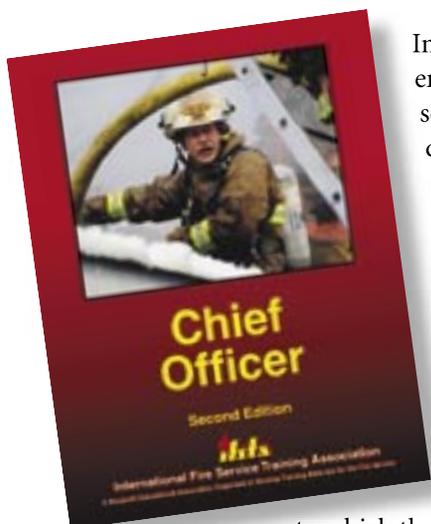


## IFSTA Update

### Chief Officer 2nd Edition

By Fred Stowell



In the first decade of the 21<sup>st</sup> century, the environment in which fire and emergency services operate continues to change drastically. Shifts in the service needs of the communities and service areas, changes in the revenue sources, increasing production and transportation of hazardous materials, and the mounting threat posed by internal and external terrorists are a few of the new challenges faced by the fire and emergency services. Volunteer, combination, career, private, industrial, and military fire and emergency service organizations, as well as the governmental and private authorities

to which they belong, are continuously developing means to meet the challenges of this new environment. Fire and emergency service organizations must prepare for these changing economic, political, cultural, demographic, social, and technological circumstances. In addition, the changing expectations of the public make it imperative that fire and emergency service organizations become proactive in their approach to involving communities in planning new initiatives. It is the chief officers of the fire and emergency service organization who are responsible for ensuring that the organization stays ahead of these changes. It is essential that members who hold positions as chief officers have the experience, knowledge, skills, and leadership ability to effectively manage their fire and emergency service organizations in these increasingly uncertain times.

Chief officers may be promoted, elected, or selected to fill the various positions that are associated with middle and upper management functions of the organization. Regardless of the title, insignia, or function, chief officer candidates are motivated by a variety of reasons to attain these ranks. A few reasons that are generally mentioned include:

**Desire to make a difference** — Being an agent of change both in the community and in the organization

**Desire to serve others** — Motivation that may have influenced the initial decision to join the fire and emergency service organization

*continued on page 3*

## From the Director

### "For where your treasure is, there will your heart be also."\*

As I write this, I am flying home from Emmitsburg where I had the opportunity to participate on this year's Harvard Fire Executive Fellowship selection committee. To say I was impressed with the candidates is an understatement. All are highly educated, actively involved in our profession and in their own communities, and incredibly bright and articulate. Unquestionably, they are a tribute to our or any profession. The future does indeed look bright with leaders such as these. I wryly noted to another committee member that I was glad that I entered the fire service when I did, or I would still be taking the entry test!

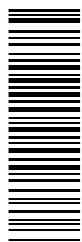
Please understand that my position on that selection committee had nothing to do with my qualifications or expertise—quite the contrary. There are so many others in our service that are more qualified. Instead I was afforded the honor by virtue of my position with Oklahoma State University and the International Fire Service Training Association, through our sponsorship of the Fellowship along with the Department of Homeland Security—Federal Emergency Management Agency, the International Association of Fire Chiefs, and the National Fire Protection Association. It was an honor to have had the opportunity to be a part of the process. Throughout my preparation and during the interviews, I was ever mindful of who I represented and the dedication of the thousands of individuals who have played an active role in IFSTA over the years. It was the values of IFSTA, indeed the ones we share within the fire service, that I kept in the back of my mind throughout the day, the very same values that we commit to in *all* that we do.

And just as with the Harvard Fellowship, it is in support of these values that IFSTA/Fire Protection Publications reinvests back into various career and volunteer fire service professional associations, training and safety related organizations, and fire service events at the state, provincial, national, and international levels. This support is not provided to you through some profit-centered marketing effort to try to buy your loyalty rather than earn it, or to purchase credibility rather than build it. Instead, these investments are consistent with our collective missions at Oklahoma State University, Fire Protection Publications, and the International Fire Service Training Association. It is who we are and what drives

*continued on page 2*

**SPEAKING OF FIRE**  
FIRE PROTECTION PUBLICATIONS • OKLAHOMA STATE UNIVERSITY  
A quarterly newsletter of Fire Protection Publications (Headquarters for IFSTA)  
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## FPP Profile: Heather Blankinship

Heather Blankinship, like most who work in Customer Service at Fire Protection Publications, says one of the highlights of her position (officially Data Control Technician) is working with the customers to find out what they need.

“Many times they’ll call and know exactly what they want,” she says. “Other times, they’re not sure, so we’ll talk about our different products to find out what works best for them.”

She says she’s constantly surprised by the diversity of FPP customers. “They call us from all over the world because they know the reputation we have for quality fire training materials. We enjoy trying to guess where the customers are from—we usually get pretty close.”

Heather says customers readily share stories with her as well. “I hear when they pass promotional exams, or if they’re still trying to pass. They tell me about what’s going on in their lives—with their families, their homes—or the last call they went on. It’s a great relationship.”

She feels that what she does helps the firefighter learn to become safer and more proficient at what he or she does when they use an IFSTA or FPP product. “I know we’re selling something that will help them train correctly so they can go home safely to their own families.”

Heather says that many times customers call in helpful suggestions on how to improve a current product or give ideas for products for the future. “We take the suggestions seriously. It helps us make a better product for the customer.”

