Hazardous Materials for First Responders, 3rd Edition

By Leslie Miller

Hazardous materials are found in every jurisdiction, community, workplace, and modern household. Incidents involving these materials can range from small to catastrophic and from minor accidents to deliberate terrorist attacks. Emergency first responders such as law enforcement officers, firefighters, emergency medical services personnel, industrial emergency response personnel, utility workers, military responders, and others must be prepared to identify and appropriately respond to hazardous materials incidents of any size or type. Because of the harmful characteristics of these substances, first responders must possess the skills necessary to address incidents involving hazardous materials in a safe and effective manner.

The third edition of Hazardous Materials for First Responders is intended as a primary text for all personnel seeking to qualify as Awareness- and/or Operational-Level responders to hazardous materials incidents. It is also intended to serve as a reference text for those who have already qualified. It addresses NFPA 472, Standard for Professional Competence of Responders to Hazardous Materials Incidents, (2002 Edition), for Awareness and Operational Levels; it also covers the Office of Domestic Preparedness Emergency Responder Guidelines (for terrorist incidents involving weapons of mass destruction) for Awareness Level and Performance Level A (Operational Level) for firefighters and law enforcement officers.

It is vital for first responders to understand the role they play at hazardous materials incidents. They must know their limitations and realize when they cannot proceed any farther. In part, this role is spelled out in government laws and national consensus standards that set forth the training requirements and response limitations imposed on personnel responding to these emergencies. Hazardous Materials for First Responders, 3rd edition, carefully explains the role of responders at Awareness and Operational Levels, detailing differences between the two. It prepares emergency first responders to act appropriately for all hazardous materials incidents, large and small, according to the level of their training.

Like you, I enjoy the opportunity each month to read any number of journals and magazines related to the fire service and fire engineering. I also make an attempt to closely monitor other related offerings such as Harvard Business Review (HBR) and Public Administrative Review, all in an attempt to ensure that we invest your resources wisely and meet your unique and challenging needs (by the way, check out “Deep Smarts” in the September 2004 issue of HBR, which is a great lesson for the fire service). In each of these issues, I make a point to review the introduction from the editor or director and what message or information they wish to convey. Many are entertaining, some are insightful, most are timely, and a few quite honestly are from left field. But interestingly, it is hard to find a theme or approach common to them all. Some are editorials on current issues, others a marketing-based introduction to products or services, some motivational, some informational, and a few perplexing. This got me to thinking of what it is I want to convey in each issue of SOF and how best to invest in both the space available and with your valuable time and attention. While I’m really not smart enough to have a particular strategic agenda or mission, I usually try to approach each issue as if I have a chance to sit around the kitchen table at your station and chat about what’s important to you both today and for the future. Sometimes that results in a discussion on how we at IFSTA and FPP are going to address these challenges. Sometimes I introduce you to a special guest — such as Chief Compton, Chief Brunacini, or Chief Peterson — who might have something important to offer in that particular issue. Sometimes it is to tell you about the special relationships we have forged in an attempt to better meet your needs — like those with the IFE, the ISFSI, and the NAFTD. Sometimes it is to proudly remind you of the incredible staff at IFSTA and OU, and sometimes it's just to reminisce about special memories and those who have been responsible for who we are today, as individuals and a service. But the one common element in all of these past letters is that they were driven solely by my own perception, which more often than not can be goofy. This is when the lightbulb came on (a rare and occasionally curious event). As I have often noted, we at OSU-FPP and IFSTA are blessed with an incredible staff who are value-driven and if you remind you of the incredible staff at IFSTA and OSU, and sometimes it's just to reminisce about special memories and those who have been responsible for who we are today, as individuals and a service. But the one common element in all of these past letters is that they were driven solely by my own perception, which more often than not can be goofy. This is when the lightbulb came on (a rare and occasionally curious event). As I have often noted, we at OSU-FPP and IFSTA are blessed with an incredible staff who are value-driven and if you will allow me, quite honestly the best in the business. So the obvious becomes evident — what would they want to convey to you in SOF if they had a chance?
Line of Duty Deaths (LODD) Update

Every year since 1992 the National Fallen Firefighters Foundation (NFFF) has conducted the National Memorial Tribute to honor all of America’s fallen firefighters who died in the line of duty during the previous calendar year. The annual tribute, which is held on the Sunday preceding Fire Prevention Week, is only one event in the Memorial Weekend that also includes survivor support programs, a candlelight service, and a series of activities to honor and remember those men and women who died while in service to their communities.

