"Evaluating the Training Process and Mentoring Program for the Changing

Workforce at Hamilton Township Fire Rescue"

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A proposed research project submitted to the Ohio Fire Executive Program

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CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1.   This paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

2.   I have affirmed the use of proper spelling and grammar in this document by using the spell and grammar check functions of a word processing software program and correcting the errors as suggested by the program.

Signed: _____

Printed Name: _____John P. Gardner_____

ABSTRACT

Hamilton Township Fire Rescue (HTFR) has experienced an increase to time and financial burden preparing newly hired employees for crew status. Recognizing that the department had limited new applicants and limited staffing, it was reliant upon its development program to produce high functioning members to respond to a large variety of incidents. The purpose of the study was to identify areas for improving the time and efforts applied for preparing newly hired employees to operate on fire and EMS crews.

The research paper used the evaluative method to address the following questions: 1. What are the core competencies HTFR considers to be necessary to be proficient in order for a new hire to be deemed ready to join operating crews? 2. What does HTFR consider to be an acceptable amount of time preparing new hires? 3. What changes have occurred to create the need for this research and changes to the current program?

The research used a survey for active members to evaluate who received effective on boarding and results showed that members felt they had been properly assessed in the pre-hire process and felt the current system was effective. Staffing changes were attained from the fire chief and human resources to attempt to identify a cause for the changes to applicants and newly hired members.

It has been determined that the department has clear expectations for their new hires and a substantial mentoring and training program. The department must accept the fact that with limited applicants the department will need to adjust the on boarding process for each new hire and identify which shows the potential to be an acceptable member to the crews. These potential members should be given the necessary time to develop and no time past the evaluation period given to new hires showing little to no potential.

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INTRODUCTION

<u>Statement of the Problem</u>

Hamilton Township Fire Rescue (HTFR) has seen a considerable increase in the time and efforts associated with getting new employees prepared to be crew members. This creates staffing issues, decreases crew morale, and additional costs associated with the training. HTFR functions with limited personnel and staffs an engine/quint with two members and the Advanced Life Support (ALS) transport with two members. Advanced Life Support (ALS) typically refers to paramedic level service. These two ALS transport personnel are the two additional crew members to the fire apparatus in the event of a structure fire. The engine/quint also accompanies the ALS transport unit in the event of a level 1 EMS dispatch (Life Threatening Trauma, Unresponsiveness, Heart and Breathing Issues). This model requires that all crew members be proficient in both fire and EMS skills.

HTFR has seen a decrease to experienced applicants in recent years. Advertising and recruiting have not been successful in improving the application numbers. An intern program was initiated to assist with the staffing numbers but due to staffing issues from other local departments, HTFR has lost more part-time members than gained in each of the last three years. Previously, HTFR has applied limited effort to the mentoring process for part-time new hires due to their previous fire service experience. Most of the applicants from the past years have had little to no previous experience in the fire service at the time of their application.

In 2019 an employee was hired as an intern. He was certified as a Firefighter II and was seeking his EMT-basic licensure. During this time, he was to ride on the engine company and operate in the firefighting capacity only until he attained his EMS certification. Once he was certified in EMS he would then be moved to part-time status. This employee spent 6 months with

the department and following his fourth failure of the National Registry EMT exam, resigned. The department spent 6 months' time and funds for no results to improve staffing.

The intern program was initiated due to a lack of part-time applicants. Applicants not certified in either fire or EMS could work for the department at a discounted rate while seeking their additional certification at which point would become a part-time employee. This program has produced three current part-time employees to date. All of these were from the Warren County Career Center's fire service high school program. *The problem that this research will address is the increasing amount of staff time spent on new hires.*

This study will evaluate the current system for newly hired individuals working for HTFR. This may require a customized approach for each new hire as opposed to the current program. This research will identify the core competencies and proficiencies HTFR hold as paramount for each member to possess. HTFR should not lower its standards of service to the community and should remain committed to maintaining its level of service into the future.

The research will be done in an *evaluative method*. An evaluation of the current trainings and methods being used for new hires, department standards, and department resources will be included. Similar departments will be evaluated along with identification to changes in the applicant availability. The study will evaluate successful and unsuccessful cases of newly hired individuals in the last five years.

Purpose of the Study

The purpose of this study is to evaluate the current new hire training and mentorship process to identify areas for improvement.

<u>Research Questions</u>

The following questions will be answered by this evaluative research:

1.   What are the core competencies HTFR considers to be necessary to be proficient in order for a new hire to be deemed ready to join operating crews?

2.   What does HTFR consider to be an acceptable amount of time preparing new hires?

3.   What changes have occurred to create the need for this research and changes to the current program?

BACKGROUND AND SIGNIFICANCE

Hamilton Township Fire Rescue is a combination department of full-time and part-time employees. It is located in the northeastern suburbs of the greater Cincinnati area. It serves a bedroom community of approximately 30,000 residents. HTFR responds to a little more than 2,500 incidents per year and nearly 80% of those being emergency medical service. The department operates from two stations with 6-9 on duty firefighter/EMTs around-the-clock.

HTFR has seen a decline in part-time availability over the last 5 years partially due to changes to the national health care system reducing the number of hours a part-time employee may work for a fire service organization (Resources, 2015-2020). This affected not only the amount of time a part-time employee could work for HTFR but also many combination departments in the area. This in turn created more full-time positions that were hired from the part-time staff as well as more opportunities to relocate to other departments due to better pay rates. HTFR is currently financially unable to convert to a completely full-time staff and must make all effort to recruit, train, and retain part-time staff.

The current system for a newly hired employee involves a probationary packet (Appendix 2) that outlines skills that must be demonstrated within a year of hire and signed off by an approved mentor. The department considers all of their full-time staff as mentors and one is assigned to the new hire on their coordinating shift assignment. This assignment is done by the shift captains. New hires are assigned shifts by the fire chief, typically based on staffing needs and the availability of the new hire. It is assumed that new hires with the state certifications in Firefighter II and EMT-Basic, EMT-Intermediate, or EMT-Paramedic possess the core competencies taught to achieve these licenses. Information of previous experience was transmitted to the mentor from the new hire. Rarely has this information been accurate and recent

new hires have shown little to no proficiency in basic fire and EMS core competencies. This lack of skills has created an increase to time required by the new hires to be able to operate as a member of an operating crew.

Limited applicants have forced HTFR to invest developing the applicants it receives in order to maintain staffing numbers. The citizens passed an additional operating levy in November of 2019 which will increase fire department funding by roughly 25%. One of the goals further conversion of part-time positions to full-time positions. This transition in the past was easier with the available qualified part-time staff. Currently, HTFR would need to hire externally for any significant increases to the full-time staff.

