	Ashippun Fire Department Standard Operating Guidelines		Policy #400.006
	Subject:	Incident Operations System	
	Initial Date:	9/15/15	Revised Date:
	Approved By:	Fire Chief Deonne Eske	

I. Purpose

A. Provide members the ability to be safe and effective by developing the immediate recall firefighting skills necessary to exploit the fire ground.

B. The guideline will also provide general information regarding the ability to accomplish the recall of skills through the use of perfect practice, collaborative leadership, problem solving, positive coaching, recognition primed decision making, and "WOW" levels of customer service.

II. Scope

A. This guideline will apply to all personnel.

III. Responsibility

A. All officers are responsible for training their personnel and for ensuring proper compliance with this guideline.

B. All members have the responsibility to adequately learn and implement this guideline.

C. All members shall exercise reasonable judgment in implementing this guideline.

IV. Guideline

A. Incident Operations System (IOS) is a firefighting system that organizes deployment and delivery like the National Incident Management System (NIMS) organizes emergency scene management. It is 99% hands on firefighting learning /operating system that organizes the fireground into six logical firefighting tactics. These tactics are geared for residential and small commercial structures based on the commonality of these incidents and the large number of deaths and injuries that occur in these types of occupancies. These tactics were created from the perspective of a first-in company operating in the "Combat and Command" mode until the arrival of additional companies. It was engineered with the belief that firefighters will perform as they are trained. It is defined as an accumulative, naturalistic, self-directed, performance-based, recognition primed decision modeled learning system.

a. Accumulative – Each tactic utilizes the skills learned from the previous tactic as its base. Each successive tactic incorporates a few new skills that compliment the previous skills learned.

b. Naturalistic – Students learn firefighting skills in an environment where they would naturally use those skills in real life.

c. Self-directed – This learning system is based on the belief that when adults are given the opportunity, they will take considerable responsibility for their learning. Students get to learn at their own pace.
d. Performance based – This system verifies learning through the use of performance objectives. Performance is accomplished through error reduction. Performance that is measurable can be replicated and improved.
e. Primed recognition decision model – Students are able to identify critical cues to improve the quality of decision making in environments characterized by high time pressure, high information content, and rapidly changing conditions.
    i. Coaching version – Applying fireground plans "plays" to typical situations that ensure quick, safe, effective, and coordinated outcomes.

B. IOS is about "How to do it". The IOS translates the theories, lessons, and field experiences that have taken years to learn into practical and effective skill based tactics that does not take years to learn. The information was packaged in a way that students can literally walk away from the first night of training with useful skills that will help them succeed at their next alarm.

C. IOS methodology is broken down into six (6) learning steps.
a. Vision – provide a clear picture of the operation as performed to standard, a picture to imitate.
b. Practice for sequence – provides students an opportunity to learn the activity sequence of the parts of the tactic and the operational relationships affecting the tactic.
    i. During practice for sequence, members, as a crew, literally walk through the physical movements of the tactic and talk through the cues supporting the task parts.
    ii. Practice for sequence is performed as a crew, but off the prop, and without PPE or SCBA. This allows the student to do many repetitions under low physical stress.
    iii. Practice for sequence allows immediate feedback to student's questions. This allows the student to learn when the student is ready to learn.
c. Practice for technical skill – focuses on technical competence developed within the framework of correct sequence, performed in context, with coaching whenever members skill require.
    i. Learning is about next rep.
    ii. Worst rep is better than best talk.
    iii. Just do it… again…
d. Standard – is accomplished when all sequence and technical skill quality indicators are met. No coaching is necessary and the time meets the performance standard. Standard is accomplished through practice resulting in the reduction of errors.
e. Problem solving – applying the plan to predictable problems.
f. Real world applications – applying the plan to unpredictable problems.