This year’s Memorial Weekend was again an incredible success. On a beautiful fall day, thousands gathered to attend the outdoor service at National Fallen Firefighters Memorial on the campus of the National Fire Academy in Emmitsburg, Maryland. All the scheduled events shaped an experience that was truly memorable for the hundreds of survivors and inspirational for all of the participants. The Foundation’s Board of Directors wishes to express tremendous thanks to everyone who helped make the Memorial Weekend so successful. Hundreds of people, including fire service members and organizations and corporate partners and friends of the fire service, were directly involved in planning, organizing, and conducting the events. The Foundation depends on their support to fulfill its mission for the American fire service and for the families of all firefighters.

On average over 100 firefighters die in the line of duty every year. The sacrifice offered by these men and women, as well as their families, is a debt that can never be repaid. When we honor the fallen at the annual Memorial Weekend, we recognize their duty, thank them for their service, and remember their courage and character with admiration and love. Next year’s Memorial activities will be October 6 through 9, so please mark your calendars now. If you would like to become involved in the planning, please contact the Foundation at 301-447-1365 or visit our website at www.firehero.org.

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From the Director

So I asked them. Here’s what some of them had to say:

• It is evident that everyone in this organization cares deeply about the fire service and although there are differences of opinion and work styles, I can still see that many staff view it as a privilege to work for FPP/IFSTA. It is also quite amazing to me that so many people have been here for so long! Most organizations today have a fairly high turnover rate, so I was a little surprised when I started working and many of the staff had been here since my days as a grad student (which was a few years back!). I think that says a lot about FPP — that employees are willing to stay with the organization through both the good and challenging times.

• I think the curriculum or “training materials” portion of fire service materials may be overlooked by some but provides a very valuable service, and we hope to take what we have learned from the haz mat project and build upon providing even better curriculum products.

• Over the past 25 years I have seen FPP/IFSTA grow from a little “auxiliary enterprise” of OSU into a world-class operation. And while there have been a tremendous number of staff members come and go during that time, virtually every one of the employees of FPP (past and present) have shown a dedication to this operation and to the fire service that goes way, way beyond expectation. Yes, there are differences of opinion, arguments, the normal things you find when more than one person is working together. But whatever words they might use to say it, it seems that just about everyone who has been a part of this organization has, in their own way, felt a strong commitment to doing whatever they could to make our products better for the folks who have to use them. I don’t know how you can get that thought across, especially in just a few words, but I really believe it would be a wonderful thing for our customers to know the pride and dedication that I have seen. Maybe it would help them understand why we think our materials are better.

• I would highlight our commitment to the National Fire Academy/Fire and Emergency Services Higher Education (FESHE) initiative and the release of books to support it. Also, we should note FPP’s research effort in support of the National Fallen Firefighters Foundation – Line of Duty Death Initiative (NFFF-LODD).

• I’ve been here 7 years and I think it took me 7 minutes on my first day to figure out what we do is actually the most important thing I’ve ever done in my life. I truly feel like the firefighters take care of us and we (FPP) take care of them. My job is important, every job at FPP is important. We can disagree about the everyday business stuff that goes on, but in the end it’s about keeping that firefighter that runs into that burning building ALIVE.

• I believe that you already talked about the IFE initiatives in the previous news letter, but I think it would be worth more discussion — specifically, that our validation process works not only in the U.S. but internationally as well. I think the emphasis on the process may be interesting to our readers as well as how the international committee members responded to actual committee work. You saw it yourself in Dublin. It was successful, even with a translator present and those who may have very different political and religious views. However, they had the same goal: to write a manual that would provide quality training to their technical rescuers who respond to structural collapse situations. At our second meeting in Kuala Lumpur, I saw the same committee interaction and focus — common elements to all IFSTA validation meetings. It could have been a typical validation meeting in Oklahoma, only we were in a meeting room at the Westin in Kuala Lumpur, with a view of the Petronas Towers. Needless to say, I’m very impressed with the IFSTA validation process and just wanted to share my thoughts.

