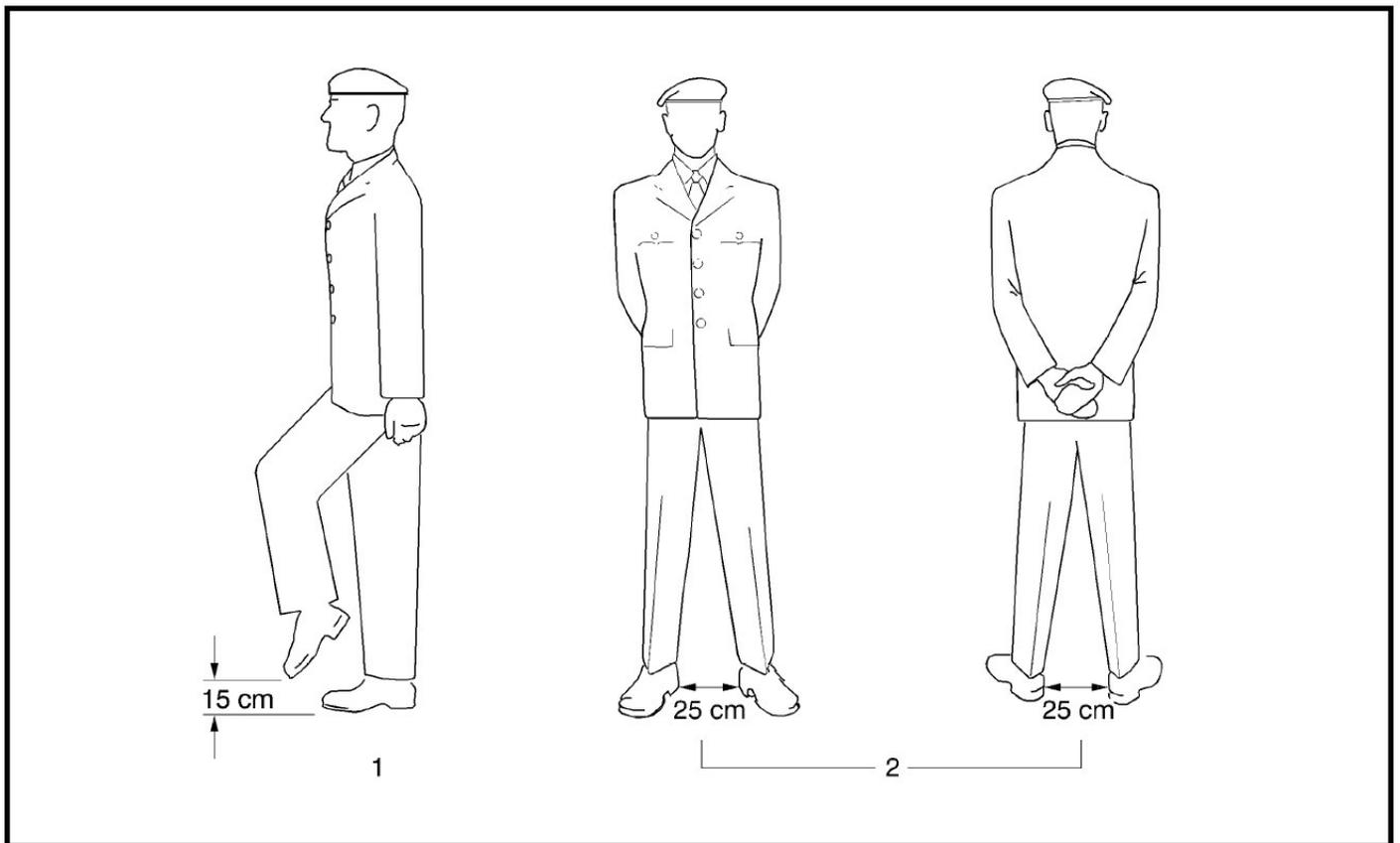


Figure 19 Position of Stand at Ease from Attention

## Stand Easy

12. The position of stand easy is ordered when it is desirable to permit troops to relax. This command is only given when the squad is in the position of stand at ease.
13. On the command **STAND – EASY**, squad members shall (Figure 20):
- close the hands and bring the arms to the position of attention,
  - observe a standard pause; and
  - relax.
14. When standing easy, squad members may, with permission, move all but their feet and adjust clothing and equipment, but they shall not smoke or talk.

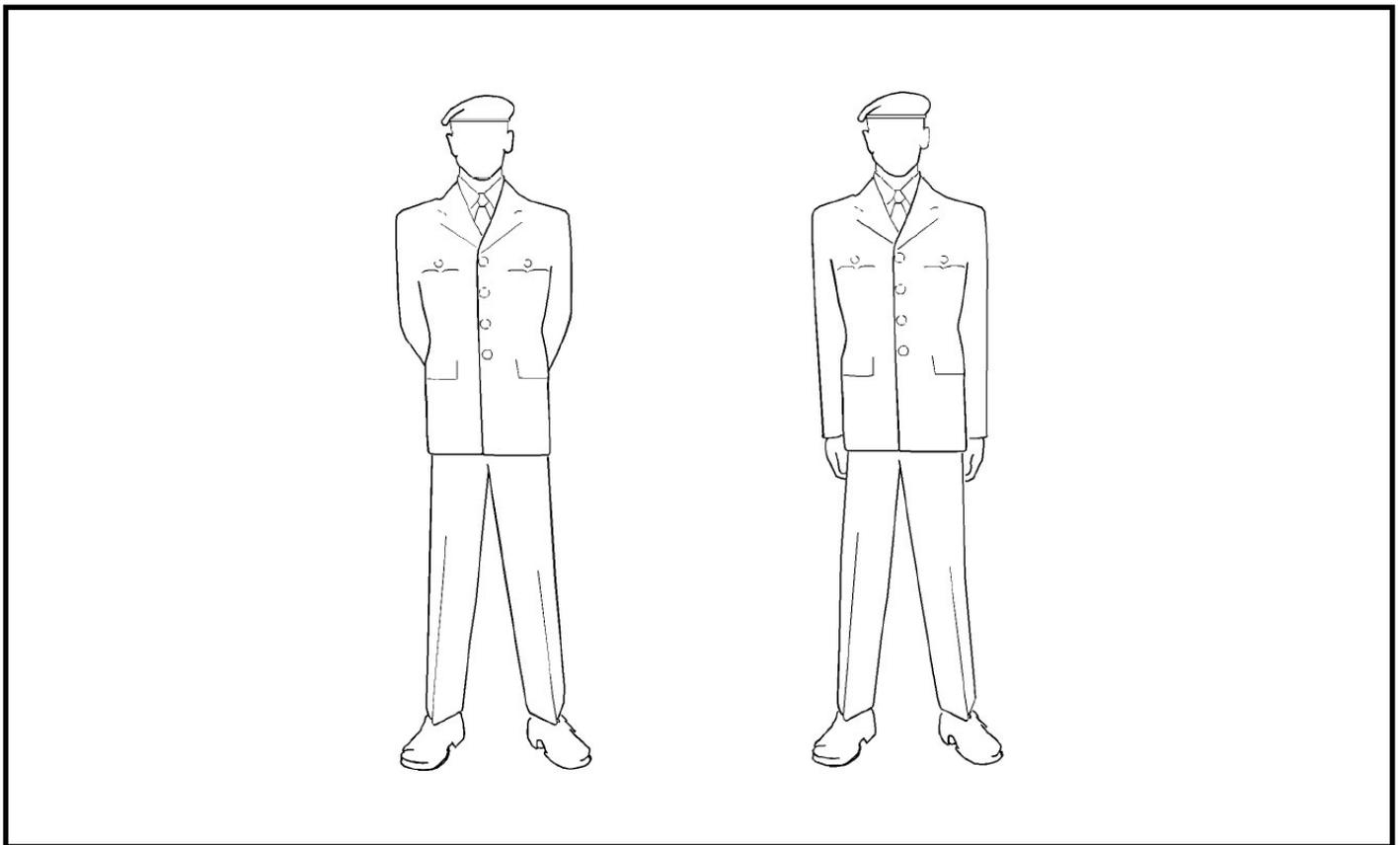


Figure 20 Position of Stand Easy

## Stand At Ease From Stand Easy

15. On the cautionary command **SQUAD**, squad members shall assume the position of stand at ease.

## Attention From Stand At Ease

16. On the command ATTENTION BY NUMBERS, SQUAD – ONE, squad members shall bend the left knee and shift their balance to the right foot.

17. On the command SQUAD – TWO, squad members shall:

- straighten the left leg in double time, place the foot smartly on the ground, toe touching first, followed by the heel, and with heels aligned; and
- simultaneously, with a quick motion, bring the arms and hands to the position of attention.

18. On the command ATTEN – TION, the two segments of the movements are combined as one.

## Carrying Of Articles

19. If any one article is carried, such as a briefcase, umbrella or raincoat, it shall be carried in the left hand. If an article is carried when marching, the left arm is not swung.

20. Articles shall be carried in the manner illustrated in Figure 21.

21. In all positions at the halt, the free arm (if any) shall be maintained at the side as for the position of attention.

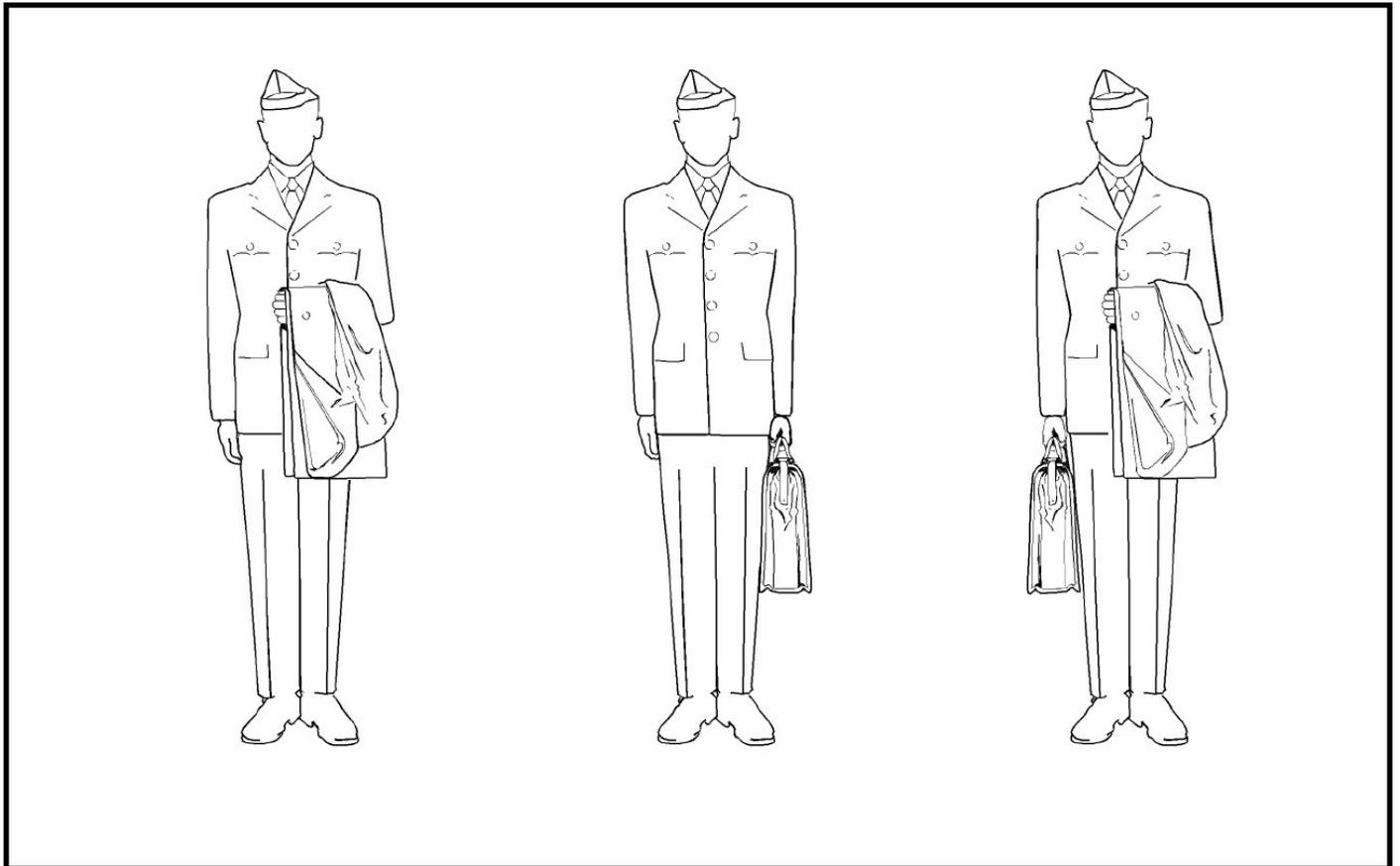


Figure 21 Carrying of Articles

## Remove Headdress

22. The order to remove headdress is customarily given on such occasions as outdoor religious services, parades, during the consecration of Colours and whenever it is desirable to honour a dignitary by giving three cheers.
23. When ordered, all ranks on parade shall remove their headdress with the exception of:
- adherents of the Sikh religion;
  - musicians when on parade with instruments.
24. On the command REMOVE HEADDRESS BY NUMBERS SQUAD – ONE, squad members shall bring the right hand to the front of the headdress by the shortest route and grasp it in the front between the thumb and fingers, with the fingers aligned and parallel to the shoulders as much as practicable (Figure 22).
25. On the command SQUAD – TWO, squad members shall maintain the bend in the right arm, cut the upper arm to the right side of the body and the forearm parallel to the ground, and bring the right hand to the centre of the body. Maintaining the grasp on the peak of the headdress, squad members shall hold the headdress above the hand and in the centre of the chest.
26. On the command REMOVE – HEADDRESS, the two movements are combined. The standard pause shall be observed between the movements.
27. Religious tenets, including those which are sexually based, shall be respected in a place of worship.

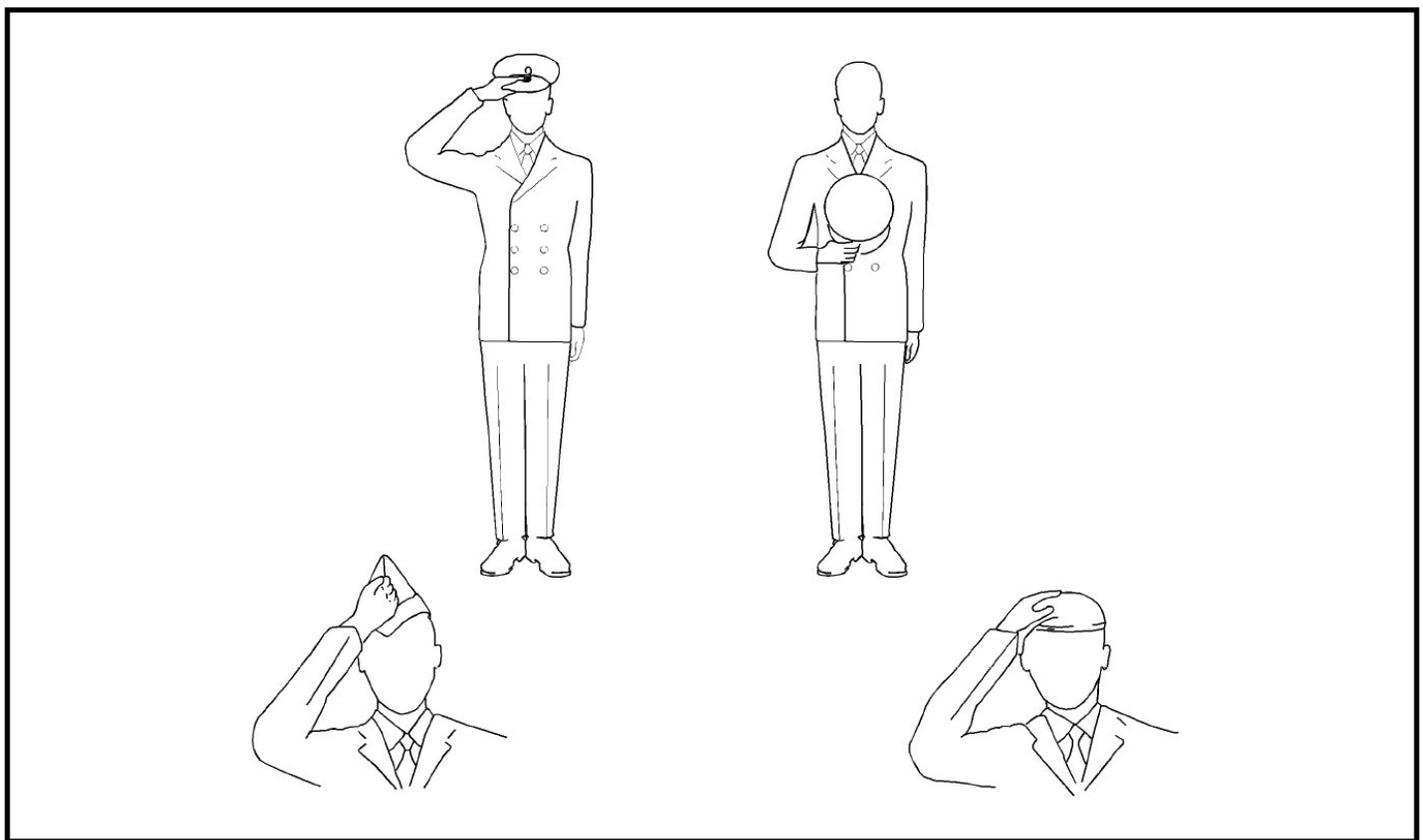


Figure 22 Remove Headdress

## Stand At Ease With Headdress Removed

28. On the command STAND AT – EASE, squad members shall assume the position for standing at ease when carrying articles, except that the right arm and hand will maintain the headdress in the position as detailed in paragraph 24.

## Stand Easy With Headdress Removed

29. On the command STAND – EASY, squad members shall extend the right arm down the side with headdress held below the hand and, after a standard pause, relax (Figure 23).

## Replace Headdress

30. On the command REPLACE HEADDRESS BY NUMBERS, SQUAD – ONE, squad members shall replace the headdress with the right hand. When wearing other than a service or wedge cap, two hands shall be used.

31. On the command SQUAD – TWO, resume the position of attention by cutting the right arm or arms to the side.

32. On the command REPLACE – HEADDRESS, the two movements are combined. The standard pause shall be observed between movements.

33. Once the headdress has been adjusted, the arms are held by the side and the command ATTEN – TION, shall be given and actioned in three movements.

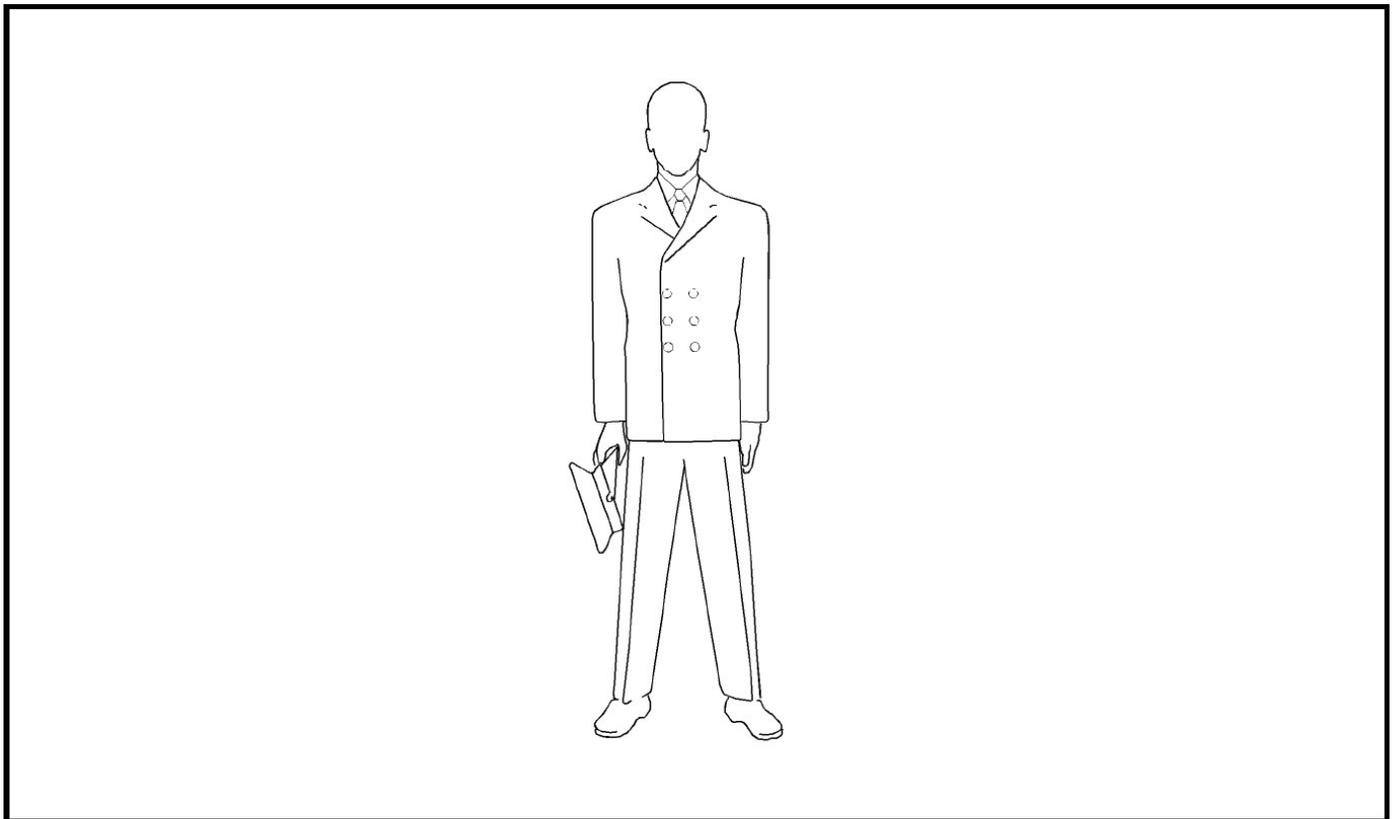


Figure 23 Stand Easy with Headdress Removed

## Saluting, At The Halt

34. The salute is given with the right hand. When physical incapacity or carrying of articles makes a salute with the right hand impracticable, compliments will be paid by turning the head and eyes to the left or right or standing to attention, as appropriate.
35. On the command TO THE FRONT SALUTE BY NUMBERS, SQUAD – ONE, squad members shall:
- bend the right elbow and open the palm of the right hand as it passes the shoulder; and
  - force the right hand by its shortest route to the front of the headdress (Figure 24) so that:
    - (1) the palm of the hand is facing down,
    - (2) the thumb and fingers are fully extended and close together,
    - (3) the tip of the second finger is in line with the outside of the right eyebrow and touching the outside edge of the headdress or arm of glasses, if worn,
    - (4) the hand, wrist and forearm are in a straight line and at a 45 degree angle to the upper arm,
    - (5) the elbow is in line with the shoulders, and
    - (6) the upper arm is parallel to the ground.

