

origin/center, and the skilled commander can make an appropriate judgement whether a fire is already entered in the building or only smoke is generated through the observation of smoke emitting state.

(2) Belief

Belief is the important nature which must be possessed by the commander. The belief is a strong will. It is important that the headquarter commander should be always aware of the responsibility of his own ^(subject of which is) through his decision making for all operations of the mobilized fire fighting companies. The belief is to be caused naturally from the consciousness of this responsibility.

1.2.5 Generalship to the Organization and Fire Fighting Companies

Generalship is to lead strongly the organization toward the target.

In general, although the function of generalship is of course performed actually in the organization of the administrative organs and enterprises, expression of the management or supervision is normally used for the function. It seems that the term of "Generalship" is used in the organization in which achievement of the duty is executed as the means of task force in the army, police or fire services.

1.3 ASSESMENT OF THE CIRCUMAMBIENCIES

1.3.1 Judgement of Fact

The disaster ground is always surrounded by unknown and uncertain elements. The headquarter commander must execute estimation or judgement about each element, and make a decision how to cope with them based on the facts.

For the judgement of the fact, the judgement element, i.e., information is necessary. Main duty of the headquarter commander is to execute the data collection positively and to estimate the overall situation speedily and correctly as possibly.

1.3.2 Information Analysis

At the disaster ground, a large number of information and data are always intersected. Among these, some may be a truth but there exists also a false report. Further, there may be a case that a sense of unease or irresponsible speculation is going sidewise at the fire ground as the information. Furthermore, there is a case that during conveying via several persons, its content is changed. There may be the data in which feeling of the individual person such as unease and pessimism is providing a strong influence.

(1) Information source and liaison personnel

If the personnel who encounters first some information is defined as the occurrence point and the personnel who receives the information and decide how to cope with is defined as the action point (for example, a mother says to the Platoon Chief "My child is upstairs! Help! Please!" Then, if the Company Chief commanded to search the 2nd floor after receiving the report by the Platoon Chief, the Platoon Chief is the occurrence point of the information and the Company Chief is the action point.), the information must have its occurrence point without fail. At the occurrence point the person who offered the information is always clarified. However, at the action point, if name of the information offerer or his relation with the trapped person is not checked, the information source is not clarified till the end.

(2) Overestimation of information

Information is assuredly important and it is required to collect the information rapidly. However, we should not overestimate them. It should be recognized that the information is always together with the uncertain factors. It is requested for us to keep continuously a severe attitude for seeking the fact until fire fighters can grasp the current situation correctly.

(3) ~~Disinformation~~
~~Variation~~ of information
Variation and deterioration

Information has a trend changing toward some direction while conveying it at the disaster ground. Good information is apt to move ^{Good situation} ~~in the brighter direction~~ ^{toward the brighter} direction, and bad information is apt to be amplified in the darker direction. Together with execution of adding the ^{important} information source without fail, it is critically ^{its deterioration} that all persons who handle the information prevent ~~the change~~ by clarifying the source and reason especially for the conjectured information.

1.3.3 Collection of Information

(1) Information link

In order to make a correct judgement of the state, the headquarter commander must collect the information more speedily over the wide range. However, if the commander himself tries to collect the information and data, the commanding duty to his fire fighting companies, i.e., his main duty will be neglected. Thus, staff in charge of the information service is necessary.

Information collection or situation judgement is not the problem only for the headquarter commander. It is necessary that a commander at each rank and each fire

fighter should have the enough ability and intention ^{to collect information} so
as to be the information source ~~or~~ information medium.
^{and clarifying it} ^{so as to be as the good}

(2) Information priority at initial duty

A headquarter commander collects the information at the first after arriving at the fire ground. Information has its priority naturally depending upon the content.

