

Ontario Training Officer Certification Program

Training Officer's
Record

Job Experience Requirement
Demonstration of Competence to the Standards

Issued
April 2005

Training Officer's Name: _____
Department: _____
Date Record Started: _____
Date Record Completed: _____



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Ontario Training Officer Standards,
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Overview

To meet the requirements of certification, you must complete the job experience component. The job experience component is the final stage in the certification process. It provides you with the opportunity to demonstrate knowledge and skills after completing the academic requirement for certification.

Definition of a Training Officer

For the purposes of certification, a training officer is an individual who develops and evaluates training plans and programs; evaluates trainees; coordinates the delivery of training; delivers training; and manages the training environment.

Purpose

This document entitled *Job Experience Requirement Demonstration of Competence to the Standards* is used by you and the fire department to document, on an ongoing basis, that you have performed required skills to standard and according to prescribed conditions.

Successful completion of the document represents the validation of your experience, knowledge, education and skills training.

Supporting Documents

It is essential that you and your supervisors doing the assessment have available and refer to the document entitled *Ontario Fire Services Training Officer Standards – revised 2003 edition*.

Because this document contains competencies that cover the entire spectrum of the training officer role, it provides the context for the competencies and skills required for certification.

You should also have a copy of the O AFC *Professional Development Profile Record for Fire Service Personnel* that, ideally, would be maintained throughout your career. It would be particularly useful for documenting your past and ongoing education and training.

Content

This document lists the essential job competencies and skills that are required for certification.

Performance Criteria

It is necessary that skills listed in this document be performed:

- To standard, according to prescribed conditions
- **On-the-job** (or in a simulated situation, only as specified)
- Within the job experience component

Ideally, a supervisor will observe you performing the skill. When this is not possible or practical, an evaluation may be made:

- Based on outcome with supporting documentation
- By peer evaluation
- Based on the results of student evaluations

Availability

The document entitled *Job Experience Requirement Demonstration of Competence to the Standards* and the *Training Officer Standards* are available through the Ontario Association of Fire Chiefs in hard copy form.

The OAFIC *Professional Development Profile Record for Fire Service Personnel* is available for download from the OAFIC website at www.OAFIC.on.ca.

Completion of Document

Demonstration of competence to the Standards may **not** predate release of the revised *Ontario Fire Services Training Officers Standards* in the fall of 2003.

To complete the document, your supervisor initials the skills that have been performed to standard **on-the-job** and notes the date on which the skill was demonstrated. Some competencies specifically require you to provide supporting documentation.

Each skill is classified — A or A/S.

A means that the skill **must** be demonstrated **on-the-job**. On-the-job is defined as 'while working in the training officer role developing training plans and learning materials, coordinating and delivering training programs, managing the training environment, assessing student performance, and evaluating ongoing programs.'

A/S means that it is definitely preferable to demonstrate the skill **on-the-job**. However, in exceptional circumstances where you have not had an opportunity to demonstrate the skill **on-the-job**, you may demonstrate the skill to a supervisor in a simulated situation. Indicate by circling A or S whether the skill was demonstrated on-the-job or in a simulated situation.

Accountability

By initialing/signing this document, your supervisor, fire chief and you verify that you have performed the skill to standard and according to prescribed conditions, which may include provision of supporting documentation, on-the-job (where applicable), while performing training-related duties or in a simulated situation, as specified.

Submission for Certification

When you have successfully completed all of the skills in this document, the form towards the back of the document, which verifies completion, is filled in and signed off. The names of all supervisors who have initialed the document are printed on the form; supervisors initial next to their names. The fire chief and you sign and date the form verifying that the skills were performed to standard, on-the-job (or in a simulated situation, as specified) and that supporting documentation exists where required. This one page is submitted to the Office of the Fire Marshal, Certification Office to verify completion of the job experience component.

Maintenance and filing of the completed document is the responsibility of the fire department.

The OFM has the right to request/review the documentation.

It is recommended that you also maintain a copy of the *Job Experience Requirement Demonstration of Competence to the Standards* document for your own records. You should also keep and regularly update your copy of the *O AFC Professional Development Profile Record for Fire Service Personnel*.

