Tactics and the Assessment Center

Presented by
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Background

• Miami Fire-Rescue 3/14/83 to 11/15/2014
• Fire Lieutenant 1988 to 1993
• Captain Dive Team 1993 to 1999
• Battalion Chief 1999 to 2009
• Deputy Fire Chief, Operations 2009
• AS Fire Science & AS EMS
• Miami Dade College Instructor 1985-1999
• Preparing promotional candidates of all ranks since 1999 with measurable results
Todays Goals

• Offer a system to run a tactical simulation in an assessment center to increase your score and GET PROMTED.

• Demonstrate how to process tactical information (size-up), organize your thoughts, deliver effective orders, and track your resources (accountability) for an actual call.
Who is in the audience?

- When is your Assessment Center?
- Have you tested via AC before?
- If so, are you testing for the same rank or next?
- Ranks: Currently, testing for?
- Why are you here today?
Learning Objectives

• Tactical dimensions
• Identify testing formats
• Application of scenario rules
• Relate LIPE and RECEOVS
• Identify 4 phases of size up
• Introduce 12 step outline
• Implement 12 step outline on your exam
Tactical Dimensions

• Ability to evaluate fire scene (size-up)
• Ability to plan and direct fire attack
• Successfully coordinate numerous companies/resources
• Manage, assign, and monitor resources
• Knowledge of fire ground search, rescue, apparatus placement, water supply and ventilation procedures
Tactical Dimensions

- Knowledge of departmental tactical policies, SOG’s and standards
- Identifying and employing appropriate tactics based on situation
- Ability to modify tactical approach based on situational feedback
- Appropriate use of NIMS
- **NOTE:** Some vendors use a benchmark or check-off list of mandatory actions
Tactical Recommendations

- **Incident size-up:**
  - Gathers and compares info from all sources
  - Completes 360
  - Secures relevant information (SME’s)
  - Identifies issues and effects
  - Identifies relationships i.e. time vs occupants
  - Identifies and prioritizes critical factors
  - Integrates knowledge and criticality of factors
Arrival Report

Alpha Side
Tactical Recommendations

- **Operational procedures:**
  - Demonstrates knowledge and compliance with departmental policies, SOG’s and standards
  - Hits appropriate benchmarks: s/r, evacuation, etc.
  - Maintains effective span of control
  - Tracks all resources, utilizes staging as necessary
  - Implements solutions through the appropriate use of manpower and equipment
  - Evaluates the adequacy of the implemented solutions (continuous size up)
Tactical Recommendations

Decision making:

✓ Consistently uses available information to arrive at sound decisions and identify possible solutions
✓ Bases decisions on a logical analysis of situation
✓ Considers the consequences (risk/benefit analysis)
✓ Makes sound decisions in a timely manner
✓ Effectively integrates additional information into decision-making
Tactical Recommendations

✔ Successfully resolves incident
✔ Follows up on citizens needs
✔ On scene debriefing and PIA
✔ Documentation: reports, records,
✔ Address economic impact
✔ Fire origin and cause
✔ Release of outside agencies
✔ Confirms orders by echo back policy

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Tactical Scenario vs. Actual Emergency

What's the difference?

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Types of Tactical Tests

- **Straight static** – no updates
  Very common format (big vendors)

- **Modified static** – updates at specific time intervals

- **Static with questions** - updates with questions

- **Dynamic Role Play**- radios, role players, updates from crews, pictures, video, computer simulators
Scenario Specifics

➢ Stay within the time constraints

➢ Typical info given may include:
  • Building information, pre-fire plans, videos diagrams, plot plans, elevations, pictures
  • Time, weather (wind/temp)
  • Fire and smoke conditions, exposures
  • Response levels, occupants, victims, etc.
  • Your role, when you arrive, 1st, 2nd
  • Difficulties, malfunctions, failures
Phases of Size-Up

Ongoing during all steps

- **Pre-incident size-up**
  - Pre fire plans, previous inspections, area expert

- **Alarm size-up**
  - Dispatch and additional info, updates in route, weather, time of day, occupancy, staffing