• Recently, I attended the Australasian Fire Authority Council annual conference and the annual inFIRE conference, in Perth, Australia. I was very happy to see the amount of interest in our manuals. Attendees at both conferences were familiar with our products and many already had purchased them in the past. Interest in new manuals was evident by the questions they had. It is good to know that interest exists halfway around the world (13 hours difference, believe me, I know).

This is only part of the feedback I received from the staff. From these comments, I hope you can see the genuine commitment from within our organization to make sure you go home safely. As I noted, FPP staff are unmatched in our industry and now you know why — like you they are dedicated, consummate professionals, and the best in their business. I’m sure that you appreciate their commitment to your safety and proficiency as much as I do, and along with you I offer them my heartfelt thanks. Be safe!

Chris Neal, Director

Speaking of Fire

A quarterly newsletter of Fire Protection Publications (Headquarters for IFSTA)

Chris Neal, Director

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Hazardous Materials for First Responders, 3rd Edition

The manual is divided into three parts. The first part provides an introduction to hazardous materials. Chapter 1 includes an overview of hazardous materials regulations in the U.S., Canada, and Mexico as well as hazardous materials incident statistics. Chapter 2 explains how and why hazardous materials are potentially harmful to people, animals, and the environment by detailing the health and physical hazards associated with these materials.

The second part of the manual introduces the reader to the incident problem-solving process. Many times, hazardous materials incidents are more complicated than other types of emergencies. Mistakes made in the initial response can be disastrous, and it is important for first responders to understand what actions are appropriate and necessary to take in order to successfully mitigate a haz mat incident. Because of the importance of recognizing and identifying hazardous materials, Chapter 3 details the seven clues to the presence of hazardous materials: occupancy types, locations, and pre-incident surveys; container shapes; U.S., Canadian, and Mexican transportation placards, labels, and markings; other markings and colors (nontransportation); written resources (such as shipping papers, material safety data sheets, and the Emergency Response Guidebook); and the senses. Other chapters in this section cover incident management elements, strategic goals and tactical objectives common to haz mat incidents, personal protective equipment, and decontamination. A hazardous materials incident scenario is used to illustrate examples and key concepts throughout this part of the manual.

The third part of the manual addresses special topics such as incident-specific strategies and tactics and terrorist and other criminal activities. Chapter 8 provides actions appropriate for responders at haz mat incidents divided by level of training and the DOT hazard class of the material. Chapter 9 provides information about methamphetamine (meth) labs and illegal dumps as well as terrorist incidents involving biological agents, chemical agents, explosives, incendiary devices, and nuclear and radiological devices.

Chapter List:

Part 1: Introduction to Hazardous Materials
Chapter 1: Hazardous Materials Regulations, Definitions, and Statistics
Chapter 2: Hazardous Materials Properties and Hazards

Part 2: Incident Problem-Solving Process
Chapter 3: Hazardous Materials Identification
Chapter 4: Incident Management Elements
Chapter 5: Strategic Goals and Tactical Objectives
Chapter 6: Personal Protective Equipment
Chapter 7: Contamination and Decontamination

Part 3: Special Topics
Chapter 8: Incident-Specific Strategies and Tactics
Chapter 9: Terrorist and Other Criminal Activities

Leslie Miller is a Senior Editor at Fire Protection Publications.
**Command Safety**

By Alan V. Brunacini

We have fought fires since the beginning of our service, based on two timeless promises:

**Promise #1** Firefighters make Mrs. Smith a promise that they will go into the hazard zone to protect her by putting their bodies physically and directly in between her and the incident problem.

**Promise #2** The Incident Commander (IC) makes a promise to the firefighters to do the standard command functions to protect them in the hazard zone while they protect Mrs. Smith.

The basic deal is pretty simple and potentially very dangerous. It requires that the firefighters are proficient at their task level manual labor and that the IC can effectively perform the strategic-level command functions that insure the firefighters get a round trip into and out of the hazard zone.

Historically (and sadly) the firefighters have done a better job keeping their promise to protect Mrs. Smith than the ICs have done in keeping their promise to protect the firefighters while they (the firefighters) go into the hazard zone to protect Mrs. Smith. This imbalance is reflected in the fact that some problem with incident command has been a major contributing cause in virtually every tactical firefighter death during recent times. We are now (happily) directing more attention and energy to how the ICs play their position as the overall incident boss.