Heather started working at FPP in 1991 as a student. She has worked in her present full-time position for three years. There are many reasons she enjoys the family-like atmosphere at FPP—partly because she has family working in the same building. Her mother, Ann Moffat, is a long-time FPP employee who works as a graphic designer in the Production Department.

“It’s a great working environment,” she says, noting that while everyone does his or her job, time is taken to celebrate birthdays, wedding showers, new babies, and graduations.

Heather adds, “We are a close-knit group within Customer Service; I really enjoy the bond that we have. We always feel comfortable about bringing in our children and sharing them with our work family.”

Heather has been married for 11 years to Paul who is a Stillwater police officer. They enjoy spending time with their 3-year-old son Andrew and taking care of Boer goats on their 40-acre farm.



Heather Blankinship:  
Data Control Technician

continued from page 1

## From the Director

us, and it is based on a rational, focused, committed effort to strengthen the fire service in support of the values we have shared together in a long-term relationship for more than 70 years.

Recently, you have had the opportunity to consider purchasing other nice looking training materials produced by new players in the fire service publishing business. This is not to pass judgment on them, but it is important in this case to remember that the corporate world is in business to make money and to share their profits only with their investors. Somewhere within those corporations, someone has decided that there is a potential profit to be gained from the sale of fire service training materials. If this wasn’t the case, they wouldn’t be at your doorstep trying to sell you higher priced fire service training materials of questionable quality and validity. And in all cases, these corporations will measure their success by one guiding principle, “did we make a profit?” At IFSTA/Fire Protection Publications we continue to measure our success by our own guiding principles, “Did we make a difference for you...our investors...our customers? Are you better at what you do, and are you safer as a result of our efforts?” Based on this philosophy, each year we consistently pass our dividends on to you and the organizations that support you.

Based on those principles, two questions you might consider are, who should you invest your training dollars with, and who’s going to be around when the money and the corporate profits go away? IFSTA is a long time member of the fire service family, and when you are truly committed to firefighters as we are, loyalty cannot be bought, credibility must be earned, and commitment is not dependent on profit. All IFSTA manuals (**THE** Red Books, including **THE** Essentials of Fire Fighting) are written by Firefighters for Firefighters. So when it really comes right down to it, it’s about values and relationships, like the ones we share with you. And when it comes to your safety and expertise, there’s no question where we stand. Over the years, in both good times and bad, we have not deviated from that course, and we’ll be here both for you and with you in the future as well. Be safe!

Chris Neal, Director

*Chris Neal*

\* Matthew 6:21 KJV

# SPEAKING OF FIRE

FIRE PROTECTION PUBLICATIONS • OKLAHOMA STATE UNIVERSITY  
A quarterly newsletter of Fire Protection Publications (Headquarters for IFSTA)

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Speaking of Fire newsletter is published four times a year by Fire Protection Publications (Headquarters for IFSTA) to update customers on the latest information about FPP and IFSTA products and other significant issues affecting the fire industry. The views acknowledged in the guest editorial don’t necessarily reflect those of Fire Protection Publications or International Fire Service Training Association.

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## Chief Officer

**Desire to succeed** — Continuing advancement to higher ranks (a sign of success in the fire service)

**Commitment to the fire and emergency service organization and the community** — Sense of professionalism that tends to develop over the career of a firefighter or emergency service responder

**Desire to do the right thing** — Opportunity the chief-officer position provides to do what is viewed as ethically correct

**Feeling of loyalty and responsibility** — Strong motivator: loyalty to the membership, the organization, the profession, and the community or service area

**Desire for personal growth** — Promotion into the chief-officer ranks results in a sense of personal fulfillment

**Sense of stewardship** — Understanding that being a chief officer involves taking responsibility for the organization and maintaining and improving it, leaving it better than it was before

**Desire to meet new challenges** — First in the physical challenges of the emergency scene and later in the organizational challenges of management (the fire and emergency service is a challenging career)

Each of these reasons, along with others, plays a major role in the decision to become a chief officer. Some reasons are the result of a strong self-awareness, while others are based on a sense of purpose or duty. They may also be a function of Maslow's Hierarchy of Need that describes the development of the individual through stages. Many chief officers in the fire and emergency services today share these motivations.

Those chief officers also share something else: They are dedicated leaders. Competent, committed leaders are essential to the success of the fire and emergency service organizations both now and in the future. *Leadership* involves a consistent commitment to a vision held by the chief officer and shared with the rest of the organization and community. The *vision*, a statement that is focused on future results, is based on integrity and ethical conduct. Leadership does not occur alone. Followers, who believe in the vision, the leader, and the ability to fulfill that vision, must support it. Without this foundation, the vision will remain only a dream and leadership will be wasted.

The primary goal of the IFSTA **Chief Officer 2<sup>nd</sup>** edition manual is to provide all current chief officers (regardless of the type of organization or position held within the organization) with a framework for the basic knowledge and skills necessary to lead their organizations into the future and fulfill the vision. It is also a goal of this manual to provide company officers and chief-officer candidates with the motivation and basic tools required to achieve the promotions that will ensure a professional and well-trained officer corps for the foreseeable future. Finally, this manual can provide any fire and emergency services organization with an overview of the knowledge and skills required to lead and manage it.