- **On scene arrival size-up**
  - SME’s info, observations, 1st in unit updates, 360

- **Post incident size-up**
  - Investigator, debriefing, photos or video of the incident, PIA, SSD
Size Up:
COALTWASWEALTHS

- Construction
- Occupancy
- Apparatus/staffing
- Life hazard
- Terrain
- Water supply
- Auxiliary appliances and aides

- Street conditions
- Weather
- Exposures
- Area
- Location of fire
- Time
- Height
- Special considerations

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Size Up: SHE COPES

- Safety
- Hazards
- Egress
- Construction
- Occupancy
- Protection
- Exposures
- Smoke
Running a Tactical Scenario

• Rarely in real time—it’s a simulation
• At your level of responsibility OR higher
• Chronological, logical order, easy to follow
• Ongoing size-up COALTWASWEALTH, SHE COPES or what you feel comfortable with
• 8 Command functions
• Incident priorities – L(x3) I P E(x3)
• Strategic Issues - R E C E O S V
• Tactical plan - tactics, unit tasks
• Don’t be in a hurry to pull lines
• Post fire duties and transfer of command
1. Introduction
2. Pre-arrival
3. Arrival actions
4. Additional alarms
5. Resources/support
6. Incident priorities
7. Strategic goals
8. Tactical objectives
9. Tactics, tasks
10. Terminating scene
11. Post incident F/U
12. Summary/close
Intro (step1)

• Halo vs. Horn
• Who you are, (who they say you are)
• Briefly explain your mission for today
• Demonstrate command presence
• One shot to make first impression
• Be brief based on this event
Pre-arrival Actions

(step 2)

- Actions once bell rings
- Time of day and impacts
- Actions in route, ask for updates
- Weather effects: wind, rain, temp.
- Evaluate issues affecting the scene
- Occupancy, pre-fire plan
- Safety concerns, staffing configurations
- Arrival reports, units responding
  - Apply what you would do on a real scene to the “Tactical Scenario”
  - (NOT SAID=NOT SCORED)
Arrival Actions

(Step 3) (first 5 minutes dictate next 5 hours)

- Arrival report (CAN)
  - reading smoke conditions
- Establish command (name, location, mode)
- Declare a Strategy-offensive or defensive
- 360 size-up
  - conduct risk vs. benefit analysis
- All actions taken revolve around the IP’s = LIPE
- Staging-level I, II
- SME’s
- Truck & line placement, H2O, F/A, S/R, ladders
- Re-set the Fire?
3 Modes of Command

- **Nothing Showing-investigating**

- **Mobile Attack**
  - Lasts only a few minutes
  - Incipient fires, content fires, you have sufficient resources

- **Command Mode-establish or assume**
  - Requires more resources than you have
  - Regardless of the type of unit
  - Recommend Command mode
Additional Alarms

(step 4)

- Call them early
- SAM, Location, Channel, Reason
- Validate all your actions
- Rapid intervention teams
- Special teams: HZMT, Dive, TRT
- Automatic Aid vs. Mutual Aid
Levels of Staging

if you call a 2nd, you better stage them

• **Level 1**
  - Initial dispatch
  - 2 blocks or 500’ in direction of travel
  - Engines
  - Aerials
  - Rescues
  - SOG’s

• **Level 2**
  - Up, up, safe distance
  - Staging area manager
  - Radio channel
  - Communications: don’t call the IC
  - Have one of each in reserve
Resources/Support

(step 5)

What else do I need

• Administrative Help: CP aid, accountability
• Command Staff Officers x 3
• Benchmarks & Timers
• Outside agencies:
  • PD, chemtrec, DERM, Coast Guard
  • Utilities: power, gas, water
• Special equipment: tenders, supplies etc.
P.U.B.S.I.C.

