

# Training Officer Development Program

## Purpose

To provide for the development of current and future personnel who aspire to be or are currently service as department training officers. The course is a comprehensive program presenting roles, responsibilities, and requirement of and effective training program and management of that program. This program has been developed and is being hosted by the State Firefighter's and Fire Marshals' Association of Texas (SFFMA).

## Scope

This program is available to anyone who applies for attending this program. Preference should be afforded to members of the SFFMA.

## Proposal for the Creation of the SFFMA Training Officer Development Program

There have been multiple inquiries for the creation of the Training Officer Development Program and requesting a similar format to the Fire Chief Development Program. As such, this proposal reflects these and another request. This course, much like the Fire Chief Development Program, is intended to be a SFFMA course. However, the seeking of other industry partners would be advantageous for the success and sustainability of this program. There is a need for this program in the volunteer, combination, and career service delivery models. It would also be a goal to have this program delivered as a resident course at the SFFMA Headquarters and seek grant funding for lodging and meals through Texas HB 2604 and other funding sources. Based on the course content, it is expected the successful delivery of this program will encompass 48 hours of instruction (3 separate weekend with the schedule of Fridays from 1900 to 2200 hours [3 hours], Saturdays from 0800 to 1700 hours [8 hours], and Sundays from 0800 to 1300 hours [5 hours] for a 16 hours of instruction weekend.)

## Program Sections

- I. Introduction and Course Administration
- II. Training Program Legal Requirements and Other Compliance
  - a. Federal Law Compliance
    - i. Americans with Disabilities Act
    - ii. FERPA / Buckley Act
  - b. State of Texas Law Requirements
  - c. National Fire Protection Association (NFPA)
  - d. State Firefighter's and Fire Marshals' Association of Texas (SFFMA)
  - e. Texas Commission on Fire Protection (TCFP)
  - f. Insurance Service Organization (ISO)
  - g. Program Accreditation
  - h. Liabilities
    - i. Perceived and Reality

- ii. Case Law
- III. Training Program Development
  - a. Leadership Principles and Practices
    - i. Leadership Styles
    - ii. Communications Methods
  - b. Department Needs Assessment
    - i. Risk Assessment
    - ii. Community Risk Reduction (CRR) Model
  - c. Types of Programs
    - i. Company Training
    - ii. Multi-Company Training
    - iii. Auto-Aid Training
    - iv. Facility Training
    - v. Academies
    - vi. Seminars
    - vii. Hybrid
    - viii. Traditional
    - ix. HazMat
    - x. Technical Rescue
    - xi. Wildland
  - d. SFFMA Certification Program
  - e. TCFP Certification Program
  - f. Career Succession Planning
  - g. Higher Education Model
  - h. TDSHS EMS Continuing Education Program
  - i. Exposure Control
    - i. Designated Infection Control Officer (DICO)
    - ii. Cancer Prevention
- IV. Training Records Documentation and Retention
  - a. Texas Library and Archives Administration
    - i. Personnel Records requirements and retention
    - ii. Training records requirements and retention
    - iii. Medical / Exposure records requirements and retention
  - b. Basic Components
    - i. Cover Page
    - ii. Attendance
    - iii. Lesson Plan
    - iv. Evaluation Instruments
  - c. Electronic Documentation Resources
    - i. GrowthZone (SFFMA)
    - ii. RMS Systems
      - 1. Firehouse
      - 2. ESO
      - 3. Emergency Reporting

4. Fire Programs
    - iii. Online Training Platforms
      1. Target Solutions
      2. IFSTA Resource One
      3. JB Learning
  - V. Training Program Financing
    - a. Budget Process
    - b. Program Cost Analysis
    - c. Course Financing
  - VI. Course Development
    - a. Syllabus development
    - b. Lesson Plan Development
    - c. Program construction
    - d. Program scheduling
    - e. Implementation of Safety Control Systems and Hazard Mitigation
  - VII. Staff Development
    - a. Instructor selection and requirements
    - b. Instructional staff development
    - c. Instructor evaluations
    - d. Conducting Meeting
  - VIII. Classroom Environment
    - a. Socratic Method
    - b. Lecture based
    - c. Scenario Based / Table-Top
    - d. Evaluation instruments
      - i. Written exams/quizzes
      - ii. Skills Sheets
    - e. Skills Training
      - i. Student to Instructor Ratios
  - IX. Skills Training
    - a. Training Environment
    - b. Testing verse Instruction
    - c. Staffing Requirements
  - X. Live Fire Training
    - a. NFPA 1403 Compliance
    - b. Incident Action Plan development
    - c. Requirements
      - i. IMS with IC and ISO
      - ii. RIT
      - iii. 2 In / 2 Out
      - iv. Student to Instructor Ratio
      - v. Accountability System
      - vi. Safety Systems / Back-Up Systems
  - XI. Course / Program Evaluation