Critical elements to success in fire and emergency service organizations are the selection and promotion of chief officers who have the education, experience, and training necessary to manage and lead the organization. Whether volunteer, combination, or career fire and emergency service organizations, selecting chief officers for reasons other than their abilities to lead and manage the organization is not in the best interest of the organization, the membership, or the service area it protects. The selection or promotion of anyone who does not have these abilities is also not in the best interests of the fire and emergency service. During the last half of the 20<sup>th</sup> century, the shift toward a more professional and institutionalized fire and emergency service has resulted in changes in the methods of selecting and promoting chief officers in volunteer, career, and combination organizations. The motivations for these changes include the following:

- Expansion of service demands beyond fire suppression
- Increased emphasis on education
- Effects of economic recessions

- Demand for better business practices in public sector organizations
- Influence of organized labor groups
- Emphasis on increased credibility and validity of the promotional process
- Emphasis on better government
- Requirement to provide equal access to promotions

The purpose of the IFSTA **Chief Officer 2<sup>nd</sup>** edition manual is to provide the necessary knowledge to meet the requirements found in the National Fire Protection Association (NFPA) 1021, *Standard for Fire Officer Professional Qualifications* (2003), for Fire Officer Levels III and IV. The reader will find the information organized into chapters that begin with the basic knowledge and skills and transition into the function areas established by the standard.

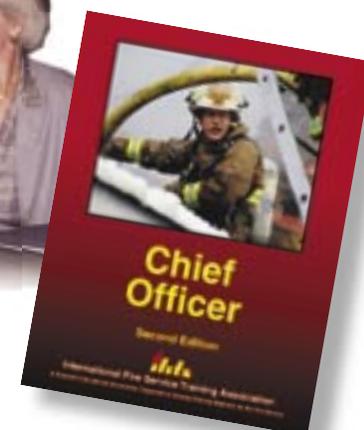
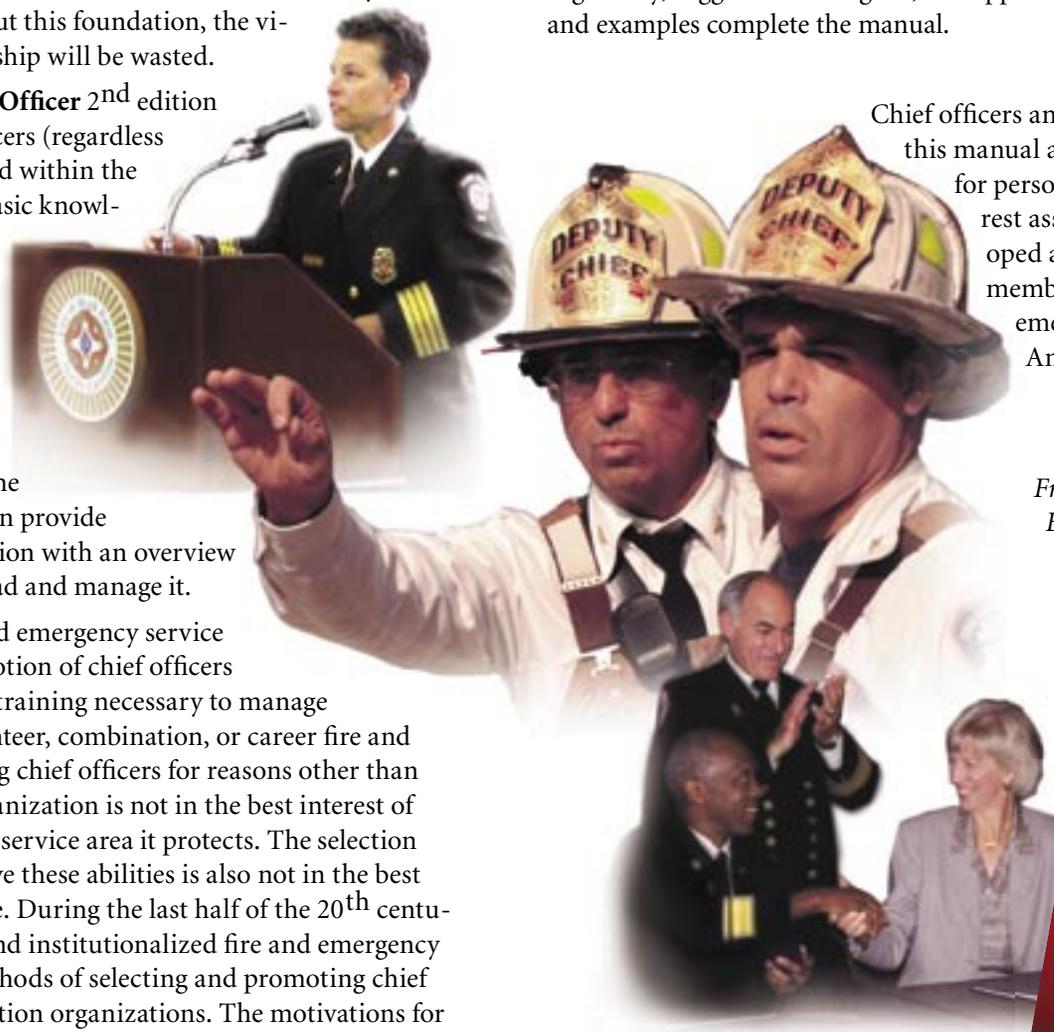
### Chapter list:

- 1 Leadership and the Chief Officer
- 2 Basic Communication Skills
- 3 Basic Administrative Skills
- 4 Supervision and Management
- 5 Logic, Ethics, and Decision-Making
- 6 Human Resources Management
- 7 Community Relations
- 8 Government Relations
- 9 Administrative Structures
- 10 Administrative Programs
- 11 Fire Prevention and Life Safety Programs
- 12 Emergency Services Delivery
- 13 Comprehensive Safety and Health Program

A glossary, suggested reading list, and appendices containing numerous samples and examples complete the manual.