01. DEVELOPS TRAINING PLANS, PROGRAMS AND LEARNING MATERIALS

GENERAL PERFORMANCE OBJECTIVE

Develops training plans, programs and learning materials using community and department needs analyses so that fire department personnel are able to meet and maintain the performance levels established by the department.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
01.02 Reviews existing training programs including a gap analysis so that strengths and weaknesses of programs can be identified and required modifications to program objectives, teaching strategies or evaluation techniques can be made.	A P	Summary of a report on a training program	
01.03 Prepares/modifies training objectives so that the objectives reflect the goals, procedures and training needs of the fire department, they are clear, concise, measurable and describe the activities and level of competence expected from the learners/participants.	A P	Sample document of course training/learning objectives	

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Training Officer

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
01.04 Prepares evaluation instruments and associated scoring criteria for practical assessments and written and oral examinations that are based on the objectives of the training program so that the instruments objectively and reliably determine the level of competence of department personnel in relation to the intended performance standards.	A P	Copy of a written or skills test	
01.05 Prepares/approves teaching plans so that the training session is organized and consistent, material is covered in a comprehensive and logical sequence, teaching plan format matches department standards and proposed instructional strategies develop the required skills and knowledge as outlined in the program objectives.	A P	Sample teaching plan Note to candidates: emphasis is on preparing teaching plans not approving them	
01.06 Selects/prepares training support materials such as overheads; electronic presentations, models and actual equipment so that the materials support the training objectives, are economical, current and organized, and are structured and sequenced to enhance learning.	A		

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Training Officer

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
01.07 Pilot tests new/revised training programs so that effectiveness of programs can be assessed and required changes and modifications can be determined and made.	A		
01.08 Updates/revises training materials so that deficiencies are identified and eliminated and new information, equipment specifications, techniques, standard operating guidelines/standard operating policies/directives/procedures are introduced to fire department personnel.	A P	Work sample such as a revised lesson plan + original lesson plan	

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02. COORDINATES THE DELIVERY OF FIRE SERVICE RELATED TRAINING PROGRAMS

GENERAL PERFORMANCE OBJECTIVE

Coordinates the delivery of fire service related training programs such as recruit training, officer development, emergency care, vehicle driver/operator training, fire suppression, technical training and fire prevention so that the continuity of training is maintained and fire service training goals and objectives are attained.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
02.01 Prepares and distributes training schedules so that all training objectives are met and personnel are allotted adequate training time to meet department standards.	A P	Sample of training schedule, broad/annual schedule or sample e-mail to platoon chiefs of a shift training schedule	
02.02 Organizes facilities and equipment so that the training programs can be implemented in an efficient manner and the availability of facilities and equipment matches the requirements of the training schedule.	A		
02.04 Organizes and/or conducts "train-the-trainer" sessions and re-certification sessions for instructors so that the delivery of training programs is effective, efficient and meets the established training objectives.	A	Note to candidates: emphasis is on organizing "train-the-trainer" courses	

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
02.05 Organizes presentations by guest speakers so that the quality of the training program is enhanced, specialized expertise is utilized when required and information presented is current and meets the objectives of the training program.	A/S		
02.06 Organizes off-site training so that training objectives are reinforced through real life examples of the topic being studied and opportunities to practice skills and techniques in an actual or simulated setting are provided.	A		
02.07 Selects and procures training aids and materials so that sufficient learning materials and training aids are available for training.	A		
02.08 Establishes and maintains training records and files on fire department personnel so that individual performance can be monitored, improvement recorded and progress reviewed by superiors.	A P	Section 21 reference; sample file Note to candidates: the emphasis is on establishing as opposed to maintaining by doing data entry	