D. We call our Incident Behavioral System (IBS) "Rules of Engagement". They are not standard operating guidelines or procedures. Simply, they are the rules that we live by. They reflect our values and principles while pursuing our mission.
a. **Rule 1 – National Incident Management System (NIMS).** All tactics are performed under an Incident Commander (IC) which may be the officer in the "Combat and Command" mode or passed to the driver/operator In the stationary mode. The IC

develops an organizational structure and game plan that drives the basic incident management system using the eight standard command functions of:

i. Assumption of command
ii. Evaluation
iii. Communications
iv. Deployment
v. Strategy
vi. Organization
vii. Revision
viii. Continuation

b. **Rule 2 – Rule of Teamwork.** We believe that firefighting is most effective when done by smart, coordinated and skillful teams of firefighters. Successful teams depend on individuals playing their positions. This is the "I" in team. We call our teams "crews".
    i. Crews are groups of three or four fire personnel who perform the tactics. Crews may include personnel who arrive on apparatus and/or firefighters that are assembled on scene. Crews are made up of an officer (or senior firefighter), tool firefighter, nozzle/saw firefighter, and a driver/operator.
    ii. To be considered a crew, the officer shall have a radio and be in contact with command/dispatch at all times.
    iii. Crew integrity is defined as:
        1. When operating in a clear environment, all crew members shall be in sight and within a five (5) second travel time of each other.
        2. When operating in a smoke filled environment (or any time that visual observation is not possible) all crew members shall be within clear voice contact with each other. Physical touch is best form of crew integrity.
        3. Personnel Accountability Report (PAR) is a visual integrity confirmation followed by a verbal report. They are given upon the completion of, or the inability to complete an assignment.
    iv. Accountability is accomplished by crew members placing their personal accountability tags on the apparatus before leaving the apparatus once on the scene (see Accountability SOG). The driver/operator is the initial accountability officer.

c. **Rule 3 – PPE/SCBA.** Full personnel protective clothing and SCBA shall be worn for the IOS.
d. **Rule 4 – Tools.** All members have a responsibility to have tools with them at all times for entrance and egress applications. There is not time to run back to your apparatus for tools when you need them and you can't run back when you're trapped inside a structure.
e. **Rule 5 – Communications Integrity.** Communications is a major tool of any team. To be effective, IOS integrates the following equipment, procedures, and especially the human factors affecting its use to ensuring first time/every time communications. This includes the following communication components.
    i. Order model – to determine that the receiver is listening and ready to receive the message, transmit the receiver's call sign, then your call sign (Example: Command, 1163). The receiver acknowledges your transmission

and indicates their availability by repeating your call sign then their call sign (Example: 1163, Command).

ii. Transmit the message in clear text.

iii. The individual receiving the message shall repeat the content to confirm that it has been received and understood, or shall request that the message be repeated.

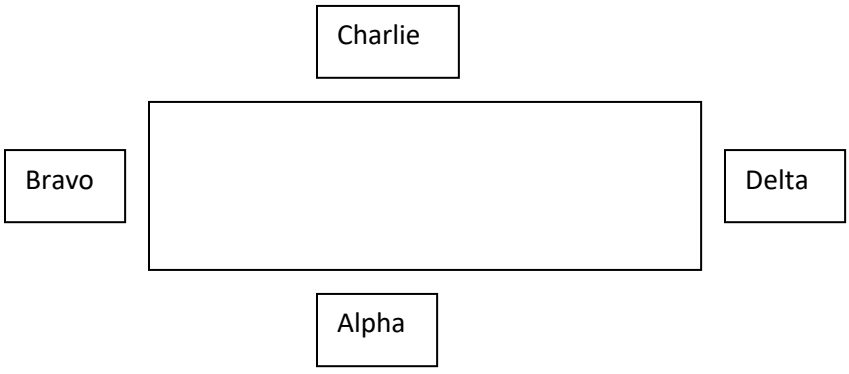
Example:	Hwy 67 Command:	1163, Command
	1163:	Command, 1163
	Hwy 67 Command:	1163 stage west of the scene
	1163:	Message received, stage west of the scene.