Chief officers and officer candidates will find this manual a valuable resource and a foundation for personal educational growth. They may rest assured that the manual was developed and validated by highly regarded members who represent the fire and emergency services throughout North America.

*Fred Stowell is a Senior Technical Editor at Fire Protection Publications.*



## Chief Officer: Connecting the People to the Process

By Dennis Compton

Empowerment, ownership, involvement, responsibility, loyalty, and accountability...these are words that managers and supervisors often use to describe their view of an ideal relationship with their members. Saying that these are important and acting out that importance can be two different things.

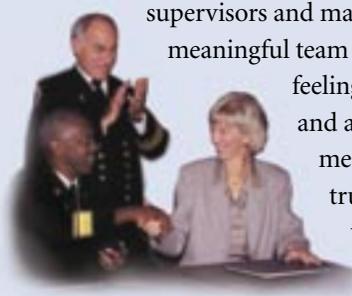
Involving members in the planning, decision-making, and procedural processes can be difficult and time-consuming, but the rewards to the organization can be tremendous. The art of truly engaging the members of an organization in the various organizational processes is critical to achieving operational excellence.

The effective use of teams is one key way to enhance the organizational involvement of members. Serving on teams can expand a member's overall knowledge and broaden his or her understanding of that "big picture" everyone always talks about. Having an expanded understanding of the various elements and components of the whole will make any person a more valuable contributor. Whether serving on a "standing team" that meets on an ongoing basis or a project team that meets only until a particular work product is complete, the experience can be a strong motivator and educational opportunity for the members involved. The more that people participate on teams and build positive outcomes together with others, the more they will want to be involved in the future. If they are consistently frustrated by the lack of progress, the less they will be driven to participate.

A degree of structure in enhancement and enrichment programs will help ensure a higher rate of success. Helping teams be successful in their work is critical to sustaining member participation on teams. A history of team failures diminishes people's willingness to serve on teams...whatever the reasons for the failures might be. Managers must assist teams so that they have a high rate of success, or the team process in general will suffer.

Implementing significant change and building a work environment within which innovation is encouraged and regularly occurs are major challenges for supervisors and managers. Involving the workforce in meaningful team processes builds a sense of empowerment, a feeling of ownership, and clarifies responsibility and accountability. It is only natural that members are more loyal to people who they trust and more supportive of decisions that they helped make. Whether you are from a career, volunteer, or combination fire department, this approach will produce positive results. It's all connected...the involvement of the members in the real "workings" of the organization will result in better overall performance outcomes...and that's the bottom line.

*Dennis Compton is a well-known speaker and the author of the new edition of Mental Aspects of Performance for Firefighters and Fire Officers, the When In Doubt, Lead! series of books, as well as many other articles and publications. He is also the coeditor of the current edition of the ICMA's textbook titled Managing Fire and Rescue Services. He serves as a national advocate and executive advisor for fire service and emergency management issues and organizations. Dennis served as the Fire Chief in Mesa, Arizona, for five years and as Assistant Fire Chief in the Phoenix, Arizona, Fire Department, where he served for twenty-seven years. Chief Compton is the past Chair of the Executive Board of the International Fire Service Training Association (IFSTA), past Chair of the Congressional Fire Services Institute's National Advisory Committee, and serves on the Board of Directors for the Home Safety Council (HSC).*



## FPP Student Employee Selected as Finalist for Award

Fire Protection Publications Research Technician Foster Cryer was recently selected as one of six semifinalists for the Oklahoma State University Student Employee of the Year award. More than 30 student employees from across the OSU campus were nominated for this honor.

Foster is a Stillwater native and recently completed his junior year in the School of Fire Protection and Safety Engineering Technology. His pursuit of a career in fire protection and safety continues a family involvement in that area. His father, Rudee, currently serves as the Deputy Fire Chief for the Stillwater (OK) Fire Department.



Foster Cryer

Foster has been employed by FPP for approximately 3 years. In his role as a Research Technician, Foster is responsible for doing detailed research for information that is used in the writing of training manuals and curricula. Foster has also been extremely valuable in a variety of other roles for the organization. Foster is one of the principal ambassadors assigned to transport and assist FPP visitors with any needs they have.

Foster has also taken the lead in organizing a student chapter of the Institution of Fire Engineers (IFE) at OSU. The IFE is the world's largest professional organization of fire protection engineers and professionals. OSU's chapter will be the first student chapter in the United States. Interaction with this organization will uniquely prepare our students to compete for and succeed at fire protection careers in the international market. Foster will attend the IFE's Annual General Meeting in Dublin, Ireland, in July 2004. Foster will also be working a summer internship in building code enforcement with the City of Phoenix (Arizona) Community Development Department.

The staff at FPP congratulates Foster on receiving this recognition of his outstanding service to FPP and the fire service it serves.

## Firefighters Grant Program Update

Both the House and Senate have taken action to reauthorize the Assistance to Firefighters Grant program. On Thursday, April 1, 2004, Congressman Sherwood Boehlert (NY) and Congressman Bill Pascrell (NJ) introduced H.R. 4107, the Assistance to Firefighters Grant Reauthorization Act of 2004. The bill authorizes appropriations for the Assistance to Firefighters Grant Program (AFGP) for fiscal years 2005 through 2007 at \$900 million per year. On May 11th, Senators Chris Dodd (CT) and Mike DeWine (OH) introduced similar legislation, S. 2411. The Senate version will reauthorize the grant program for an additional six years.

Both bills will make some changes to the program. Most notably, they would increase the maximum grant amount eligible to a department while lowering the nonfederal share required by a community. The reauthorization bills also codify some of the current aspects of the program, including the peer-review process.