Essential data at the initial operation are the following four kinds.

a. Actual state of the disaster

Actual state of the operating objects such as internal structure of the buildings, the ^{fire origin} ~~fire origin~~, burning situations of combustibles, open-close state of the shutter, fire door, etc., provide a decisive influence to the searching for trapped persons, lifesaving, and fire fighting operations.

b. A life hazard

As to the information concerning the human life, we cannot ignore or ^{neglect} ~~despise~~ any uncertain matter. It is necessary that we should confirm it without fail and make sure one by one through elimination.

c. A working hazard

Since the information concerning the working hazard is the data directly related to the safety of the fire fighting company, it is very important. If we say concretely, they are the hazardous materials, explosives, electricals, and gases. Among them, we find the hazardous data from the structural viewpoint, and further, there may be the case that the collapse hazard, falling hazard, etc. are caused together with progress of the fire.

d. Spreading hazard

Where is a spreading hazard at the fire outbreak must be grasped speedily. A fire extension route up to the

higher floor in the building fire is largely classified into the following three. They are the routes by staircases, vertical opening, and exterior. It is required to grasp these fire extension routes or the current state immediately.

(3) Special information source

Where collecting the information at the fire ground, it is usual activity to obtain information by questioning to the related people or neighbouring persons. However, depending on the fire ground, there may be a case that a highly reliable information is obtained from the special information source.

a. Injured persons

We may consider that the injured persons at the fire ground are involved in the fire. That is, they are the important source of information. In general, they know the progress to become a fire, position of the fire origin, fire fighting state taken at the initial stage, fail-to-escape state, etc. We should not miss this fact.

b. Police officer

The police officers arrived at the fire ground know and grasp the information to some extent. Further, they can observe the fire ground calmly and correctly different from the ordinary people because of their professional viewpoints.

Where the police officers are arrived in advance, it is better to approach them soonest possibly and ask them to offer the information.

1.4 DETERMINATION

1.4.1 Tactics

(1) Tactics and determination

a. Patterning of operations

Fire fighting tactics shall be determined by the decision making of the headquarter commander at the disaster ground. Therefore, we must say that the tactics are not the one decided in advance.

Analyzing the disaster experienced as the case study, setting and knowing it as the tactics pattern through execution of the logical configuration are important elements for the ability of the commander. However, it is merely the pattern, and not the tactics itself.

There is no any fire grounds to which we can apply the tactics pattern as the prototype. The fire fighting operations are always executed in the form of modification or annexation of tactics.

b. Determination of tactics

Fire tactics is not a matter which can be prepared in advance. The tactics is a creative work to be assembled through the comparison and consideration of the operational performance, operational environment, etc. of each unit by the headquarter commander at the fire ground, and it can be said that determination by the headquarter commander is the determining the tactics in actual practice.

(2) Creativity of tactics

a. Tactics = Creation

Tactics is not the one given by others, and it is the one determined by the headquarter commander in his responsibility at the fire ground. Therefore, we can say that tactics is a creation made by the headquarter commander.

b. Pattern of tactics

Tactics is to be determined at the fire ground. However, the tactics pattern can be investigated and determined in advance. This pattern is called "Operation policy, etc." It is important that the states which are relatively occurred in high frequency should be classified into several patterns and their means corresponding to the actual situation as a rule should be determined. Then, ~~the judgement and investigation procedure at the fire ground can be largely omitted. This is very much effective.~~ The man who learns ample tactics patterns and who can utilize freely them in accordance with its necessity will become an excellent commander.

↳ it is very effective for the commander to save the time and procedure of ^{his judgement} at the fire ground.

1.4.2 The ~~Strategy~~ Fire Fighting Means.

~~The~~ ^{The} ~~Fire Fighting Means~~ ^{Fire Fighting Means} shall be determined by the headquarter commander in accordance with the situation at the disaster ground, and ~~it is the decision of the headquarter commander.~~ ^{we will do this decision making "the determination"} If we consider that there might be something to be prepared in advance, surely you will find there is. We must say that large part ^{of fire fighting mean} must be prepared beforehand and the ~~fire ground~~ ^{actual} is the place for overall settlement of accounts.

1.4.3 Determination

If decision of the headquarter commander is made, the decision is immediately to be executed by fire fighting companies in the jurisdiction. Where the decision is appropriate, the company can obtain the effective result with a less burden, and their morale will be enhanced by a sense of fulfillment through completion of the duty. If the decision is improper, the company must be forced to have unnecessary burden physically and mentally. As the results, the morale is lowered without obtaining of good results.