The impact of this study could require Hamilton Township Fire Rescue to adjust its training and mentorship program to meet the needs of these newly hired employees as well as customize the program and mentor to fit the needs required by the newly hired employee so that success can be achieved in a timely manner. The mentor in some cases has taken a greater role in the process and the relationship between the mentor and new hire has shown to have an effect on the success of the program. The evaluation of new hires may need to be increased so as the department has a complete understanding of the new hire and their requirements prior to assigning a mentor so that this selection is the most appropriate for that new hire.

LITERATURE REVIEW

With the hiring process in a fire department, the organization is attempting to secure the future of the organization. Jacob Morgan (2015) states "It goes without saying that the future of an organization must adapt to the changes we are seeing around how employees work and how managers lead." While this philosophy was perceived for the private sector, the concept should be considered when a deficiency exists in the fire service. Must a department identify the wants and needs of an individual to increase the success of development and ultimately the retention of newly hired employees? The fire service requires a number of abilities that may be technical, physical, and even psychological. Identifying individuals that possess these qualities may further increase the desired results when hiring new members. In an article from EDMdigest.com, Dr. Randall Hannifen (2020) suggests a four step process for new hires prior to interviews whereas using a knowledge based test along with both physical tests and psychological tests can be matched with a thorough background investigation to determine if the individual truly possesses the necessary traits for the job requirements. When speaking about him and his colleagues discussing the topic, Dr. Hannifen states, "Despite the technical aspects of the job, we all entered the fire service with a public service mindset." Does this mindset still hold true to the applicants today?

It is unsure if this research will ultimately identify the cause of the decreased part-time applicant pool. In an article from the Journal News, Fairfield Fire Chief Don Bennett (2016) states, that often times career opportunities arise due to retirements or expansion of staffing in departments. When this happens, it depletes those individuals with extensive training, paramedic

certification, and experience that are hired for those positions. This creates a deficit in an organization.

The organization must define what is an acceptable amount of time to be spent on preparing the newly hired employee to operate on a company. It then will need to define what, if anything, will be the alternative if these defined benchmarks are not met. Facing an issue with lack of applicants, it is fair to assume every effort must be made to develop the employees that have applied. This realization focuses the solution to be resolved in the process through mentoring. In an article from Brian Ward and David Rhodes (2016) mentoring is evaluated from both the perspective of the rookie and the veteran. This article indicates that applicants with little to no experience in the fire service may have a poor perspective of what the requirements truly are for a firefighter. This means that the newly hired employee may have no idea what they will be doing in this job. This needs to be thoroughly addressed in a short but thorough orientation process.

With the development of an employee potentially being placed on the mentoring process, some changes may need to occur. In an article from Deputy Chief Jacob McAfee (2019) he addresses that mentoring in the 21st century requires a needs assessment, planning, program development, training, and evaluation in order to be successful. He further establishes the difference between coaching and mentoring by defining mentoring as an ongoing continuous coaching that is individualized for the protégé. This concept is further expressed in an article from the California Firefighter Joint Apprenticeship Committee (2007) that a mentor's role is to provide guidance, support, and encouragement. The mentor is not there to be an instructor or to conduct evaluations.

The success of the program may rely heavily on the evaluation process of the newly hired employee. The organization must evaluate the requirements and the individuals core competencies. In an article about using Core Competency Indicators to select employees, Yi-Chun Lin, Ph.D. (2016) suggests that a thorough evaluation of a hire candidate can have major indications to the success of that hired individual. That information should be used in part to determine the appropriate program model of training and mentorship. In a research paper on the effects of competency-based trainings from Stephen A. Coley (2010) it is stated that an organization should base its core competencies on the needs of the agency and requirements of the individual.

As with most programs, the overall success must be defined with how long an organization is willing to allow for the development of a new hire. Is the organization willing to allow for variances to this time frame based on individual cases? Often times, in reference to the private sector, this time period is called, "onboarding". In an article by Darren Perucci (2019) the modern time allowance for this is around 3 months. When applying that time frame to the fire service it seems like a reasonable amount of time given that applicants are required to achieve the basic level of certification prior to application. This time is also addressed in the United States Army. On their site goarmy.com (2020) basic training lasts 10 weeks given in three phases: red (discipline, values, and teamwork), white (basic skills), and blue (overcoming challenges). This is followed by Advanced Individual Training that is based on the individual's strengths and determines their career path. While it is understood that basic training is potentially the most intense training an individual may experience in this lifetime, the concept that a person with no experience can be soldier ready in 10 weeks is a motivation to consider that potentially well placed training and mentoring can prepare any motivated individual for the fire service in a

timely period as long as it is understood that the responsibility for success cannot be placed on

the mentor but must be adopted by the entire organization.

PROCEDURES

A clear definition of the issue was attained from the utilization of information provided by the Hamilton Township Human Resources Department. This was evaluated for the individuals that were hired in a five year span starting on January 1, 2015 and ending on December 31, 2020. It also illustrated the amount of employees that left the department during the same time span. This information showed how many hires have been retained as potential future career members. This form (Appendix 4) highlights the career employees.

The current probationary packet given to new hires was compared to what the organization defines as core competencies. These core competencies were established from interviews with the department's officers and compared to policy and training practices. An analysis of the department's Core Values was used in this comparison to assure the department is addressing all areas of development that it holds as crucial.

An internal survey was conducted. The focus of this survey was to establish experience, time with the department, pre-employment procedures, probationary and evaluation periods, and personal opinion. The internal survey was sent to 34 members and 21 results were received. The results are provided in *Appendix 1*.

The selection process determining mentors for new hires was also evaluated by an individual interview to determine which members truly wish to be mentors for developing new hires and possess the required abilities to achieve success. Additional training for mentors may be necessary if so requested by the potential mentor and this information should be conveyed through the training officer.

The department's training schedule was assessed to ensure basic skills are being evaluated periodically by all members and that special attention is available to newly hired

employees to address their deficiencies in skills.

Definition of Terms

Incident – A request for assistance from the fire department initiated through the 911 dispatch center.

Core Competencies – Skills that an individual must possess in order to function at their responsibility safely and to the standard of the organization.

Proficient – The ability to perform an action or skill without any guidance in a timely manner.

Operating Crew – A group of individuals assigned to operations sector of the organization responsible for responding to incidents.

On boarding – The evaluation and development period from hire to being placed onto an operating crew.

Active Members – Members of the department assigned to operations without restrictions.

Fire Apparatus – Vehicles designed to respond for rescue and fire suppression incidents.

Engine – A fire apparatus designed to pump water for suppression of structural fires.

Quint – A fire apparatus with an aerial ladder and pump designed to pump water for suppression of structural fires.

Intern – An individual hired on the department at a reduced hourly rate that only possess either a state fire or EMT card but are not certified for both.

Part-time – Restricted to work less than 1500 hours in a calendar year within the organization at any capacity.

Full-time – Career member that has no working hours restrictions and receives benefits through the organization.

Combination department – Utilizes both full-time and part-time members to reach the desired staffing levels.

Bedroom community – The population decreases considerably during normal working hours due to citizens working outside of the response area and return to their homes following work.