H.R. 4107 is currently before the U.S. House Committee on Science. S. 2411 is being considered by the Senate Commerce, Science, and Transportation Committee.

For more details on these bills, including the bill text, visit the Library of Congress Legislative Database.

## IFSAC Presents Martin E. Grimes Award of Excellence to John Wolf

Assistant Dean John Wolf, recently retired from the University of Kansas, was presented the Martin E. Grimes Award of Excellence by the International Fire Service Accreditation Congress (IFSAC). IFSAC is the primary accrediting body for worldwide entities that issue certifications for professional qualification as well as for degree-granting institutions in the emergency response field.

The award was presented to John, who was accompanied by his wife Phyllis, in Oklahoma City during the annual Congress meeting in April. John is the third recipient of this award. The Martin E. Grimes Award of Excellence was established in 1996 to recognize individuals who have made extraordinary contributions on the international scale and therefore enhancing the professional qualifications of emergency response personnel. According to IFSAC Chairman Tim Bradley, John's contributions to the organization were the thread that held the fabric together. As Bradley stated during the presentation, "In an organization that is governed by rules, John Wolf helped us organize our thoughts and intentions into written rules. Not only did he help us write them; he showed us how to apply them fairly and with proper procedure. He was truly the Ben Franklin and Thomas Jefferson of IFSAC." One Board member mentioned in the nomination that John had a way of turning tempers into laughter in the early days of the development of IFSAC. Another stated, "John has been and continues to be one of the most influential consultants IFSAC has had, gladly serving as such without compensation." Another stated, "His genuine love for education and training along with his wisdom and good humor have been the most important allies of IFSAC." One member summed it up best when he said, "We would not be where we are without John."

As Assistant Dean at the University of Kansas, John had assumed responsibility for Fire Service Training. In 1990, the National Association of State Fire Training Directors asked him to speak to the organization about accreditation. As a result of that meeting and the conversations it engendered, IFSAC was founded. John still serves as Parliamentarian of the Congress and chairs the Bylaws Committee. In addition to his work with IFSAC, the National Fire Protection Association (NFPA) asked John for guidance in developing a standard for accrediting fire-training programs. He chaired the committee that hammered out a standard in 1994 and revised the standard in 1999. That standard, NFPA 1000, *Standard on Accreditation*, is used today by IFSAC as guidance for its operation.

### About the Award

The award was named after Martin E. Grimes and was established for the purpose of recognizing individuals who have made extraordinary contributions to the fire service by elevating the level of professionalism through leadership in the development and improvement of professional qualification standards, certification, and accreditation.

Martin Grimes was a graduate of the United Kingdom's National Fire Service Staff College and completed courses in fire engineering, fire law, fire science, and risk surveying. He was awarded the Fire Service Research Trust Prize in 1953. A member of the Institution of Fire Engineers by both examination and election, he additionally attained every level of the national qualifications system established by

the British government for the fire services.

Martin Grimes joined the staff of NFPA in late 1969. It is during his time with the NFPA that he had the greatest impact on the development of national professional qualifications, certification, and accreditation systems for the North American fire service. Although Martin Grimes' achievements are numerous, the one for which he will be most remembered is the role he played in the early development of a fire service professional qualifications system for North America. Like Mr. Grimes, recipients of this award are individuals who have the following attributes:

- They have had long and distinguished careers that feature progressively responsible experience and a wide variety of recognized achievements in the field of fire service training and education, which specifically includes involvement with professional qualifications, certification, and accreditation on a national level.
- Their efforts have had a significant, enduring, and broad impact upon the fire service.



Award recipient John Wolf (seated) and his wife Phyllis. Others (left to right) are Tim Bradley, Board Chair and previous award recipients Hugh Pike and Harold Mace.

The final award decision is made by simple majority vote of the Board of Governors using a secret ballot. It should be emphasized that this is NOT an annual award. Only the Call for Nominations is held annually. It is intended that this award only be conferred upon individuals who have met the standard exemplified by the accomplishments made during the life of Martin Grimes. Therefore, it is expected that these awards may be few in number and that several years may pass between them. As one Board member stated during the Congress meeting following the presentation to John Wolf, "This presentation will be a hard act to follow. They just don't make many John Wolfs?"

## FPP Employee is Finalist for Distinguished Service Award

FPP Business Manager Janet Maker was recently honored as one of four finalists for the Distinguished Service Award presented annually by the Oklahoma State University Staff Advisory Council. The award recognizes outstanding service by an OSU employee.

Janet is a 22-year employee of OSU, the last nineteen spent at FPP serving in a variety of positions. Some of her responsibilities include overseeing a comprehensive, integrated business software program that facilitates and manages a \$12 million budget; playing an integral role on the FPP leadership team by providing needs analyses, customer relations, etc.; building relationships as well as effective policies and procedures for FPP's network of distributors; coordinating the translation and distribution arrangements of IFSTA manuals with other countries; and working closely with the North American Fire Training Directors.

Christopher Neal, Director at FPP, says, "Since I have been with FPP, I have come to depend on Janet not only as an integral part of our leadership team, but more importantly, a critical council for the strategic and operational direction of our organization. FPP is recognized nationally as the leader in training materials for the fire service and is, in fact, the largest provider of fire training materials in the world. Janet is responsible for the fiscal and business side of that effort."

David Thompson, Associate Dean of OSU's College of Engineering, Architecture, and Technology, says, "Janet's job performance over the past several years has shown continuous dedication to not only FPP but also the fire service worldwide. The long hours she consistently works reflect her feelings of obligation and loyalty to the fire service. She is a fountain of knowledge concerning every aspect of the operations and needs of FPP."