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
02.09 Notifies learners/participants of session and confirms attendance so that trainees attend required training and attendance and training records are maintained.	A P	Sample attendance sheet	
02.12 Introduces course and instructor so that purpose, format, content and necessity of course are explained and credibility of instructor is established.	A		
02.13 Monitors training sessions so that all personnel receive allotted training in accordance with posted training schedules, curriculum delivered matches training plan for sessions and required training aids, materials and equipment are available.	A		
02.16 Reports program results to immediate supervisor at regular intervals so that progress and success of fire department personnel in training program is available to supervisor as required and decisions regarding future activities of individuals can be made.	A		

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
02.25 Participates in simulations and demonstrations with external groups/agencies so that, in the event of an emergency, all services are aware of their roles and response is coordinated.	A/S		

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03. MANAGES THE TRAINING ENVIRONMENT

GENERAL PERFORMANCE OBJECTIVE

Manages the training environment so that the educational, safety and environment needs of the learners/participants are met and the highest level of training is supported.

Skills Performance Objectives	Classification*	Recommended Supporting Documentation	Date
03.01 Assesses level of learners/participants so that previous training records and performance evaluations are reviewed and a curriculum tailored to the individuals can be provided.	A P	Example of a situation + sample materials	
03.02 Assess training site for suitability and safety so that the training site will accommodate all evolutions for that program, the site is accessible, and in a condition that is safe and conducive to learning.	A		
03.03 Sets up/arranges classroom or training site so that the environment is conducive to learning, the personal and logistical needs of the learners/participants are met and the training programs can proceed as planned.	A		

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
03.04 Sets up and tests equipment so that all equipment is functional and at the ready position and all demonstrations can proceed uninterrupted.	A		
03.05 Implements and enforces department guidelines, safety standards and rules so that all aspects of the Ontario Occupational Health and Safety Act are adhered to, and learners/participants are aware of the department guidelines, procedures and rules and follow them.	A		
03.06 Establishes roles for learners/participants so that individuals have a clear understanding of the functions they are to perform and a safe training program is completed.	A		
03.09 Ensures training site is restored to a safe and clean condition and all equipment and training aids are stored in their proper location and ready for future use.	A		

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04. DELIVERS FIRE SERVICE TRAINING PROGRAMS

GENERAL PERFORMANCE OBJECTIVE

Delivers fire service training programs such as recruitment, fire suppression officer and specialized emergency training so that comprehensive training programs are implemented and fire department personnel meet performance standards after instruction.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
04.01 Employs approved teaching plans so that an effective teaching tool is followed and all training objectives are addressed.	A P	Sample plan	
04.02 Conducts ice breaker activities so that learners/participants are involved and made at ease and more relaxed with fellow learners and instructors.	A P	Sample ice breaker	
04.03 Delivers clear and concise lectures to learners/participants so that the individuals are able to meet the training objectives of the lecture and classroom environment is conducive to learning.	A		

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
04.04 Facilitates group discussion so that the focus of the discussion is maintained on the course objectives, facility layout encourages group dynamics and all individuals are provided with an opportunity to participate.	A		
04.05 Demonstrates procedures, techniques and equipment so that department standards and procedures are followed, all safety precautions are observed and each step in a procedure or technique is explained and illustrated.	A		
04.06 Conducts practical drills and exercises using fire department equipment and apparatus so that standard operating guidelines/procedures policies/directives are followed, all safety precautions are observed and individual and team performance is evaluated.	A		

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
04.07 Manages small group processes such as role plays, case studies, structured exercises and simulations so that the activity is clearly described including expectations of learners and timelines, learners are debriefed after the activity and outcomes are summarized.	A		
04.08 Develops assignments that require the integration of knowledge and skills obtained during instruction so that the ability of learners/participants to apply learning to actual fire department situations can be assessed.	A P	Sample of assignment criteria such as a scenario, etc.	
04.09 Employs/operates audio-visual equipment such as multimedia projectors, overhead projectors and videocassette recorders so that good presentation practices are demonstrated.	A		