Probationary Packet (Appendix 2) – A checklist given to new hires and requiring observation and signatures to verify necessary information has been given to the new hire.

Mentor – An individual assigned to assist a new hire with any issues they may have during the on boarding process.

State Certifications – Ohio regulation for operating within the state for fire and EMS.

Limitations of the Study

The limitations of the study are as follows. This study can only utilize the results from the surveys returned. Not all members returned the survey questions. The information provided through interviews also contained biased opinions and hypotheses without factual evidence that were not included in the research. The department did not have an adopted Mission or Vision statement at the start of the research and is currently being developed. The department did not have a collaborative definition of its core competencies and was also established during the process of this research. No clear and definitive reasoning for the reduction of applicants was found. Interviews with previous mentors found no issues with their willingness to participate as a mentor nor found any to feel the need for more mentor training. During the process of this research one of the shift captains was replaced and changes to the training and mentorship for the

individuals assigned to that shift were changed. The human resources director has been with the Township less than 5 years and had limited access to records prior to her employment. The township does not keep record of how many applicants are received for the fire department. The information from exit interviews was not provided for the purpose of this research. Survey results show that little to no time was given to members' development prior to the time studied by this research. Many members hired outside the time studied by this research believe the department has made a vast improvement on its approach to new hires and its development procedures therefore offering little information to further improvements. The fire chief is the only person within the organization with the ability to terminate a new hire's probation and/or employment with the organization. This requires all parties involved to merely make a suggestion for the chief to make a decision.

RESULTS

This research determined during the time of evaluation from January 1, 2015 to December 31, 2020 the Hamilton Township Fire Rescue department lost 29 part-time employees and 12 full-time employees. This information is further outlined in *Appendix 4*. During the same time period 21 new employees were hired. The full-time staffing *(Appendix 4 highlighted in yellow)* was maintained from current part-time employees and newly hired employees. This considerably reduced the availability of part-time staffing and created a need to hire new members with less experience. These changes to the level of experience and department familiarity has caused this re-evaluation to the development process. Additional focus to mentoring and skill development was suggested by the officers through interviews to improve results of preparing new members.

The officer interviews were used to establish a list of the core competencies that the command staff felt to be essential skills and knowledge for all members of the operational section of HTFR. The command staff has adopted the mnemonic C.O.R.E from these interviews and discussions for developmental focus. C= Critical fire skills, O= Organizational must know, R= Rescue techniques, and E= EMS proficiencies. Further details for this are provided in *Appendix 5*. Each of the two training officers will attempt to use as many of these in many of their future trainings. The current *probationary packet (Appendix 2)* and the accompanied *Mentor Information Sheet (Appendix 3)* was determined to address all the necessary *C.O.R.E. Competencies (Appendix 5)* skills. The department will continue to develop these evaluations for the entire department in the future using a Core Competency Checklist for each member of the department. The officer staff has also addressed spending more focused time when matching mentors to new hires and allowing the entire crews to have a voice in the evaluation of progress.

The internal survey established with the returned results that the department has a variety of fire service experience, yet few members have more than only a few years with the department. This may imply that there is a concern for retention that may need to be addressed. The survey also established that the majority (16) of those surveyed felt their skills, both fire and EMS, were properly evaluated in the hiring process. No person surveyed blamed the mentor for unsuccessful development of a new hire. The questions and results can be found in *Appendix 1*.

An acceptable time frame for new hire development has been outlined as up to 6 months for the most extenuating situations for viable future crew members. It will be determined by the mentor and the shift captain for each individual as to when the new hire may have reached their standard of preparation. At the time this standard is reached the fire chief will be notified of their endorsement and the fire chief will approve the individual to pick up a regular shift as a regular crew member per department procedures. The member will then operate on shift as part of the operating crew in a probationary capacity for up to 12 months. The mentor and shift captain must provide information to the training captains of the new hires progress and make necessary requests for added training to address deficiencies. The new hire will be required to complete the *Probationary Packet (Appendix 2)* and demonstrate the *C.O.R.E Competencies (Appendix 5)* to be finally cleared from probation.

DISCUSSION

In evaluation of the hiring records it is apparent that Hamilton Township Fire Rescue has lost more members with more experience than they have gained. This issue then creates a rippling effect through the training of members. Trainings to address core competencies as discussed by Stephen A. Coley (2010) that may occur once per year now must be conducted each time the department hires a new member. This in turn creates morale issues for veteran members and added stress to the training staff. It will take some creativity to present trainings that can appeal to both.

Is there a deficiency in qualified applicants due to interest or poor education? HTFR has employed most of its new hires educated from the Warren County Career Center. It is the closest fire and EMS adult training center which also includes a high school program. The quality of skills have been rather poor from this facility and efforts to recruit from other training programs should be attempted to determine if this is an isolated situation.

During the process of this research, retention of members has vastly improved. I believe this to be more about the restructuring of the leadership positions than any other factor. The greater Cincinnati area has had many career opportunities for the fire service as discussed by Fairfield Fire Chief Don Bennett (2016). With HTFR having a mediocre wage scale, it must create a positive and supportive work environment to retain quality employees. The current command staff is dedicated to this approach and is constantly looking for new and constructive ways to improve morale and crew integrity.

The evaluation process needs to be what determines a new hires ability to continue working for HTFR. The mentor's evaluation will be a large part of this. As discussed by Jacob Morgan (2015) and also Brian Ward and David Rhodes (2016) the mentoring process is

instrumental in the early development of a new department member. The preparation and planning of succession within a fire service can be well understood in the writings of Deputy Chief Jacob McAfee (2019) in his evaluation of mentoring in the modern era.

A number of times during this research members of administration used the term, "just looking for warm bodies" This I feel is a horrible approach to hiring and cannot be the reason someone is brought onto the department. The concept of identifying core competency indicators during the pre-hire process as presented by Yi-Chun Lin, Ph.D. (2016) may prove to create more acceptable results. With limited personnel, every member of the crew is crucial to ensuring a quality service. Any person placed in these positions without the necessary qualifications or skills is a detriment to the organization. Human Resources must only accept qualified candidates for hire consideration after a thorough background analysis and previous employment verification as discussed by Dr. Randall Hannifen (2020). Hiring of freshly trained applicant with no previous working experience is a poor solution for this organization's need for quality employees.

The command staff and especially the officers on the trucks have come together during the time that this research was done. The overall morale of the department has improved and the increase to call volume has not presented any issues. Quality of service is high and very few members have been lost to other departments. At a time of uncertainty created by the Coronavirus pandemic, daytime population increased as residents worked from home and the department relocated its headquarters station. Through all this the department showed no signs of struggling and maintained its level of quality service. That, I feel, is a testament to the solid foundation of the organization.