(1) ^{Determination} Decision under the unknown state

a. Fate of fire service system

In the fire ground operations, there are many unknown factors. For eliminating these unknown factors, it is important to execute the data retrieving operation. Through the proper retrieving, very worthwhile information can be obtained. However, the unknown factor remains until the end. Command at the fire ground is to be always carried out together with these unknown factors. Here we can see the remarkable ~~burden~~ ^{burden} features of the fire service command.

b. Presumption of the state

Under the unknown state, it is natural that we must hurry to collect the information. But at the same time, it is necessary that parts unknown must be assumed. If we have an enough ability to make a good judgement, we can assume the fire spreading range from the conditions of smoke or flame. There is a case that it is possible to assume even the internal structure of the building. Furthermore, there is a case where it may possible to assume the information of the people fail to get off and the place of hazardous material, etc. from people's gesture or behavior even if the man was a half madness or cannot make words.

The commander must assume the current situation from the external phenomena, determine the operational policy on the premise of the assumption at the hazardous side, and heightens the efficiency of the operations by hastening the grasping of the fact. This is a basic of the decision making under the unknown state.

(2) Prudence

Decision shall not be a casual idea merely or not an irresponsible remarks. It is necessary to make a

decision carefully by repeating the consideration and investigation as possibly in the limited time.

Before making the decision, the headquarter commander must endeavor his best efforts so as to grasp the situation. At the fire ground, there are always many unknown factors. Therefore, the commander is required to have an ability to assume the actual situation without overlooking even a little sign and by searching the meaning.

(3) Timing

Any good idea or plan will be one of those ideas if it loses its timing. It take a certain time, from the time of decision making, command issuing and actual operation of fire fighting company up to the time of obtaining the effect. We should not forget to count the time required when making the decision. The commander, through the daily drill, etc., must understand the approximate time required for each operation. At the same time with assumption of the situation deployment, it is important that the commander should compare always the time required for each operation and make a decision earlier.

avoidable

(4) Execution possibility

Content of the decision shall not be the one ^{which} making the fire fighting company and firemen forced to do impossibility. If a fireman at present enters forcedly into the floor of the fire ^{spot} ~~origin~~ which is burning vigorously, even if it is considered that the damage will be limited, it is impossible to execute and we must say that it is an irresponsible decision. In order to enter, there are several steps which must be carried out such as smoke ejection, cooling, etc. At the first, the headquarter commander shall make an arrangement of these steps and determine details of each step.

(5) Change of decision

Decision shall not be changed unnecessarily. Changing the decision without any reason makes the fire fighting company confuse unnecessarily. However, if necessary to change, the commander must change the decision firmly, and must exert all efforts for convincing the fire fighting company of his sincerity.

1.5 COMMAND

1.5.1 Realization of Decision

A command is a declaration of the intention which the commander determined so that the fire fighting company or fire fighters execute it under his command.

The company or fire fighters after receiving the command cannot reject or ignore the command without any reason, must observe it, and have a duty to execute it.

obey

1.5.2 Requirements to Command

Requirements to command are in general as shown below.

- 1) General conditions
- 2) Policy of the operation or intention of the headquarter commander
- 3) Duty of the personnel receiving the command
- 4) Connection ~~or~~ cooperation with other fire fighting company *(and/or relationship of)*

The one provided with all these requirements is the complete command. However, there is surely a case that in the fire fighting operation, overall conditions cannot be grasped, further, since the time is limited, there are many cases where necessary explanation cannot be made to the fire fighters in detail.

1.5.3 Charging with the Duty

Charging the duty to the personnel is an inevitable element for making commands. It is a nucleus of the command. Thus, if this element is eliminated for simplification, the command loses its function actually.

Where giving the duty, the following items must be ^{considered} observed as a rule by ~~the personnel who is to receive the~~ command.

(1) Concreteness

The duty given, even at the time of great emergency, must be concretely and clearly explained to the personnel so as to avoid misunderstanding. If there is any non-clear part, since the personnel receiving the command is usually tend to supplement it by his own judgement, they often take a different action from the commander's intention.