Congratulations, Janet, from all of us at FPP for being selected as a finalist for this award! We truly appreciate your efforts to make FPP a great place to work.



Janet Maker

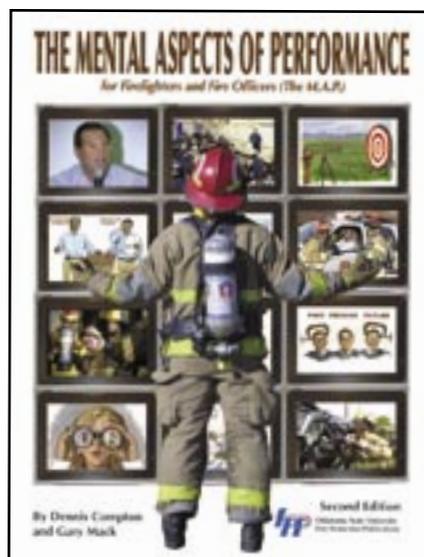
# The Mental Aspects of Performance for Firefighters and Fire Officers (The M.A.P.)

By Dennis Compton

In the mid-1980s, sports psychologist Gary Mack and I authored the first edition of *Mental Aspects of Performance*. The first *M.A.P.* was on the market for twelve years. In October of 2002 Gary and I decided to create the second edition of the book...but a week after that decision was made, Gary died from a heart attack. I decided to take on the project anyway, as a tribute to Gary. With the help of many people, the new book is now a reality. This edition titled *The Mental Aspects of Performance for Firefighters and Fire Officers (The M.A.P.)* represents a complete restructuring and rewrite of the original book. Gary is identified as the coauthor, even though he is no longer physically with us. Gary Mack often said that "excellence has as its basis a fundamental belief in the power of individual potential." *The M.A.P.*, with the concepts, exercises, and skills it contains, will help every reader perform to a higher level...especially under stressful conditions. The goal of *The M.A.P.* is to equip firefighters and fire officers with the skills to handle the mental, emotional, and physical demands they face. *The M.A.P.* simply enhances safety and improves performance outcomes.

*The M.A.P.* isolates the essential behaviors, techniques, and capacities that contribute to peak performance. Together, they help an individual achieve his or her ideal performance state. Studies of peak performers in the fire service, athletics, business, and even music clearly point to common behaviors that have been clinically proven and field-tested. Together, they form the Control Keys, Success C's, and Master Skills...*The Mental Aspects of Performance*.

*The M.A.P.* incorporates many concepts, skills, and exercises. In fire fighting,



in sports, and in life, we are constantly dealing with things that are potential barriers to peak performance. Training and practice are at the heart of any athletic experience, just as with the mental aspects of fire fighting.

*The M.A.P.* represents a critical element that should be integrated into all training programs, lessons, and exercises. If it weren't a significant issue, then why did terms like "Choked" get invented? Just as we select the best people we can to serve in our fire departments, equip them appropriately, and teach them the knowledge and physical skills they need to perform, we must do a better job of giving them the mental and emotional capacity to perform well in a variety of stressful situations. In the fire service, ours is not a game of winning or losing, it is often a matter of life and death. The stakes are high, so is the stress, and so are the expectations of our customers. There's little room for human error.

Many fire service superstars and fire departments use all or part of *The M.A.P.* in their training. All exceptional athletes at the college and professional levels, most entertainers, as well as many other high-stress performers regularly use mental training to prepare for real performances. Whether trying to excel as a firefighter, stay composed and make better decisions as a fire officer, give a speech, take a test, or deal with setbacks in life, *The M.A.P.* will help you tremendously. It is developed in a format that is easily adaptable to self-study or used by students and instructors as a workshop curriculum. I encourage you to invest in *Mental Aspects of Performance for Firefighters and Fire Officers*. It could become the most critical addition you've ever made to your training and development programs, personally and for others in your organization.

Chief Dennis Compton is a well-known speaker and the author of several books including the *When In Doubt, Lead!* series, *Mental Aspects of Performance For Firefighters And Fire Officers*, as well as other articles and publications. He is also the coeditor of the current edition of the ICMA's textbook titled, *Managing Fire and Rescue Services*. He serves as a national advocate and executive advisor for fire service and emergency management issues and organizations. Dennis served as the Fire Chief in Mesa, Arizona, for five years and as Assistant Fire Chief in the Phoenix, Arizona, Fire Department, where he served for twenty-seven years. Chief Compton is the Past Chair of the Executive Board of the International Fire Service Training Association (IFSTA), Past Chair of the Congressional Fire Services Institute's National Advisory Committee, and serves on the Board of Directors for the Home Safety Council (HSC).

	Control Keys	Success C's	Master Skills
1.	Growth	Challenged	Goal-Setting
2.	Attention	Concentration	Centering
3.	Motivation	Commitment	Mental Discipline
4.	Energy	Composed	Dynamic Relaxation
5.	Thought	Constructive	Self-Instruction Training
6.	Image	Confident	Sensory-Enhancement Education
7.	Performance	Conditioned	Situation-Evaluation Training
8.	Self	Controlled	Positive-Affirmation Training

## Essentials 5th Edition Update

In light of some recent rumors, we feel it important to pass on some important information to our customers. We have heard talk circulating in some areas that IFSTA has decided not to revise or, for that matter, even continue the publishing of our **Essentials of Fire Fighting** manual. Let us assure you that nothing could be further from the truth.