When an organization hires an employee, they are attempting to ensure the future. In this future the organization must embed the fundamentals into their employees. This typically is accomplished through training, mentoring, and culture. Culture of an organization not only affects current employees but may also affect future employees by determining what individuals apply. It is my belief that you should hire for the heart and mind and train the hands. As discussed by Darren Perucci (2019) the time allowed for the new hire must have definitive bench marks and no time wasted without results.

RECOMMENDATIONS

A clear definition of the requirements to be employed for the Hamilton Township Fire Rescue department should be provided by the Hamilton Township Human Resources department in the application packet. The pre-hire process must identify which applicants would have the greatest chance to be an asset to HTFR. If a lack of qualified applicants exists, the administration staff and training staff must be prepared to adjust the typical on boarding process in order to achieve their desired results of a competent employee.

The initial orientation period must address all aspects of the job requirements and the newly hired employee receive appropriate mentor support and unbiased evaluations to achieve developmental success.

HTFR has a solid adoption of its core competencies and must ensure these are regularly evaluated with the entire operations sector of the department. Training should be focused on these and observed in every action to ensure safety and quality of service.

The shift commanders should pair new hires with a mentor that will be knowledgeable and supportive to the development of the new hire. Adjustments should be made if the pairing is not producing favorable results in an acceptable time. Communication is imperative to the success of the on boarding process. Administration, training, and company officers must all be involved in the planning and implementation of a new hire's on boarding process. Following a successful on boarding process, the department should evaluate the procedures including pros and cons from the individual that achieved success.

The department may find implementing a recruiting program may be beneficial to increasing the amount of applicants to the department.

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APPENDIX 1 – INTER-DEPARTMENTAL SURVEY AND RESULTS

<u>Survey Questions</u>

1) How long have you been employed with Hamilton Township Fire Rescue?

   a. 0-4 years

   b. 5-9 years

   c. 10-14 years

   d. 15+ years

2) How many years have you been an active fire fighter/EMT?

   a. 0-4 years

   b. 5-9 years

   c. 10-14 years

   d. 15+ years

3) When you started with Hamilton Township Fire Rescue did you have an evaluation

   period prior to being assigned to a crew?

   a. Yes, how long? _____

   b. No

4) When you started with Hamilton Township Fire Rescue were you assigned a mentor?

   a. Yes

   b. No

5) Do you feel your fire and EMS skills were properly evaluated during the pre-employment

   screening process?

   a. Yes both

    b. Yes fire No EMS

    c. Yes EMS No fire

    d. No both

6) Do you feel Hamilton Township Fire Rescue ensured you are comfortable with your fire and EMS skills prior to being assigned as part of the crew?

    a. Yes both

    b. Yes fire No EMS

    c. Yes EMS No fire

    d. No both

7) Do you feel Hamilton Township Fire Rescue ensures that your core competencies are regularly evaluated?

    a. Yes

    b. No

8) Do you feel Hamilton Township Fire Rescue allowed enough time to evaluate your skills prior to assigning you as part of a crew?

    a. Yes

    b. No

9) How long do you feel is an appropriate amount of time to spend on evaluating a new hire prior to assigning them as part of the crew?

    a. Up to 2 weeks

    b. Up to a month

    c. Up to 3 months

      d.   Other-Please

Explain_____

10) Assuming it has taken new hires a longer time to be ready to join crews recently, what would you attribute THE MOST to the cause of this issue?

    a. Experience of the new hire

    b. Motivation of the new hire

    c. Assigned mentor to the new hire

    d. Other (please explain)

_____

_____

_____

Question 1	Results
0-4 years	12
5-9 years	3
10-14 years	2
15+ years	4

Years with HTFR
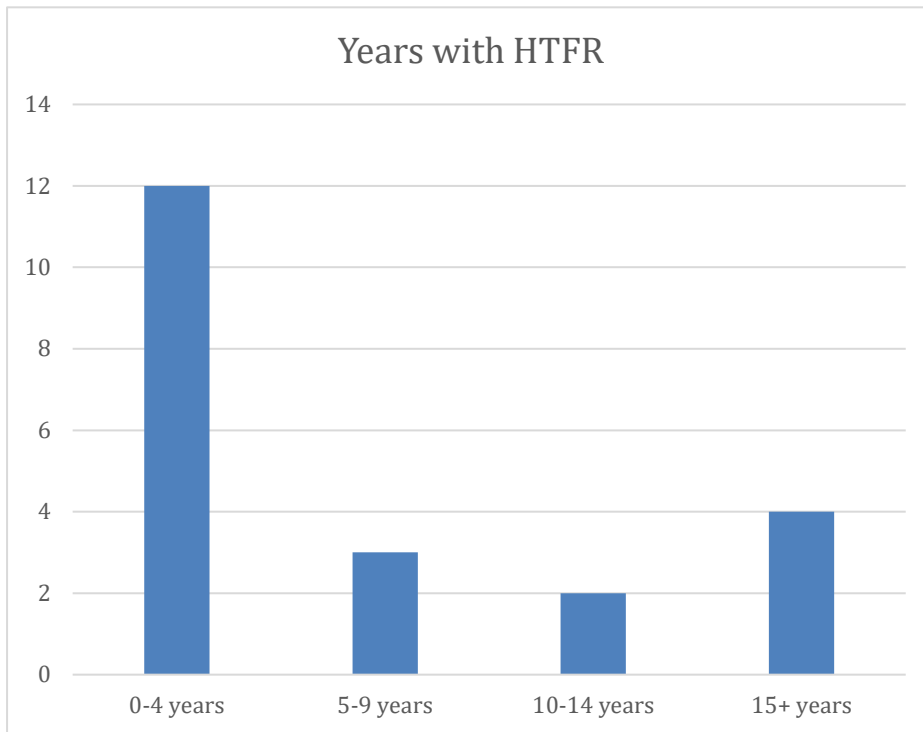
Question 2	Results
0-4 years	5
5-9 years	4
10-14 years	6
15+ years	6

Years of Experience
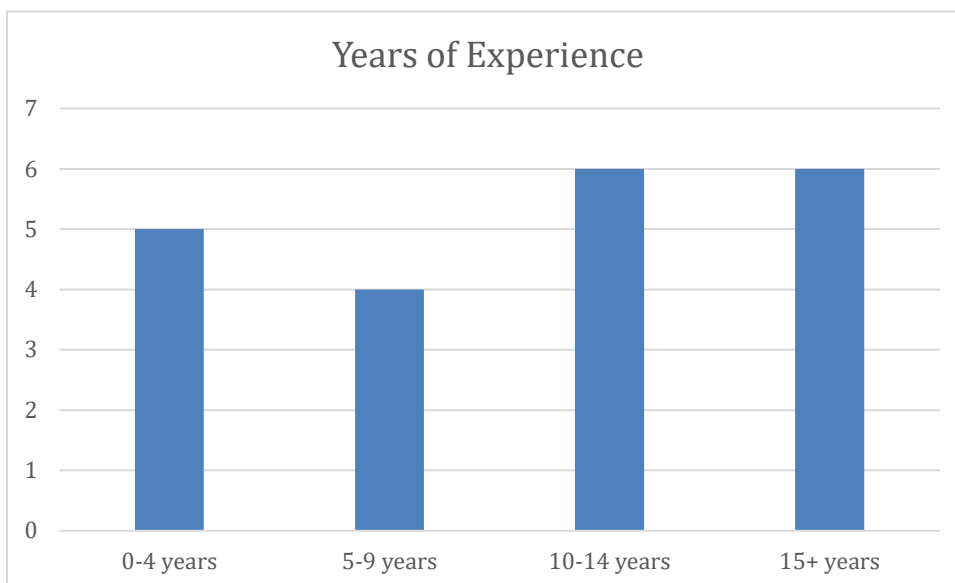
Question 3	Results
Yes	13
No	8