The structure of this little essay presents a set of short, simple command safety questions that firefighters should ask to evaluate if there is an IC in place doing the basic strategic-level command routine that is required to protect them (the hazard-zone workers) while they protect Mrs. Smith. These are critical (and very personal) questions for the firefighters to ask, because they are the ones operating inside where we actually get beaten up and killed. The answers to these injury/death questions provide a very practical (actually primitive) nonacademic, street-oriented “picture” that shows if it is okay to go into the hazard zone, or if there could be a really lousy future to being up close and personal to the incident hazards. The firefighters response to these very basic questions should be very simple:

- if the answer is yes ➡ it’s OK to go into the hazard zone
- if the answer is no ➡ it’s not OK to go into the hazard zone

These safety/survival questions revolve around the IC’s basic job description – the eight standard functions of command:

1. Assume, confirm, position command
2. Situation evaluation
3. Communications
4. Deployment
5. Strategy/Incident Action Plan
6. Incident organization
7. Review and revision
8. Continue, transfer, terminate command

These standard functions create the structure for the IC to combine command and safety. Integrating safety as a regular part of command creates a consistent response where strategic safety management occurs automatically and not as an option that could be missed or performed too late to effectively protect the workers. The compressed time, highly hazardous, and typically confusing fireground conditions that the IC must manage require that operational command and worker safety must be automatically integrated and seamlessly connected. Simply, the IC does not have the time, attention span, or luxury of doing multiple management routines during the most dangerous initial and escalating stages of the incident.

The basic command/safety questions include the following:

1. **Assume, confirm, position command:**
   - Did the first arriver assume command and become IC #1?
   - Did the commo center confirm command?
   - Did IC #1 transmit a standard initial radio report?
   - Did IC #1 establish effective front-end command/control?
   - Did IC #1 take a standard, initial command position?

2. **SIMPPLY, IS THERE AN IC IN PLACE TO PROTECT THE TROOPS?**
   - Did IC #1 do an initial size up?
   - Did IC #1 assign units to critical positions as “evaluators” and “reporters?”
   - Has the IC set up and done an ongoing size up?
   - Has the IC maintained a realistic awareness of incident time?
   - Has the IC escalated information management?

3. **SIMPPLY, IS THE IC EFFECTIVELY EVALUATING THE HAZARDS?**
   - Has IC #1 used the initial radio report as the commo foundation?
   - Has the IC effectively controlled and supported the ongoing commo process?
   - Has the IC established/maintained ongoing two-way commo?
   - Is the IC in a command-post position to be immediately available to receive/acknowledge commo?
   - Has the IC used the standard order model to structure command?
   - Is the incident organization being used as the commo flow plan?

4. **SIMPPLY, CAN THE IC AND THE TROOPS COMMU WITH EACH OTHER?**
   - Has IC #1 called for adequate/appropriate resources, based on the incident profile?
   - Has the IC considered response times?
   - Has the IC matched resources with tasks?
   - Has the incident been organized around a standard deployment cycle?
   - Is there an adequate resource reserve?

5. **SIMPPLY, DO RESOURCES MATCH IAP — CAN THE IC ACCOUNT FOR, MOVE, PROTECT AND, IF NECESSARY, REMOVE THE TROOPS?**
   - Did IC #1 decide on an offensive or defensive strategy?
   - Does the IAP match the strategy?
   - Is there a strong two-way commo process in place?
   - Does the hazard/safety balance match the strategy?
   - Are operations being managed and controlled within the declared strategy?
SIMPLY, DOES THE STRATEGY MATCH CONDITIONS/DOES THE IAP MATCH THE STRATEGY?

6. Incident organization:
   • Has the IC #1 created an effective initial and ongoing (escalated) organization?
   • Is the organization under control?
   • Has the IC created three standard levels (task/tactical/strategic)?
   • Can the IC control position and function in the hazard zone?
   • Is there an effective command team in place?

SIMPLY, DOES THE ORGANIZATION MATCH THE INCIDENT?