- a. Evaluation Instruments
- b. Customer satisfaction
- c. Department mission compliancy

XII. TODP Graduation

## SFFMA / NFPA Objectives to be Cover by Program:

### Fire Officer I (NFPA 1021)

- O1-02.05 - Trainee shall be able to direct unit members during a training evolution, given a company training evolution and training policies and procedures, so that the evolution is performed in accordance with safety plans, efficiently, and as directed. Trainee shall have the knowledge to be able to perform/apply the following:
  - A. Verbal communication techniques to facilitate learning
    - 1. Communication model consisting of:
      - a. Sender
      - b. Message
      - c. Instructional medium
      - d. Receiver
      - e. Feedback
      - f. Environment
    - 2. Factors in effective delivery:
      - a. Voice inflection
      - b. Eye contact
      - c. Common/appropriate terminology
      - d. Appropriate terminology
      - e. Body language
      - f. Facial expressions
      - g. Tone of voice
      - h. Appropriate appearance
    - 3. Basic rules of effective spoken communication:
      - a. Be adaptive to audience
      - b. Have a specific purpose
      - c. Be clear and concise
      - d. Be focused
- O1-02.11 - Trainee shall be knowledgeable of:
  - A. Principles of supervision
    - 1. Delegate responsibility
    - 2. Consistent management
    - 3. Motivate
    - 4. Communicate
    - 5. Train
    - 6. Decision making
    - 7. Resource management
    - 8. Time management

9. Coach/counsel
  10. Discipline (positive and negative)
  11. Accountability
  12. Employee performance appraisals
  13. Conflict resolution
  14. Risk management
  15. Leadership styles
    - a. Autocratic
    - b. Democratic
    - c. Laissez-faire
- B. Basic human resource management
1. Managerial theories
  2. Human resource planning
  3. Employee relations
  4. Staffing
  5. Performance management
  6. Human resource development
  7. Compensation and benefits
  8. Employee health, safety and security
  9. Risk benefit analysis
- O1-03.04 - Trainee shall be knowledgeable of the following:
    - A. Interpersonal relationships
      1. Blake and Mouton's Managerial Grid
      2. Maslow's Hierarchy of Needs
    - B. Verbal and nonverbal communication
      1. Verbal communication
        - a. Voice inflection
        - b. Appropriate/common terminology
        - c. Tone of voice
        - d. Have a specific purpose
        - e. Be clear and concise
        - f. Be focused
      2. Nonverbal communication
        - a. Eye contact
        - b. Body language
        - c. Facial expressions
        - d. Appropriate appearance
  - O1-03.06 - Trainee shall be knowledgeable of the following:
    - A. Written communication techniques
      1. Consider the reader
      2. Emphasis
      3. Concise
      4. Simplicity

5. Summarize
- B. Oral communication techniques
    1. Voice inflection
    2. Appropriate/common terminology
    3. Tone of voice
    4. Have a specific purpose
    5. Be clear and concise
    6. Be focused
- O1-03.07 - Trainee shall deliver a public education program, given the target audience and topic, so that the intended message is conveyed clearly.
  - O1-04.02 - Trainee shall have knowledge of the following:
    - A. Written communication techniques
      1. Consider the reader
      2. Emphasis
      3. Concise
      4. Simplicity
      5. Summarize
    - B. Oral communication techniques
      1. Voice inflection
      2. Appropriate/common terminology
      3. Tone of voice
      4. Have a specific purpose
      5. Be clear and concise
      6. Be focused
  - O1-04.03 - Trainee shall execute routine unit-level administrative functions, given forms and record management systems, so that the reports and logs are complete and files are maintained in accordance with policies and procedures.
  - O1-04.04 - Trainee shall be knowledgeable of the following:
    - A. Administrative policies and procedures
      1. AHJ
    - B. Records management
      1. Paper-based
      2. Electronic
      3. Record retention requirements
      4. Storage and security
  - O1-04.05 - Trainee shall prepare a budget (purchase) request, given a need and budget (purchase) forms, so that the request is in the proper format and is supported with data.
  - O1-06.07 - Trainee shall have knowledge of the following:
    - A. Standard operating procedures
      1. AHJ
    - B. Resources available for the mitigation of fire and other emergency incidents
      1. Single company
      2. One alarm