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
04.10 Employs questioning techniques in relation to the content of the session so that the effectiveness of the presentation activity can be assessed, participation of learners/participants is encouraged and opportunities to apply theory are provided.	A		
04.11 Provides timely feedback to learners on group performance so that activities that are performed well are reinforced, constructive criticism is offered and the performance of all trainees is improved.	A		
04.12 Tests and evaluates learners/participants so that assessments are fair and objective; every learner/participant receives a grade that accurately reflects their level of development, all program/course objectives are achieved and the effectiveness of the course can be determined.	A P	Sample written or skills test checklist	
04.13 Coaches, advises and provides feedback on performance to individual learners/participants so that individual's concerns are listened to and acknowledged and appropriate techniques and resources are suggested.	A		

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05. ASSESSES PERFORMANCE OF FIRE SERVICE PERSONNEL

GENERAL PERFORMANCE OBJECTIVE

Assess performance of fire service personnel using written, oral and practical assessment tools so that assigned rating, mark or evaluation is fair and objective, testing procedures are valid and reliable and corrective feedback or recognition is provided.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
05.01 Sets examinations so that a fair assessment of the individual can be made, training program objectives are evaluated, the level of progress of every individual can be measured and a ranking or grade assigned.	A P	Describe the process and criteria for development of written/skills tests	
05.05 Attends major incidents in accordance with department policies and procedures so that safety standards are observed and corrected, training requirements are identified and documented and future emergency situations can be made safer and handled more effectively.	A/S	Note to candidates: a table-top exercise could be used to simulate this competency if necessary	
05.07 Participates in recruit selection process in accordance with fire department policy and procedures and the collective agreement so that the most capable candidates are selected for recruitment and the testing procedures are valid and reliable.	A/S		

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
05.08 Evaluates practical skills so that strengths, problems and weaknesses can be identified and corrective action taken when necessary.	A		
05.09 Documents performance of fire service personnel in writing so that a fair and objective assessment is conducted and recorded and assessments are communicated to supervisory personnel on an as-required basis.	A P	Sample document	
05.10 Utilizes records management systems using tools such as databases and spreadsheets so that a learner's/participant's progress through a course can be monitored, grades and assessments can be filed and retrieved and learner's/participant's education and training history can be maintained.	A P	Record of training	

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06. IMPROVES TEACHING AND LEARNING THROUGH THE USE OF AVAILABLE ELECTRONIC TECHNOLOGY

GENERAL PERFORMANCE OBJECTIVE

Improves teaching and learning through the use of available electronic technology so that educational material are readable, user friendly and accessible, electronic interactions among learners and trainer are increased, and electronic presentations are focused, engaged and educationally sound.

	Classification *	Recommended Supporting Documentation	Date
See General Performance Objective	A P	Sample document/presentation created electronically	

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07. EVALUATES ONGOING TRAINING PROGRAMS

GENERAL PERFORMANCE OBJECTIVES

Evaluates ongoing training programs using formal and informal program review processes so that programs remain current, meet training department and learner /participant expectations and address specified department training objectives.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
07.01 Audits training sessions so that training programs are consistent and meet criteria established in training schedules, all department personnel receive allotted training in accordance with posted training schedules, recommendations for changes to training objectives or teaching strategies are identified and modifications to the program and materials can be made.	A P	Copy of survey distributed; summary results of an audit	
07.02 Administers and reviews program evaluations so that recommendations for changes are identified and modifications to the program and materials can be made.	A P	Copy of the summary report	

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
07.07 Reports program results in writing and in a timely manner so that all evaluations and pertinent information are compiled and superior is aware of effectiveness of current training programs.	A P	Copy of report	

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08. RESEARCHES AND EVALUATES FIRE DEPARTMENT POLICIES, PROCEDURES, TECHNIQUES AND EQUIPMENT

GENERAL PERFORMANCE OBJECTIVE

Researches and evaluates fire department policies, procedures, techniques and equipment including legislation, regulations and standards so that techniques and procedures reflect current technology, new equipment can be assessed and justified and new standard operating procedures are safe, implementable, reflect changes in legislation and associated regulations and improve performance levels.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
08.01 Researches fire department techniques and procedures so that valid recommendations/decisions can be made and procedures and techniques are updated so that they reflect current technology.	A P	Sample of research + recommendations (report)	
08.02 Evaluates new or existing apparatus/equipment so that recommendations regarding the acquisition or rejection of new/existing equipment can be made and justified based on department needs and whether new or existing equipment is functional.	A		