- **Police**: crowd, traffic, perimeter control
- **Utilities**: power, gas, water
- **Benchmarks**: working fire, 10 minute updates, primary search, secondary, H2O on fire, fire under control, etc.
- **SME’s**: Building keys, plans, occupancy
- **Investigators**
- **Command staff**: PIO, Safety, Liaison
Incident Priorities

(step 6) Stay in order

- **Life**
  - FF, civilian, others
- **Incident stabilization**
  - Extinguishment, mitigation
- **Property conservation**
  - Never risk lives to save property
- **Evidence preservation**

Risk vs. Benefit Analysis

- Life = risk acceptable
- Property = some risk
- Nothing = no risk

Economic Impact

Environmental Impact
Meet Incident Priorities

- **Life**-rescue, primary, evacuation, quick attack, RIC, accountability, PPE, PARS, TIC, span of control, rehab, protect egress, perimeter and collapse zones, safety officer, RBA, Re-set fire

- **Incident Stabilization**-stop forward progress

- **Property Conservation**-extinguishment, ventilation, proper salvage, SME, Pre-fire plans

- **Evidence/Economic/Environment**- overhaul, secure scene, chain of custody, investigator, proper salvage procedures, SME’s, forcible entry
Strategic Goals to Address IP

(step 7) Implement as needed

Rescue/ASR
  What tools used
  Protect in place

Exposure protection
  Prioritize, internal vs. external, extension

Confinement
  stop forward progress

Extinguishment
  GPM, line size
  Fire flow formula
  Back-up lines, hydrants

Overhaul
  When and why
  tools new/old

Ventilation
  Purpose
  What form & why
  Wind direction

Salvage
  On arrival
  Takes on many forms
  Cover, move, remove

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Tactical Objectives
To carry out strategic goals

(step 8)

• Give clear assignments and get feedback
• How do tactics fit in with the incident priorities and strategic goals
• Make sure all units are accounted for:
  • No lines = in route
  • One line = arrived
  • Two lines = assigned
Tactics

(step 9)

- Follow your policies, SOG’s, standards
- Be realistic, don’t overwhelm crews
- Get feedback (C.A.N.),
- PARS/RIT/Accountability
- Ensure all benchmarks are met
- Remember the basics:
  - Locate, confine, extinguish, fire flow formula
  - Unburned towards burned, No opposing streams
  - No simultaneous offensive & defensive strategy
  - 2 means of egress, ventilation, searches, evacuation, ladders, FDC, fire doors
Terminating Scene

(step 10) On scene actions

- Citizen needs satisfied—customer service
- Red cross, salvation army, business aide
- Media briefing
- Fire origin and cause
- Securing structure
- De-con, debriefing, injuries, tailboard PIA
- Acknowledge efforts & praise subordinates
- Releasing of companies
- Transfer of command (very detailed)
- CISD, CISM
Post Incident Follow Up

(step 11) Occurs off scene

- Follow up with citizen needs: community assistance teams, red cross
- Insure all reports are completed
- Follow up with your members
- Carry out post incident analysis (schedule)
- Review, Revise, Reward:
  - Policies, SOG’s, Standards
  - Schools, Skills, Drills
Summary and Close

(step 12)

• Use remaining time to summarize
  o DO NOT give back time

• Close with a positive statement:

  “I’m confident the actions taken have successfully mitigated this incident. That concludes my presentation.”
Tactical Difficulties

- All units converge
- Limited units
- Poor vehicle placement
- High heat & smoke
- Advancing fire
- Malfunctions

- Collapse
- Explosions
- Maydays
- RIC deployment
- Rescues
- Multiple victims
- Poor communication
Helpful Hints

- Do a visual 360, note everything you see
- Use all info given in YOUR scenario
- Don’t jump into putting out the fire
- Validate your actions by stating “why”
- **NOT SAID = NOT SCORED**
- Develop a key word/phrase list
- Identify command, staging, and ASR
- Timer, timer, timer
- Pre-plan potential events
- Video and audio taping practice

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Review

1. Introduction
2. Pre-arrival
3. Arrival actions
4. Additional alarms
5. Resources/support
6. Incident priorities
7. Strategic goals
8. Tactical objectives
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Questions