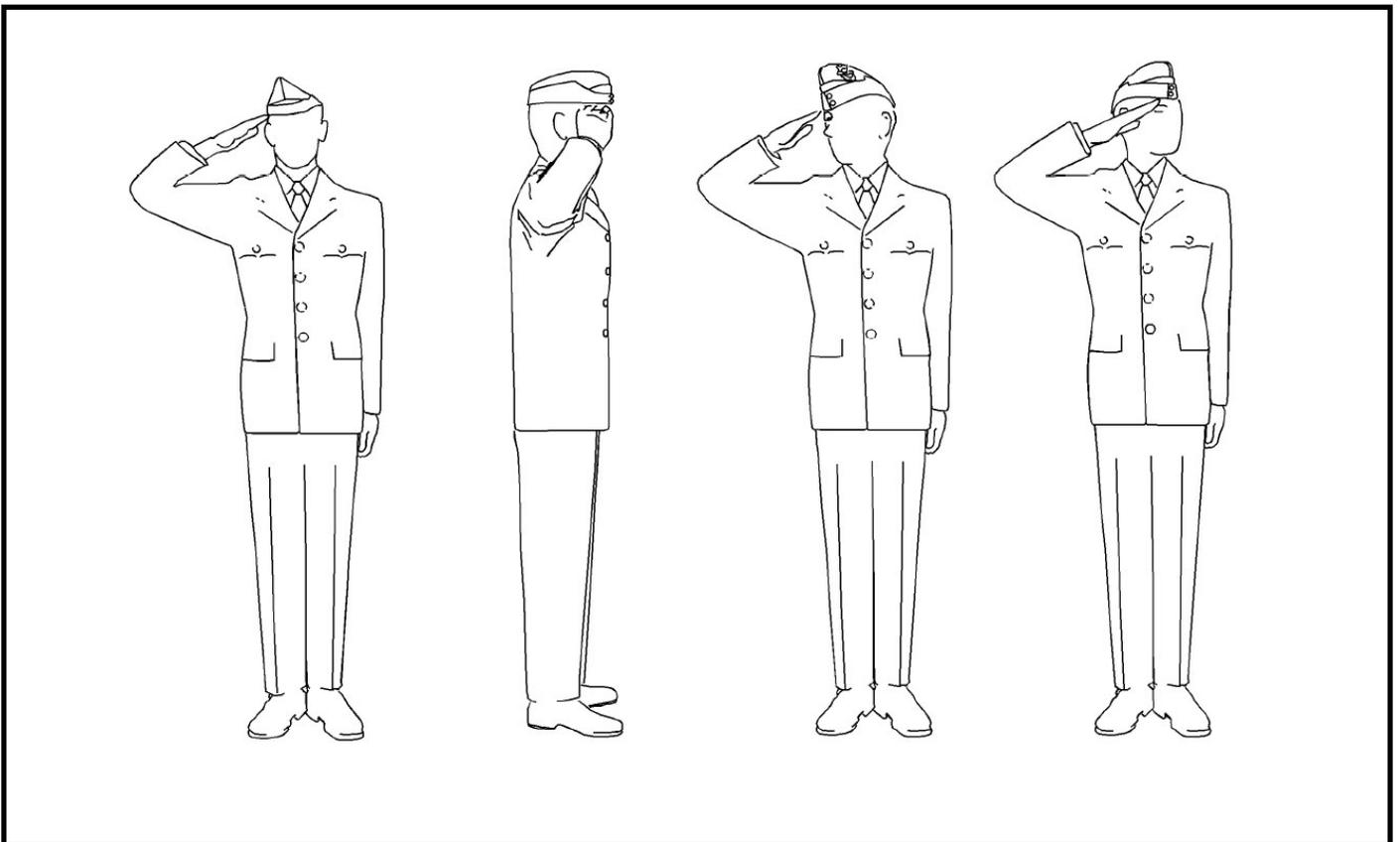


Figure 24 Saluting, at the Halt, without Arms

36. On the command SQUAD – TWO, the hand is brought sharply to the position of attention by the shortest route, without slapping the thigh. The hand is closed after the forearm is lowered below shoulder level.
37. On the command TO THE FRONT – SALUTE, the two movements are combined. The standard pause shall be observed between movements.
38. On the command TO THE RIGHT (LEFT) SALUTE BY NUMBERS, SQUAD – ONE, saluting shall be executed as detailed in paragraph 35 except that:
  - the head and eyes shall be turned smartly to the right (left) as far as possible without straining;
  - when saluting to the left, the right hand, wrist and arm are brought further over to the left to the correct position in line with the outside edge of the right eyebrow; and
  - when saluting to the right, the arm is moved to the rear, with the tip of the second finger remaining in line with the outside edge of the right eyebrow.
39. On the command SQUAD – TWO, the hand is brought sharply to the position of attention, and simultaneously the head and eyes are turned smartly to the front.
40. On the command TO THE RIGHT (LEFT) – SALUTE, the two movements are combined. The standard pause shall be observed between movements.
41. When wearing headdress other than a cap with a peak, the second finger is 2 cm above and in line with the outer tip of the right eyebrow.

## **Turning And Inclining At The Halt**

42. Turns and inclines are made to change direction: right or left turns change direction by 90 degrees, about turns by 180 degrees, and right and left inclines by 45 degrees.
43. On the command RIGHT TURN BY NUMBERS, SQUAD – ONE, squad members shall turn 90 degrees to the right by pivoting on the right heel and left toe and raising the left heel and right toe simultaneously. Both knees will be kept braced during the turn, arms at the sides and body erect. On the completion of the movement, the weight of the body is placed on the right foot and the left leg is braced with the heel off the ground as illustrated in Figure 25.
44. On the command SQUAD – TWO, squad members shall bend the left knee, straighten it in double time and smartly place the left foot beside the right to assume the position of attention.
45. On the command RIGHT – TURN, the two movements are combined. The standard pause shall be observed between the movements.
46. On the command RIGHT IN – CLINE, the drill as described for a right turn is followed, but the turn is only made through 45 degrees.
47. On the command LEFT – TURN, the drill as described for the right turn is followed, except that the details of moving the feet and direction are reversed.
48. On the command LEFT IN – CLINE, the drill as described for a left turn is followed, but the turn is only made through 45 degrees.
49. On the command ABOUT – TURN, the drill as described for the right turn is followed, except that the pivot to the right is made through 180 degrees. Balance is maintained by bracing the legs and locking the thighs (Figure 26).

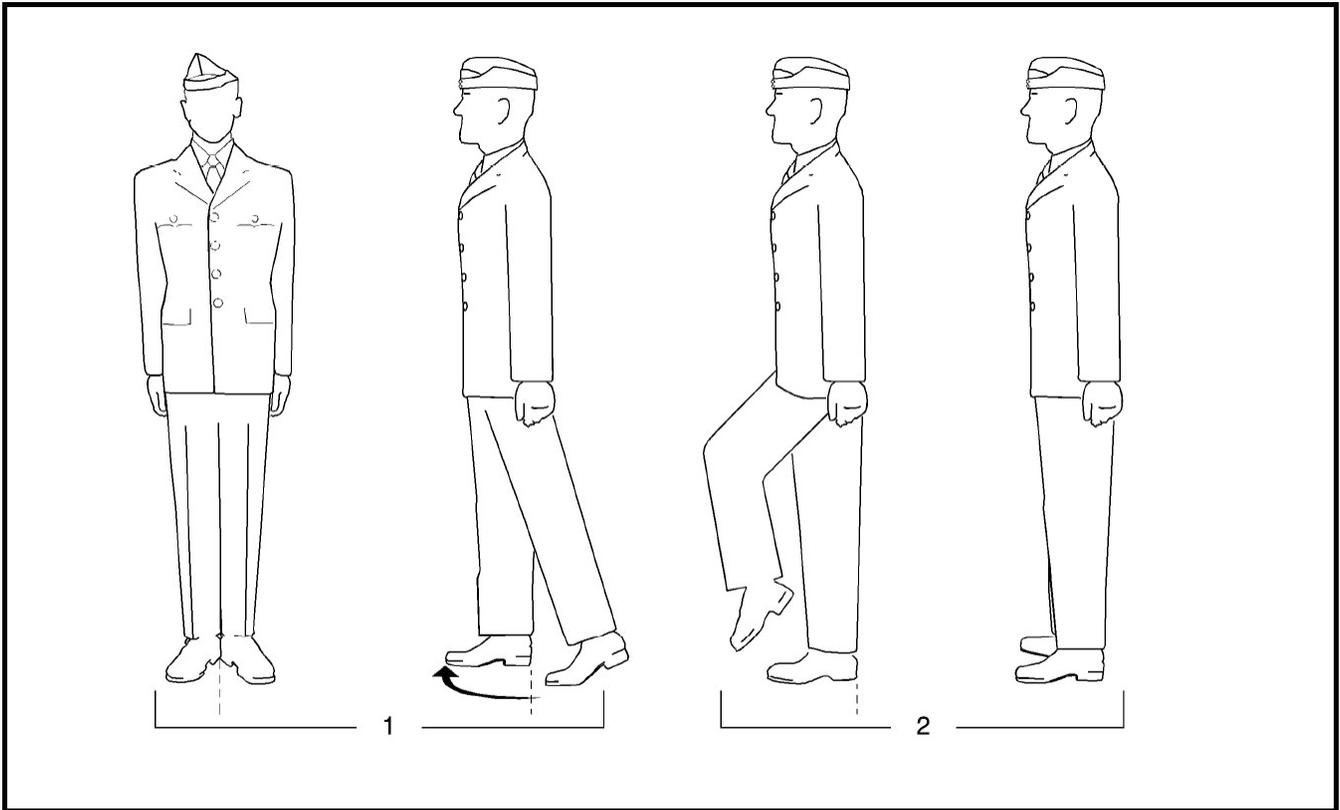


Figure 25 Right Turn

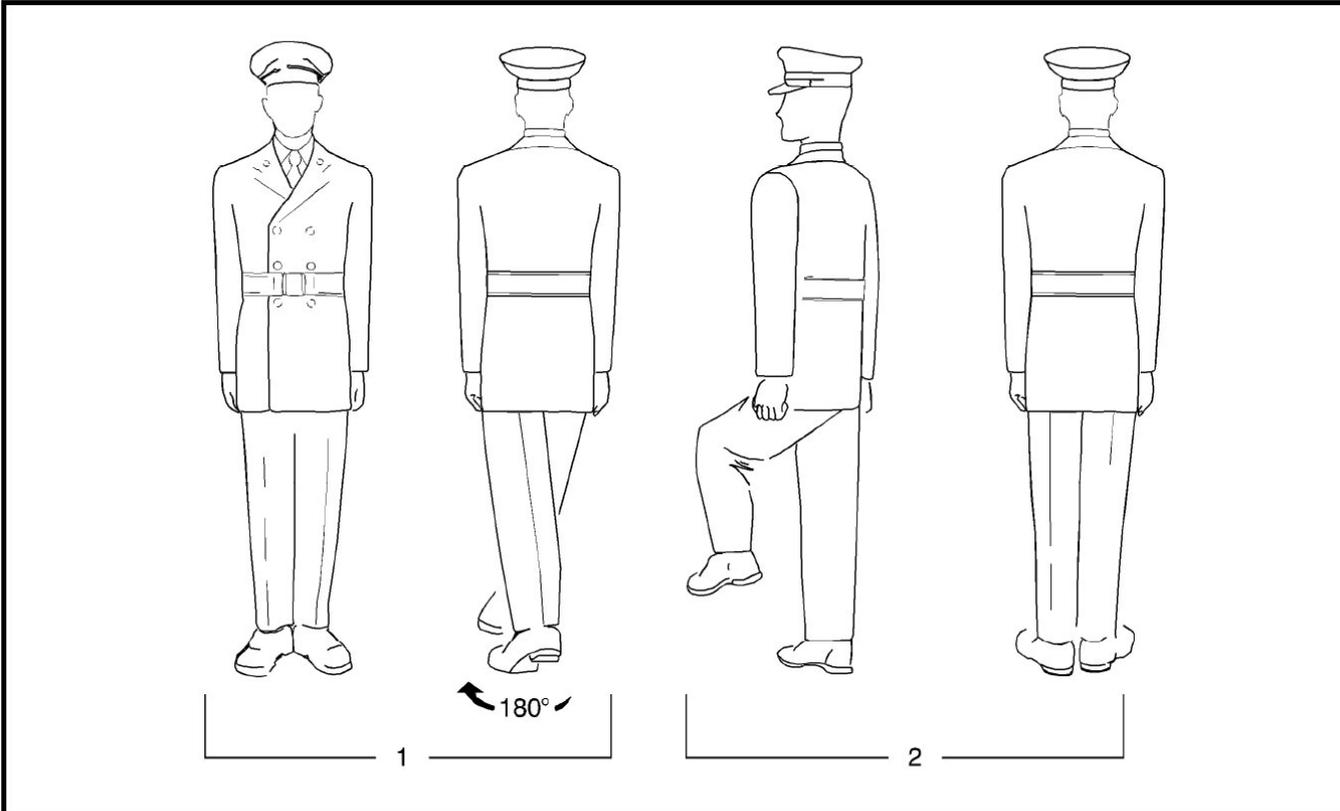


Figure 26 About Turn

## Closing To The Right (Left)

50. Close march paces to the right (left) shall not be ordered when the distance required to move exceeds eight paces. When the distance is greater, the squad shall be turned and marched the required distance.
51. On the command ONE PACE RIGHT CLOSE MARCH BY NUMBERS, SQUAD – ONE, squad members shall:
- bend the right knee, carry the foot to the right and place it smartly on the ground with the inside of the heels one side pace 25 cm apart;
  - balance the weight of the body evenly on both feet; and
  - keep the arms still at the sides.
52. On the command SQUAD – TWO, squad members shall shift the weight of the body to the right foot, bend the left knee and place the left foot smartly by the right to assume the position of attention.
53. On the command ONE PACE LEFT CLOSE MARCH BY NUMBERS, SQUAD – ONE, the drill as outlined above in paragraphs 51 and 52 is followed except that the details of moving the feet and the direction are reversed.
54. On the command ONE PACE RIGHT (LEFT) CLOSE – MARCH, the two movements are combined, observing the timing noted in paragraph 55.
55. The timings for the above movements are counted as follows:
- for one pace, “one-one”;
  - for two paces, “one-one, pause, one-two”;
  - for three paces, “one-one, pause, one-two, pause, one-three”; and
  - etc.

## Calling The Roll

56. On the command ATTEN – TION, ANSWER TO YOUR NAME, STAND AT – EASE, each squad member shall come to attention as his/her name is called and answer “Sir” or “Ma’am.”
57. When the roll call is supervised by a person senior in rank to the person calling the roll, each squad member shall answer to his/her name with the correct response for the rank of the supervisor.
58. When a senior is in the ranks and the roll is called by a junior with no senior rank supervising the roll call, both shall use the other’s rank title in calling and answering the name.
59. Each squad member shall stand at ease after answering his/her name.

## Numbering

60. Numbering is used to:
- designate individuals in the squad; and
  - determine the number of persons on parade.

61. On the command SQUAD – NUMBER, the front rank only shall count off from right to left, the right-hand member calling out ONE and the next, TWO, and so on. The head and eyes remain still. There is no pause between numbers.
62. Each individual in the centre and rear rank takes the number of the front rank individual being covered.
63. When an error in numbering occurs, the command AS YOU WERE, may be ordered followed by the last correct number called out. The squad member so designated repeats his/her number and the numbering drill continues. If the command AS YOU WERE, SQUAD – NUMBER is ordered, the squad will renumber from the beginning.

## Proving

64. Proving is used to identify the flank person when the squad is being divided into several groups. It may also be used by members of the squad to identify themselves. It may be necessary to number the squad prior to proving.
65. On the command NUMBERS \_\_, \_\_, \_\_ – PROVE, the members designated raise the left forearm parallel to the ground, keeping the left elbow close to the body and the hand closed as for the position of attention.
66. On the command ATTEN – TION, the members who proved adopt the position of attention.

## Paces Forward And To The Rear

67. When taking paces forward and to the rear:
  - the cadence shall be in quick time;
  - the length of each step shall be one half pace (35 cm); and
  - the arms shall be kept still at the sides
68. A group shall not be moved forward or back more than three paces by this method. When the distance is greater the squad will be marched the required distance.
69. On the command ONE PACE FORWARD MARCH BY NUMBERS, SQUAD – ONE, squad members shall:
  - shoot the left foot forward one half pace, forcing the weight forward on the left foot, with the right heel raised; and
  - keep the arms still at the sides.
70. On the command SQUAD – TWO, squad members shall bend the right knee, straighten it in double time, place the right foot smartly on the ground beside the left and assume the position of attention.
71. On the command ONE PACE FORWARD – MARCH, the movements are combined, observing the timing noted in paragraph 75.
72. On the command ONE PACE STEP BACK MARCH BY NUMBERS, SQUAD – ONE, squad members shall:
  - shoot the left foot to the rear one half pace with the weight forward on the right foot and the left heel raised; and
  - keep the arms still at the sides.

73. On the command SQUAD – TWO, squad members shall bend the right knee, straighten it in double time, place the right foot smartly on the ground beside the left, and assume the position of attention.
74. On the command ONE PACE(S) STEP BACK – MARCH, the two movements are combined, observing the timing noted in paragraph 75.
75. The timings for the above movements are counted as follows:
- for one pace, “one-two”;
  - for two paces, “one, one-two”; and;
  - for three paces, “one, one, one-two.”
76. On the command TWO PACES FORWARD (STEP BACK) – MARCH, the movement shall be carried out as detailed above, except that the left foot shall be brought in to the right to assume the position of attention.

## Dressing A Squad

77. On the command RIGHT DRESS BY NUMBERS, SQUAD – ONE:
- the right-hand individual of the front rank stands fast; and
  - the remainder takes a half pace forward by shooting the left foot forward, bending the right knee and adopting the position of attention.
78. On the command SQUAD – TWO:
- the right file stands fast;
  - the remainder turns head and eyes to the right as far as possible without straining; and
  - simultaneously, the front rank, except the right-hand individual, shoots the right arm its full extent behind the shoulder of the one on the right. The hand is closed as in the position of attention, back of the hand uppermost and arm parallel to the ground.
79. On the command SQUAD – THREE:
- a. the right-hand individual of the front rank stands fast; and
  - b. the remainder takes up correct alignment, distance and covering by taking short, quick paces until they are in the correct position. Movement starts with the left foot.
80. As a guide to taking up correct alignment, each member of the squad except those in the right file moves to a position from which the lower portion of the face of the second person to the right can just be seen. Correct covering is taken up by glancing to the front without moving the head. The interval is correct when the closed hand is touching the left shoulder of the person on the right.
81. On the command RIGHT – DRESS, the three movements are combined. The standard pause shall be observed between the movements.
82. On the command EYES – FRONT, squad members shall snap the head and eyes to the front and cut the right arm smartly to the rear of the individual on the right and to the position of attention without slapping the thigh.

83. On the command **SHOULDER DRESSING, RIGHT – DRESS**, dressing is carried out as for the right dress, except that the arms are not raised and dressing is taken up without arm’s-length interval. Enough lateral space is left between the shoulders of each person in the rank to manipulate weapons.
84. On the command **ELBOW DRESSING, RIGHT – DRESS**, dressing is carried out as for the right dress except:
- the right hand is placed on the hip or belt as applicable;
  - fingers closed, pointed down and extended forward;
  - thumbs to the rear; and
  - the point of the elbow forced forward and touching the individual’s arm on the right.
85. When dressing by the left, the same drill is followed except the head and eyes are turned left and the left arm is raised. The left-hand individual stands fast, looks to the front, and those in the file behind adopt the appropriate distance between ranks.
86. Dressing may be ordered by the centre when required if more than one squad is on parade in line or mass. The command is **INWARD – DRESS** and flanking squads shall dress by their left or right as appropriate.
87. When a squad is formed with only one person in the blank file, that individual shall dress with the front rank when the squad is advancing and with the rear rank when the squad is retiring. When the squad is moving to a flank, the individual shall dress with the directing flank.

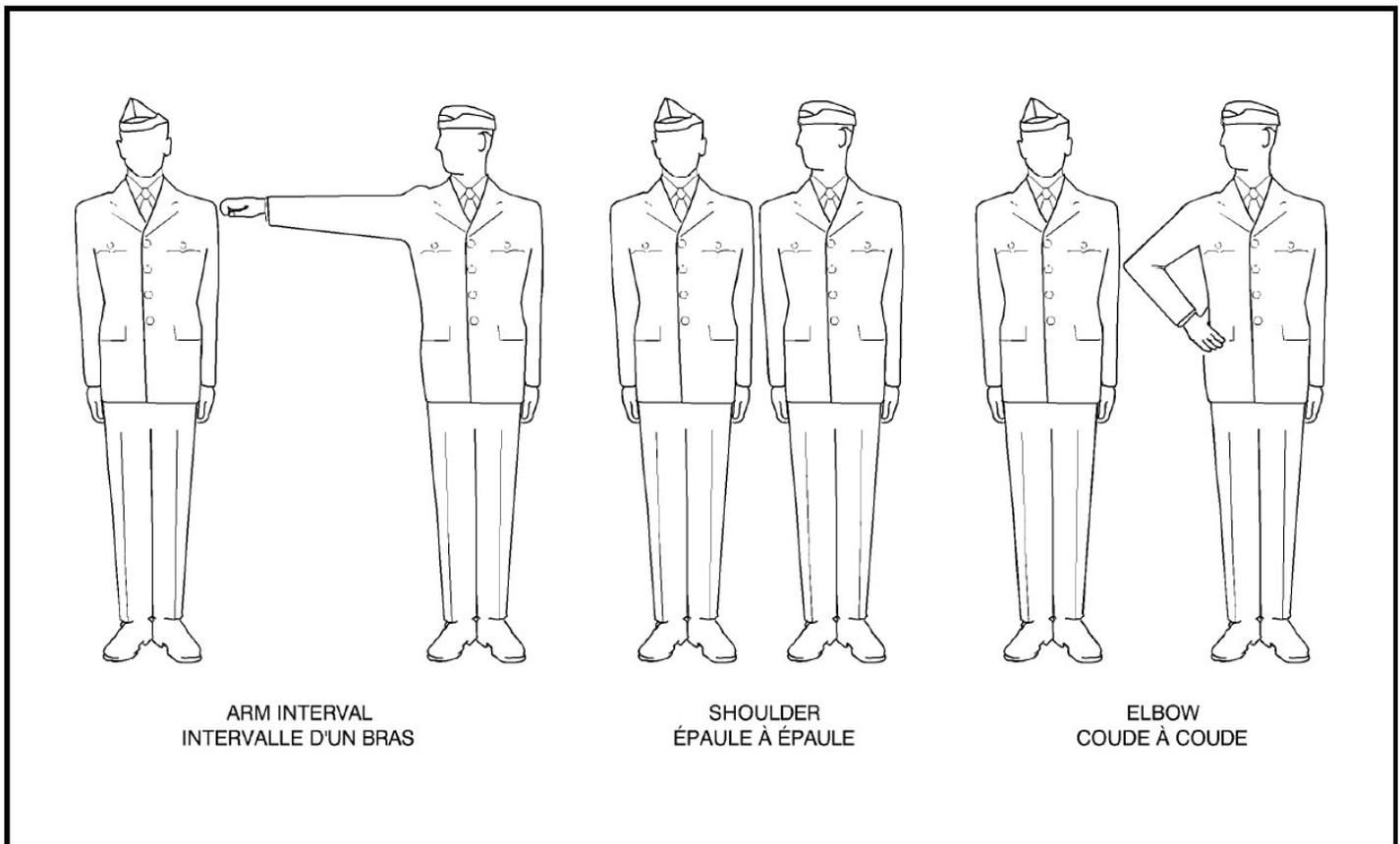


Figure 27 Dressing a Squad

## Open Order March

88. The open order is executed as follows:

- the front rank shall move forward three half paces, the rear rank shall step back three half paces and the centre rank shall stand fast;
- the cadence shall be in quick time; and
- the arms shall be kept still at the sides.

89. On the command OPEN ORDER – MARCH, the movements will be executed as for three check paces forward and to the rear, the final movement being executed by bending the right knee, straightening it in double time and placing the right foot smartly on the ground by the left and assuming the position of attention.

90. The timing for the movements is counted as “one, one, one-two.”

91. When formed in two ranks, the front rank stands fast and the rear rank steps back three half paces (Figures 28 & 29).