(2) Realization

Command must not make the personnel forced to do impossibility. Even if the fire fighting company is of the best task force, there may be the matter impossible to execute naturally. The headquarter commander must make a judgement calmly on this point. If not, the subordinates are to be forcedly receive pains only, resulting in no worthwhile results.

1.5.4 Furnishing of Intention and Purpose

As one of requirements to command, we must refer to the intention of the commander. When commanding, it is not good only to make a command "Execute so and so!" Ideal method of issuing the command shall be to give the

command with the commander's intention like as saying "Under the policy of so and so, I will command to XYZ unit to execute so and so!"

1.5.5 Furnishing of the Situation

Under the quite unknown situation, starting the operation is very dangerous. The personnel concerned feel unstable also. In such case, idleness operations may be increased, resulting in considerably lowered operation efficiency. When commanding, it is necessary to provide the personnel with the knowledges concerning the conditions relating the command as many as possible.

1.6 UTILIZATION OF ORGANIZATION

1.6.1 Assuring of the ^{ed} ~~Organization~~ Operations ~~as an Organization~~ Organization

(1) Quality conversion of fire fighting operations

In recent years, our social environment or urban structure is rapidly changing, and inevitably complexity and ^{diversification} ~~versatility~~ of the disasters have been brought about. Therefore, ^{diversity} the fire fighting operations have become avoided the conventional simple ^{tactic} strategy in which the speediness and boldness are the first consideration, and it is recommended that the ^{tactics} ~~strategy~~ based on the new operation principles to cope with the requirements of the present age shall be taken by quality conversion.

Direction of the conversion is pointing from the flat operation to the 3-dimensional operation from the viewpoint of operation type. This is pointing from individual fire fighting company operation to systematic operations of fire fighting organization from the viewpoint of operation state.

(2) Understanding to the organization operation

For executing the organization operation, it will be the premise condition that both the commander and personnel to be commanded should understand the essence of the organization operation and accept the operational pattern. Even if the one party made the effort to execute the operation systematically, where the other party takes a strong attitude to precede its own action, the intention of either commander and personnel or the will between personnel cannot meet to each other, and the entire operation of the organization has become loosen the target, getting a disagreeable result.
and miserable

(3) Fire fighting operation and water application

Since fire fighting compaies have in general executed, up to now, the fire control operations with the traditional ~~strategy~~^{tactic} for a long period of time, the concept of water application priority is deep-rooted. This means, there is a way of thinking that the real fire control operation is to apply water with the his own company's pumper and nozzle, and other operations are of auxiliary. If the operation is executed based on this trend, the systematic operation will be difficult to carry on.. It must be kept in mind that, separating from the wooden building fire, the concept of water application priority is a critical factor in the special fires such as building fire, causing an impediment against the systematic operations.

1.6.2 Utilization of Assistant Organ

Headquater commander must make efforts so as to enhance the organization operational effect by utilizing sufficiently the assistant organs such as staff, command unit, etc.

1.6.3 Staffs

(1) Staffs and command rights

Staffs are called with the words "Assistance" or "Command unit". Main duty of the staff is to assist the decision by the commander (line). As the means for realizing this, it is necessary to let the commander recognize correctly the current situation of the fire fighting ~~company~~ ^{company (battalion)} through grasping the operations of mobilized units, submit high quality data to the superior of line by collecting various data and analyzing and unifying them so as to help the commander to make a correct judgement of the current state, and further, to make a necessary suggestion to the line, and convey the command and intention of the line correctly to the fire fighting company. The staffs are to have such concrete duty.

In general, the job function called staff has not the right of command.

(2) Command unit

In the special fires such as building fire, etc., it is required to collect and analyze various information and data in many fields so that the commander makes a judgement of the current state and a necessary decision. However, it is difficult to execute these only by the headquarter commander. Naturally the assistant organs are necessary. As the assistant organs, the command unit functions other than the staffs mentioned above. The staff makes a contribution in main to the thought and decision of the headquarter commander, and the command unit makes a contribution mainly to realize the decision of the headquarter commander.

The command unit shall have a duty to assist the headquarter commander, and shall not have the command right of the fire fighting company. However, where any extra command is issued ^{to the command unit} by the headquarter commander even at the emergency, the command unit shall command the company chief and platoon chief.