7. Review and revision:
   • Have functions one through six been done?
   • Has the overall strategy been reviewed (and adjusted, if needed)?
   • Is there effective two-way commo in place?
   • Are ongoing hazard dynamics being evaluated and reacted to?
   • Is the IC able to control position/function of hazard zone troops?
   • Does the strategic/IAP match conditions?

SIMPLY, HAS THE STRATEGY/IAP BEEN UPDATED?

8. Continue, transfer, terminate command:
   • Has the IC estimated incident duration?
   • Has the IC created effective command team/command staff?
   • Has the IC effectively managed (and integrated) arriving bosses?
   • Has the IC created a response that will outlast the incident?
   • Has the IC created a demobilization plan?
   • Are the troops checked out before they are released?

SIMPLY, CAN THE IC OUTLAST THE INCIDENT PROBLEM?

These questions could be used in a lot of different ways before, during, and after an incident. They could provide a basic structure for writing incident command SOPs and then as the foundation for training personnel as incident commanders. During an incident, they could be used as an operational checklist to be certain that critical command functions are being performed. After an incident, they could be used to evaluate how an IC had performed. If a firefighter was injured or killed, an investigator or attorney could use them as discovery and trial questions to determine if incident command was a factor. A prospective firefighter’s mother could use them as interview questions she might ask the fire chief (1) to determine if she was going to let her kid join up, based on how the chief did on his interview. However they are asked, we will not stop incident command problems from hurting and killing our troops, until we can consistently provide honest answers that are positive (i.e., ✓ yes).

Phoenix Fire Chief Alan Brunacini has been a member of the Phoenix Fire Department since 1958. He heads a fire department with over 1,600 personnel that services over one million customers. He is a 1960 graduate of the Fire Protection Technology program at Oklahoma State University and earned a degree in political science at Arizona State University in 1970. He graduated from the Urban Executives Program at the Massachusetts Institute of Technology. He instructs and presents workshops, seminars, and conferences to many fire departments and training institutions throughout the country in various topics that include Fireground Operations, Health and Fitness, Incident Command, Labor/Management Relationships, Command Safety, and Customer Service.

FPP On The Road*

Firehouse World Expo and Conference
February 2-4, 2005
San Diego, CA

Fire Rescue East
February 11-13, 2005
Jacksonville, FL

FDIC 2005
April 14-16, 2005
Indianapolis, IN

North Carolina Instructor’s Conference
May 4-7, 2005
Asheville, NC

*Please note that show dates may be subject to change.
Fire Safety Literacy Pilot Testing Underway

It is estimated that some 90 million adults in the United States have low literacy skills. Among the many barriers created by this challenge is the inability to learn necessary home fire safety skills through reading traditional printed fire safety literature. As mentioned in the Fall 2004 edition of Speaking of Fire, the Home Safety Council, ProLiteracy Worldwide, and Fire Protection Publications have teamed together to develop a line of easy-to-read fire safety materials that can be implemented into the teaching materials for adult literacy programs. Thus, in addition to boosting their reading skills, the adult learners will also be learning important messages on topics such as smoke detector installation and escape planning. Local fire departments will assist in the project by personally delivering home safety messages and ensuring that working smoke detectors are installed in the adult learner’s homes. A 2003 FEMA/USFA Fire Prevention and Safety Grant provided funding for this project.

Before releasing a unique program such as the Fire Safety Literacy Program, it is prudent to ensure that all aspects of the program have been properly designed and tested. This ensures that the final program will achieve maximum effectiveness. In order to give this particular program a thorough review before its release, the assistance of literacy program and fire department officials in seven diverse communities was sought for the purpose of pilot testing the program. The following communities are involved in the pilot testing:

• Philadelphia, Pennsylvania
• Montgomery County, Maryland
• Washington, DC
• Palm Beach County, Florida
• Plano, Texas
• Poteau, Oklahoma
• San Bernardino County, Florida

On September 27 and 28, 2004, literacy program and fire department representatives of six of the seven pilot communities gathered on the campus of the National Fire Academy in Emmitsburg, Maryland, to undergo pilot partner training on the program. Representatives from Palm Beach County were unable to attend this program because of a hurricane that struck their community about the same time. A separate training program was administered to the Palm Beach County parties a few weeks later.