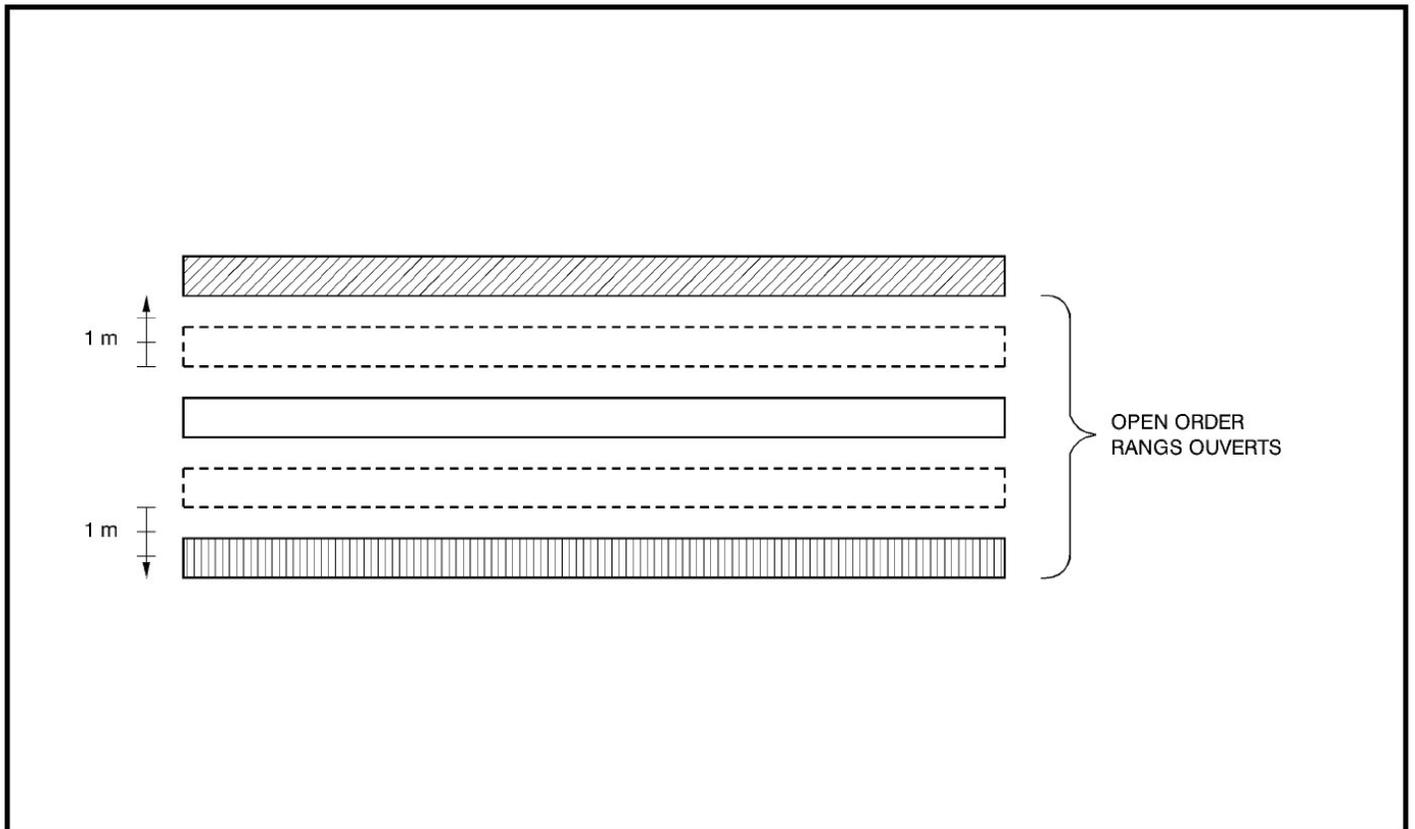


Figure 28 Open Order - March (Three Ranks)

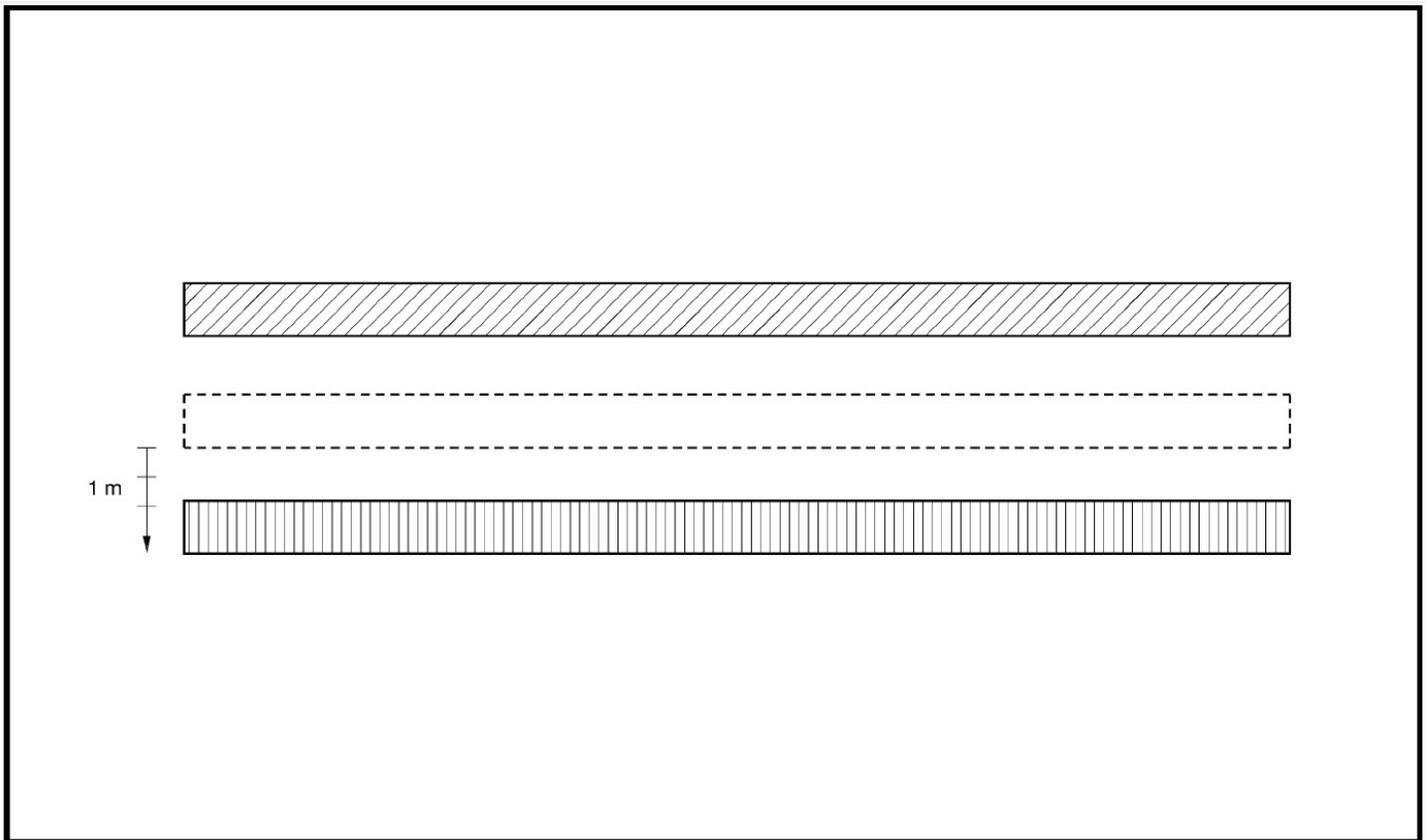


Figure 29 Open Order - March (Two Ranks)

## Close Order March

92. On the command CLOSE ORDER – MARCH, the squad shall reverse the movements in paragraphs 88 to 91 (Open Order March Section).

## Ordering A Squad On Parade

93. Prior to being fallen in on parade, the squad shall form itself up in three ranks at the edge of the parade ground and stand at ease. When the squad is formed up, the instructor may detail one person to act as marker; the marker shall then take up the position of the right-hand person of the front rank and stand at ease. If the instructor does not detail a marker, the right-hand person shall assume this duty. The instructor shall then proceed onto the parade ground and halt three paces in front of where he/she wishes the marker to fall in.

94. On the command MARKER, the person detailed as marker shall:

- come to attention and observe the standard pause;
- march in quick time to a position three paces in front of and facing the instructor and halt; and
- remain at attention.

95. The instructor then turns right and marches to a position three paces in front and centre of where the squad will fall in.

96. On the command FALL – IN, squad members shall:

- come to attention;
- observe the standard pause;
- march onto the parade ground, and halt on the left of and covering off the marker; and
- remain at attention.

97. The instructor shall then proceed as required, e.g., OPEN ORDER – MARCH; RIGHT – DRESS; EYES – FRONT; and STAND AT – EASE.

## **Dismissing A Squad**

98. The command DIS – MISS signifies the end of a parade, period of instruction, etc. The squad shall be in line and at attention when dismissed.

99. On the command DIS – MISS, squad members shall:

- turn right;
- observe the standard pause;
- salute, if an officer is on parade;
- observe the standard pause; and
- march off independently, in quick time, from the place of parade.

## **Falling Out Of Ranks**

100. The squad shall be at the open order when it is required to fall individuals out.

101. The command FALL – OUT shall be used when an individual is called out of the squad.

102. On the command FALL – OUT, the person ordered shall come to attention, and, after a standard pause, march, wheeling immediately, to the right flank of his/her rank and then proceed in the required direction, ensuring that he/she does not proceed in front of or with the ranks of another sub-unit (Figure 30).

## **Falling Individuals In**

103. On the command FALL – IN, the individual ordered marches to the left rank of the squad and returns to his/her position by marching in rear of his/her rank, wheeling into his/her original position and halting. The individual shall pick up his/her dressing and either remain at attention or stand at ease as required (Figure 31).

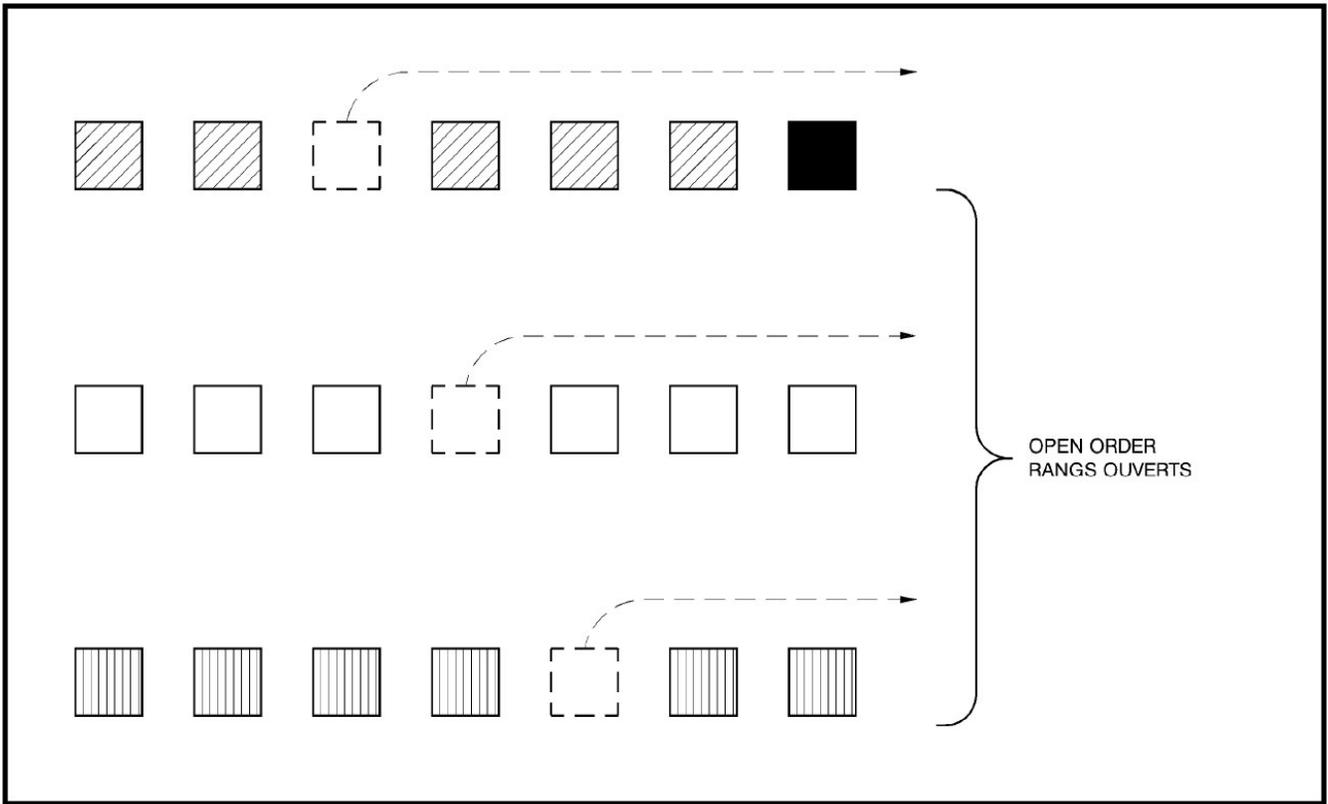


Figure 30 Falling out of Individuals

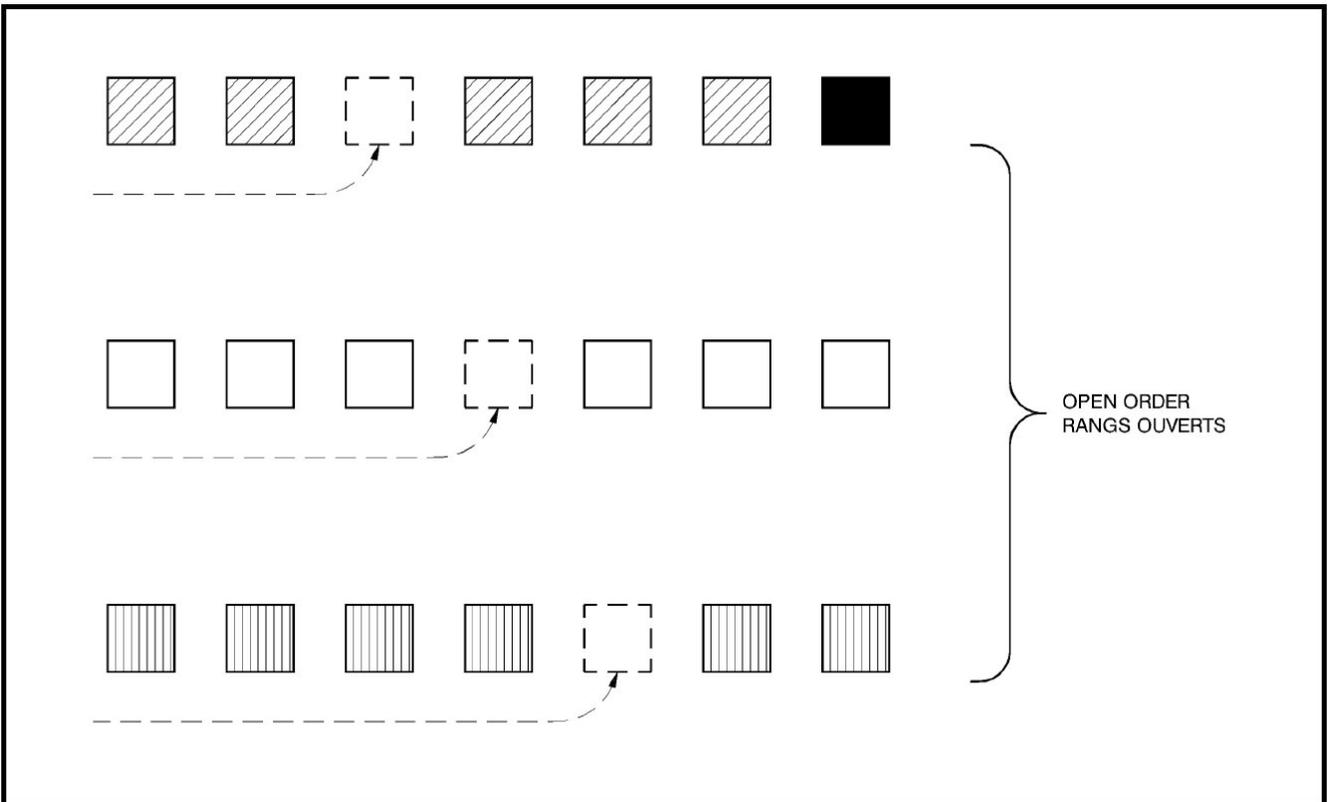


Figure 31 Falling in of Individuals

## Sizing In Three Ranks

104. A squad is sized to align individual members' heights for aesthetic balance and give the best general impression to a spectator.
105. On the command TALLEST ON THE RIGHT, SHORTEST ON THE LEFT, IN THREE RANKS – SIZE, the squad shall turn right, observe the standard pause, then arrange themselves according to height, with tallest on the right and shortest on the left in three ranks, shoulder to shoulder dressing and covering off front to rear.
106. The instructor shall give the commands OPEN ORDER – MARCH; and SQUAD – NUMBER.
107. On the command EVEN NUMBERS ONE PACE STEP BACK – MARCH, the even numbers shall step back one half pace.
108. On the command NUMBER ONES STAND FAST; ODD NUMBERS RIGHT, EVEN NUMBERS LEFT – TURN, the squad shall act as ordered.
109. On the command REFORM THREES, QUICK – MARCH (Figure 32):
  - The right file shall stand fast.
  - The remainder of the odd numbers shall march forward and form up on the left of the number one of each rank.
  - The even numbers of each rank shall wheel around to the right and follow the odd numbers of their respective rank.
  - When each member arrives in his/her new position, he/she shall halt at arm's-length interval, observe the standard pause, turn left and remain at attention.

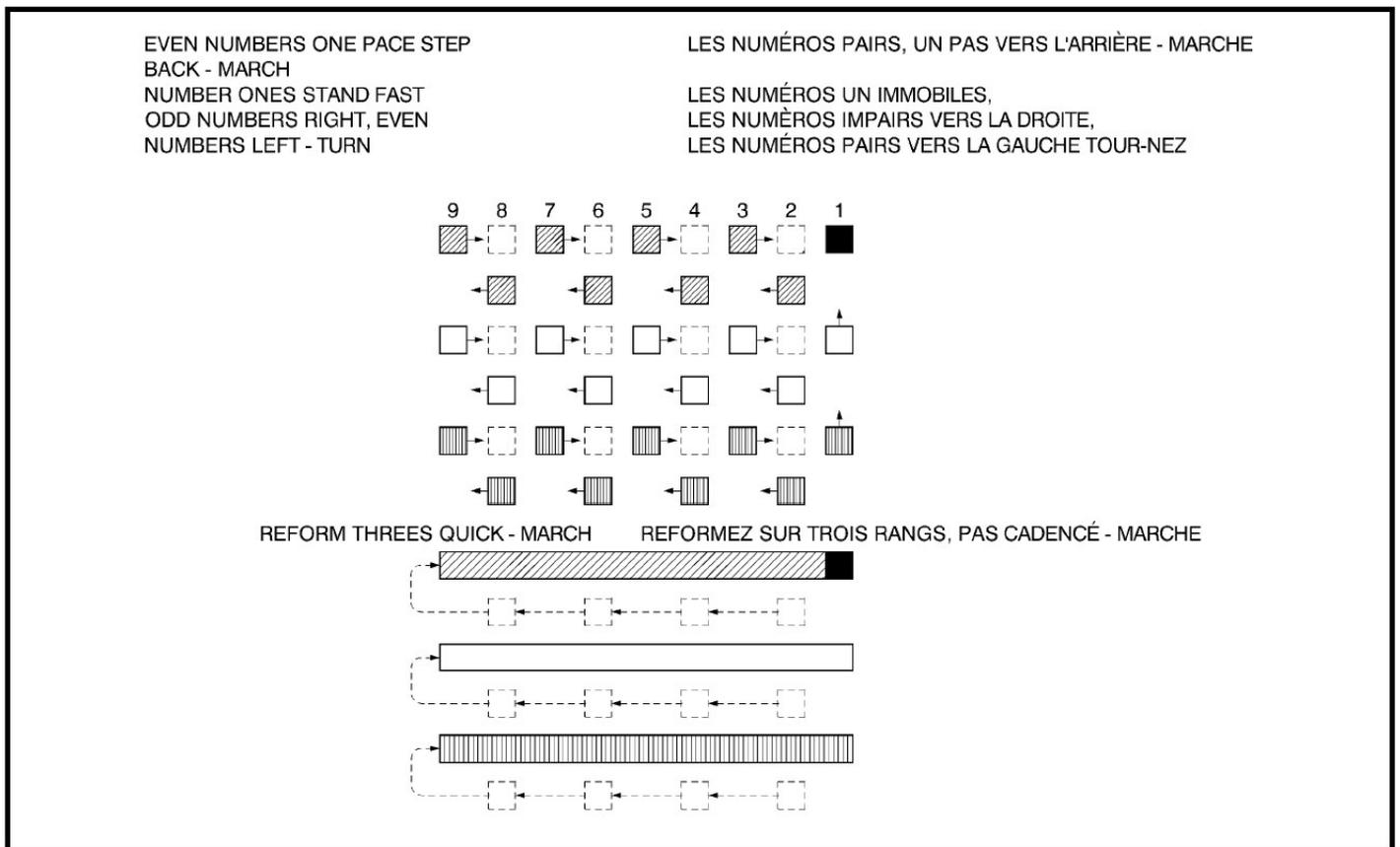


Figure 32 Sizing in Three Ranks

## Sizing In Two Ranks And Reforming Threes

110. On the command **TALLEST ON THE RIGHT, SHORTEST ON THE LEFT, IN TWO RANKS – SIZE**, the squad shall turn right, observe the standard pause, then arrange themselves according to height, with tallest on the right and shortest on the left in two ranks, shoulder to shoulder dressing and covering off front to rear.
111. On the command **MARKER STAND FAST, FRONT RANK RIGHT, REAR RANK LEFT – TURN**, the ranks shall act as ordered.
112. On the command **REFORM THREES, QUICK – MARCH**, the squad reforms three ranks as follows:
  - The marker remains the right-hand person of the front rank.
  - The second member of the front rank becomes the right-hand person of the centre rank.
  - The third member of the front rank becomes the right-hand person of the rear rank.
  - The rear rank wheels right following the front rank and as each member closes up towards his/her new position, he/she shall follow the procedure as detailed above.
  - When each member arrives in his/her new position, he/she shall halt at arm's-length interval, observe the standard pause, turn left and remain at attention.

## Sizing In Single Rank And Reforming Threes

113. On the command TALLEST ON THE RIGHT, SHORTEST ON THE LEFT, IN A SINGLE RANK – SIZE, the squad shall turn right, observe the standard pause, then arrange themselves according to height, with tallest on the right and shortest on the left in one single rank, shoulder to shoulder dressing and covering off front to rear.
114. On the command SQUAD – NUMBER, the squad shall act as ordered.
115. On the command ODD NUMBERS ONE PACE FORWARD, EVEN NUMBERS ONE PACE STEP BACK – MARCH, the squad shall act as ordered.
116. On the command NUMBER ONE STAND FAST, ODD NUMBERS RIGHT, EVEN NUMBERS LEFT – TURN, the squad shall act as ordered.
117. On the command REFORM THREES, QUICK – MARCH, the squad reforms three ranks (Figure 33) as follows:
- Number one remains the right-hand person of the front rank.
  - Number three becomes the right-hand person in the centre rank.
  - Number five becomes the right-hand person in the rear rank, and so on.
  - When each person arrives in his/her new position, he/she shall halt, at arm's-length interval, observe the standard pause, turn left and remain at attention.