Did you have an evaluation period?
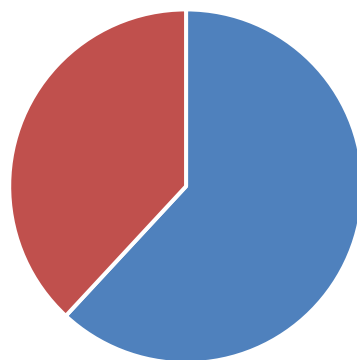
■ Yes ■ No

Question 4	Results
Yes	11
No	10

Were you assigned a mentor?
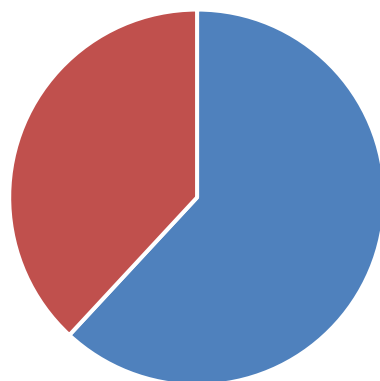
■ Yes ■ No

Question 5	Results
Yes both	16
Yes Fire	1
Yes EMS	1
No Both	3

Skills evaluated during hiring period

Yes both   Yes Fire   Yes EMS   No Both
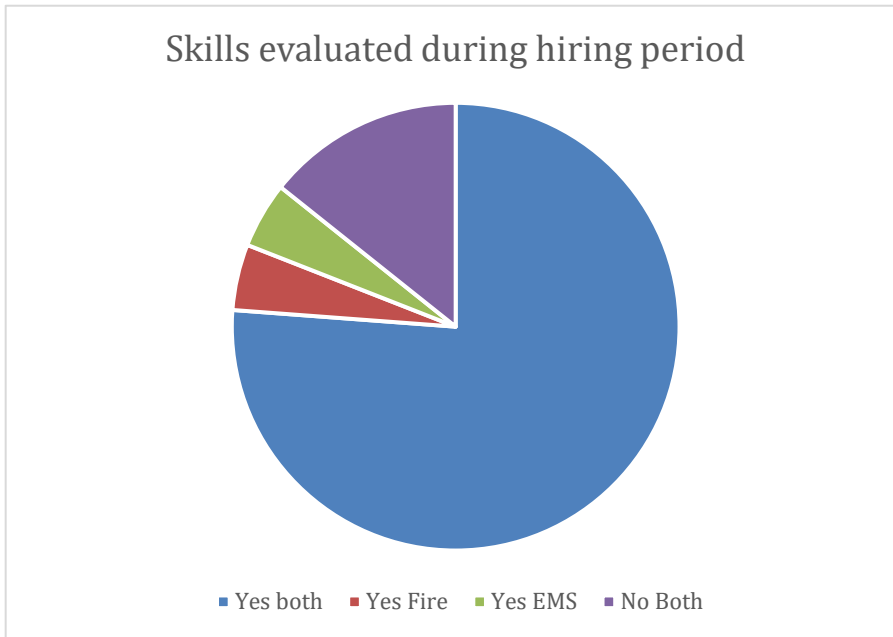
Question 6	Results
Yes both	16
Yes Fire	1
Yes EMS	1
No Both	3

Skills competent prior to crew assignment

Yes both   Yes Fire   Yes EMS   No Both
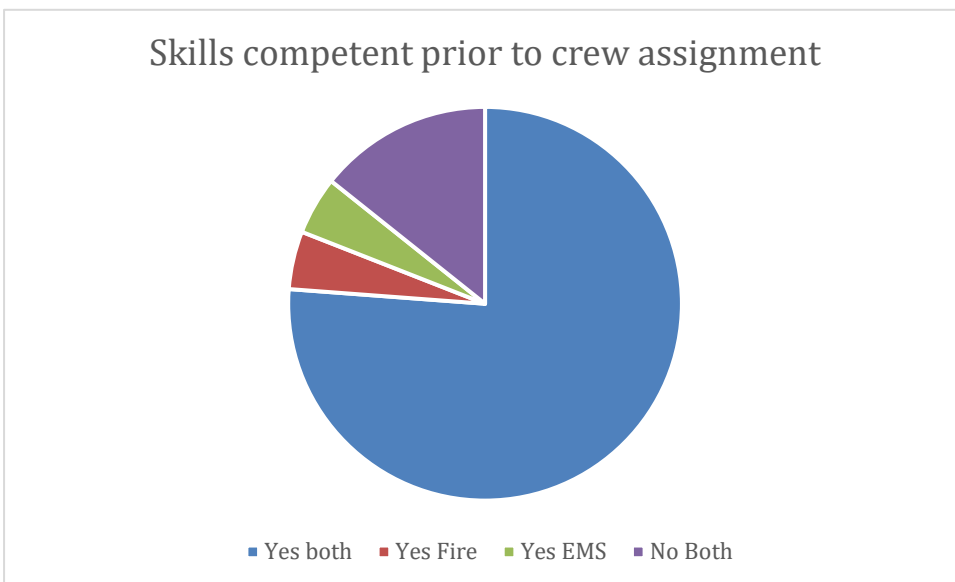
Question 7	Results
Yes	17
No	4