3. Multiple alarm
4. Mutual/automatic aid
- C. An incident management system
  1. NIMS
  2. ICS
- D. Scene safety
  1. Rapid intervention/backup team
  2. Two-in/two-out
  3. Incident safety officer
  4. Personnel accountability system
- O1-07.01 - Trainee shall be able to integrate safety plans, policies, and procedures into the daily activities as well as the emergency scene, including the donning of appropriate levels of personal protective equipment to ensure a work environment, in accordance with health and safety plans, for all assigned members, according to the following job performance requirements
  - A. Apply safety regulations at the unit level, given safety policies and procedures, so that required reports are completed, in-service training is conducted, and member responsibilities are conveyed.
- O1-07.02 - Trainee shall have knowledge of the following:
  - A. The most common causes of personal injury and accident to members
  - B. Safety policies and procedures
  - C. Basic workplace safety
  - D. The components of an infectious disease control program.
- O1-07.03 - Trainee shall be able to identify safety hazards and to communicate orally and in writing.
- O1-07.04 - Trainee shall conduct an initial accident investigation, given an incident and investigation forms, so that the incident is documented and reports are processed in accordance with policies and procedures.
- O1-07.05 Trainee shall have knowledge of the following:
  - A. Procedures for conducting an accident investigation
  - B. Safety policies and procedures.
- O1-07.06 - Trainee shall be able to communicate orally and in writing and to conduct interviews.

#### Fire Officer II (NFPA 1021)

- O2-02.01 - This function involves evaluating member performance, according to the following job performance requirements. Initiate actions to maximize member performance and/or to correct unacceptable performance, given human resource policies and procedures, so that member and/or unit performance improves or the issue is referred to the next level of supervision.
- O2-02.02 - Trainee shall have knowledge of the following:
  - A. Human resource evaluation policies and procedures in reference to;
    1. Federal (e.g. Americans with Disabilities Act)

2. State (e.g. Local Government Code)
  3. Local/AHJ (e.g. city policies)
  4. Departmental (e.g. departmental policies)
- B. Problem identification
1. Performance
  2. Behavior
- C. Organizational behavior
1. Acceptable/unacceptable job performance
  2. Acceptable/unacceptable behavior
  3. Culture
  4. Change/status quo
- D. Group dynamics
1. Common binding interest
  2. Vital group image
  3. Sense of continuity
  4. Shared set of values
  5. Different roles within the group
- E. Leadership styles
1. Autocratic
  2. Democratic
  3. Laissez-faire
- F. Types of power
1. Reward
  2. Coercive
  3. Identification
  4. Expert
  5. Legitimate
  6. Informal
- G. Interpersonal dynamics
1. Blake and Mouton's Managerial Grid
  2. Maslow's Hierarchy of Needs
  3. Other
- O2-02.03 - Trainee shall evaluate the job performance of assigned members, given personnel records and evaluation forms, so each member's performance is evaluated accurately and reported according to human resource policies and procedures.
  - O2-02.04 - Trainee shall be knowledgeable of the following:
    - A. Human resource evaluation policies and procedures in reference to;
      1. Federal (e.g. Fair Labor Standards Act)
      2. State (e.g. Local Government Code)
      3. Local/ AHJ (e.g. city policies)
      4. Departmental (e.g. departmental policies)
    - B. Job descriptions
      1. General description of work



2. Typical tasks
  3. Knowledge, skills and abilities
  4. Education and Experience
  5. Special Requirements
  6. Future Requirements
- C. Objectives of a member evaluation program
1. Accuracy
  2. Fairness
  3. Consistency
  4. Thoroughness
  5. Identify areas of excellence or improvement
  6. Document member's work history
- D. Common errors in evaluating
1. Halo/Horn effect
  2. Central tendency
  3. Contrast effect
  4. Leniency or severity
  5. Personal Bias
  6. Recency
  7. Frame of Reference
- O2-04.01 - This section involves preparing a project or divisional budget, news releases, and policy changes, according to the following job performance requirements.
  - O2-04.02 - Trainee shall develop a policy or procedure, given an assignment, so that the recommended policy or procedure identifies the problem and proposes a solution.
  - O2-04.03 - Trainee shall be knowledgeable of the following:
    - A. Policies and procedures
      1. Develop policies/procedures
      2. Train members
      3. Implement policies/procedures
      4. Evaluate/revise policies/procedures
    - B. Problem identification
      1. Be attentive
      2. Ask questions
      3. Encourage subordinates to report problems
  - O2-04.04 - Trainee shall develop a project or divisional budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified.
  - O2-04.05 - Trainee shall have knowledge of the following:
    - A. The supplies and equipment necessary for ongoing or new projects
    - B. Repairs to existing facilities
    - C. New equipment
    - D. Apparatus maintenance
    - E. Personnel costs