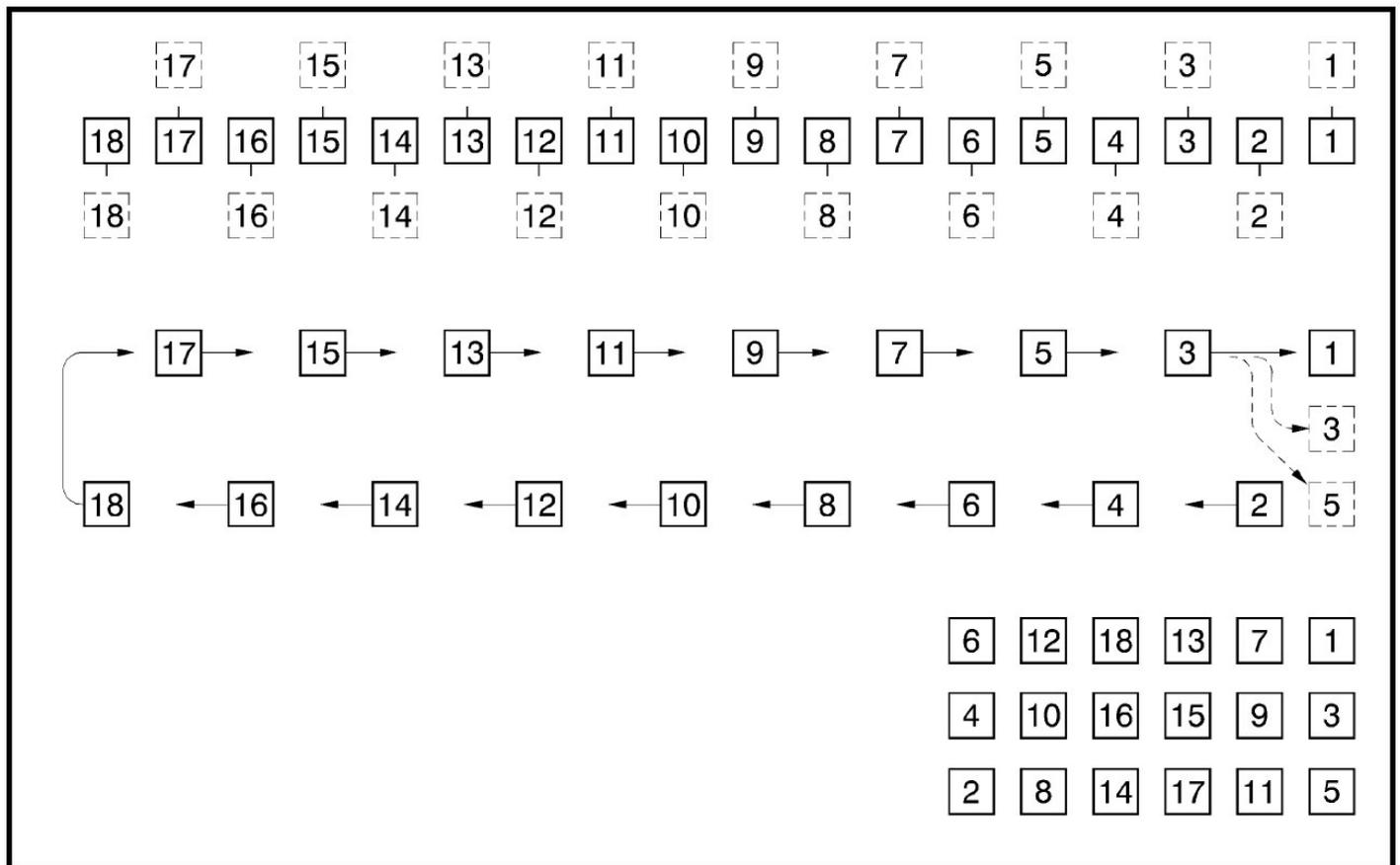


Figure 33 Sizing in Single Rank

## Forming Two Ranks From Three

118. Prior to forming two ranks from three ranks, the squad shall be in close order, dressed at arm's length interval and numbered.
119. On the command FORM TWO RANKS BY NUMBERS, SQUAD – ONE, the centre rank takes one pace left.
120. On the command SQUAD – TWO:
  - The odd numbers of the centre rank take two half paces forward toward the front rank and assume the position of attention.
  - The even numbers of the centre rank take two half paces to the rear into the rear rank and assume the position of attention.
121. On the command FORM TWO – RANKS, the two movements are combined. A standard pause shall be observed between the movements.
122. After forming two ranks, the squad shall be dressed.
123. When there is a blank file, the left-hand person of the centre rank moves in the opposite direction to that indicated. An exception occurs in the case of a one-person blank file and an even numbered frontage. In this case, the left-hand person of the centre rank acts according to the standard rule.

## Reforming Three Ranks From Two

124. Prior to reforming three ranks, the squad shall be in close order.
125. On the command REFORM THREE RANKS BY NUMBERS, SQUAD – ONE:
  - The original odd numbers of the centre rank take two half paces to the rear.
  - The original even numbers of the centre rank take two half paces forward.
126. On the command SQUAD – TWO, the centre rank takes one half pace right close march.
127. On the command REFORM THREE – RANKS, the two movements are combined. A standard pause shall be observed between the movements.
128. After reforming three ranks the squad shall be dressed.

## Forming Four Or More Ranks

129. If required, squads may be formed into more than three ranks. For a single squad, this is most simply done when originally assembled. For more than one squad, a single multiple-ranked formation can be assembled by ordering squads together.
130. Common multiple-ranked formations are those with six, nine and twelve ranks.
131. The number of ranks formed shall normally be greater than the number of files.

## SQUAD DRILL ON THE MARCH, WITHOUT ARMS

### Marching and Halting In Slow Time

1. The slow march develops balance and good carriage and is traditionally part of ceremonial occasions.
2. As illustrated in Figure 34 on the command SLOW – MARCH, squad members shall:
  - Maintain the head and body erect and square to the front, arms steady at the sides, the neck firmly in the back of the collar.
  - Shoot the left foot forward smoothly, with the toes just clear of the ground turned out slightly and pointing downwards. Then, without hesitation, complete a gliding half pace, with the ball of the left foot coming to the ground first. All subsequent paces are of standard length and accomplished in the same manner as above. There is no hesitation between the shooting and gliding motions.
  - The leg that is forward is straightened as much as possible.
3. Until balance and coordination are achieved, the slow march may be taught initially by having the squad stroll along at a rate of 60 paces to the minute, arms held behind the back and with the toe pointed down, making sure consecutive movements of the feet are smooth and without hesitation. After further practice, the arms shall be held at the sides until the slow march is perfected.
4. As illustrated in Figure 35, on the command SQUAD HALT BY NUMBERS, SQUAD – ONE, given as the right foot is forward and on the ground, squad members shall take a further half pace with the left foot in slow time.
5. On the command SQUAD – TWO, squad members shall bend the right knee and bring the right foot forward in quick time and assume the position of attention.
6. On the command SQUAD – HALT, the two movements are combined. The timing is counted as “one-two”.
7. The slow march is tiring over long distances and, therefore, is only used during the most important parts of ceremonies. During some funerals the circumstances may require marching in slow time for long distances without the normal change to quick time. The commander may then order FUNERAL – PACE. Cadence, pace and body posture remain unchanged, but the troops may change the formal gliding motion of the feet to a more relaxed walking motion. Care must be taken to keep ankles relaxed and avoid pointing toes up. Formal foot motion is resumed on the command ATTEN – TION.

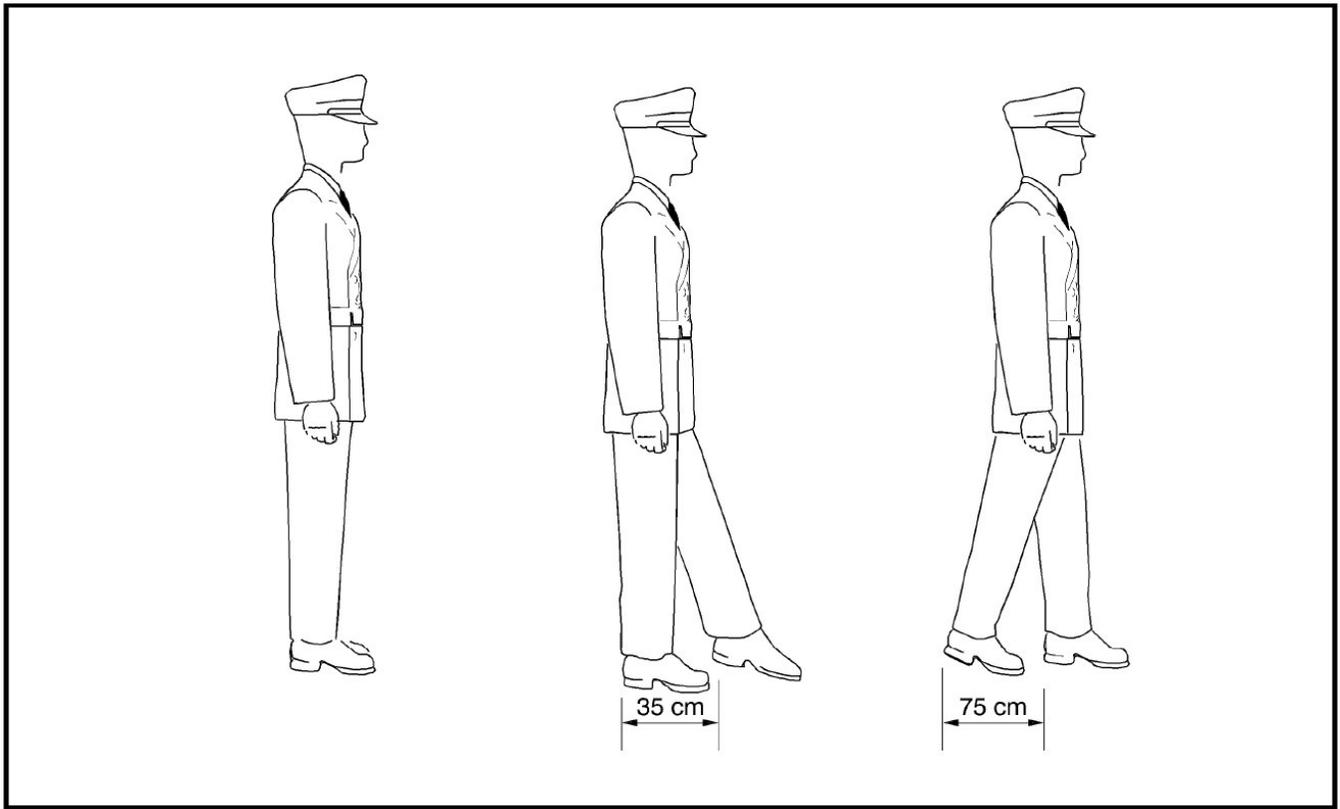


Figure 34 Marching in Slow Time

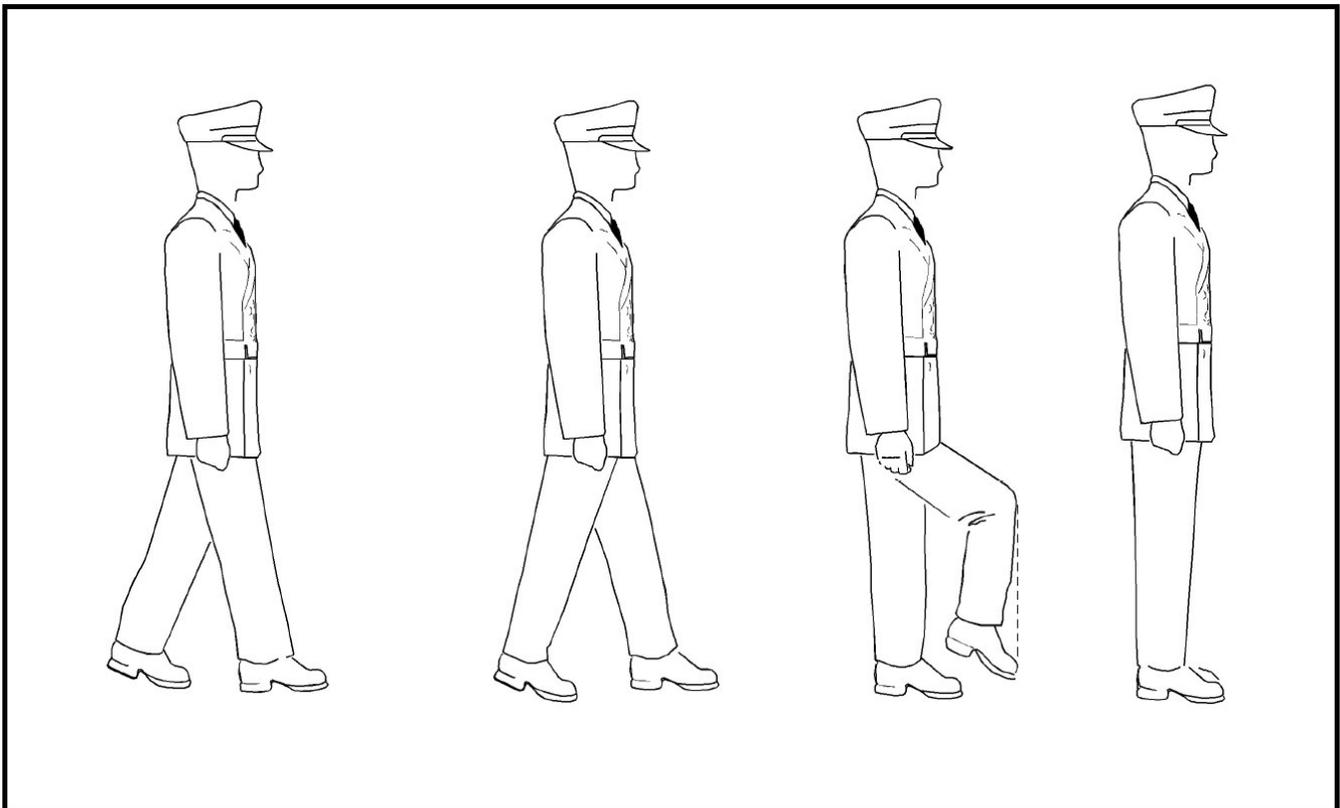


Figure 35 Halting in Slow Time

## Marching And Halting In Quick Time

8. As illustrated in Figure 36, on the command QUICK MARCH BY NUMBERS, SQUAD – ONE, squad members shall:
  - shoot the left foot forward one half pace, toe up;
  - strike the heel on the ground first and keep the toe pointed directly forward; and
  - simultaneously, swing the right arm straight forward and the left arm straight to the rear, waist high.
9. On the command SQUAD – TWO, squad members shall:
  - continue marching with subsequent paces of standard length;
  - bring the legs forward successively in a straight line;
  - swing the arms forward successively in a straight line from the shoulder, front to rear, with hands closed as in the position of attention; and
  - maintain dressing by the directing flank.
10. During basic training, recruits shall be directed to swing arms breast-pocket high in order to build agility. Commanding officers may continue this direction at their discretion.
11. On the command QUICK – MARCH, the two movements are combined.
12. As illustrated in Figure 37, on the command HALT BY NUMBERS, SQUAD – ONE given as the left foot is forward and on the ground, squad members shall:
  - check the forward movement by placing the right foot flat on the ground naturally, using the heel as a brake; and
  - swing the left arm forward and the right arm to the rear.
13. On the command SQUAD – TWO, squad members shall:
  - take a half pace with the left foot, placing it flat on the ground; and
  - swing the right arm forward and the left to the rear.
14. On the command SQUAD – THREE, squad members shall:
  - bend the right knee, straightening it in double time; and
  - simultaneously, cut the arms to the side as quickly as possible and assume the position of attention.
15. On the command SQUAD – HALT, the three movements are combined in quick time. The timing is called as “one, one-two.”
16. The command QUICK – MARCH shall always be given to ensure that personnel step off in time with a band or another body of personnel which is already on the march. It is given on successive right feet of the group which is already moving, i.e., QUICK on the right foot of the marching personnel and MARCH on the next right foot.
17. The quick march is performed in a brisk and forceful manner. It may be desirable when marching long distances out of the general public eye to permit the members to relax. If so, the commander may order MARCH AT – EASE. The cadence and pace length remain unchanged, but the personnel may otherwise

relax. The command to return to normal marching style is MARCH AT ATTENTION. Commanders shall not permit members to march at ease in public parade or ceremonies.

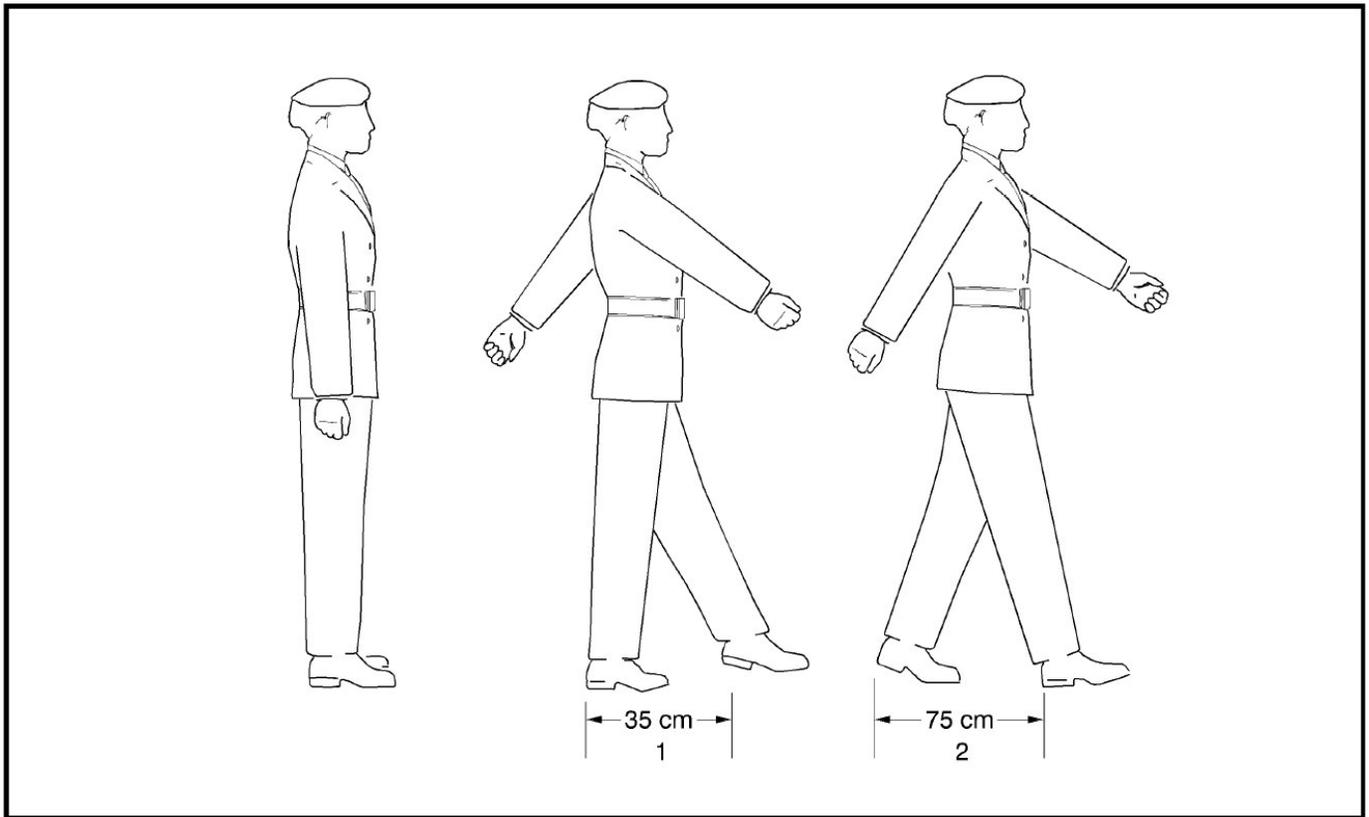


Figure 36 Marching in Quick Time

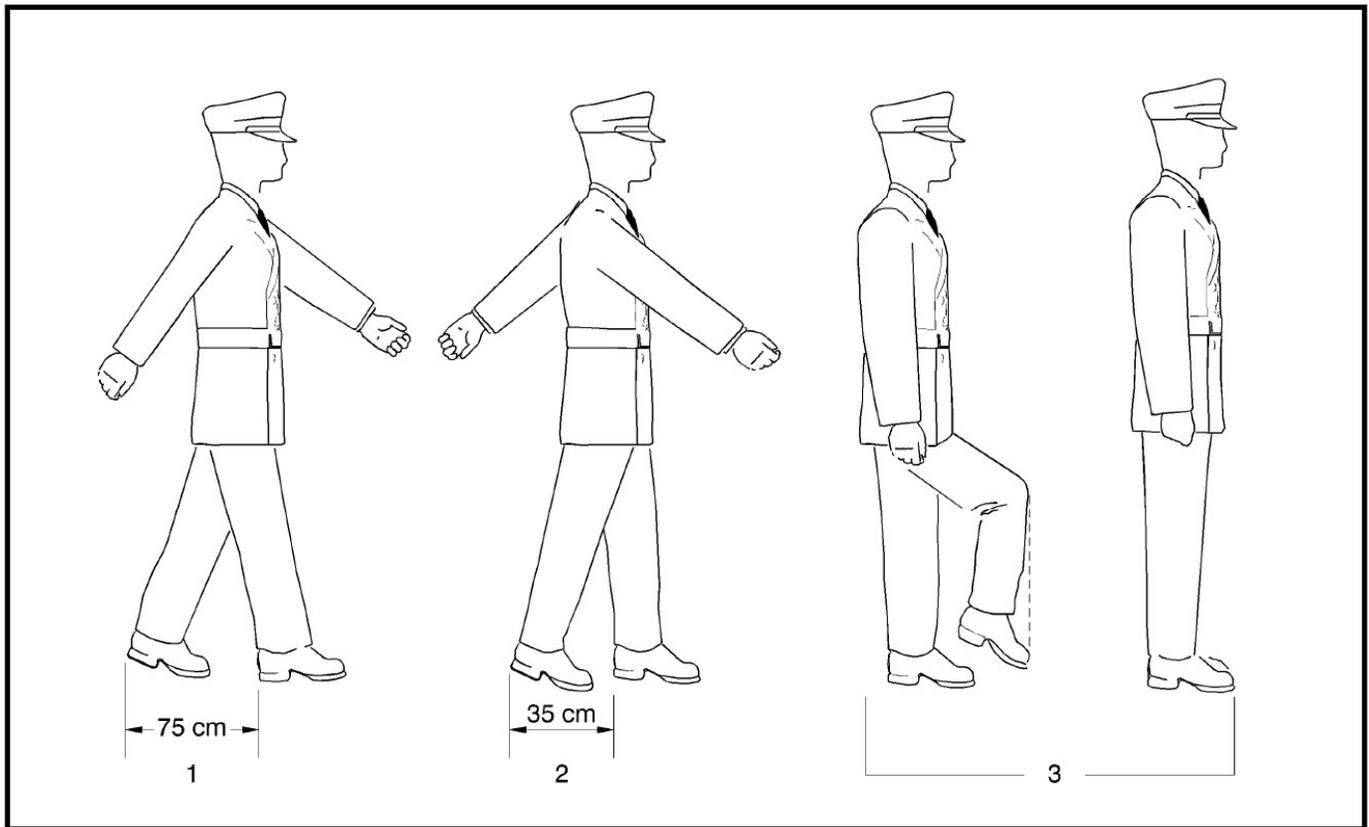


Figure 37 Halting in Quick Time

## Marching And Halting In Double Time

18. As illustrated in Figure 38, on the command DOUBLE – MARCH, squad members shall:

- step off with the left foot and double on the balls of the feet with easy swinging strides, inclining the body slightly forward;
- raise the feet clear of the ground at each pace;
- bend the arms at the elbow and, with the hands closed, swing the arms naturally from the shoulder; and
- maintain dressing by the directing flank.