At the advice and recommendation of many of our longtime customers, we made a decision not to revise the book when a new edition of NFPA 1001 was released in 2002. That decision was based on the fact that there were virtually no changes to the standard, other than renumbering of the JPRs.

As we have stated all along, a new edition of **Essentials** and its related support materials are slated for release in conjunction with the next edition of NFPA 1001 in 2007. We will be holding extensive discussions about what the new manual and training package should look like with the training directors who will gather at the IFSTA conference this summer. We will also be gathering information from many other people along the way. The **Essentials** validation committee will begin its work at the 2005 IFSTA Conference.

If you are contacted by anyone who passes on the erroneous information, please feel free to update him or her with the correct information contained in this message. If you have any questions regarding this or any other IFSTA/FPP matters, please do not hesitate to give one of us a call at 800-654-4055.

## IFSTA Announces Its 2004 Hudiburg Award Winner

At its 2004 Winter Meeting, the Executive Board of the International Fire Service Training Association (IFSTA) selected Maryland Fire and Rescue Institute (MFRI) Director Steven T. Edwards as the 2004 recipient of the Everett E. Hudiburg Award. This award is given to an individual who has made significant contributions to the training of firefighters. Mr. Edwards will be formally presented this award at the opening session of the 2004 IFSTA Validation Conference on July 11, 2004, in Oklahoma City.



Mr. Edwards' fire service career began as a high school cadet in the Prince George's County Maryland Fire Department. He eventually served in every rank of that department, including fire chief, and retired after 25 years of service. During his tenure as fire chief, the department received the IAFC's Award for Excellence, as well as numerous other awards and recognitions.

Following his retirement as fire chief, Edwards assumed the Director's position at MFRI, headquartered on the campus of the University of Maryland – College Park. In his role as Director he leads one of the nation's premier state fire and rescue training programs. During his tenure as Director, MFRI has expanded its course offerings and opened several regional training facilities around the state. In 1999, MFRI was awarded as the Congressional Fire Service Institute's National Fire Service Organization of the Year.

Edwards holds undergraduate and graduate degrees from the University of Maryland. He has served as President of the North American Fire Training

Directors and Vice-Chair of the Congressional Fire Service Institute National Advisory Committee. He has also authored the textbook *Fire Service Personnel Management*.

This award recognizes Edwards' efforts to improve the fire service through training and education in his native Maryland and beyond. In accepting this award, Edwards joins a group of legendary Hudiburg recipients such as Alan Brunacini, Henry D. Smith, Louis Amabili, Keith Royer, and John Hogle, his predecessor as MFRI Director.

### About Everett E. Hudiburg

Everett Hudiburg was an extremely influential figure in the history of fire protection at Oklahoma State University and the development of IFSTA. Hudiburg served as a member of the Stillwater Fire Department from 1932 to 1952, retiring as the Fire Chief. During this period he also served as one of the first instructors in OSU's famed School of Fire Protection and was the State of Oklahoma's first State Fire Instructor.

## Winner of Essentials Learning Program Announced



Fire Protection Publications would like to congratulate Kyle Kreymborg of Rattlesnake Fire Department in Parker, CO, as the winner in a drawing at FDIC 2004. Kyle received **Essentials** Customizable Curriculum on CD-ROM, **Essentials** Clip Art, and the complete set of **Essentials** Video Clips.

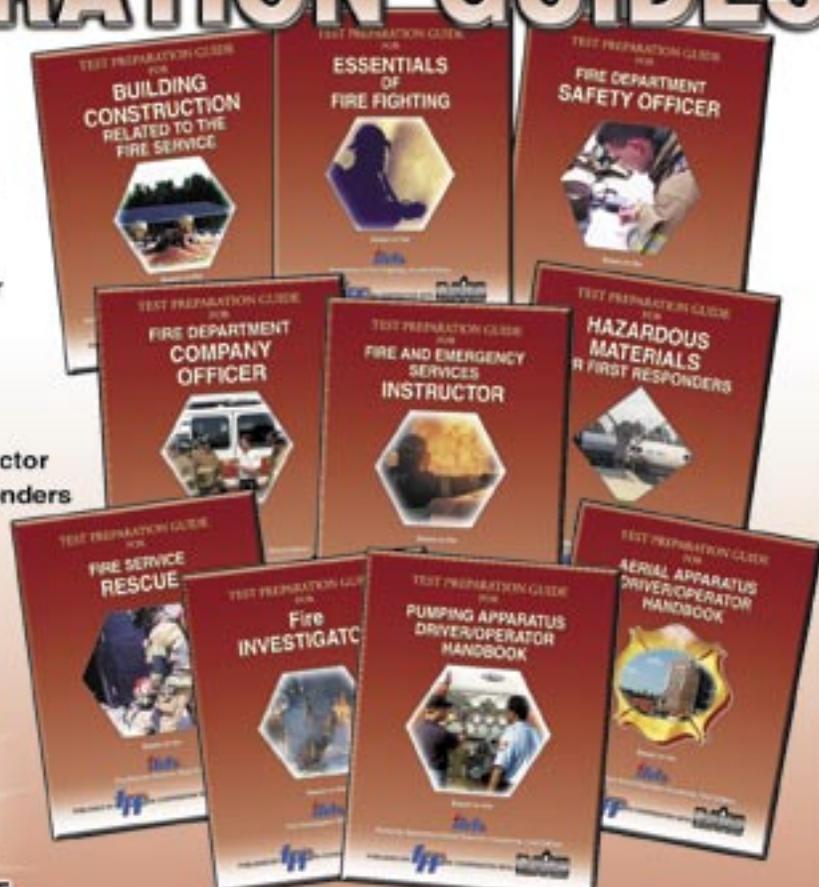
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The **Davis Test Preparation Guides** have been developed through a cooperative agreement between the *Alabama Fire College Foundation* and *Oklahoma State University's Fire Protection Publications* (FPP). The Alabama Fire College is the official state fire training program in the state of Alabama. FPP operates as a not-for-profit publisher of fire service training materials and serves as headquarters for the *International Fire Service Training Association* (IFSTA).