- F. Appropriate budgeting system
- O2-04.06 - Trainee shall describe the process of purchasing, including soliciting and awarding bids, given established specifications, in order to ensure competitive bidding.
  - O2-04.07 - Trainee shall have knowledge of the following:
    - A. Purchasing laws
      - 1. AHJ
      - 2. State laws
    - B. Policies and procedures
      - 1. AHJ
  - O2-04.08 - Trainee shall prepare a news release, given an event or topic, so that the information is accurate and formatted correctly.
  - O2-04.10 - Trainee shall prepare a concise report for transmittal to a supervisor, given fire department record(s) and a specific request for details such as trends, variances, or other related topics.
  - O2-04.11 - Trainee shall have knowledge of the following:
    - A. The data processing system
      - 1. Word processing software
      - 2. Spreadsheet software
      - 3. Presentation software
      - 4. Database software
  - O2-07.01 - Trainee shall this section involves reviewing injury, accident, and health exposure reports, identifying unsafe work environments or behaviors, and taking approved action to prevent reoccurrence, according to the following job requirements.
  - O2-07.02 - Trainee shall analyze a member's accident, injury, or health exposure history, given a case study, so that a report including action taken and recommendations made is prepared for a supervisor.
  - O2-07.03 - Trainee shall have knowledge of the causes of unsafe acts, health exposures, or conditions that result in accidents, injuries, occupational illnesses, or deaths.

#### Fire Officer III (NFPA 1021)

- O3-02.05 - Trainee shall describe methods to facilitate and encourage members to participate in professional development, given a professional development model, so that members achieve their personal and professional goals and interpersonal and motivational techniques, professional development model, goal setting, and personal and organizational goals. NFPA 1021 6.2.4
- O3-02.05 - Trainee shall develop a proposal for improving an employee benefit, given a need in the organization, so that adequate information is included to justify the requested benefit improvement. NFPA 1021 6.2.5
- O3-02.06 - Trainee shall develop a plan for providing an employee accommodation, given an employee need, the requirements, and applicable law, so that adequate information is included to justify the requested change(s) using agency's policies and procedures, and legal requirements or reasonable accommodations. NFPA 1021 6.2.6

- 03-02.07 - Trainee shall develop an ongoing education training program, given organizational training requirements, so that members of the organization are given appropriate training to meet the mission of the organization. NFPA 1021 6.2.7
- 03-04.01 - Trainee shall develop a divisional or departmental budget, given schedules and guidelines concerning its preparation, so that capital, operating, and personnel costs are determined and justified making sure the supplies and equipment necessary for existing and new programs; repairs to existing facilities; new equipment, apparatus maintenance, and personnel costs; and approved budgeting system. NFPA 1021 6.4.1
- 03-04.02 - Trainee shall develop a budget management system, given fiscal and financial policies, so that the division or department stays within the budgetary authority identifying revenue to date, anticipated revenue, expenditures to date, encumbered amounts, and anticipated expenditures. NFPA 1021 6.4.2
- 03-04.03 - Trainee shall describe the agency's process for developing requests for proposal (RFPs) and soliciting and awarding bids, given established specifications and the agency's policies and procedures, so that competitive bidding is ensure along with purchasing laws, policies, and procedures. NFPA 1021 6.4.3
- 03-04.04 - Trainee shall direct the development, maintenance, and evaluation of a department record and management system, given policies and procedures, so that completeness and accuracy are achieved to include the principles involved in the acquisition, implementation, and retrieval of information by data processing as it applies to the record and budgetary processes and the capabilities and limitations of information management systems. NFPA 1021 6.4.4
- 03-04.05 - Trainee shall analyze and interpret records and data, given a fire department records system, so that validity is determined and improvements are recommended and the principles involved in the acquisition, implementation, and retrieval of information and data. NFPA 1021 6.4.5
- 03-04.06 - Trainee shall develop a model plan for continuous organizational improvement, given resources for an area to be protected, so that resource utilization is maximized utilizing policies and procedures, physical and geographic characteristics and hazards, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, recognized best practice assessment programs, and local, state/provincial, and federal regulations. NFPA 1021 6.4.6