The two days of training included information on adult literacy programs, fire safety programs, the fire problem in the U.S., and a thorough review of the program materials. Literacy and fire department officials were provided with adequate opportunity to acquaint themselves with each other and to begin planning the implementation of the program in their respective communities. The two days of training were highly successful and feedback from the program participants was extremely positive.

Pilot testing and evaluation of the program materials will continue into early 2005. Following the test period, representatives of the partner sponsor organizations will gather together to review the test results and recommend any final adjustments that need to be made before final release of the program.

Fire Protection Publications is delighted to have the opportunity to partner with these two other outstanding organizations in the development of a truly unique and groundbreaking life safety program. We will continue to update you on its progress right here in Speaking of Fire.
Firefighter Life Safety Initiatives

Since 1981, when the National Memorial in Emmitsburg was constructed, a total of 2,843 men and women have been recognized as line-of-duty deaths in the United States. This year we honored 107 firefighters who died in the line of duty during 2003 and three who had died in previous years. The firefighters represented 34 states and Guam and ranged in age from 18 to 81. Their deaths resulted from a variety of causes, including vehicular accidents, building collapses, and air tanker and helicopter crashes related to wildland fires.

The number of deaths is the driving force for the Foundation’s decision to take an active role in reducing the number of firefighter line-of-duty deaths that occur each year. In March of 2004, the National Fallen Firefighters Foundation hosted the first Firefighter Life Safety Summit to develop a national effort to address this critical issue. The Summit participants developed an agenda of 16 specific initiatives that are aimed at achieving a 25% reduction in firefighter fatalities over the next five years and a 50% reduction over the next ten years. The Foundation is now working in conjunction with the United States Fire Administration and dozens of fire service organization to actively promote the implementation of the 16 Firefighter Life Safety Initiatives.

During 2005, the National Fallen Firefighters Foundation will be conducting a series of mini-summit meetings to focus on specific domains within the overall line-of-duty death prevention program. Representatives of fire service and related organizations and interested individuals are invited to attend and participate in the mini-summits and to join in the effort to prevent firefighter fatalities.

The summit process is designed to identify the most urgent and effective measures to improve firefighter safety and to develop a broad commitment of support to the strategies and initiatives. The conference format will include general attendee sessions and small group breakouts to facilitate discussions concerning specific topics.

Each mini-summit will begin with a brief welcome and opening presentation to establish a common starting point for the attendees. The remainder of the morning will be devoted to small group discussions examining particular issues. The afternoon session will be devoted to reporting the conclusions of each group to a general session and the development of an overall consensus on strategies and priorities. The participants will be encouraged to focus on strategies that are ambitious, feasible, and realistic.

There will be no fee to attend and participate in any of the mini-summits. Attendees will be responsible for their own travel and lodging expenses.

The first of these mini-summits will address wildland fire fighting and will be held in conjunction with Firehouse World in San Diego on Tuesday, February 1, 2005. The participants in San Diego will explore further development and refinement of the 16 Life Safety Initiatives specifically in relation to wildland fire fighting, including:

- All aspects of wildland fire suppression and related functions normally performed by wildland fire fighting organizations
- Structural fire departments operating in a wildland and/or wildland-interface environment.
- Aircraft operations at wildland fires

Additional mini-summits will be announced once the specifics related to scheduling and agendas are completed.

Fire Chief Ronald Jon Siarnicki began his career as a firefighter with the Prince George’s County Fire/EMS Department in 1978 and with 24 years of fire, rescue, and emergency medical services operational experience, he has progressed through the ranks to Chief of the Department. In this position he served as the Chief Executive Officer responsible for the fire, rescue, and emergency medical services of Prince George’s County, Maryland. In July of 2001, Chief Siarnicki retired from the Prince George’s County Fire/EMS Department to take the position of Executive Director of the National Fallen Firefighters Foundation in July of 2001. He is a graduate of the master’s program, School of Management and Technology, at the University of Maryland, University College, College Park, Maryland, and has a bachelor of science degree in fire science management from UMUC. He is a certified Fire Officer IV, Fire Fighter Level III, and State Emergency Medical Technician. He has served as an UMUC faculty member for the Fire Science Curriculum since 1997.
**International Fire Service Journal of Leadership and Management (IFSJLM)**

Oklahoma State University (OSU), the International Fire Service Training Association (IFSTA), and Fire Protection Publications (FPP) are pleased to announce the premiere of the first U.S.-based academic journal focusing on fire service leadership and management. **IFSJLM** is a refereed journal with an international readership comprised of both academics and in-service fire and emergency management professionals. Authors are encouraged to submit articles that are of interest to academics and practitioners.