19. On the command SQUAD – HALT given as the left foot is forward and on the ground, squad members shall:

- complete two forward paces; and
- bring the right foot to the left after the second pace and simultaneously cut the arms to the sides and assume the position of attention.

20. It is normal to change into quick time before ordering HALT from double time.

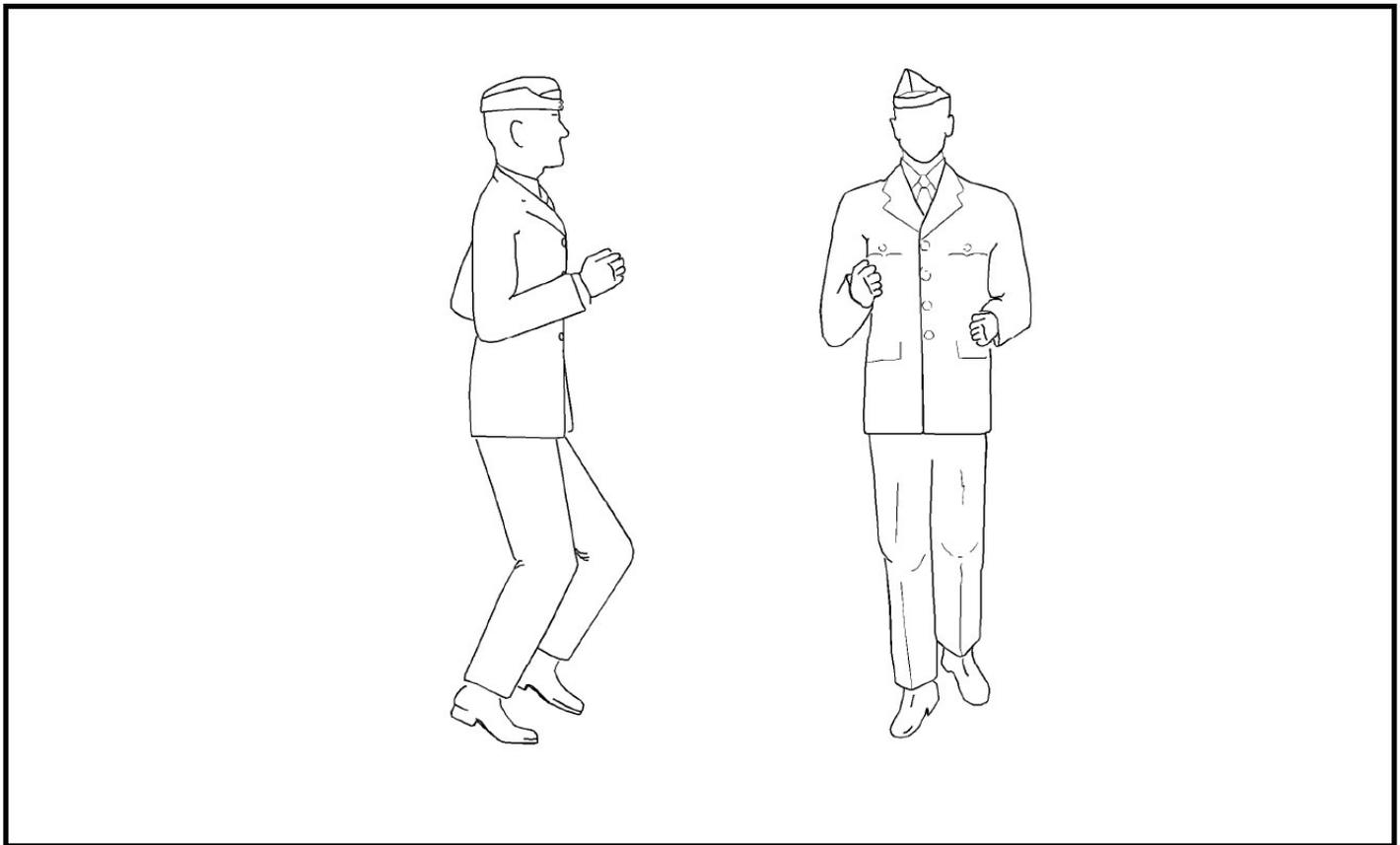


Figure 38 Marching in Double Time

## Stepping Out And Stepping Short

21. Stepping out is used to increase the distance to be covered without altering the cadence, and stepping short to decrease the distance to be covered without altering the cadence.
22. On the command STEP – OUT given as the left foot is forward and on the ground:
  - the pace shall be lengthened by about 10 cm on the next left foot; and
  - the squad shall continue to step out until the command QUICK – MARCH is ordered.
23. On the command QUICK – MARCH given as the left foot is forward and on the ground, the pace will be shortened to the normal length on the next left foot.
24. On the command STEP – SHORT given as the left foot is forward and on the ground:
  - the pace shall be shortened by about 20 cm on the next left foot; and
  - the squad shall continue to step short until the command QUICK – MARCH is ordered.
25. On the command QUICK – MARCH given as the left foot is forward and on the ground, the pace will be lengthened to the normal length on the next left foot.

## Mark Time, Forward And Halt In Slow Time

26. As illustrated in Figure 39 marking time is carried out at the same cadence as for marching. Only the legs are moved and the upper portion of the body remains in the position of attention with arms at the side.
27. On the command MARK TIME BY NUMBERS, SQUAD – ONE given as the right foot is forward on the ground, squad members shall:
  - take a half pace with the left foot, placing the foot flat on the ground naturally; and
  - maintaining the same cadence, bring the right foot into the left in a straight leg manner, not scraping the ground, and assume the position of attention.
28. On the command SQUAD – TWO, squad members shall:
  - bend the left knee so that the thigh is parallel to the ground and the foot at a natural angle;
  - place the toe on the ground before the heel as the leg is lowered; and
  - continue to mark time until the command FOR – WARD or HALT is given;
  - avoid stamping feet.
29. On the command MARK – TIME, the two movements are combined.
30. The timing is:
  - Count: LEFT – IN – LEFT – RIGHT – LEFT
  - Foot: LEFT – RIGHT – LEFT – RIGHT – LEFT
31. On the command FOR – WARD given as the left foot is on the ground, squad members shall:
  - maintaining the same cadence, straighten the right leg and assume the position of attention; and

- shoot the left foot forward in a half pace, with the toe just clear of the ground, and continue marching in slow time.

32. On the command SQUAD – HALT given as the left foot is on the ground, squad members shall straighten the right leg in quick time and assume the position of attention.

33. The timing for the halt is counted as “one” in quick time.

34. To mark time from the halt the command shall be, SLOW MARK – TIME.

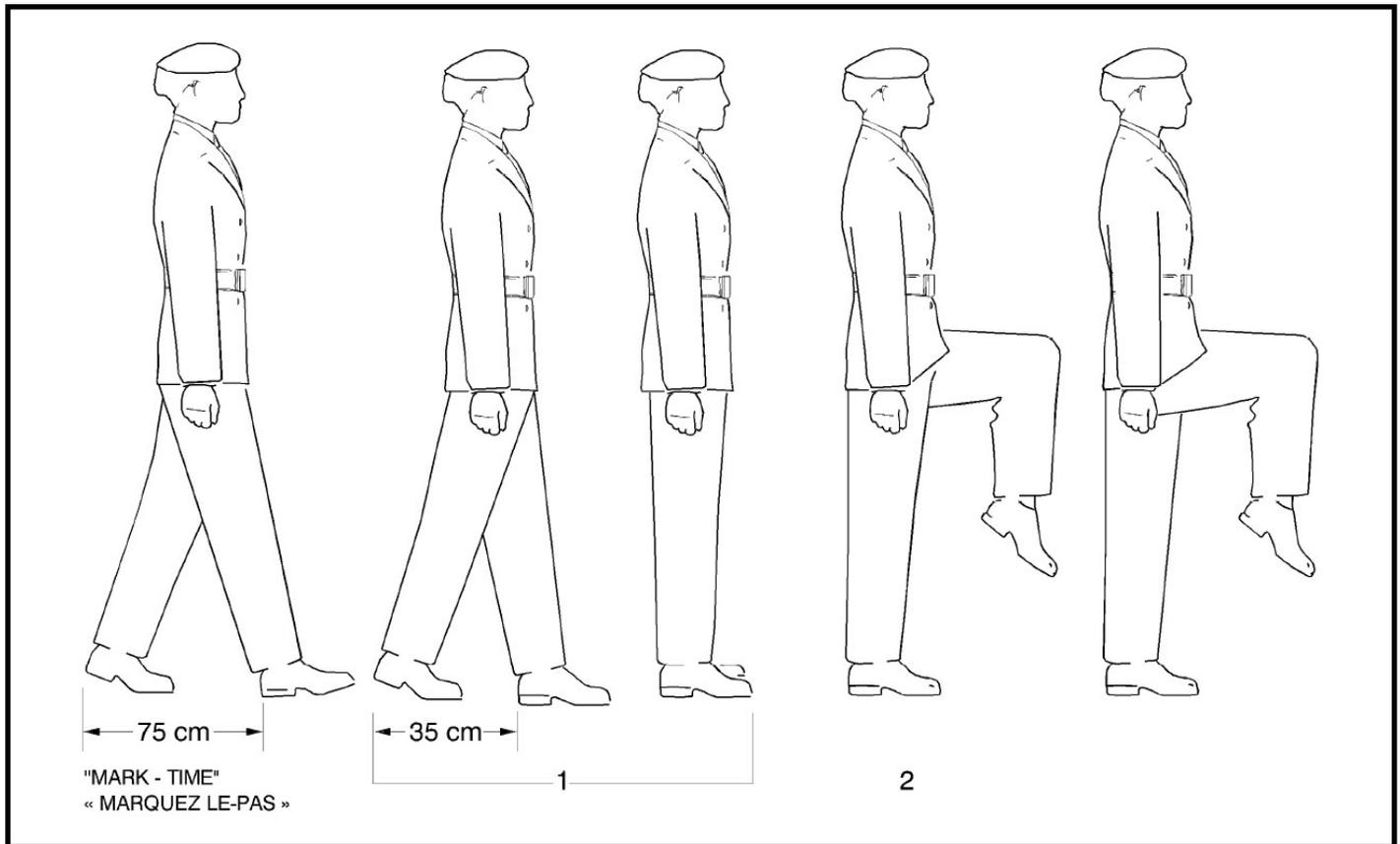


Figure 39 Marking Time in Slow Time

## Mark Time, Forward And Halt In Quick Time

35. Marking time in quick time is carried out at the same cadence as for marching (Figure 40).

36. On the command MARK TIME BY NUMBERS, SQUAD – ONE given as the right foot is on the ground, squad members shall:

- take a half pace with the left foot, placing the foot flat on the ground naturally;
- bring the right foot into the left in a straight leg manner, not scraping the ground;
- simultaneously, cut the arms to the sides and assume the position of attention; and
- maintain the same cadence.

37. On the command SQUAD – TWO, squad members shall:
- bend the left knee;
  - place the toe on the ground before the heel as the leg is lowered; and
  - continue to mark time until the command FOR – WARD or HALT is given.
38. On the command MARK – TIME, the two movements are combined.
39. The timing is:
- Count: LEFT – IN – LEFT – RIGHT – LEFT
  - Foot: LEFT – RIGHT – LEFT – RIGHT – LEFT
40. On the command FOR – WARD given as the left foot is on the ground, squad members shall:
- straighten the right leg and assume the position of attention;
  - shoot the left foot forward in a half pace; and
  - continue marching in quick time, swinging the right arm forward and the left to the rear.
41. On the command SQUAD – HALT given as the left foot is on the ground, squad members shall:
- take a further mark time pace with the right foot;
  - take a further mark time pace with the left foot; and
  - straighten the right leg in double time and assume the position of attention.
42. The timing for the halt is counted “one, one-two”.
43. To mark time from the halt the command shall be, QUICK MARK – TIME.

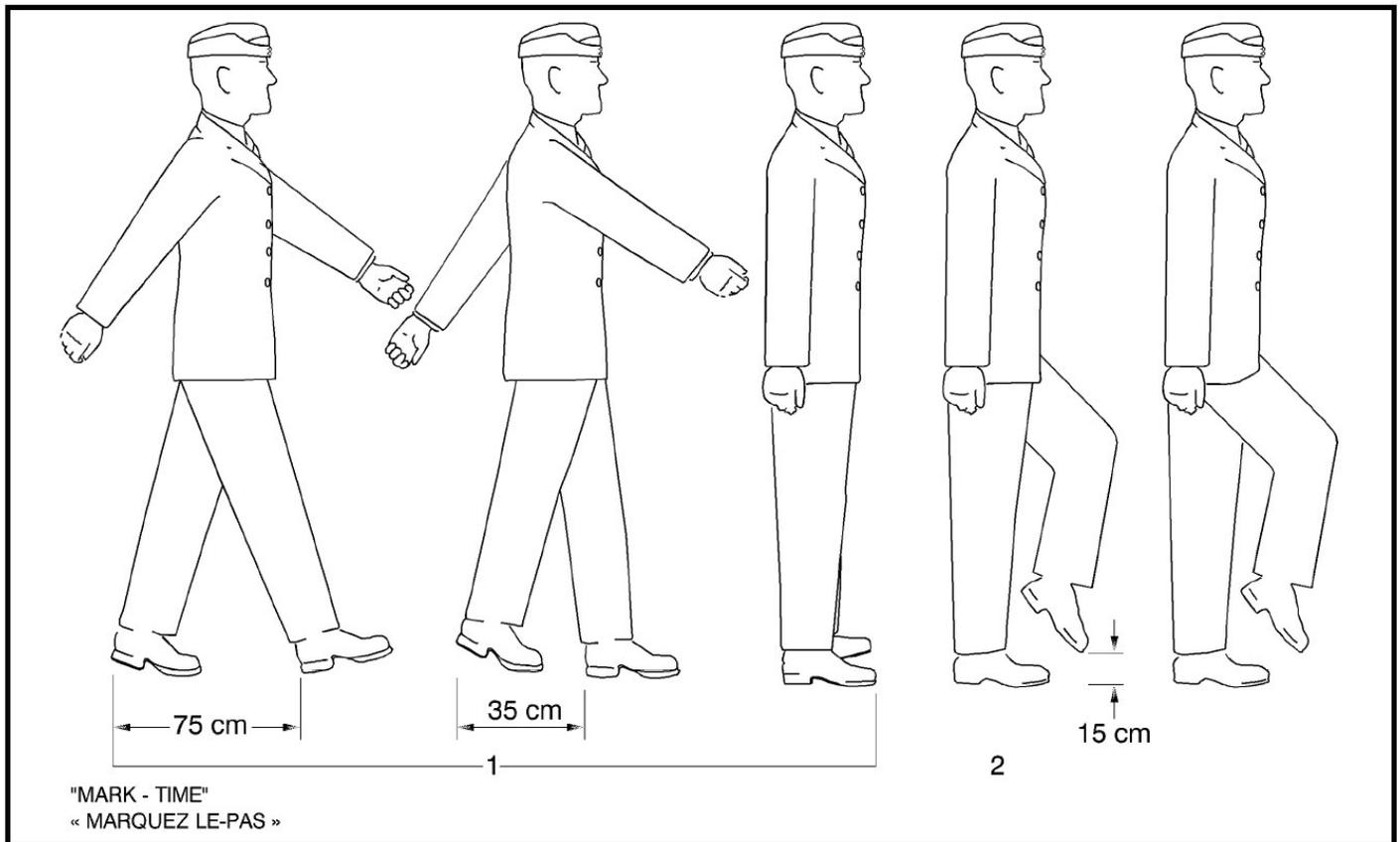


Figure 40 Marking Time in Quick Time

## Wheels

44. As illustrated in Figure 41, on the command RIGHT (LEFT) – WHEEL, the leading file of threes wheels around one quarter of the circumference of a circle having a radius of 1.25 m, changing direction by 90 degrees.
45. The inner rank shall step short, the center rank shall maintain the length of pace and the outside rank shall step out, without altering the cadence, to enable the file to wheel in line.
46. Dressing is maintained by the inner flank while wheeling. The head will be kept to the front.
47. When the leading file has wheeled 90 degrees, it shall march in the new direction, resuming the normal pace. On completion of the wheel, the directing flank shall be confirmed or indicated by order, BY THE RIGHT (LEFT), normally maintaining the directing flank noted in previous paragraphs .
48. The remaining files shall follow the lead file, wheeling at exactly the same point.
49. If the squad is ordered to halt or mark time, and only part of the squad has completed the wheel, the squad shall remain in this position unless the command REAR FILES – COVER is ordered. On the command REAR FILES – COVER, by taking short quick paces with the left foot first, the files at the rear cover off the files that are facing the new direction.
50. When it is desired to wheel less than an angle of 90 degrees, the command FOR – WARD is ordered when the leading file is facing the required direction.

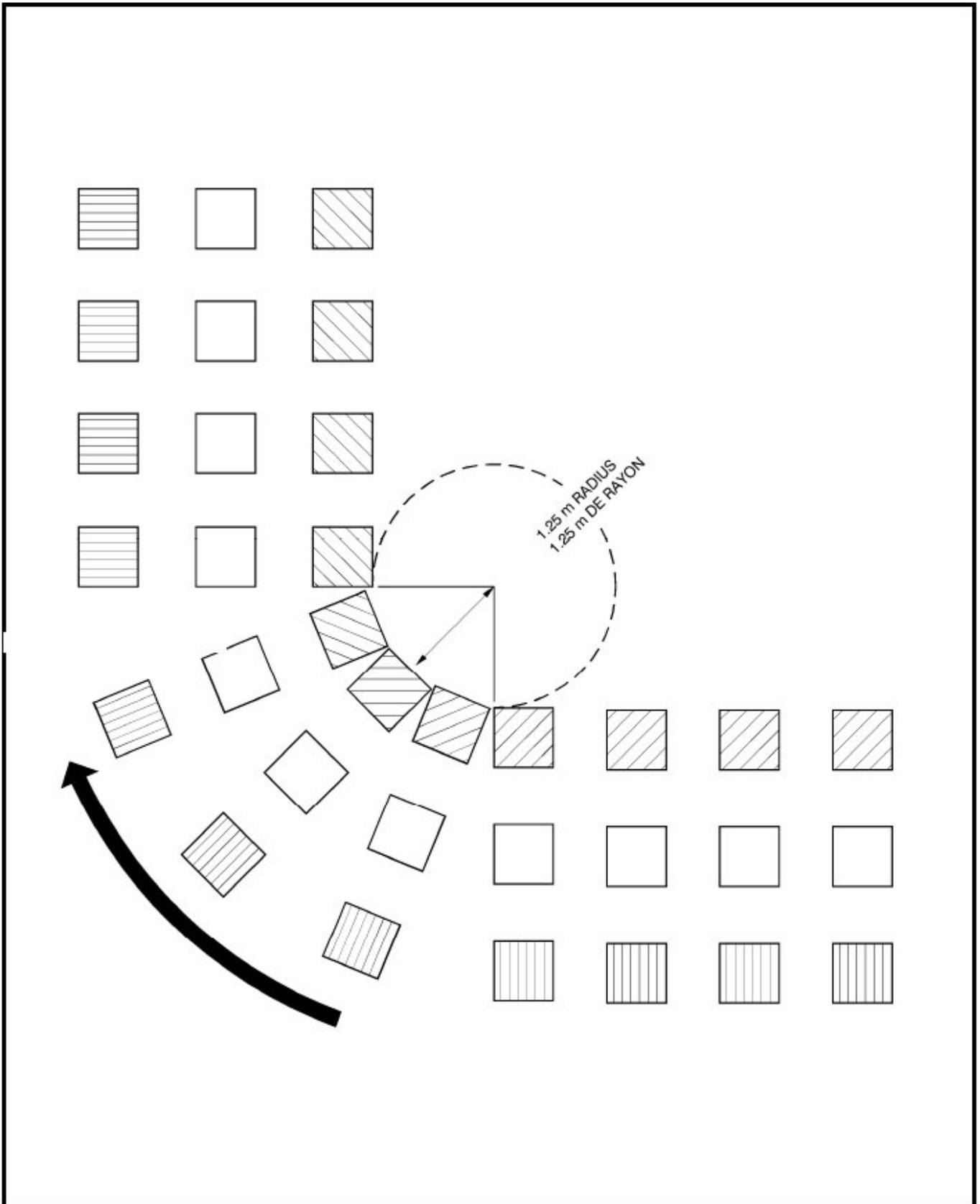


Figure 41 Wheeling

## Change Step On The March

51. In slow time, on the command CHANGE STEP BY NUMBERS, SQUAD – ONE given as the right foot is forward and on the ground, squad members shall:
- complete a half pace with the left foot;
  - force the weight forward on the left foot; and
  - raise the right heel off the ground.
52. On the command SQUAD – TWO, squad members shall:
- bring the right foot forward in quick time by bending the right knee;
  - straighten the right leg in quick time and place the right foot smartly beside the left; and
  - as the right foot strikes the ground, shoot the left foot forward in a half pace just above the ground with the toe pointed down as in slow time.
53. On the command SQUAD – THREE, squad members shall complete the glide pace with the left foot and carry on slow marching.
54. On the command CHANGE – STEP, the three movements are combined. The timing is counted as “left, right, left” in quick time, thus maintaining slow march cadence while changing the step.
55. In quick time (Figure 42), on the command CHANGE STEP BY NUMBERS SQUAD – ONE given as the right foot is forward and on the ground, squad members shall:
- complete a half pace with the left foot;
  - swing the right arm forward;
  - swing the left arm to the rear;
  - force the weight forward on the left foot; and
  - raise the right heel off the ground.
56. On the command SQUAD – TWO, squad members shall:
- cut the arms to the side as in the position of attention;
  - bring the right foot forward in double time by bending the right knee;
  - straighten the right leg in double time and place the right foot smartly beside the left; and
  - as the right foot strikes the ground, shoot the left foot forward in a half pace, landing on the heel with the toe up.
57. On the command SQUAD – THREE, squad members shall:
- swing the right arm forward;
  - swing the left arm to the rear; and
  - continue marching in quick time.
58. On the command CHANGE – STEP, the three movements are combined. The timing is counted, as “left, right, left” in double time, thus maintaining quick march cadence.