#### Fire Officer IV (NFPA 1021)

- 04-02.03 - Trainee shall establish and evaluate a list of education and in-service training goals, given a summary of the job requirements for all positions within the department, so that all members can achieve and maintain required proficiencies while utilizing training resources, community needs, internal and external customers, policies and procedures, contractual agreements, and local, state/provincial, and federal regulations. NFPA 1021 7.2.3
- 04-04.01 - Trainee shall develop a comprehensive long-range plan, given community requirements, current department status, and resources, so that the projected needs of the community are met in accordance with policies and procedures, physical and

geographic characteristics, demographics, community plan, staffing requirements, response time benchmarks, contractual agreements, and local, state/provincial, and federal regulations. NFPA 1021 7.4.1

- O4 04.02 - Trainee shall evaluate and project training requirements, facilities, and buildings needs, given data that reflect community needs and resources, so that departmental training goals are met in accordance with policies and procedures, physical and geographic characteristics, building and fire codes, departmental plan, staffing requirements, training standards, needs assessment, contractual agreements, and local, state/ provincial, and federal regulations. NFPA 1021 7.4.2

#### Fire Instructor I (NFPA 1041)

- FSI-01.02 - Trainee shall prepare requests for resources, given training goals and current resources, so that the resources required to meet training goals are identified and documented. **NFPA 1041 4.2.3** (FD can document with Fire Instructor Skill Sheet 1-2 found in appendix and retain on file)
- FSI-01.04 - Trainee shall complete training records and report forms, given policies and procedures and forms, so that required reports are accurate and submitted in accordance with the procedures. **NFPA 1041 4.2.5** (FD can document with Fire Instructor Skill Sheet 1-4 found in appendix and retain on file)
- FSI-01.05 - Trainee shall review instructional materials, given the materials for a specific topic, target audience, and learning environment, so that elements of the lesson plan, learning environment, and resources that need adaptation are identified. **NFPA 1041 4.3.2** (FD can document with Fire Instructor Skill Sheet 1-5 found in appendix and retain on file)

#### Fire Instructor II (NFPA 1041)

- FSI-02.02 - Trainee shall formulate budget needs, given training goals, agency budget policy, and current resources, so that the resources required to meet training goals are identified and documented. **NFPA 1041 5.2.3** (FD can document with Fire Instructor Skill Sheet 2-2 found in appendix and retain on file)
- FSI-02.03 - Trainee shall acquire training resources, given an identified need, so that the resources are obtained within established timelines, budget constraints, and according to agency policy. **NFPA 1041 5.2.4** (FD can document with Fire Instructor Skill Sheet 2-2 found in appendix and retain on file)
- FSI-02.04 - Trainee shall coordinate training record-keeping, given training forms, department policy, and training activity, so that all agency and legal requirements are met. **NFPA 1041 5.2.5** (FD can document with Fire Instructor Skill Sheet 2-3 found in appendix and retain on file)
- FSI-02.05 - Trainee shall evaluate instructors, given an evaluation form, department policy, and JPRs, so that the evaluation identifies areas of strengths and weaknesses, recommends changes in instructional style and communication methods, and provides

opportunity for instructor feedback to the evaluator. **NFPA 1041 5.2.6** (FD can document with Fire Instructor Skill Sheet 2-4 found in appendix and retain on file)

- FSI-02.06 - Trainee shall create a lesson plan, given a topic, audience characteristics, and a standard lesson plan format, so that the JPRs or learning objectives for the topic are addressed, and the plan includes learning objectives, a lesson outline, course materials, instructional aids, and an evaluation plan. **NFPA 1041 5.3.2** (FD can document with Fire Instructor Skill Sheet 2-5 found in appendix and retain on file)
- FSI-02.07 - Trainee shall modify an existing lesson plan, given a topic, audience characteristics, and a lesson plan, so that the JPRs or learning objectives for the topic are addressed and the plan includes learning objectives, a lesson outline, course materials, instructional aids, and an evaluation plan. **NFPA 1041 5.3.3** (FD can document with Fire Instructor Skill Sheet 2-6 found in appendix and retain on file)
- FSI-02.09 - Trainee shall supervise other instructors and students during training, given a training scenario with increased hazard exposure, so that applicable safety standards and practices are followed, and instructional goals are met. **NFPA 1041 5.4.3** (FD can document with Fire Instructor Skill Sheet 2-8 found in appendix and retain on file)