Regularly evaluate core competencies

Yes No
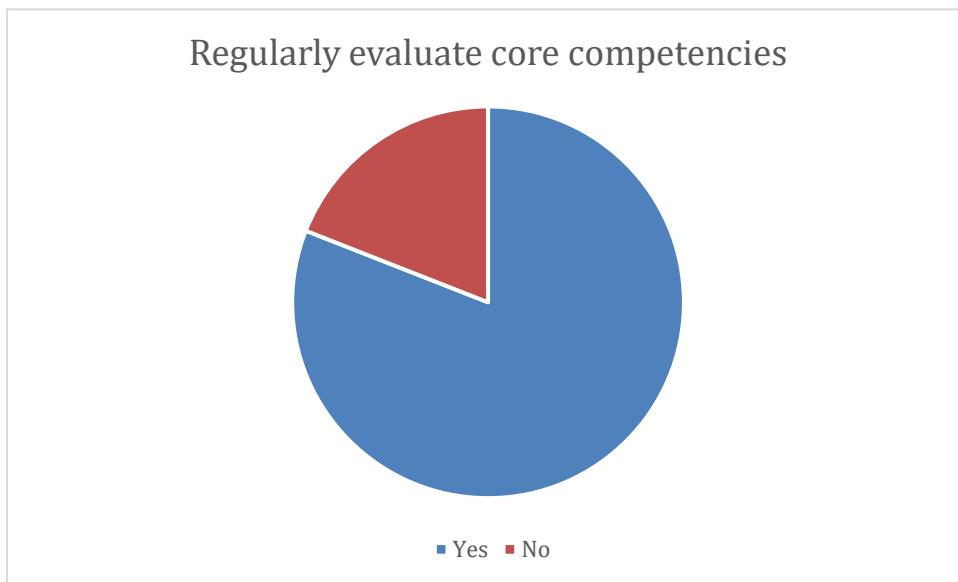
Question 8	Results
Yes	16
No	5

Were you allowed enough evaluation time?

Yes No
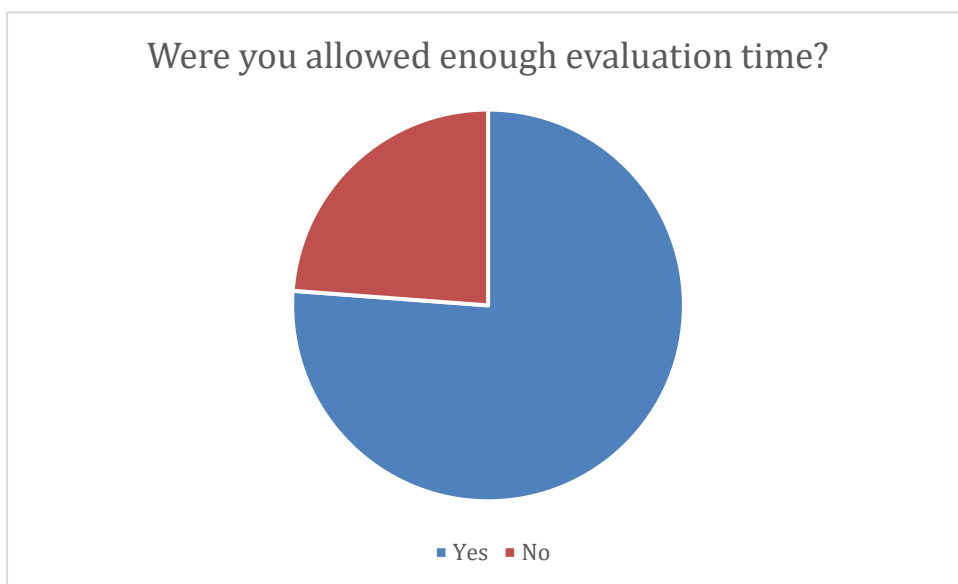
Question 9	Results
0-2 weeks	3
0-1 month	11
0-3 months	6
Other	1

How much time should be given for evaluation?

■ 0-2 weeks ■ 0-1 month ■ 0-3 months ■ Indefinately
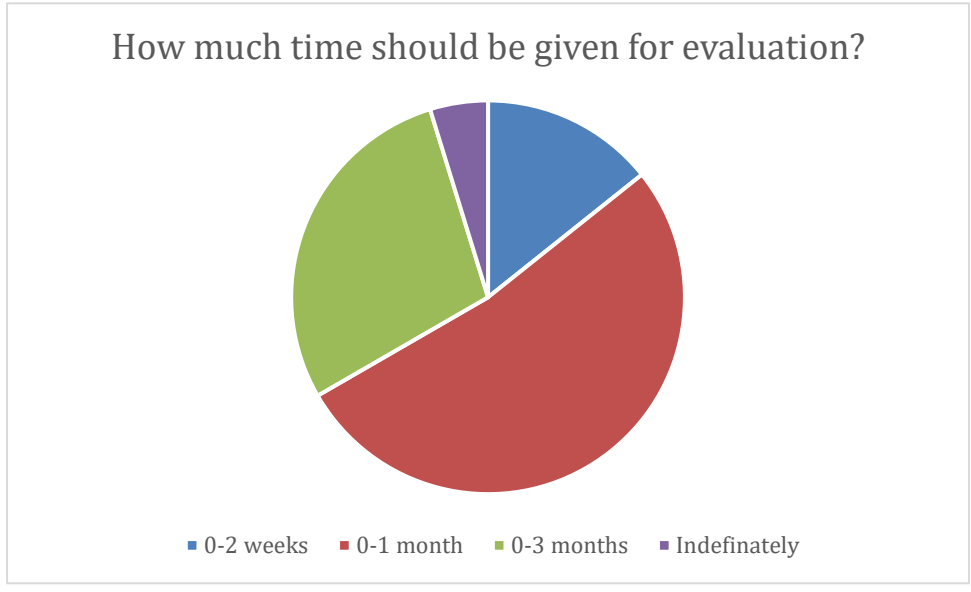
Question 10	Results
Experience	9
Motivation	4
Mentor	
Other	8

If evaluation time has increased, why?

■ Experience ■ Motivation ■ Mentor ■ Other
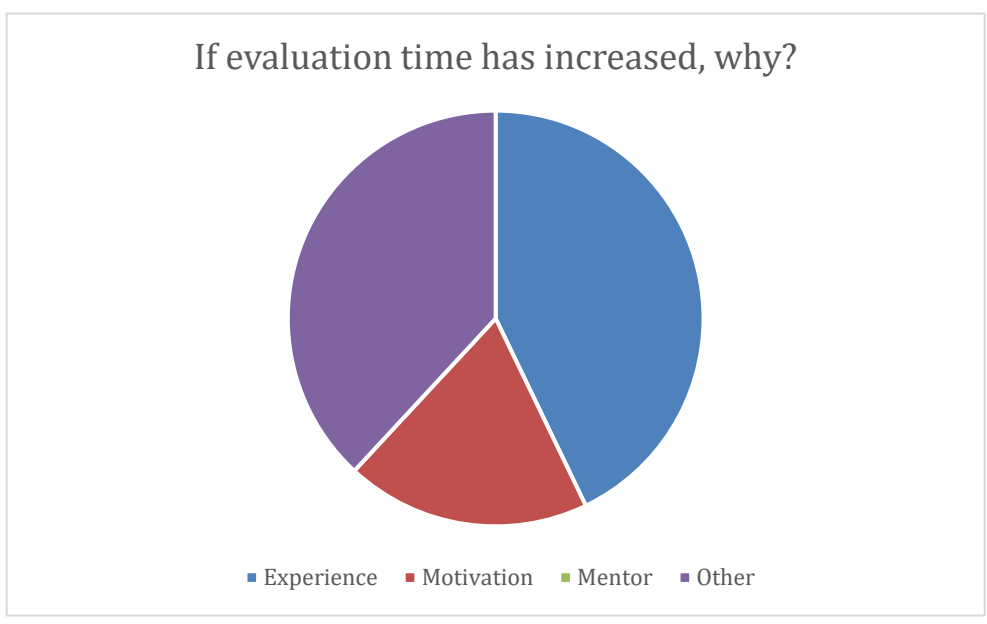
APPENDIX 2 – PROBATIONARY PACKET