1.7 SECURING THE COMMAND OF SUBORDINATES

1.7.1 Securing the Command of Subordinates

Securing the command of subordinates has two meanings. One of the meanings is to grasp the subordinate's mind in hand, and the other one is to secure the command of their actions. It will be the matter that the former one is the matter of human relation between the commander and the personnel to be commanded in main, and the latter one is the matter of the commanding technique in main.

Since the organization is a group of humans, if the subordinate's minds are not grasped and the organic characteristics of the organization is not secured, the grasping of the operation is ill-influenced, and it will be difficult to execute the organizational operation itself properly.

1.7.2 Grasping of Mind

The organizational operation is a linkage action between the commander and his subordinates. Thus, in advance this linkage state must be securely established. Grasping the mind of subordinates is to establish the operation system of the organization firmly, and this will be a preparation operation in advance.

1.7.3 Securing ^{the command} of Operation

For executing the organizational operations, what kinds of the fire fighting companies are mobilizing at the fire ground, current situation of the companies, and what type of job they are doing, etc. must be grasped by the commander.

1.7.4 Reporting

Normal means for grasping the subordinate's action is made through the report from each rank commander. To report own action to the headquarter commander at the good timing is a responsibility of each rank commander. In consideration with that what kind of report is requested now by the headquarter commander, each rank commander must make the appropriate report so as to avoid misjudgement of the headquarter commander.

1.8 SAFETY CONTROL

1.8.1 Fire-Ground Operation and ^{Danger} ~~Hazards~~

Fire ground operations must be proceeded in consideration with ^{Danger} ~~hazards~~ always. In the fire services, the danger must not be avoided because the fire fighters shall enter positively the place where workers or dwellers are escaping with screaming and must execute the saving of life or fire fighting without confirmation of the building structure and fire proceeding state. Even if the equipments are satisfactory and further if the safety control is sufficiently done, it is hard to expect that the hazards become zero from the viewpoint of the job type. Main hazards in fire service are as follows.

(1) Unstability of the subject item

Firstly, unstability of the subject item is pointed out. It is natural that the object item which needs the fire

service is subject to damage to some extent and loses the normal conditions.

At the disaster ground, it should be considered that all things except those checked by firemen's eyes and hands are not secured from the safety viewpoint.

(2) Operation obstacle

The fire ground is always confused and disordered. Fire service personnel must achieve the operational purpose by overcoming such obstacles. There, we must say, exists one of dangerous affairs.

This operational obstacle already is

(3) Abnormality of operations at the fire ground

As to the fire-ground operations, in general the procedure checking the action pattern of ordinary people, i.e., the procedure of confirming the current situation, and making and executing the plan is apt to be omitted. There, we can say, exists some operational abnormality, and one of hazards is caused there.

The ordinary people is apt to do the abnormal action without checking their own actions.

(4) Abnormal mentality

We see there is an abnormal mentality of the man who takes an action. Although the fire ground operations must be calmly done, there may be no humans who are quietly calm.

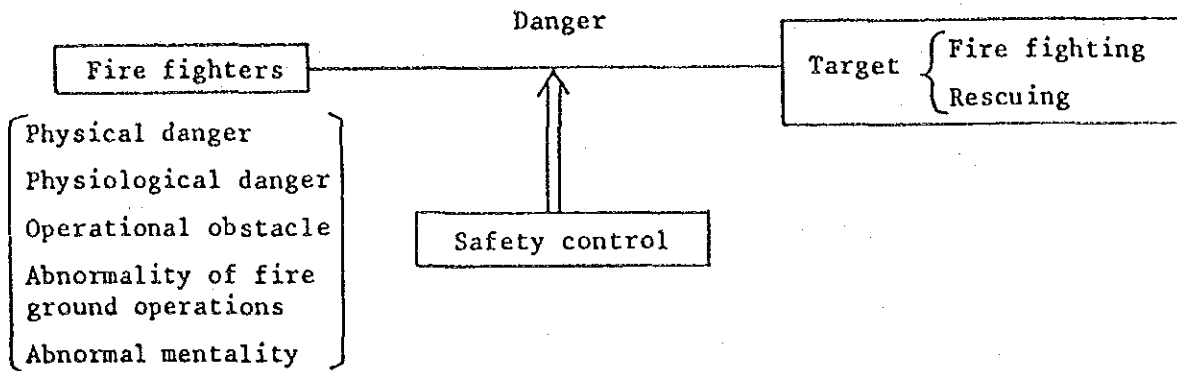
i.e. the procedure of confirming the current situation and executing the plan.