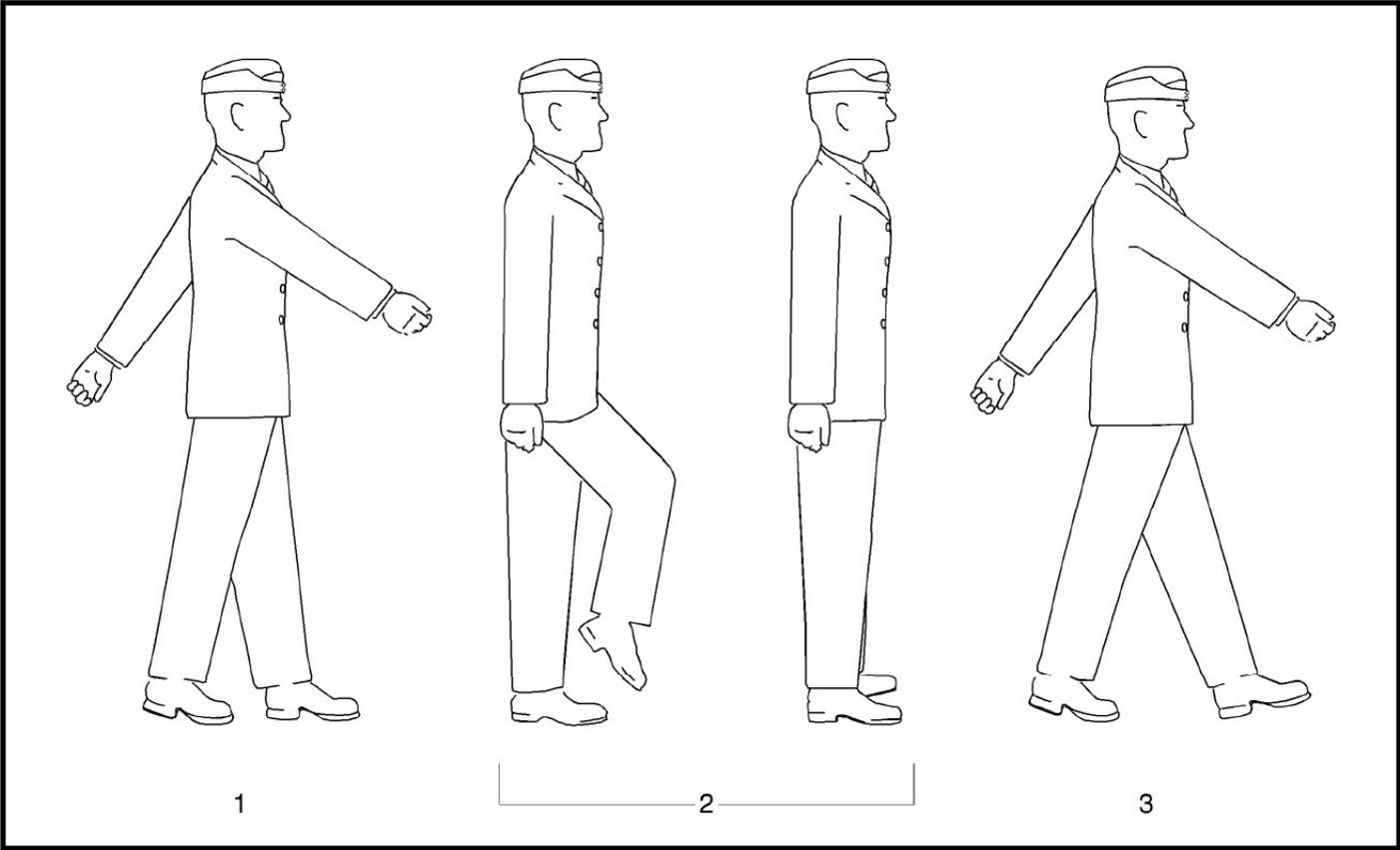


Figure 42 Change Step on the March in Quick Time

## Change Step When Marking Time

59. In slow time or quick time, on the command CHANGE – STEP given as the right foot is on the ground, squad members shall:
- take two successive mark time paces with the left foot; and
  - continue marking time.
60. The timing is counted as “left, left-right” in the same cadence as marking time.

## Form Hollow Square

61. The squad shall be in line in three ranks prior to forming hollow square (Figure 43).
62. On the command FORM HOLLOW SQUARE, CENTRE RANK RIGHT, REAR RANK LEFT – TURN, the squad acts as ordered.
63. On the command CENTRE RANK LEFT WHEEL, REAR RANK RIGHT WHEEL, QUICK – MARCH, the squad acts as ordered.
64. The command MARK – TIME shall be given when the rear individuals of the centre and rear ranks are one pace in front of the front rank.
65. On the command SQUAD – HALT, the squad acts as ordered.
66. On the command CENTRE RANK LEFT, REAR RANK RIGHT – TURN, the squad acts as ordered.
67. The reverse procedure is used to reform the squad into three ranks.

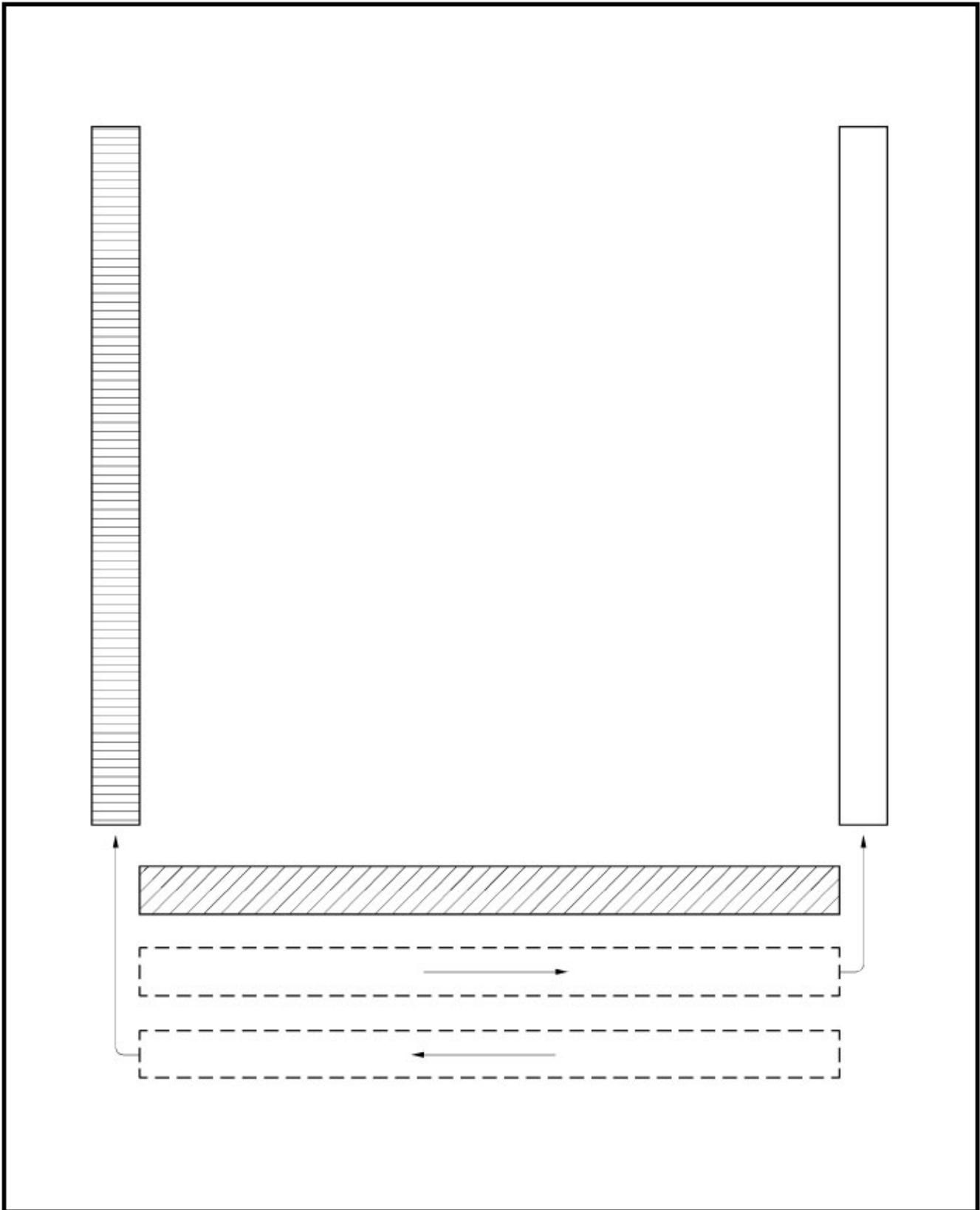


Figure 43 Forming Hollow Square

## Salute On The March

68. The movements of the salute to the front and to a flank shall be executed as described in Saluting, at the Halt.
69. When a member salutes on the march, he/she shall commence the drill movement five paces before reaching an officer, look directly into the officer's eyes by turning his/her head in the required direction on the commencement of the salute, and complete the salute one pace beyond him/her. This permits the officer to return the salute before the member has passed (Figure 44).
70. On the command TO THE RIGHT (LEFT) SALUTE BY NUMBERS, SQUAD – ONE given as the left foot is forward and on the ground, squad members shall:
- complete the next pace with the right foot; and
  - swing the left arm forward and the right arm to the rear normally.
71. On the command SQUAD – TWO, squad members shall:
- complete the next pace with the left foot;
  - cut the left arm to the side; and
  - cut the right arm forward to the side and then up into the salute in one continuous movement. While saluting, the head is turned right (left) as far as possible without straining as appropriate.
72. On the command SQUAD – THREE, squad members shall complete four paces in quick time, ending with the left foot forward.
73. On the command SQUAD – FOUR, squad members shall:
- complete a pace with the right foot; and
  - cut the right arm to the side.
74. On the command SQUAD – FIVE, squad members shall continue marching.
75. On the command TO THE RIGHT (LEFT) – SALUTE, the movements are combined.
76. The timing for the salute is counted as follows:
- Count: CHECK – UP – TWO – THREE – FOUR – FIVE – DOWN – SWING
  - Foot: RIGHT – LEFT – RIGHT – LEFT – RIGHT – LEFT – RIGHT – LEFT
77. When teaching by numbers, on all commands the weight of the body is on the forward foot with the rear heel off the ground; however on the command SQUAD – TWO, the weight is on the rear foot with the toe up. The squad shall call the time in accordance with paragraph 76.

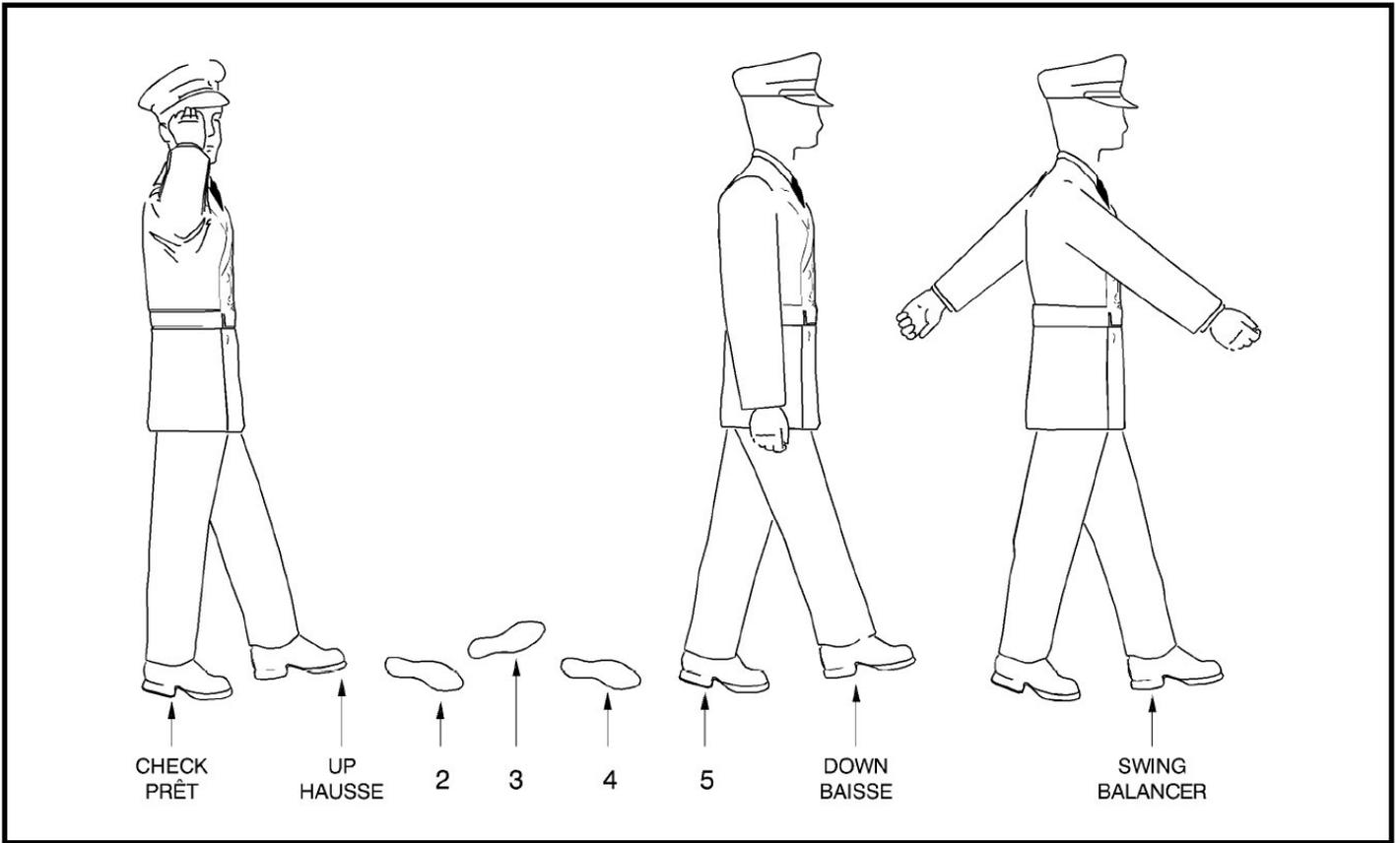


Figure 44 Saluting on the March without Arms

## Paying Unit Compliments With A Squad On The March

78. As illustrated in Figure 45, on the command EYES – RIGHT (LEFT), given as the left foot is forward and on the ground:

- squad members shall complete the next pace forward with the right foot and, as the left foot comes forward again and strikes the ground, turn the head and eyes to the right (left) as far as possible without straining and look directly into the eyes of the personage being saluted;
- squad members shall continue swinging arms;
- the leading person on the directing flank shall maintain head and eyes to the front to keep direction; and the person in command of the squad salutes.

79. On the command EYES – FRONT given as the left foot is forward and on the ground:

- squad members shall complete the next pace forward with the right foot and, as the left foot comes forward again and strikes the ground, cut the head and eyes smartly to the front; and
- the person in command of the squad completes the salute on the right foot by checking his/her arms to his/her sides and commences to swing his/her arms on the following pace with the left foot.

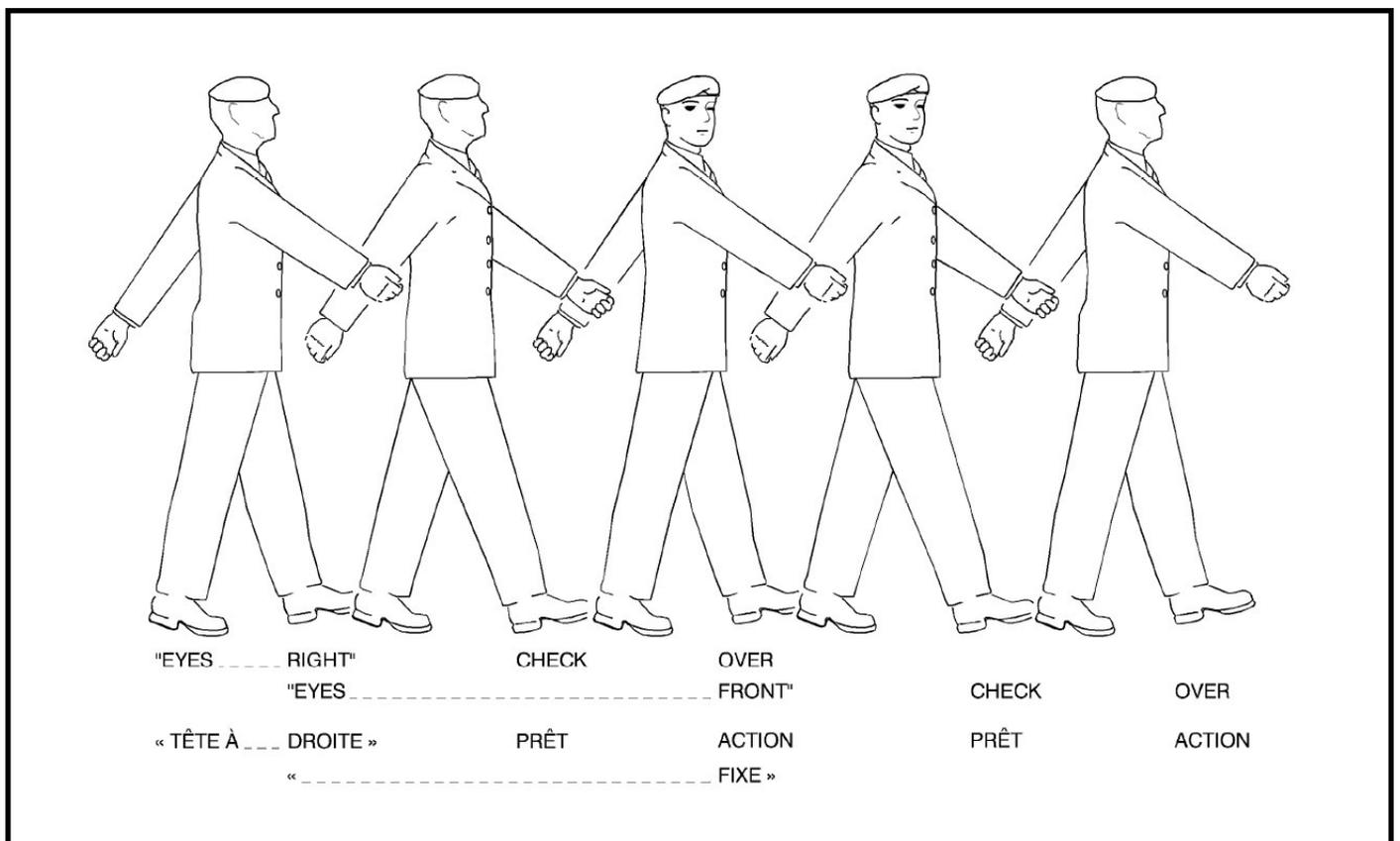


Figure 45 Eyes Right on the March without Arms

## Turns And Inclines On The March In Slow Time

80. Turns and inclines on the march are executed to change direction (Figure 46).
81. On the command LEFT TURN BY NUMBERS, SQUAD – ONE given as the right foot is forward and on the ground, squad members shall complete a half pace with the left foot and freeze.
82. On the command SQUAD – TWO, squad members shall:
- bend the right knee so the upper leg is parallel to the ground;
  - using the momentum of the knee, force the shoulders 90 degrees to the left to face the new direction, while simultaneously pivoting on the ball of the left foot 90 degrees to the left;
  - straighten the right leg as in the position of attention;
  - immediately shoot the left foot forward in a half pace with the toe just clear of the ground;
  - keep the body and head held up; and
  - keep the arms, body and head steady.
83. On the command SQUAD – THREE, squad members shall complete the half pace with the left foot and continue marching.
84. On the command LEFT – TURN, the three movements are combined into one continuous movement and the cadence is maintained.
85. The timing is:
- Count: CHECK – PIVOT – LEFT – RIGHT – LEFT
  - Foot: LEFT – RIGHT – LEFT – RIGHT – LEFT
86. On the command LEFT IN – CLINE, the drill described for turning to the left is followed except that the turn is made through 45 degrees.
87. On the command RIGHT TURN BY NUMBERS, SQUAD – ONE given as the left foot is forward and on the ground, squad members shall complete a half pace with the right foot.
88. On the command SQUAD – TWO, squad members shall:
- bend the left knee so the upper leg is parallel to the ground;
  - using the momentum of the knee, force the shoulders 90 degrees to the right to face the new direction, while simultaneously pivoting on the ball of the right foot 90 degrees to the right;
  - straighten the left leg as in the position of attention;
  - immediately shoot the right foot forward in a half pace with the toe just clear of the ground;
  - keep the body and head held up; and
  - keep the arms, body, and head steady.
89. On the command SQUAD – THREE, squad members shall complete the half pace with the right foot and continue marching.
90. On the command RIGHT – TURN, the three movements are combined into one continuous movement and the cadence is maintained.

91. The timing is:

- Count: CHECK – PIVOT – RIGHT – LEFT – RIGHT
- Feet: RIGHT – LEFT – RIGHT – LEFT – RIGHT

92. On the command RIGHT IN – CLINE, the drill described for turning to the right is followed except that the turn is made through 45 degrees.

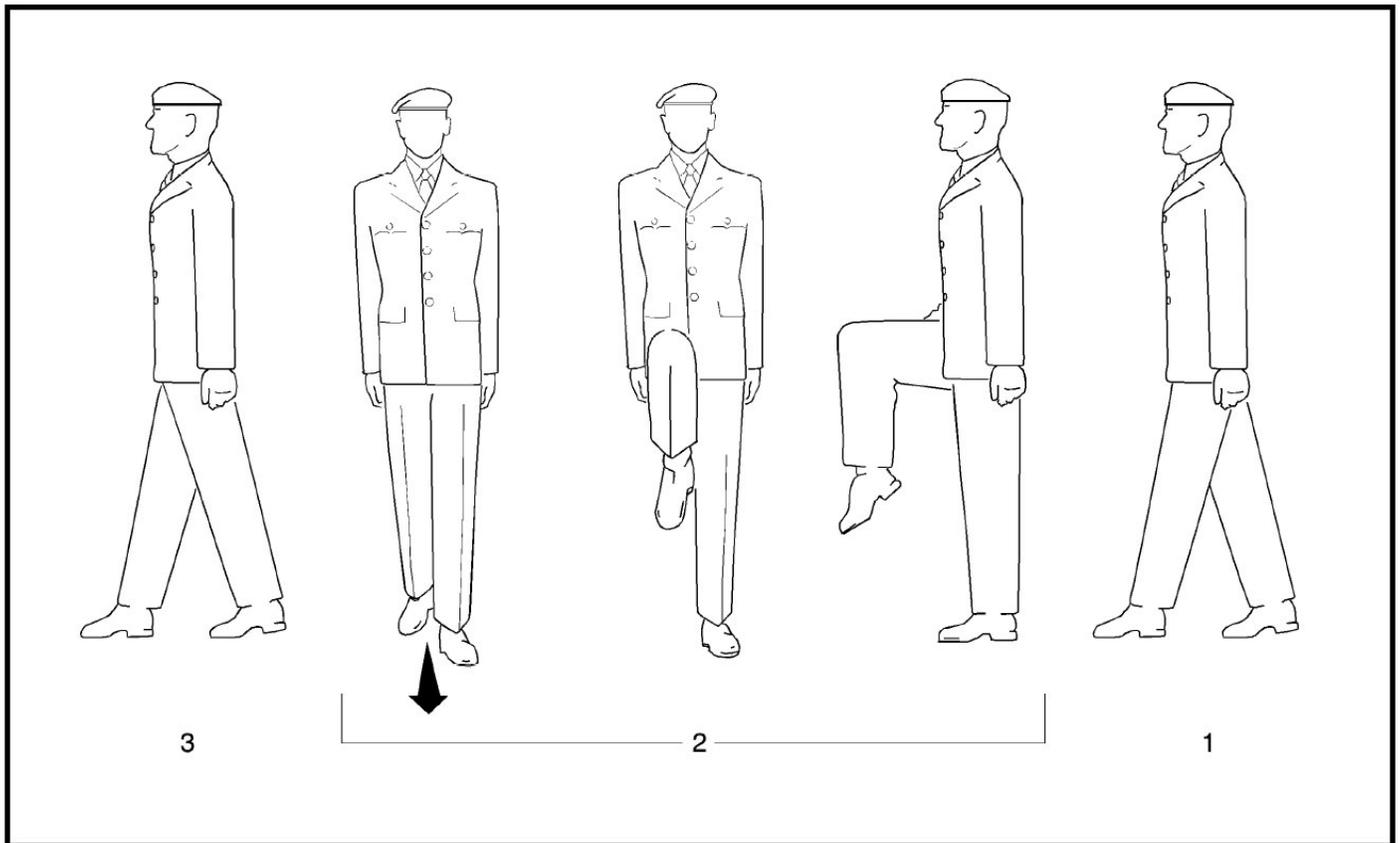


Figure 46 Turns in Slow Time

## Turns And Inclines On The March In Quick Time

93. Turns and inclines on the march are executed to change direction (Figure 47).
94. On the command LEFT TURN BY NUMBERS, SQUAD – ONE, given as the right foot is forward and on the ground, squad members shall complete a half pace with the left foot with the right arm swung forward and the left to the rear.
95. On the command SQUAD – TWO, squad members shall:
- cut the arms to the side as in the position of attention;
  - bend the right knee;
  - using the momentum of the knee, force the shoulders 90 degrees to the left to face the new direction, while simultaneously pivoting on the ball of the left foot 90 degrees to the left;
  - straighten the right leg as in the position of attention;
  - immediately shoot the left foot forward in a half pace with the toe just clear of the ground;
  - keep the body and head held up; and
  - keep the arms, body and head steady.
96. On the command SQUAD – THREE, squad members shall complete the half pace with the left foot and continue marching (swinging the arms).
97. On the command LEFT – TURN, the three movements are combined into one continuous movement and the cadence is maintained.
98. The timing is:
- Count: CHECK – PIVOT – LEFT – RIGHT – LEFT
  - Feet: LEFT – RIGHT – LEFT – RIGHT – LEFT
99. On the command LEFT IN – CLINE, the drill described for turning to the left is followed except that the turn is made to 45 degrees.
100. On the command RIGHT TURN BY NUMBERS, SQUAD – ONE given as the left foot is forward and on the ground, squad members shall complete a half pace with the right foot, swing the left arm forward and the right to the rear.
101. On the command SQUAD – TWO, squad members shall:
- cut the arms to the side as in the position of attention;
  - bend the left knee;
  - using the momentum of the knee, force the shoulders 90 degrees to the right to face the new direction, while simultaneously pivoting on the ball of the right foot 90 degrees to the right;
  - straighten the left leg as in the position of attention;
  - immediately shoot the right foot forward in a half pace with the toe just clear of the ground;
  - keep the body and head held up; and
  - keep the arms, body and head steady.