				Candidate Initials	Evaluator Name
General Knowledge Requirements					
TOURS					
Station Tour - 76					
Station Tour - 77					
Township Administration Building Tour					
Township Roads Dept. and Garage					
ADMINISTRATION PROCEDURES					
Procedures for Pay sheets					
Procedures for Scheduling					
Procedures for Calling-Off					
Procedures for Trading Shifts					
Procedures for phone system					
Procedures for township computers					
Personal Guests and Visitor Policy					
POV Parking and Personal Property Policy					
Cleaning and Daily Chore Expectations					
OPERATIONAL PROCEDURES					
Operating Portable Radios					
Operating Vehicle Radios					
Operating Vehicle MDCs					
Using Twp. / Mutual Aid Maps					
Procedures for the Knox Box					
Refueling of Department Vehicles					
EMS SKILLS AND KNOWLEDGE					
Medic 76 Familiarization					
Cleared to Drive Medic 76					
Demonstrate Cot Operation					
Protocol Knowledge Assessed					
EMS Supply and Re-stock Procedures					
Narcotics Procedure and Documentation					
FIRE SKILLS AND KNOWLEDGE					
Engine 76 Familiarization					

Engine 76 Equipment Location Knowledge					
E-76 seat location operational expectations					
Demonstrate Deploying an 1 3/4" attack line					
Demonstrate making Hydrant Connection					
SCBA Knowledge Assessed					
Demonstrate Deploying Ground Ladders					
Demonstrate Forcible Entry Techniques					
Demonstrate Proper Vehicle Stabilization					
Demonstrate Vehicle Extrication Skills					
Rope Equipment Knowledge Assessed					
Demonstrate Deploying Master Stream					
RIT Procedures and Skills Assessed					
VEIS Procedures and Skills Assessed					
Ventilation Procedures and Skills Assessed					

Mentor Information Sheet

Administration Knowledge

Station Touring – Introduce the employee to the facility, attempt to provide them with a locker and gear rack, discuss sleeping arrangements, and equipment storage.

Administration Tour – Introduce the employee to the PD and Administration building, Discuss access limitations and introduce the employee to HR and the Township Administrator. Ensure the employee has all necessary paperwork completed for their employment.

Twp. Road Garage Tour – Introduce the employee to the mechanic and Road Supervisor. Discuss where department vehicles are serviced and proper procedure of notification of maintenance issues. Gain township computer login information and Knox Box access (Medic Only) with the Road Supervisor.

Timesheets – Discuss the color coding system with part-time employees or the pay cycle with full-time employees. Assist the employee with timesheets until they prove proficient.

Schedule – Discuss Login procedures, how to navigate the scheduling system, how to sign-up for open shifts, work hour limitations (1500 for part-time) (current procedures for full-time), and mobile access.

Shift Trades – Discuss how to request a shift trade on fire manager and forms (full-time). Make sure full-time employees understand the shift trade policy.

Phone System – Ensure the employee knows the proper answering procedure, how to place a call on hold, how to transfer a call to voice mail, and how to all call for working recipients. Note: no personal calls permitted without authorization.

Computers – Ensure the employee has the appropriate login information (Road Manager), Make employee aware of SOP for township computer/internet access, Make employee aware of township policy on social media and sharing of personal information (HIPAA). Ensure employee has access to Lexipol and completes all acknowledgements and DTBs. Ensure employee has access to e-mail account and understands e-mail policy.

Personal Guest and Visitors - It has been HTFR practice to limit personal guest/visitors to the hours of 0900-2100 unless approved by the supervisor in charge. It is the employee's responsibility for any and all guests while on site.

POV Parking and personal property – Ensure the employee knows where to park and to secure their POV while on duty. Any personal property should be secure and not in view of public eye within reason.

Cleaning and Daily Chores – Go through the normal operations of the unit day as expected by the chief and unit supervisor. Ensure the employee is aware of the Uniform policy and has all required items from the Quartermaster.

Operating Personal Radios – Ensure the employee understands how to speak properly over the portable, uses proper terminology, understands how to change channels and zones, and knows how to declare an emergency and the proper county procedure for clearing an accidental activation.

Operating Vehicle Radios – Ensure the employee is familiar with the system and how to contact Warren County Communications Center, change channels, and when to use verbal vs computer communication. (While driving)

Using Maps – Show the employee how to use the computer mapping systems; both county wide zone map and locations using the street guides for Hamilton Township and Mutual Aid Departments.

Knox Box – Ensure the employee has a Knox Box Code (Road Manager) and is aware of how to remove the key and how to open the box on a facility. Confirm these should only be used for emergency situations.

Refueling – Ensure the employee has a Township Fuel ID (Twp. Fiscal Manager) and knows where and how to refuel department vehicles and fuel cans.

EMS Skills and Knowledge

Medic Familiarization – The employee should know where all equipment on the vehicle is and how to properly utilize all equipment approved within their scope of practice. They should know how to use the emergency lights and sirens, as well as limitations to emergency vehicles.

Cleared on M76 - They should complete all required procedures for driver operator of the medic units.

Medic Cot – Ensure the employee knows how to operate any and all cots used at Hamilton Township Fire Rescue, their limitations, and backup safety procedures.

Protocols – The employee must have a firm grasp of our protocols and the limitations there in based on their certification levels.

EMS restock – Take the employee to the EMS supply room and show how the supplies are arranged and the proper procedure for replacing items in the squad.

Narcs - Make sure they know how to fill out the NARC forms and turn them in properly along with notification to the EMS captain. (medics only)

Fire Skills and Knowledge

Engine 76 Knowledge and Familiarization – The employee must know all the items carried on this apparatus and how to operate each of those items prior to signing off on this skill.

E-76 Seat expectations – Each company officer expects the crew to operate within his/her strategic expectations. The employee must know what is expected of them when the tones sound.

Demonstrate pulling an 1 ¾" attack line – The employee must be able to deploy the attack lines without assistance prior to signing off this task.

Demonstrate making a hydrant connection – The employee must be able to make the connection and properly charge a supply line prior to signing off on this task.

SCBA Knowledge assessed – The employee must know all aspects of our SCBA, including but not limited to donning, storage, cleaning, changing batteries, weekly checking, and having repairs done.

Demonstrate deploying ground ladders – The employee must be proficient in deploying a single fly extension ladder on their own and able to assist with any other ladders carried by HTFR prior to signing of on this skill.