Under such abnormal mental state, it must be noted that consideration to the safety is retracted and the risk is consequently increased.

(5) Tension relaxation due to fatigue

Fire ground operations are vigorous activities. There, all fire fighters are requested to display their abilities up to the extreme state mentally and physically. Accidents in general have a trend to occur at the beginning of deployment in vigorous operation and also at the time of tension relaxation after fatigue increase of the fire fighter.

Danger in fire fighting operations



1.8.2 Fundamentals of Safety Control

(1) Duty achievement and safety control

Safety control means to assure the safety of fire fighters. In simply saying, it means that the commander must consider always so as not to injure the subordinates.

The commander must consider that fire fighters are not injured in the fire fighting operations at the fire scene. For this, it is necessary that the commander will pay the maximum consideration from the commanding operational viewpoint. However, the duty must be achieved. That is the target of the fire service organization. Without consideration of safety control or duty achievement from the selection viewpoint, correct recognition to the safety control may be realized only through understanding both the safety control and duty achievement as a whole.

(2) Command and safety control

a. Safety consciousness

Contents of the command must be always the one backed up with the safety. It is extremely thoughtless and irresponsible to think that although the command itself

is almost impossible to accomplish, the subordinates will do it anyway. If this way is repeated, the mood of command distrust may be cause, and it may cause the serious state that subordinates reject the command actually.

For grasping the operational actual situation of each unit, it is necessary to make each rank commander submit the report positively and spontaneously.

Reporting must be done in general routine, and then even at the fire ground where confused, the correct reporting can be correctly done.

Thus, the report must be done habitually through the daily drill.

We should recognize that reporting is very much contributing for efficiency of the fire ground operations and assuring of the safety.

b. Operation limit of each fire fighter

Important thing for the commander so as to consider the safety control is to know the operation limit of each fire fighter. Even if the fire fighter is schooled by the drill and armored with the protection, his operation is naturally limited as long as the fire fighter is human being. This limit can be almost grasped by observing carefully the daily drill, etc.

(3) Selfdefense

a. Physical training

We, fire personnel are naturally requested as a professional fire department personnel to have a physical strength and plenty of energy enduring the vigorous operations at the fire scene. Thus, the physical training should not be carried on forcedly by other person, but should be done in his individual responsibility as the career person. It should be considered that maintaining the high physical strength is to be closely related to the accident prevention.

b. Protecting oneself

One's own body shall be protected by oneself. For this, the physical training so as to endure the vigorous fire ground operations must be continued daily without neglecting .

1.8.3 Countermeasures at Occurrence of Accident

We must make our best efforts so as to avoid occurrence of accidents. However, the headquarter commander must consider sufficiently the ^{resolution} means having the situation well in hand if an accident outbreaks unhappily.

1.9 EMERGENCY COMMAND

1.9.1 Manager in Change

(1) Limit of fire fighting operations manual

Leaders in the organization determine the operation policy of the organization, procedures, etc. Those decision items are classified into the standard type decision and non-standard type decision.

The standard type decision is the one made to the matter occurring repetitively and its contents are static, and further all the necessary matters for decision making such as the premise condition, etc. are known already, and it is characterized by that the result caused by the decision can be predicted in high accuracy. However, the disaster ground is apt to be ill-influenced by the change of environment, and further, there may be possibility occurring the non-predictable matter.

Where confronting such a sudden situation, the manager or commander cannot depend on the existing manual, and must

decide by himself with his own judgement. That is, non-standard type decision must be made.

(2) Individuality of disaster

Command at the fire ground is of no-standard type decision making continuously. As compared with the many operations cases in the past, it is clarified that we cannot find the same pattern even in two cases.