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Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
08.03 Reviews legislation and relevant standards or regulations so that changes and new information that affect the fire service are brought to the attention of superiors, training programs are updated and the training officer maintains a working knowledge of applicable codes, laws and safety standards.	A P	Report of an example of a legislation-related issue (such as coroner's inquest recommendation, Section 21 Guidance Notes) and your response to it	
08.05 Analyzes Coroner's inquest recommendations following fire department policies and procedures so that their feasibility for implementation can be assessed and a proposal can be justified to implement, reject or revise the recommendations.	A P	Report of a coroner's inquest recommendation and your response to it; the report could be on any coroner's inquest – not necessarily your departments	
08.06 Assists in the preparation and revision of draft standard operating guidelines/procedures policies/directives so that the format of Standard Operating Guidelines is maintained, current fire department equipment, techniques and training are defined and the procedures are safe, implementable and improve performance levels of the department.	A P	Sample SOG/procedure/policy/directive	

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09. CONDUCTS CAREER DEVELOPMENT ACTIVITIES FOR FIRE SERVICE PERSONNEL

GENERAL PERFORMANCE OBJECTIVE

Conducts career development activities for fire service personnel using counselling and advising techniques so that all personnel are aware of the requirements for career advancement as well as the support mechanisms available to address concerns.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
09.04 Provides resource materials to fire department personnel including handouts, video tapes, compact discs, digital video discs, training manuals, text books and audio tapes so that alternate resources for individual study are made available, tutoring support is provided and the individual's education is enhanced.	A		
09.05 Responds to inquiries regarding career related concerns so that concerns are fairly assessed and change is advocated where concerns are justified.	A		

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10. SUPERVISES ASSIGNED STAFF

GENERAL PERFORMANCE OBJECTIVE

Supervises assigned staff in accordance with department policies and procedures so that personnel receive sufficient support and direction to effectively perform their duties.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
10.01 Ensures compliance of personnel with the Occupational Health and Safety Act so that a safe working environment is maintained and standards as established in the Act are met.	A		
10.02 Ensures compliance of assigned staff with department policies and procedures so that all personnel are aware of policies and procedures and compliance is ensured.	A		
10.06 Provides technical advice to assigned staff so that tasks assigned are performed professionally and effectively and training techniques and strategies of the department are improved.	A		

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Training Officer

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
10.09 Creates a trusting and open relationship with assigned staff so that staff become motivated and department goals and objectives are supported and attained.	A		
10.10 Functions as a role model for staff so that personal performance clearly illustrates the expectations of the department.	A		
10.11 Coaches staff so that performance levels meet or exceed department expectations and training schedule timelines are met.	A		

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11. PERFORMS ADMINISTRATIVE DUTIES

GENERAL PERFORMANCE OBJECTIVE

Performs administrative duties so that the training division has input into departmental decision making, comprehensive records and reports on training are up-to-date and available on request and safety is a priority in the fire service.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
11.07 Reports accidents and personal injuries so that the incident is fully documented and retained for future use.	A/S		
11.12 Ensures that equipment and apparatus, assigned to the training department, is properly maintained so that maintenance schedules are adhered to, records of maintenance are complete and apparatus and equipment is stored ready for future use in training programs.	A		
11.13 Prepares and updates training equipment maintenance records so that the equipment maintenance records provide a comprehensive report on the status of assigned equipment.	A	Note to candidates: equipment may or may not be owned by training department.	

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Training Officer

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
11.14 Ensures that inventory and orders for training division are checked and supplies and equipment stored so that supplies can be replaced as required and adequate stock is maintained.	A		
11.15 Provides input on budget requirements for training so that a comprehensive training budget can be drafted and requested funds will ensure that future training program needs are met.	A P	Sample of your formal request (memo)	
11.16 Provides input to divisional and departmental objectives so that the division's goals and objectives reflect current needs and meet with overall department goals.	A		

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13. MAINTAINS PROFESSIONAL COMPETENCY

GENERAL PERFORMANCE OBJECTIVE

Maintains professional competency so that the training officer remains current with new legislation and training innovations, personal development is valued and undertaken, department safety standards are met and professional competency is updated.