102. On the command SQUAD – THREE, squad members shall complete the half pace with the right foot and continue marching.
103. On the command RIGHT – TURN, the three movements are combined into one continuous movement and the cadence is maintained.
104. The timing is counted as:
- Count: CHECK – PIVOT – RIGHT – LEFT – RIGHT
  - Feet: RIGHT – LEFT – RIGHT – LEFT – RIGHT
105. On the command RIGHT IN – CLINE, the drill described for turning to the right is followed, except that the turn is made to 45 degrees.

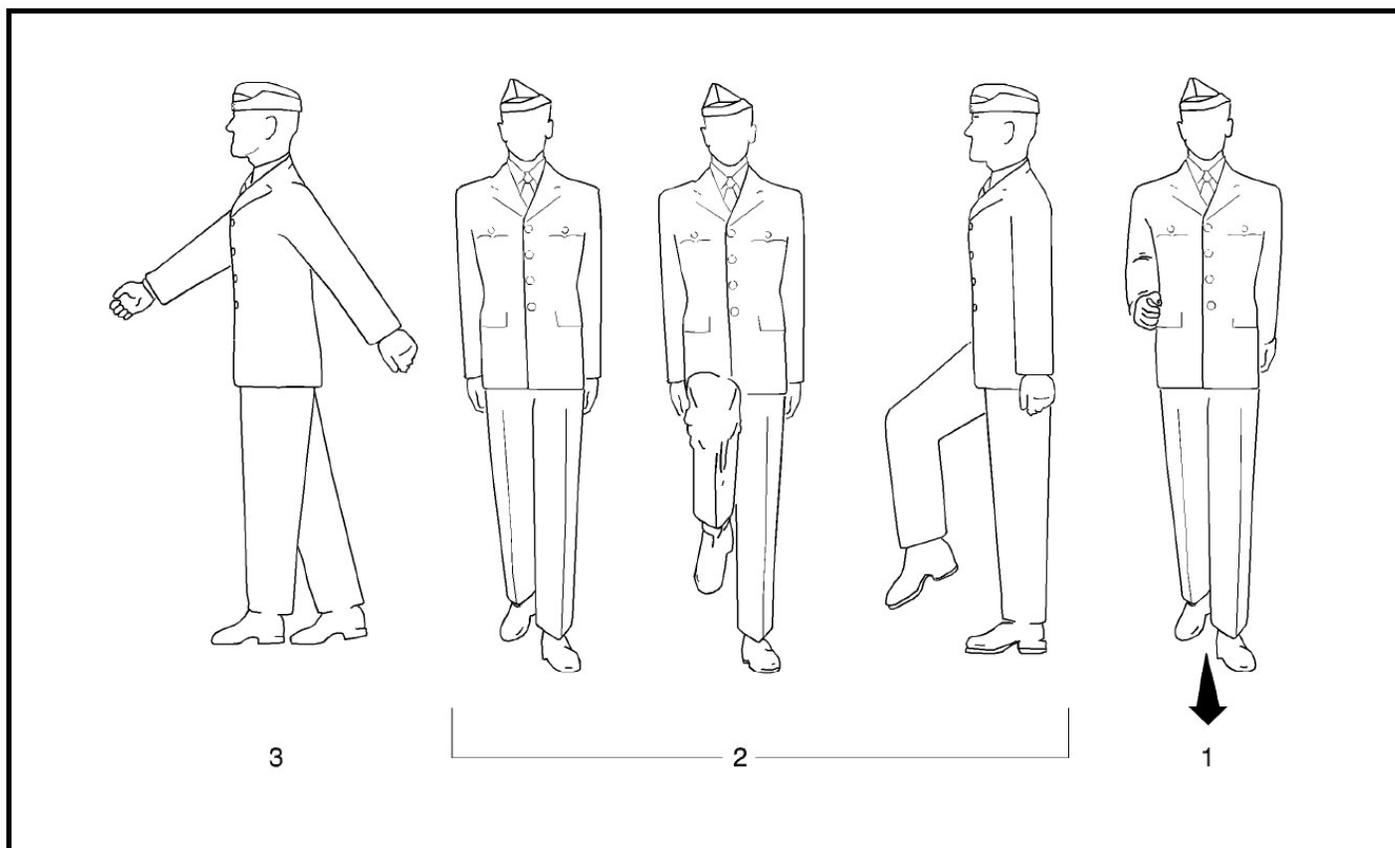


Figure 47 Turns in Quick Time

## Turning About On The March In Slow Time

106. On the command ABOUT TURN BY NUMBERS, SQUAD – ONE given as the right foot is forward and on the ground (Figure 48), squad members shall:
- take a half pace with the left foot placing the foot flat on the ground naturally;
  - bring the right foot in to the left, in a straight-leg manner without scraping the ground, to the position of attention;
  - maintain the same cadence; and

- keep the arms to the side.
107. On the command SQUAD – TWO, squad members shall:
- maintain the arms at the sides;
  - pivot on the ball of the right foot to force the body through a turn of 90 degrees to the right;
  - simultaneously, bend the left knee so that the thigh is parallel to the ground; and
  - lower the leg smartly to the ground to assume the position of attention.
108. On the command SQUAD – THREE, squad members shall:
- maintain the arms at the sides;
  - pivot on the ball of the left foot to force the body through a turn of 90 degrees to the right;
  - simultaneously, bend the right knee so that the thigh is parallel to the ground; and
  - lower the leg smartly to the ground to assume the position of attention.
109. On the command SQUAD – FOUR, squad members shall step off in slow time with a half pace with the left foot in the new direction.
110. On the command ABOUT – TURN, the four movements are combined and the cadence is maintained.
111. The timing is:
- Count: LEFT – IN – LEFT – RIGHT – LEFT
  - Feet: LEFT – RIGHT – LEFT – RIGHT – LEFT

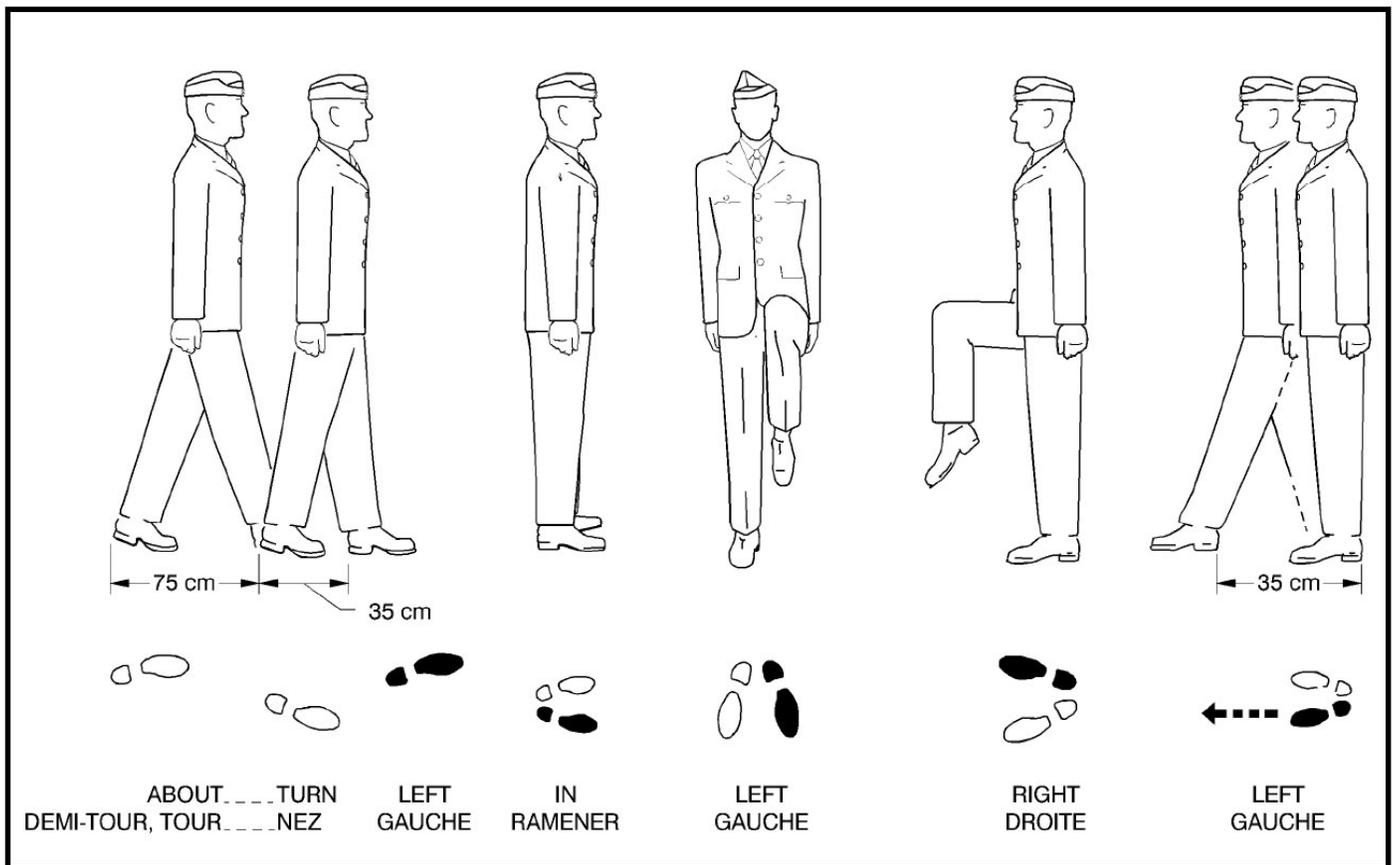


Figure 48 About Turn in Slow Time

## About Turn On The March In Quick Time

112. On the command ABOUT TURN BY NUMBERS, SQUAD – ONE given as the right foot is forward and on the ground (Figure 49), squad members shall:
- take a half pace with the left foot, placing the foot flat on the ground naturally;
  - bring the right foot in to the left, in a straight-leg manner above the ground, to the position of attention;
  - simultaneously, cut the right arm down and the left in from the rear as the right foot comes in; and
  - maintain the cadence.
113. On the command SQUAD – TWO, squad members shall:
- maintain the arms at the sides;
  - pivot on the ball of the right foot to force the body through a turn of 90 degrees to the right;
  - simultaneously, bend the left knee; and
  - lower the leg smartly to the ground to assume the position of attention.
114. On the command SQUAD – THREE, squad members shall:

- maintain the arms at the sides;
- pivot on the ball of the left foot to force the body through a turn of 90 degrees to the right;
- simultaneously, bend the right knee; and
- lower the leg smartly to the ground to assume the position of attention.

115. On the command SQUAD – FOUR, squad members shall step off in quick time with a half pace with the left foot in the new direction.

116. On the command ABOUT – TURN, the four movements are combined and the cadence is maintained.

117. The timing is:

Count: LEFT – IN – LEFT – RIGHT – LEFT

Feet: LEFT – RIGHT – LEFT – RIGHT – LEFT

118. When a blank file of one person exists in a squad which is in line, the person shall commence to step short on the cautionary word of command RETIRE (ADVANCE), and execute the about turn with the new leading rank on the executive word TURN.

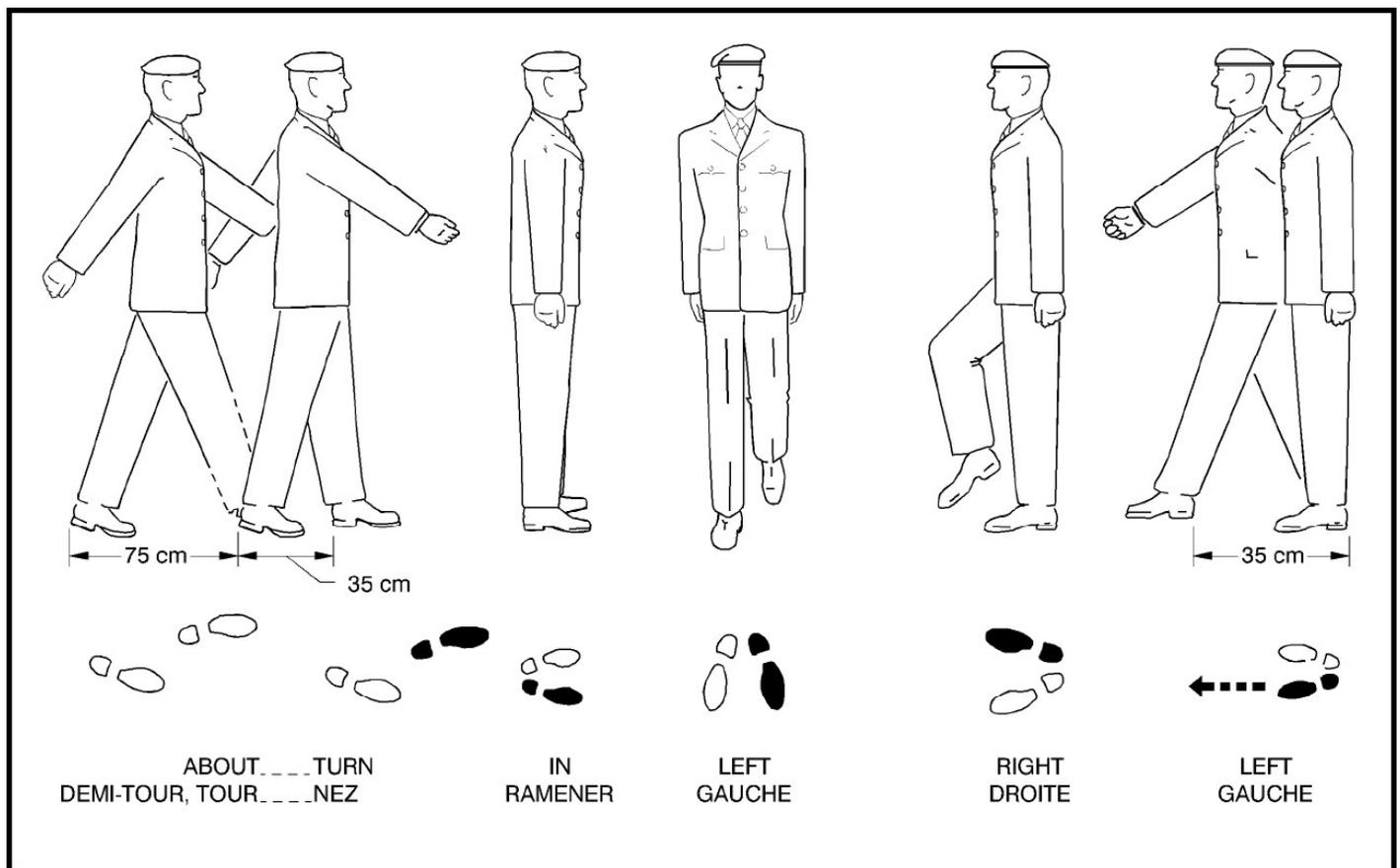


Figure 49 About Turn in Quick Time

## **Change To Quick Time From Slow Time**

119. On the command CHANGE TO QUICK TIME, QUICK – MARCH given as the right foot is forward and on the ground, squad members shall step forward with the left foot in quick time, swinging the right arm forward and the left arm to the rear.

## **Change To Double Time From Quick Time**

120. On the command CHANGETO DOUBLETIME, DOUBLE – MARCH given as the right foot is forward and on the ground, squad members shall step forward with the left foot in double time and with the arms in the position for marching in double time.

## **Change To Quick Time From Double Time**

121. On the command CHANGETO QUICKTIME, QUICK – MARCH given as the right foot is forward and on the ground, squad members shall shorten the pace to the standard quick march length while completing four more paces in double time and then break into quick time.

## **Change To Slow Time From Quick Time**

122. On the command CHANGETO SLOWTIME, SLOW MARCH BY NUMBERS, SQUAD – ONE given as the right foot is forward and on the ground, squad members shall complete a half pace with the left foot, with the right arm swung forward and the left arm to the rear.

123. On the command SQUAD – TWO, squad members shall cut the arms to the sides as in the position of attention. The right foot is brought forward in double time, the right knee is bent and the right foot placed smartly beside the left. As the right foot strikes the ground, the left foot is shot forward in a half pace just above the ground with the toe pointing down as in slow time.

124. On the command SQUAD – THREE, squad members shall complete the half pace with the left foot and carry on marching in slow time.

125. On the command CHANGE TO SLOW TIME, SLOW – MARCH, the three movements are combined. The timing is counted as “left, right, left” in double time.

## **Change Direction By Forming From The Halt**

126. A form changes the direction faced by a squad in line, while maintaining its formation (Figure 50).

127. To change direction by forming from the halt to the halt, on the command AT THE HALT, CHANGE DIRECTION RIGHT, RIGHT – FORM:

- the leading person on the directing flank turns right;
- the remainder of the front rank makes a right incline; and
- the centre and rear rank stand fast.

128. On the command QUICK – MARCH:
- the leading person of the directing flank marches forward five paces and halts; and
  - the remainder of the squad steps off, wheeling as necessary to regain their original position to the left of the directing flank, with each successive file halting in succession from right to left, facing the new direction.
129. To change direction by forming, from the halt to the mark time, on the command CHANGE – DIRECTION RIGHT, RIGHT – FORM:
- the leading person of the directing flank turns right;
  - the remainder of the front rank makes a right incline; and
  - the centre and rear rank stand fast.
130. On the command QUICK – MARCH:
- the leading person of the directing flank marches forward five paces and begins marking time on the fifth pace; and
  - the remainder of the squad steps off, wheeling as necessary to regain their original position to the left of the directing flank, with each successive file marking time, in succession from right to left, facing the new direction.
131. On the command FOR – WARD or SQUAD – HALT, the squad acts as ordered.
132. Changing direction by forming to the left is executed as outlined above, except for “right” read “left”.

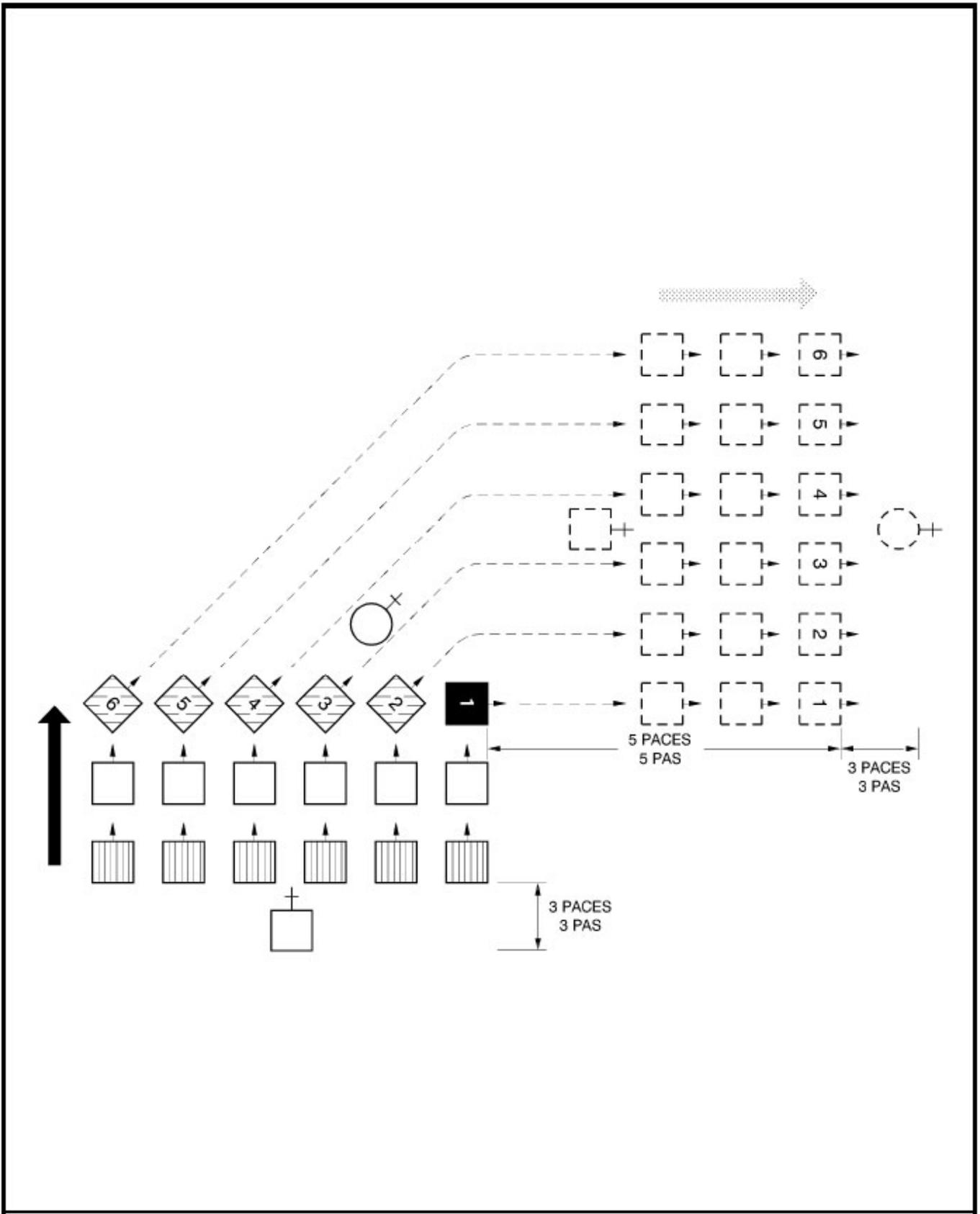


Figure 50 Forming from the Halt

## Change Direction By Forming On The March

133. On the command AT THE HALT, CHANGE DIRECTION RIGHT, RIGHT – FORM given as the left foot is forward and on the ground:
- the leading person on the directing flank turns right, takes six paces forward and halts;
  - simultaneously, the remainder of the front rank makes a right incline and steps off toward the new position in line with the right marker; and
  - the centre and rear ranks wheel right to follow the leading individual in each file. Each file, as it reaches its position on the left of the directing flank facing the new direction, shall halt together in succession from the right.
134. On the command CHANGE DIRECTION RIGHT, RIGHT – FORM given as the left foot is forward and on the ground:
- the leading person of the directing flank turns right, takes five paces forward and marks time;
  - simultaneously, the remainder of the front rank makes a right incline and marches toward its new position; and
  - the centre and rear ranks wheel right, following the leading individual in each file. Each file, as it reaches its position on the left of the directing flank facing the new direction, shall mark time together in succession from the right.
135. On the command FOR – WARD or SQUAD – HALT, the squad acts as ordered.
136. Changing direction by forming to the left is executed as outlined above, except that the initial command is given as the right foot is forward and on the ground, and the movement is executed to the left.
137. The number of paces moved forward in the new direction on a form is governed by the direction in which the form is to be made. Five paces shall be taken when the form is executed to the left and six paces when the form is made to the right on the march so that the last pace forward is taken with the left foot.