If each disaster case has its own individuality, the means coping with it must naturally have the individuality.

"Leader controls the change of situation." is the old saying. That is, the commander must have a function to cope well with the change.

(3) Element of decision

a. Creativity

Creativity is an ability to create the method coping with new situation without influence of the existing knowledge and experiences. This is the nature inevitable to the commander. Flexibility of the thought will form its background.

b. Experiences

Experiences are very ^{important} ~~critical~~ factor to cope ^{of} with the current situations by considering ^{similar situations} ~~the one's own past~~ experiences or other's experiences by which he could ^{properly} cope with ^{unknown} ~~new~~ situations ^{in the past} ~~in the past~~ ^{properly}.

c. Training

As for the training though it is not the nature of the commander, it is ^{also} important ^{for the commander} to execute the training of the ability to cope with the sudden situation or

change properly. What we should be careful is that the training so as to fix or limit the operation should be avoided as possibly.

必须注意避免

1.9.2 Coping with the Situation

The essence of the fire fighting command is how to cope with the situation effectively. The headquarter commander must have the ability to cope with the changing situation precisely. In this case, the situation indicates the situation at the fire ground.

1.9.3 Change of Policy

In the Item 1.4 DECISION, we have described that after the operation policy is once determined, we should not change it even if somewhat variation occurs. The commander must have a very strong will. However, in this Item, we describe that the commander should make a flexible command properly depending upon the situation.

Two factors: elasticity and assuredness of decision are emphasized. And where important variation occurs in the premise factor of the decision, necessary changes should be made.

Like this, in the operational organization, it is natural that the rule "The operation policy determined should be accomplished." is stated. However, in the organization executing the fire fighting operations under the state of ^{the} ~~that~~ ^{change} ~~able~~ of the situation ~~is predicted~~, it is considered that the principle coping with the situation must be emphasized at the same weight.

1.10 COMMAND. IN ADVANCE

1.10.1 Command in Advance

Fire service organs are to start the operation immediately after receiving the fire reporting. However, there is no time to discuss and investigate the tactics after outbreak of the fire. Therefore, there is a method that principal matters or the items possible predetermined should be investigated beforehand and determined as much possible, and further even if the command is not made, measures should be taken in accordance with the command in advance. These are called "Command in advance".

1.10.2 Meshing Roughness

As to the command in advance, roughness of the meshing is required. Other than the precision which does not leak water, the command must be of the strong meshing with which big fishes cannot be escaped even if small fishes may escape. Detailed conditions and premises should be avoided as possibly, and even if there is some differences in the premise conditions, it is necessary to have flexibility for its execution.

1.11 MORALE

1.11.1 Morale

Morale is a strong will, i.e., an enthusiasm to accomplish the duty charged. Since both the strong will and the enthusiasm are of the individual feeling, it is not constant at any time. Human's feeling is always shaking with excitement towards weak or strong side depending upon the physical conditions at that time, the comprehension degree to his work, or

environmental circumstances. Human's activities are very much affected by his feeling, but where acting in the severe environment and under urgent conditions, the mental factor takes an important role. Therefore, both the commander and fire fighter must make efforts so as to keep high morale always.

1.11.2 Command Attitude

Human relations in the organization group, especially the human relations in the operations at the fire ground are not easy and outward such that as maintained by the thought, hesitation or opportunism attitude. The commander must, while showing a strict attitude in his responsibility, requests to his subordinates what he wants. Through the strongness and strictness of the commander, a real good human relations among the fire service personnel will be formed.

1.11.3 Factor of Morale

(1) Sense of mission

Watching people doing his favorite job in his own way seems very pleasant. Even if we spend a relatively big labor force, we are vivid as long as we do what we want. This means, we can say that we feel the meaning of our own through doing what we desire, and we can be devoted entirely ourselves to the job.

Like this, although there is various differences in consciousness, the sense of mission is the zest finding 意志 out the ~~some~~ value in our job and wishing to accomplish it, and for realizing this, it has the consciousness to feel that oneself is an important existence.