Demonstrate forcible entry techniques – Using the simulator the candidate must show competencies with using all forcible entry tools carried by HTFR prior to signing off on this skill.

Demonstrate proper vehicle stabilization – Using hands-on cognitive skills the employee must demonstrate stabilization using all equipment carried at HTFR including Protec Struts and Air Bags.

Demonstrate Vehicle Extrication Skills - Using hands-on cognitive skills the employee must demonstrate proficiency using all extrication equipment carried on HTFR apparatus prior to signing off on this skill.

Rope Equipment Knowledge Assessed – The employee must possess a basic understanding of ropes, knots, and rope riggings. Prior to signing off on this skill, the employee must know all basic knots taught to FF II, how to don a harness, and how to setup and operate a basic Z-drag rope advantage.

Demonstrate Deploying a Master Steam – The employee must know how to properly deploy all master stream devices at HTFR including the Blitz Fire and all apparatus mounted devices prior to signing off on this skill.

RIT Procedures and Skills – The employee must know the proper "RIT Activation Procedure" and expectations when assigned to a RIT company. They must also be able to perform single and team down firefighter movement techniques as well as Wide area search procedures prior to signing off on this skill.

VEIS Procedures and Skills – The employee must demonstrate the procedure skills of VEIS as taught here at HTFR prior to signing off on this skill.

Ventilation Skills and Procedures – The employee must show competency in using all equipment used for ventilation here at HTFR and the demonstrate expected procedures for cutting a vertical vent hole on a structure prior to signing off on this skill.

Ladder 77 Knowledge and Familiarization – Just like the engine the employee must know the location of all equipment as well as proper operation of all that equipment prior to signing off on this skill.

Ladder 77 Seat Expectations – As is expected in the engines, the company officer has expectations for each location on the ladder and these must be understood prior to signing off on this skill.

Demonstrate Aerial Usage Techniques – The employee must know how to climb and operate from the aerial device prior to signing off on this task.

Demonstrate Using Aerial Stokes Rigging – The employee must know how to properly set up the stokes basket rigging device for the aerial ladder to facilitate a high angle rescue prior to signing off on this skill.

Tanker 76 Knowledge and Familiarization – Just like the Engine and Ladder the employee must know where all equipment is on this apparatus and how to properly use said equipment prior to signing off on this skill.

Assist setting up a Dump Tank – The employee will assist in setting up the dump tank and understand how to reload the tank when finished prior to signing off on this skill.

Brush 76 Knowledge and Familiarization – The employee like the other apparatus must know the location of all equipment carried on Brush 76 as well as the proper usage of the equipment including the Indian Packs.

Brush 76 Pump Operation – The employee will be taught how to operate and setup Brush 76 in the event of a brush or woodland fire as well as refilling the water tank prior to signing off on this task.

Procedures for Brush / Woodland Fires – The employee must discuss the expectations from the company officer in the event they are dispatched for this type of fire.

Cleared Operator of Brush 76 – Simply stated

Deploy booster attack line from Brush 76 – The employee will pull the booster line from Brush 76 simulating attacking a field fire to sign off on this task.

Boat 76 Knowledge and Familiarization – The employee will know all aspects of the boats carried at HTFR as well as their equipment.

Proper Operation of Boat 76 – The employee will be trained to efficiently and safely operate the boats in both current and non-current waters. They will display proper handling as well as rescue procedures from the boats.

Proper Maneuvering and Deploying Boat 76 – The employee will participate in the loading and deploying procedures for all boats at HTFR.

Cleared Operator / Transporter Boat 76 – (Full-time Only) Full-time employees must have the ability to load and unload all HTFR boats and be a cleared operator for said boats.

Area Familiarization

These areas are important to HTFR and will be visited by the employee

All necessary cautions and considerations should be pointed out and discussed during this time.

APPENDIX 4 – HIRING AND DEPARTURES SINCE 2015

Full time personnel who have left since 2015	Hired date	Departure date	Part time personnel who have left since 2015	Hired	Departure date
Matt Shelton > PT		3/15/2018	Jarred Shelley	6/19/2019	1/27/2020
Mike Posega		3/10/2017	Andy Burwinkle M		8/4/2016
Kevin Wedding		7/3/2017	Jared Karrasch EMT	9/21/2018	7/1/2019
Jacob Colvin		11/15/2017	Chris Posega M		12/31/2016
Scott Musselman		4/28/2018	Jeff Teague ADV		12/31/2016
David Brown		2/3/2018	Jim Polce EMT		12/12/2016
Rachel Macaluso		2/3/2018	Diana Little ADV		
Renee Simmons		1/23/2019	Derrick Roat EMT		
John Hess > PT		3/20/2019	James Butler M		1/3/2017
Brian Dapper > PT		3/31/2018	J. Greer M		11/30/2017
Becky Locke > Retired		7/1/2018	Shelby Davenport EMT		
Bridget Oesterlin		11/13/2019	Dave Davenport M		1/19/2018
Still here hired since 2015			Matt Shelton M		8/15/2018
Amanda Calienes	6/14/2017		Asst Chief D Walker M		
Spencer Bultman	9/11/2017		Brian Dapper M		5/10/2019
Brian Webb	10/25/2017		Andy Ballard M		2/13/2019
Megan Haas	10/25/2017		Macayla Liddil EMT		
Jessie Hellweg	3/14/2018		Allison Anthony EMT		2/13/2018
Richard Kraft	4/11/2018		Bradley Schlake M		2/20/2018
Sean Oakes	5/23/2018		Lt Mike Hammerle M		9/22/2015
Eric Webb	11/9/2018		Brent Daniels M		
Kyle Egbert	11/14/2018		A Wargo EMT		9/17/2015
Jared Karrasch	3/6/2019		Sean Connelly M		
Kyle Hannigan	5/15/2019		Mike Hatfield M		6/17/2016
Sarah Lott	5/22/2019		Mike Burden M		8/2/2018
Caitlyn Liddil	7/10/2019		John Hess M		9/12/2019
Jessie Sturm	10/11/2019		Dave Jackson M		10/1/2019
Mathew Leeper	2/5/2020		Chris Elliott M		11/15/2019
Keegan Duffens	2/26/2020		Chris Glancy EMT	1/15/2014	1/20/2020
			John French EMT	9/6/2018	1/31/2020

APPENDIX 5 – C.O.R.E. COMPETENCIES

C – Critical Fire Skills

- SCBA – donning and operations

- Hose - deployment, advancement, and operation

- Forcible Entry – Tool familiarization and techniques

- Ladders – Ground ladder deployment and operations

O – Organizational Must Know

- Policies

- Communication Equipment (radios and computers)

- Standard Operating Procedures

R – Rescue Techniques

- Victim location and removal

- Vehicle Stabilization and Extrication

E – EMS proficiency

- Airway Management

- IV/IO access

- Protocol Knowledge

- Pt assessment

- Cardiac and 12-lead Interpretation

- Pharmacology