## Form Squad In Line From The Halt

138. The drill for forming a squad changes the formation of a squad marching in column (etc.) to that of line, while maintaining the squad's direction (Figure 51).
139. To form a squad on its left, from the halt to the halt, on the command AT THE HALT, ON THE LEFT, FORM – SQUAD:
- the front left-hand person (the marker) stands fast; and
  - the remainder of the squad makes a left incline.
140. On the command QUICK – MARCH:
- the front left-hand person (the marker) marches forward five paces and halts; and
  - the remainder of the squad steps off, wheeling as necessary, each file taking up its new position to the left of the leading file, facing the same direction and halting together in succession from right to left.

141. To form a squad on its left from the halt to the mark time, on the command ON THE LEFT, FORM – SQUAD:
- the front left-hand person (the marker) stands fast; and
  - the remainder of the squad makes a left incline.
142. On the command QUICK – MARCH:
- the front left-hand person (the marker) marches forward five paces and commences marking time; and
  - the remainder of the squad steps off, wheeling as necessary, each file taking up its new position to the left the leading file, facing the same direction and marking time together in succession from right to left.
143. On the command FOR – WARD or SQUAD –HALT, the squad acts as ordered.

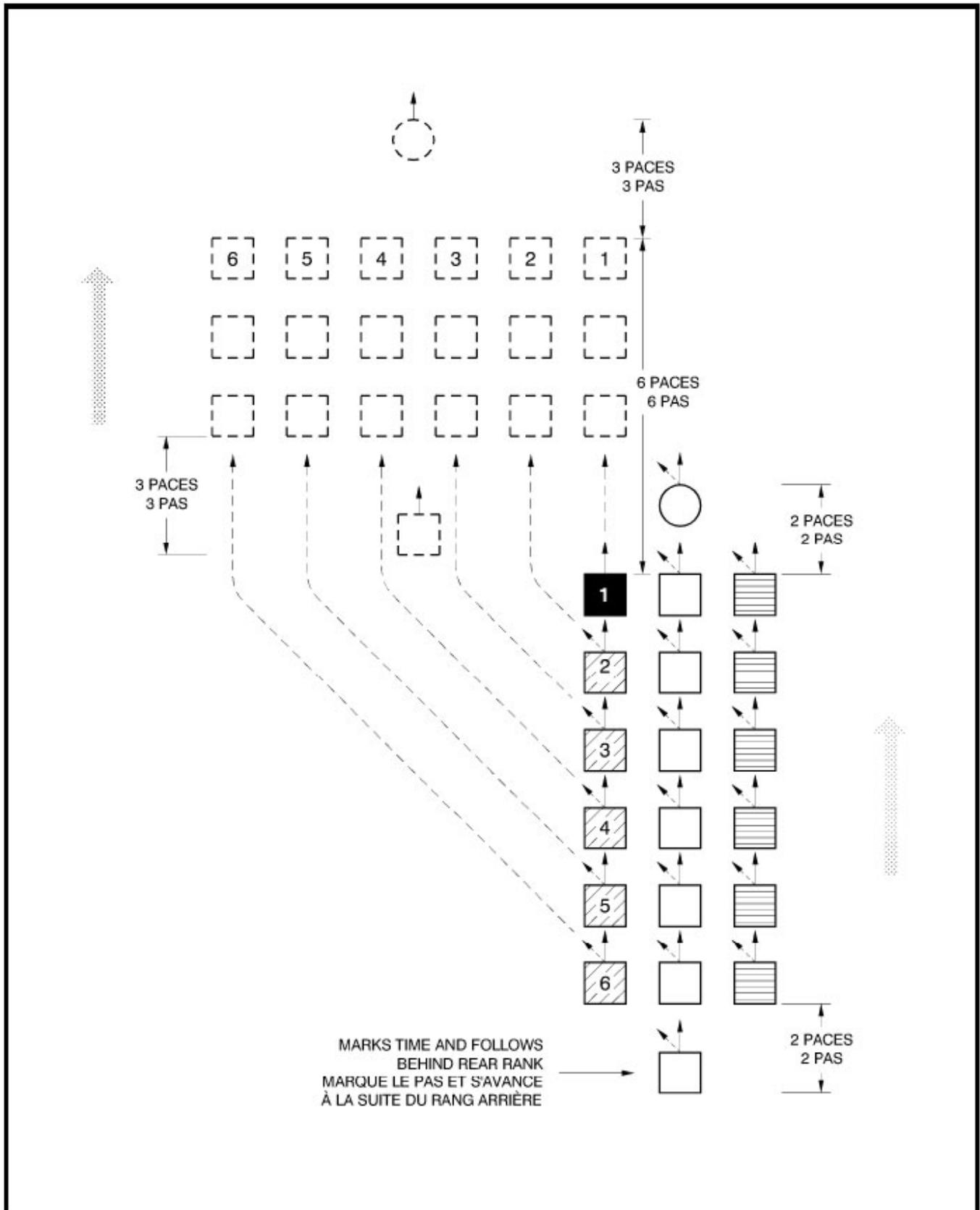


Figure 51 Forming Squad from the Halt

## Form Squad In Line On The March

144. On the command AT THE HALT, ON THE LEFT, FORM – SQUAD given as the right foot is forward and on the ground:
- the front left-hand person (the marker) continues to move forward five paces and halts; and
  - the remainder of the squad executes a left incline, wheels to its position to the left of the leading file, each file halting together in succession from right to left.
145. On the command ON THE LEFT, FORM –SQUAD given as the right foot is forward and on the ground:
- the front left-hand person (the marker) continues to move forward five paces and marks time; and
  - the remainder of the squad executes a left incline, wheels to its position to the left of the leading file, each file beginning to mark time together, in succession from right to left.
146. On the command FOR – WARD or SQUAD –HALT, the squad acts as ordered.

## Squad In Threes Forming Single File From The Halt

147. On the command SINGLE FILE FROM THE LEFT (RIGHT), QUICK – MARCH:
- the directing flank marches off in single file in quick time (Figure 52); and
  - the remainder mark time. The leading person of the centre and non-directing flank execute a left (right) incline and lead off in single file when the file on their left (right) is clear.

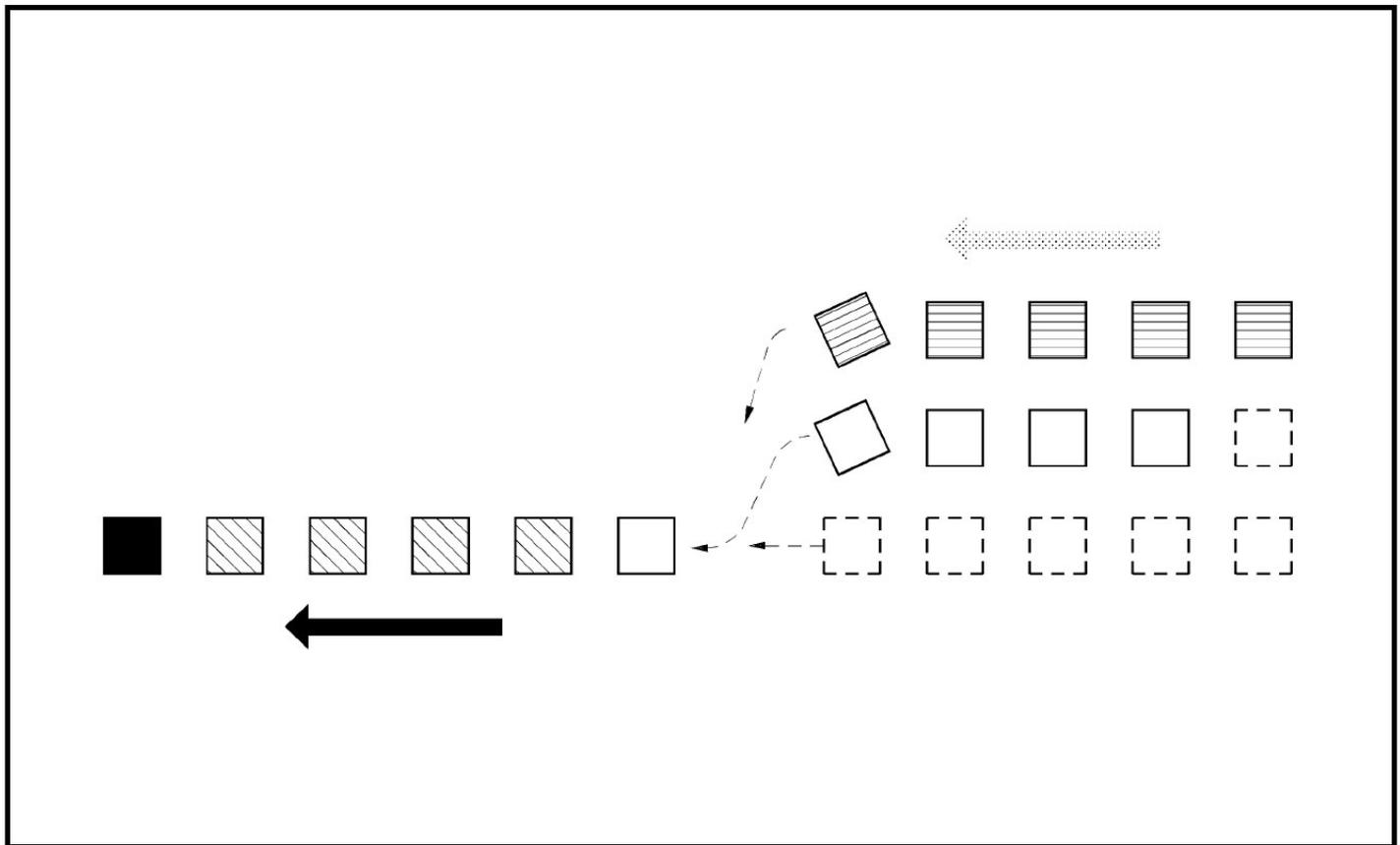


Figure 52 Squad in Threes Forming Single File

### Squad In Threes Forming Single File On The March

148. On the command SINGLE FILE FROM THE LEFT (RIGHT), REMAINDER MARK – TIME given as the right foot is forward and on the ground:

- the directing flank continues marching forward;
- the remainder mark time; and
- the leading person of the centre and on directing flank execute a left (right) incline and lead off in single file when the file on their left (right) is clear.

### Squad In Single File Reforming Threes From The Halt

149. On the command ON THE RIGHT (LEFT) REFORM THREES, REMAINDER QUICK – MARCH:

- the rank leading the single file stands fast; and
- the remainder step off, reform three ranks and halt.

### Squad In Single File Reforming Threes On The March

150. On the command ON THE RIGHT (LEFT), REFORM THREES, FRONT RANK MARK – TIME given as the right foot is forward and on the ground:

- the leading rank marks time; and
- the remainder reform threes and mark time.

151. On the command FOR – WARD or SQUAD – HALT, the squad acts as ordered.

### Squad In Line Forming Single File From The Halt

152. On the command SINGLE FILE FROM THE RIGHT (LEFT), QUICK – MARCH:

- the file on the directing flank marches forward in single file in quick time (Figure 53); and
- the remainder mark time, lead off and wheel in single file following the file on their right (left).

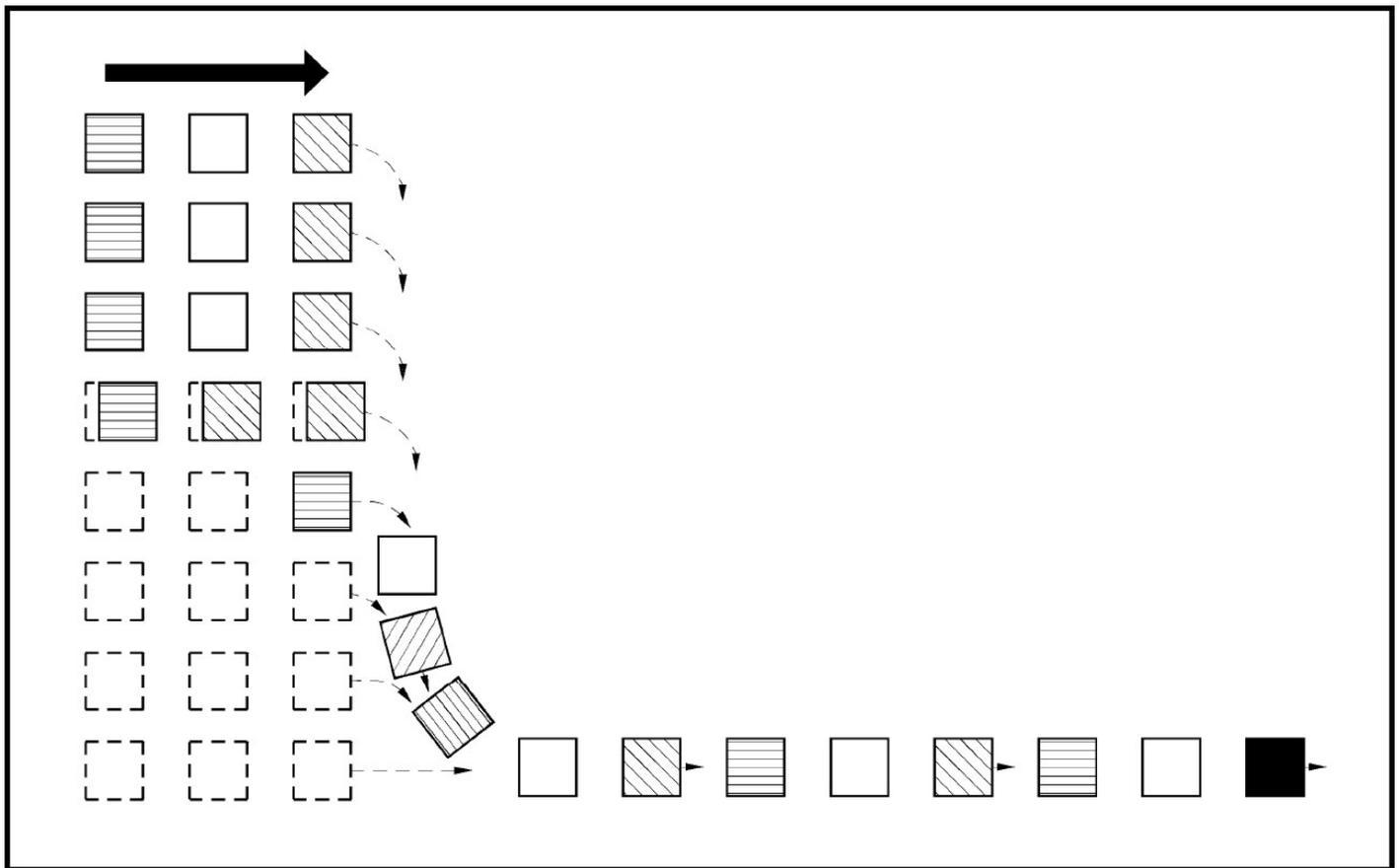


Figure 53 Squad in Line Forming Single File

### Squad In Line Forming Single File On The March

153. On the command SINGLE FILE FROM THE RIGHT (LEFT), REMAINDER MARK – TIME given as the right foot is forward and on the ground:

- the file on the directing flank continues marching forward; and

- the remainder mark time and then lead off in single file, stepping off with the left foot, when the file on their right (left) is clear.

## Squad In Single File Reforming Line From The Halt

154. On the command ON THE LEFT (RIGHT), REFORM LINE, REMAINDER QUICK – MARCH:

- the leading file stands fast (Figure 54); and
- the remainder step off, reform line and halt.

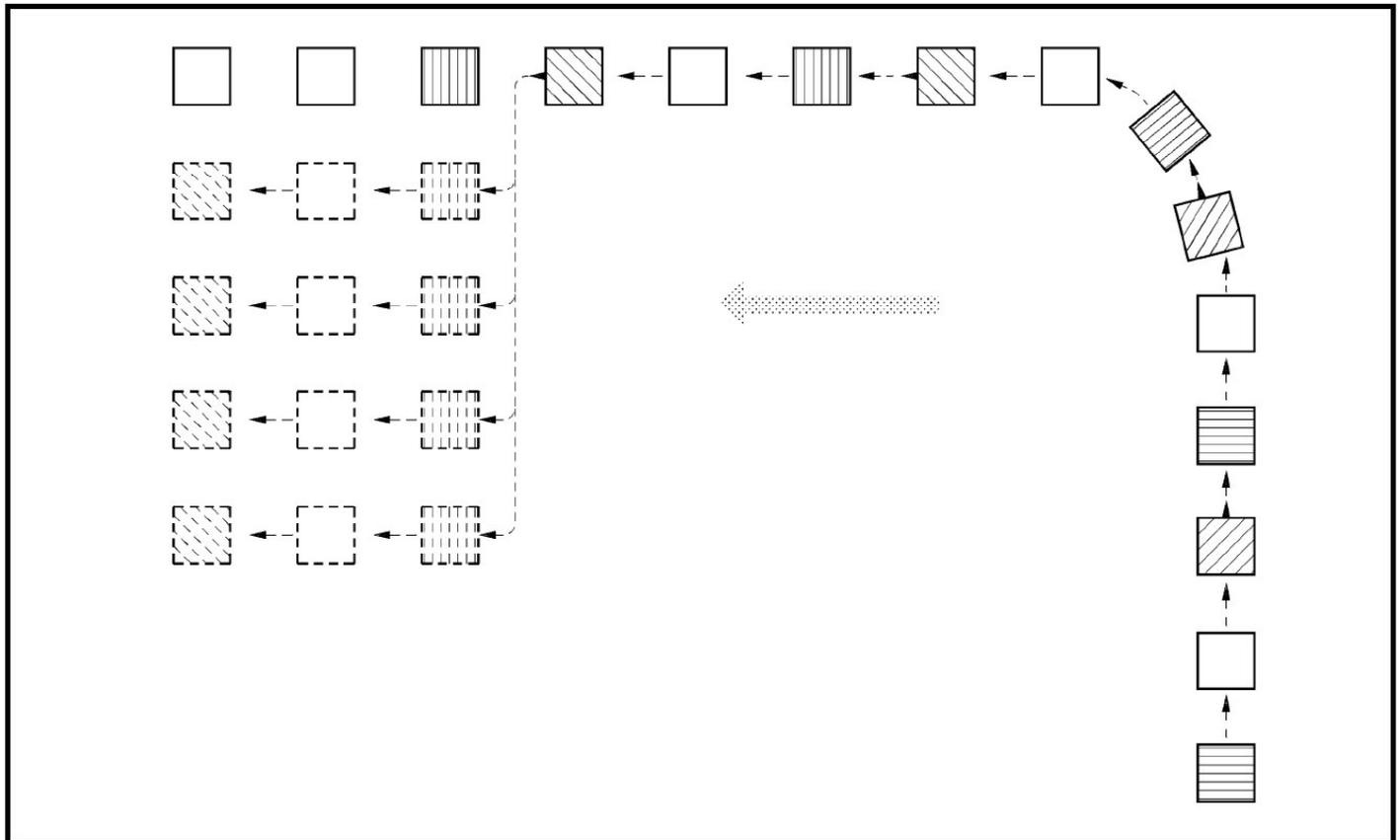


Figure 54 Squad in Single File Reforming Line from the Halt

## Squad In Single File Reforming Line On The March

155. On the command ON THE LEFT (RIGHT), REFORM LINE, REMAINDER MARK – TIME given as the right foot is forward and on the ground:

- the leading file marks time; and
- the remainder reform line and mark time.

156. On the command FOR – WARD or SQUAD – HALT, the squad acts as ordered.

## Open Order On The March In Slow Time

157. On the command OPEN – ORDER given as the right foot is forward and on the ground, squad members shall act as follows:

- when in two ranks:
  - (1) the front rank continues marching forward, and
  - (2) the rear rank marks time for two paces and then steps off with the left foot; and
- when in three ranks:
  - (1) the front rank continues marching forward,
  - (2) the centre rank marks time for two paces, and
  - (3) the rear rank marks time for four paces.

## Close Order On The March In Slow Time

158. On the command CLOSE – ORDER given as the right foot is forward and on the ground, squad members shall act as follows:

- when in two ranks:
  - (1) the front rank marks time for two paces and then steps off with the left foot, and
  - (2) the rear rank continues marching forward; and
- when in three ranks:
  - (1) the front rank mark time for four paces,
  - (2) the centre rank mark time for two paces, and
  - (3) the rear rank continues marching forward.

## Saluting

The military salute is a traditional demonstration of trust and respect. A salute is a formal mark of respect and courtesy. In the fire service saluting is not used in the normal conduct of business; however, saluting is expected and required for formal and ceremonial occasions. A hand salute is given when in uniform and wearing headdress. When in uniform and without headdress or in civilian clothes, a salute will be given by coming to attention and looking directly at the person giving or receiving the salute.

## The Salute

The method of saluting has varied greatly over the years but with the unification of the Canadian Forces a standard salute was adopted. The salute is given with the right hand from the position of attention. When the salute is completed:

- The palm of the hand is facing down.
- The thumb and fingers are fully extended and close together (not cupped).
- The tip of the second finger is in line with the outside of the right eyebrow and touching the edge of the peak of the hat.
- The hand, wrist, elbow and forearm are in a straight line from the shoulder with the upper arm parallel with the ground.

## Persons Entitled to a Salute

- Members of the Royal Family
- The Governor General of Canada
- The Lieutenant Governor of a province of Canada
- The Prime Minister of Canada
- The Premier of a province of Canada
- Federal and provincial cabinet ministers
- Federal and provincial judges

## Anthems and Salutes

All uniformed staff who are wearing headdress and who are not part of a formed group such as an honour guard shall salute during the playing of O Canada, God Save the Queen, the Vice Regal Salute or the national anthem of another country. The salute will begin on the sounding of the first musical note played and end on the last note. If asked to sing a national anthem at investitures, remembrance services, graduation ceremonies, etc., staff will come to attention and join in the singing but will not salute.

## Parades, Memorial Services and Funerals

All uniformed staff who are wearing headdress and who are not part of a formed group shall salute at the playing of the Last Post and Reveille. In this case the salute will begin on the first musical note and end on the last note of each call. When part of a formed group such as a funeral guard the officers of the formed group shall salute with the hand and the salute will be held for the silent interval between the Last Post and Reveille.

All uniformed members shall wear headdress and pay respect by saluting when passing the casket at a vigil.

All uniformed staff wearing headdress shall salute a passing funeral procession. This applies to fire department funerals, police department funerals, military funerals and civilian funerals.

All uniformed staff who are not part of a formed group shall:

- Stand at the arrival and departure of reviewing officers or dignitaries.
- Salute when the national flag of Canada is raised, or lowered, during Remembrance Day or memorial services.
- Salute when uncased Colours pass directly in front.
- Salute during the playing of national anthems and royal salutes.

During formal occasions such as the presentations of graduation certificates, certificates of qualifications, department commendations, and medal presentations:

- The recipients shall salute the presenter before receiving the award.
- The presenter, if in uniform and wearing headdress, will return the salute, otherwise he or she will return the salute by coming to attention.

When in uniform and part of a formed group such as a guard of honour or other formation, only the formation commander will give the salute as described above. All others in the formation will stand to attention.