“**The International Fire Service Journal of Leadership and Management** is sure to provide a quality mechanism to publish academic articles that address the art and science of leadership and management. This opportunity to learn and share through an academic format will drive improvements and provide guidance that will enhance the performance of individuals and organizations throughout the international fire service.”

Chief Dennis Compton, Mesa and Phoenix AZ, and International Fire Service Training Association Executive Board Past Chair.

**Mission Statement:**

The purpose of **IFSJLM** is to advance the international fire service by publishing carefully selected, peer-reviewed articles enhancing fire leadership and management.

**Journal Features:**

- Articles are selected for journal inclusion based on a rigorous double-blind review process.
- The journal will be published biannually. The first issue of **IFSJLM** is scheduled for July 2005.

**Journal Contents:**

- As an academic journal with an international readership comprised of both academics and in-service fire and emergency management professionals, authors are encouraged to submit articles that are of interest to both academics and practitioners.
- The primary purpose of the journal is to publish articles that focus on fire leadership and management.
- Each issue of the journal will contain reviews of books that contribute specifically to fire leadership and management or general management books that can be applied to fire leadership.

**Contact Information:**

Web address: www.ifsjlm.org

Editor email: editor_ifsjlm@osufpp.org

**RS05: Call for Papers to Present**

**An Opportunity to Make a Difference**

The 2005 **IFSJLM** Research Symposium (RS05) will be held July 9, 2005, in Tulsa, Oklahoma. This event is held each year on the Saturday before the beginning of the International Fire Service Training Association (IFSTA) Validation Conference. The Research Symposium supports the refereed scholarly publication published by Oklahoma State University, the **International Fire Service Journal of Leadership and Management (IFSJLM)**. The theme of RS05 is: Best Practices...

**Improving Fire Leadership and Management.** We invite individuals interested in delivering a paper at the Symposium to submit no later than February 15, 2005, a one-page paper proposal electronically to editor_ifsjlm@osufpp.org or by regular mail to Dr. Robert England, Department of Political Science, Oklahoma State University, 531 Math Sciences, Stillwater, Oklahoma 74078. The proposal should clearly, but briefly, identify the research topic, the scope of the research, and the methods used in the research.

If the proposal is accepted, the expectation is that a 15 to 30 page original (not previously presented or published) paper will be prepared for the Symposium. Paper presenters will have approximately 20 minutes to summarize their research to panel members. After all papers have been presented on a panel, discussants will offer comments on the research. All papers will be posted on the **IFSJLM** website. It is hoped, but not required, that paper presenters will submit their papers to the **International Fire Service Journal of Leadership and Management** for peer review.

No registration fee is required to attend the research event, but all costs associated with attending RS05 are the responsibility of the attendee. A continental breakfast and lunch will be provided for panel participants. For further information visit us on the web at www.ifsjlm.org or call Bob England at 405-744-5590.

**IFSJLM: Call for Papers**

Oklahoma State University (OSU), The International Fire Service Training Association (IFSTA), and Fire Protection Publications (FPP) are pleased to announce a CALL FOR PAPERS for the first U.S.-based academic journal focusing on fire service leadership and management: the **International Fire Service Journal of Leadership and Management (IFSJLM)**. **IFSJLM** is dedicated to advancing the international fire service by publishing carefully selected peer-reviewed articles. As a refereed journal with an international readership comprised of both academics and in-service fire and emergency management professionals, authors are encouraged to submit articles that are of interest to both academics and practitioners.

Articles submitted to the journal go through a double-blind review process. If accepted for publication, articles written by U.S. authors become the property of the journal. Articles submitted for review must be original (not previously published in part or whole) and should not be under review at another journal. Complete information concerning article preparation and submission can be found at the website supporting the journal – www.ifsjlm.org

Please feel free to email, mail, or call with questions:

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