All of the questions in these test preparation guides are in the multiple-choice format, which is the question format most commonly used on promotional and certification testing examinations. Working through the test preparation guides will assist the student in preparing for these important exams. FPP also produces a line of more detailed study guides that assist the student in ensuring comprehension and retention of information read in the accompanying manual or in a course based on a particular manual. It is recommended that students use the **FPP Study Guides** during the courses of study and then use the **Davis Test Preparation Guides** to ensure that they are ready to successfully complete their examinations.

The following **Davis Test Preparation Guides** are available from FPP:

- Aerial Apparatus Driver/Operator
- Pumping Apparatus Driver/Operator
- Essentials of Fire Fighting
- Building Construction
- Company Officer
- Fire Investigator
- Fire and Emergency Services Instructor
- Hazardous Materials for First Responders
- Safety Officer
- Fire Service Rescue Practices



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## OSU Weapons of Mass Destruction (WMD) Hazmat Specialist Course



Decontamination of the entry team during the hands-on exercise.

Oklahoma State University, College of Engineering, Architecture, and Technology (CEAT) Continuing Education Department presented its inaugural WMD Hazmat Specialist course this spring. The WMD Hazmat Specialist course is designed specifically for incident response teams and those interested in understanding more about the threat of WMD issues. This course provides individuals the opportunity to learn and experience highly hazardous materials response actions using the latest equipment and methodologies. This 24-hour course covers those topics, which are considered WMD "specific," for responders at the Awareness Level through the Technician Level in accordance with the guidelines and responder competencies from NFPA 472, *Standard for Professional Competence of Responders to Hazardous Materials Incidents* as well as from OSHA 29 CFR 1910.120.

Emergency responders and managers must be able to recognize the unique characteristics of WMD in order to protect themselves and the public. The primary focus of the WMD Hazmat Specialist course is to take Technician- and/or Operations-level trained responders to the next level. The course features 14 hours of lecture combined with 10 hours of practical hands-on exercises with equipment and full Level "A" PPE dress exercises for hazardous materials response, decontamination, incident command, and tactical considerations. Practical classroom theory focuses on the chemical and physical characteristics of commonly perceived threat agents and what could be expected should an agent be released into the environment. Additionally, the course focuses on the essential fundamentals of agent detection, identification procedures, selection and deployment of personal protective equipment, crime scene and evidence preservation, as well as covering the signs and symptoms of exposure.

First responders have been trained to look for the obvious threats, such as fire, a container or vessel on its side leaking, or a drum with a puddle of liquid pouring from a hole in its side. This course teaches responders to think outside the box of a typical incident. Students will add WMD skills to their classic skills that are used in typical hazardous material incidents. During hands-on exercises, the participants use their new WMD knowledge to assess the credibility of the situation and respond to safely abate staged incidents.

The WMD Hazmat Specialist course takes responders beyond the "classic" hazmat standard to a higher level where the responder understands how to perform the duties in a correct manner for his or her own self-protection as well as for the safety of the public and environment.

To register for the next scheduled course or to receive a quote for a contract course, contact CEAT Continuing Education, 512 Engineering North, Stillwater, OK 74078; phone (405) 744-9225; fax (405) 744-5369.

Contributed by Clayton Moorman and Kevin Jaynes, OSU

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Law Enforcement Personnel, Fire Services Personnel, Emergency Medical Services Personnel, Mayors, City Managers, Emergency Services Managers, Public Health Officials, State and Provincial Trainers, International Law Enforcement Organizations, State and Federal Homeland Security Directors, and Public Safety Educators are encouraged to participate.

### Who will be there?

**Michael D. Brown**, Under Secretary  
Emergency Preparedness and Response

**Adil Moncaz**, Director  
National Fire School  
Israeli Fire and Rescue Commission

**Merl K. Appy**, President  
Home Safety Council

**Steven Foley**, Deputy Director  
Haz Mat Response Team Capital Police

**Ben May**, Manager  
Public Relations, Disney, Inc.

**Rick Nunez**, Executive Board Officer  
National Association of Hispanic  
Firefighters

**Joseph F. Waeckerle**, M.D., Editor Emeritus  
Annals of Emergency Medicine

**Dr. Anne Eyre**, Crisis Management Consultant  
Trauma Training, Warwickshire, U.K.

**Alan Thomas, Jr.**, Captain  
Special Operations Section  
Toronto Fire Services

**Eduardo Saavedra**, Comisario,  
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Background photo (Baltimore Harbor), Courtesy Baltimore Area Convention and Visitors Association

### FPP On The Road<sup>+</sup>

Institution of Fire Engineers  
Dublin, Ireland  
July 14-16, 2004

Firehouse Expo  
Baltimore, MD  
July 13-18, 2004

Fire-Rescue International  
New Orleans, LA  
August 12-16, 2004

IAFF 2004  
Boston, MA  
August 15-20, 2004

Fire 2004  
Manchester, England  
September 7-9, 2004

National Association of  
Hispanic Firefighters  
McAllen, TX  
September 8-12, 2004

International All Risk Symposium  
Baltimore, MD  
October 26-28, 2004

\*Please note that show dates may be subject to change.