(2) Sense of responsibility

a. Self-consciousness

When humans believe "I myself has an important role in my company.", or consider "Our company has an important duty in the fire fighting operations.", the morale of the fireman is very much enhanced. To be aware clearly of one's role or duty in the organization is in other words to be conscious of one's responsibility. By being conscious of his responsibility, the zest resposing to the expectation of superior or circumstances and devoting to the organization who belongs to is generated. That is the morale.

b. Responsibility and morale

Morale is not existing alone. When the personnel is conscious of his own duty and operational target clearly, the personnel is aware of his responsibility, and when he is conscious his responsibility, the morale is enhanced. Therefore, commanders must recognize that assigning the duty to the fire fighting company at the fire ground increases not only the operation efficiency but also gives an important measures to the company for enhancing the morale.

(3) Sense of reliability

If the personnel has ^{not} a sense of reliability to each other, self-consciousness of each personnel becomes strong, and many complaints and discontents are arisen. Further, since the personnel will have a strong precaution unconsciously, he will have fixed selfdefence attitude before starting his work or to talk. When the fire fighters are under such situatuion, we cannot expect good organizational operation or team

work, etc. It is said that the reliability is a big premise condition supporting the organization.

As the morale is as said as a sense of reliability, we can say that the morale in the organization has the same meaning as the sense of reliability in the organization. The mutual reliability is the basic conditions to make the organization vital.

1.11.4 Selfconfidence

Although it is important to have a self-confidence, it is not the one given by others or it is hard always to have the self-confidence whenever it is necessary. The self-confidence can be gradually grown up through daily plain efforts over long period. There is no any other quickly-performed means. Main factors composing the self-confidence are experience, training and self-establishment through study.

(1) Experience.

Where experienced at the fire ground, both the commander and fire fighters are requested to make efforts for investigating the details of their own company's and other company's operations, and letting those as lessons for them, and further should make efforts for adding them to their ability.

(2) Training

Training is, including the meaning of the false experience, a big factor for growing the self-confidence. There are two purposes for executing the training in brief classification. One is the technical fixing, and the other, creativity training.

training to develop

a. Technical fixing

Especially, since the operations at the fire ground is to be executed in the abnormal environment, it is natural that the ability displayed there will be reduced down to half of the normal. Thus, it is necessary that the technique must be fixed until the fire fighting company or fire fighters can understand and grasp them completely.

b. Education and training of ^{developing} creativity

As to the training for cultivating the creativity of the commander, it cannot be accomplished so as to satisfy the purpose only by the conventional training employed so far. Although the new training method must be established, it is not always necessary that the fire fighting company's actual operation is executed from the viewpoint of the purpose. It may be the one as on-the-desk training which employ many variations of the state.

The training for cultivating the creativity based on that essence of the fire fighting operations is to cope with the actual situation, i.e., deployment of the commander training must be rapidly completed.

1.12. OPERATIONS OF THE COMMAND HEADQUATER PERSONNEL

(1) Duty

Staff has a duty assisting the headquater commander. The staff shall make his efforts so that the headquater commander can size up the situation and make a necessary decision easily and he can convey his intention thoroughly and command effectively.

(2) Responsibility ^{assitance}
~~the duty of assistance~~

Staff shall make a ~~determination~~ so as to take a responsibility together with the commander on the company's operations and ~~execute the assistance duty~~.

- (3) Relations with the right of command
Staff shall not have the right of command. However, where the headquarter commander give him a special command, he shall be in charge of the command consequently.
- (4) Reporting of information
Staff shall recognize alertly the contents the headquarter commander should determine. Then, he shall collect and analyze the information quickly and shall report it to the headquarter commander.
- (5) Stating of one's opinion
Staff shall state his opinion to the headquarter commander after analyzing the situation calmly and perfectly, investigating the measures taken and the necessary materials and equipment.
- (6) Intercommunication between staff
Each staff shall exchange the information with each other, and communicate the will, and then shall assist the headquarter commander the most effectively through each assigned duty.
- (7) Investigation of tactics
Staff shall grasp always the actual state of existing fire service equipment, and at the same time, shall make efforts for attaining the necessary knowledges and investigate the tactics, and then shall utilize it when executing the fire ground operations.

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