(Refer the Dodge County MABAS SOG for radio transmissions)

iv. To ensure first time/every time communications, position the portable radio as close to the ear as possible when not speaking on the radio.

v. Standard geographical designation – for effective delegation, specific geographical areas will be defined according to NIMS:

1. Exterior sides of the structure and external exposures are given letter designations. The street (address) side of the structure is designated as side A or Alpha. Each of the remaining sides/exposures are designated consecutively as B-Bravo, C-Charlie, and D-Delta in clockwise direction. The international phonic alphabet should be used for letter designations to eliminate any confusion due to the similarity in pronunciation of the letters B and D.



2. Internally each level of the structure is designated by a floor number, with the ground floor designated as division 1, the second floor as division 2 etc. Other common geographical identifiers are roof, attic, and basement.

f. **Rule 6 – Risk Management.** The risk to fire department members is the most important factor considered by the IC in determining the strategy that will be employed in each situation. The first in officer makes a conscious decision and announces that decision in the first in report. We do not automatically default to offensive strategy at all emergency incidents but rather use the risk management rules to weigh the risk to firefighters against the possible results of their actions. The integration of risk management into regular functions of incident command and crew tactics, allow IC and crew officers to utilize risk management tools when developing an attack plan, monitoring the progress of an attack, and ordering and releasing resources when appropriate. The concept of risk management shall be utilized on the basis of the following principles. No risk or incident shall justify deviation from them.
   i. Maximum risk to firefighter's safety is acceptable only to protect savable lives. *"We will risk our lives a lot, within a structured plan, to save savable lives".*
   ii. Minimal risk to firefighter's safety is only acceptable to protect savable property. *"We will risk ourselves a little, within a structured plan, to save savable property".*
   iii. No risk to firefighter's safety is acceptable to protect lives or property that is already lost. *"We will not risk out lives at all for lives and property that already lost".*
   iv. IC and crew officers shall weigh the risk to firefighters against the possible results of their actions. There are situations, including but not limited to events where violent reactions endangering operations or rescue events where there is a no possibility of customer survival, where the risk to firefighters is unacceptable and a decision to go defensive, shall be considered to be appropriate decision. Firefighter safety and survival shall be the major consideration when conducting defensive operations.

g. **Rule 7 – Benchmarks.** There is more to fire events that just putting the fire out. IOS are driven to complete the three tactical benchmarks of the NIMS. This gives credible and measurable long term data on the effectiveness of the fireground operations. All benchmarks shall be followed by a PAR.
   i. *All Clear* – Indicates that activities required to locate/protect occupants and to remove those who are threatened have been accomplished. The primary action taken to reach this point is described as the primary search.
   ii. *Under Control* – The fire is controlled and the incident is stabilized.
   iii. *Loss Stopped* – The activities required to stop or reduce additional property loss have been accomplished (overhaul complete).

h. **Rule 8 – Fail safe tactics.** Above all IOS is designed to be fail safe.
   i. Fail safe means that if the incident turns into a worse case scenario the crew will perform safely with few or no changes needed.
   ii. Training and operating in a fail safe manner means taking extra steps when you have time so you don't have to take extra steps when you don't have time. This way every incident becomes practice for the big one.

i. **Rule 9 – Customer service.** IOS is always looking for opportunities to ask "What else can we do for you?" We address this component with the small town philosophy as if we are responding to our own home.
    i. Always attempt to execute a standard problem solving outcome: Quick, effective, skillful, safe, caring, and managed.
    ii. Our vision for effective service delivery involves coordinated teams of well trained, managed, and motivated firefighters who utilize overall response system resources to deliver service in a way that delights the customer and creates a WOW reaction in the person receiving the service, watching the service being delivered, or hearing about the service after the event. WOW is the natural, involuntary, intense human reaction when receiving a service that is delivered in a way that is significantly, surprising, and positively beyond normal expectations.

j. **Rule 10 – Collaborative leadership.** We believe that leadership does not reside in one person and that leadership is not a position of power. This collaborative perspective to leadership believes that all crew members are important and can have a say in what they are doing as a team regardless of which position they play.