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
13.02 Attends seminars, conferences and continuing education courses so that the technological content levels and instructional proficiency of the individual are maintained.	A P	Submit a list of those attended since the fall of 2003 such as Ryerson's certificate, advanced certificate or degree in Public Administration and Governance, Diploma in Public Administration; Certificate in Fire Service Leadership; Certificate in Fire Service Administration; Adult Education/Staff Training certificate; Public Fire and Life Safety Educators' Certification Program; Incident Management; law and courtroom procedures; Canadian Association of Fire Investigators courses; Ontario Municipal Managers' Institute courses; Building Code courses; <i>NFPA 921</i> ; courses from the insurance industry/the Ontario Building Officials Association; cross training with other departments; Mutual aid association training; Institute of Fire Engineers training; health and safety courses; computer training MHSA courses; NFPA conferences Fire Con; NE Educational Conference; Fire Alarm	

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Training Officer

Skills Performance Objectives	Classification *	Recommended Supporting Documentation	Date
13.02 cont'd		System Technician, Critical Incident Stress counselor; performance measurement; Community Emergency Management Coordinator (CEMC); Emergency Management Ontario courses such as; Basic Emergency Management; Interagency First Responder OFM Terrorism/Hazardous Materials Awareness for First Responders in Ontario: Self-Study; courses related to education such as Concepts and Practices in Adult Education/Training; Designing Learning Activities; Developing Learning Outcomes; Testing and Evaluation; Managing Diversity in the Classroom; Applying Technology; Curriculum Design and Delivery; Exercise Design and completion of short courses/seminars including internal; employer-sponsored courses/seminars related to career development	
13.03 Attends manufacturers/first responders demonstrations so that equipment evaluations can be made, cost effectiveness of equipment or procedure can be determined, and new and innovative methods and equipment can be implemented.	A P	Submit a list of those attended since the fall of 2003	
13.07 Researches educational innovations such as new teaching techniques and approaches, audio visual equipment, aids and new training materials so that the training officer is aware of new technology, teaching strategies and aids/materials available to trainers and educators, and implements those that are most	A		

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Training Officer

applicable to departmental training requirements.			
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Office of the
Fire Marshal

Job Performance Requirement Submission for Certification

Training Officer's last name		given names (first name)		(middle name)	
Address: (street number and name)					(apartment/unit number)
(city)		(province)		(postal code)	
Phone number (include area code)			Fax number (include area code)		
Employed by: (name of fire department)					Four/Six digit location code
Address of fire department: (street number and name)					
(city)		(province)		(postal code)	
Phone number (include area code)			Fax number (include area code)		

Names of Supervisors (please print)	Signature of Supervisors	Names of Supervisors (please print)	Signature of Supervisors

I verify that all of the required skills, as outlined in the document *Job Experience Requirement Demonstration of Competence to the Standards* have been performed on-the-job (or in simulated situation, only as specified), to standard and according to prescribed conditions. Supporting documentation was provided, as required and is filed with the original document.

Please print the name of the Fire Chief

Signature of the Fire Chief

Signature of the candidate

Date

(04/01)

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Activities Record

Ref in Std	Date	Type of Activity	Description	Supporting Documentation Provided	Supervisor Signing Off	Supr's Inits Optional
04. 01 04. 02 04. 03 04. 04 04. 05 04. 06 04. 07 04. 08 04. 09 04. 10 04. 11 04. 12	Sept 12 – 16/05	Delivered classroom instruction on size-up	A two-day course that required the development of lesson plans, and teaching and evaluation materials, selection of AV, delivery of material, and student evaluation by written exam <i>SAMPLE</i>	<ul style="list-style-type: none"> • Sample lesson plans • Group-work instructions • List of AV used • Written exam with answers • Summary of class test results (without names) • Course evaluation • Summary of course evaluations c/w recommendations for improvement 	Joe Smith	

Activities Record

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