#### Fire Instructor III (NFPA 1041)

- FSI-03.01 - Trainee shall administer a training record system, given agency policy and type of training activity to be documented, so that the information captured is concise, meets all agency and legal requirements, and can be readily accessed. **NFPA 1041 6.2.2** (FD can document with Fire Instructor Skill Sheet 3-1 found in appendix and retain on file)
- FSI-03.02 - Trainee shall develop recommendations for policies to support the training program, given agency policies and procedures and the training program goals, so that the training and agency goals are achieved. **NFPA 1041 6.2.3** (FD can document with Fire Instructor Skill Sheet 3-2 found in appendix and retain on file)
- FSI-03.05 - Trainee shall write equipment purchasing specifications, given curriculum information, training goals, and agency guidelines, so that the equipment is appropriate and supports the curriculum. **NFPA 1041 6.2.6** (FD can document with Fire Instructor Skill Sheet 3-5 found in appendix and retain on file)
- FSI-03.06 - Trainee shall present evaluation findings, conclusions, and recommendations to agency administrator, given data summaries and target audience, so that recommendations are unbiased, supported, and reflect agency goals, policies, and procedures. **NFPA 1041 6.2.7** (FD can document with Fire Instructor Skill Sheet 3-6 found in appendix and retain on file)
- FSI-03.07 - Trainee shall conduct an agency needs analysis, given agency goals, so that instructional needs are identified and solutions are recommended. **NFPA 1041 6.3.2** (FD can document with Fire Instructor Skill Sheet 3-7 found in appendix and retain on file)
- FSI-03.14 - Trainee shall develop course evaluation plan, given course objectives and agency policies, so that objectives are measured and agency policies are followed. **NFPA 1041 6.5.3** (FD can document with Fire Instructor Skill Sheet 3-13 found in appendix and retain on file)

- FSI-03.15 - Trainee shall create a program evaluation plan, given agency policies and procedures, so that instructors, course components, and facilities are evaluated and student input is obtained for course improvement. **NFPA 1041 6.5.4** (FD can document with Fire Instructor Skill Sheet 3-14 found in appendix and retain on file)

## Alternate Delivery Methods

In order to provide further access to this program, the following are alternate delivery methods for this program:

### SFFMA Annual Training Conference

One concept is to deliver the Training Officer Development Program curriculum over three (3) consecutive Conferences. An entrant will need to attend all three sessions (3 separate Conferences) in order to obtain the course completion. The Training Officer Development Program will need to be divided into three distinctive courses which build on one another and will be required to be delivered at each of the future SFFMA Training Conferences as a standing program based on the level of interest and attendance.

### Hosted Programs by a Department

An individual department could also request to host the Training Officer Development Program in their jurisdiction. The caveat for this delivery options is:

- Instructor Availability
- Facilities to accommodate the course and student requirement
- At least 15 students per class
- The host department must open the course to neighboring jurisdictions

## Recommendations for Credit

As this program will be a SFFMA course, I recommend that the course entirety be accepted as training hours collected towards the existing SFFMA Master Firefighter Certification Program. As a rule, a maximum of 40 hours from one single course can be counted on the application for Master Firefighter. The Training Officer Development Program is currently broken into three (3) separate weekends of instruction, with each receiving a certificate of completion. It is my recommendation to the SFFMA Certification Board at all three certificates be counted or the course completion be honored in its entirety.

Finally, the SFFMA Certification Board possesses the authority of creating a new category of certifications for SFFMA specific program instruction. This category will not follow the NFPA compliance requirement enacted by the Executive Board; however, it will validate the programs being offered by SFFMA.

## Conclusion

This is a proposal for the creation of the SFFMA Training Officer Development Program based on the request of our membership. The program has been designed to encompass current industry topics and requirements, while providing a foundation for the development of department personnel for the

betterment of the fire service. This program is intended to be delivered to current or prospective training officers. I am requesting this proposal be accepted and further development of this program be completed.

Proposal respectfully submitted:



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