

Welcome


- ▀ House keeping issues
 - ▀ Fire exits
 - ▀ Restrooms
 - ▀ Breaks





Introduction

- Jim Harrington, Retired Chief Gates Fire District
- Combination department, 34 career and 48 volunteers when I retired. Now over 60 career and 14 volunteers
- Been a volunteer and career fire chief in the same department
- Started as volunteer chief officer in 1990 thru 1995 then career chief in 2005 and retired in 2018
- State Fire Instructor for 18 years
- Worked for ISO for 20 years
- Served on the Board of Directors of NYS AFC





Outline



- ▶ Who Are We? (as fire officers)
- ▶ Generation Gaps we are dealing with
- ▶ Leadership & Team Building
- ▶ Legal Pitfalls and Traps
- ▶ Conflict Resolution and Situational Awareness



Outline (con't)

- Application Process
- Recruitment and Retention
- Discipline
- Workplace Violence
- Non-Harassment






Who are we?




- ❖ As a father/mother
- ❖ As a husband/wife
- ❖ As an employee
- ❖ As a provider
- ❖ As a community public servant
- ❖ We are not the guy or girl next door any more







As Fire Officers



- ▶ What are your personal traits?
 - Calm under pressure
 - Short fused
 - Low keyed
 - High strung
- ▶ How did you get to your position?
 - Voted in
 - Submitted a resume
 - Appointed
 - Default, wanted it, no one else interested
- ▶ What's your commitment level?
 - Missed nights, family, etc.
- ▶ What type of Fire Chief are you?
 - Authoritarian
 - Delegator

Considerations



- ▶ The Customer
 - Our community is the stake holders
 - What are their expectations from us
 - Internal Expectations
 - External Expectations
- ▶ Changing from the Buddy to the Boss
- ▶ Fire Chiefs Ethics
 - From IAFC
 - From NYSAFC

Management Style



- ▶ What type of a fire department is yours;
 - **Reactive:**
 - We do not plan for or concern themselves
 - Extremely dangerous and potentially disastrous in terms of results
 - Leaves everything in the hands of fate
 - Miss strategic opportunities
 - **Proactive:**
 - Understands the departments strengths and weaknesses
 - S Apparatus & Equipment, Training & Knowledge
 - W Facilities, Internal Morale or Climate
 - O Changing Laws, Regulations, Standards, Economics
 - T Social & Cultural Norms

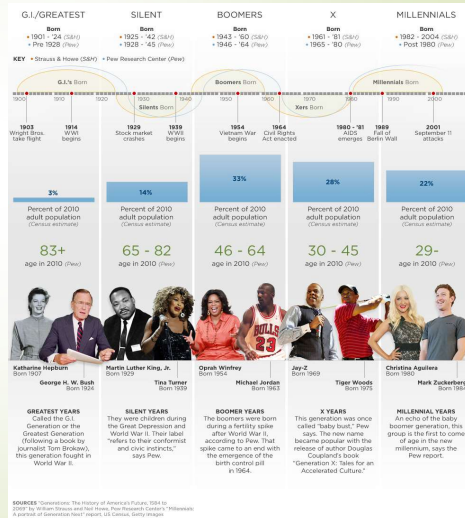
Three Levels of Management

- ▶ Operational/Functional = Lts. 80%, Capt 60%
- ▶ Tactical/Business = Batt. Asst. Deputy Chief 40%
- ▶ Strategic/Corporate = Chief 20%



The Generation Gaps

- ▶ There are currently six generations in our society
- ▶ Those of us in the fire service mainly deal with these three:
 - ▶ Baby Boomers
 - ▶ Gen X'ers
 - ▶ Millennial's



New Generations

► The Generational Differences

Generations - how are we different...

What are Generational Differences

Shawn Johnson

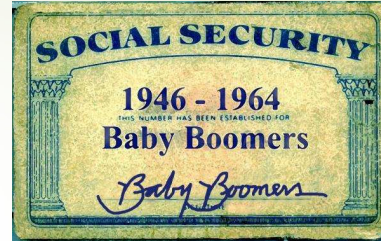
Generational Comparison Chart

	Traditionalists	Boomers	Gen X	Millennials (Y)	Gen Z
Born	1927- 1945	1946-1964	1965-1980	1981-1996	1997-present
Age today	75+	56-74	40-55	24-39	23-
Population (US)	29,936,901	74,102,309	49,151,059	83,545,955	86,391,289
Parenting and Childhood	Strong nuclear families, parenting was associated with discipline.	Most Moms are home. Do it because I said so. Larger classrooms; more competition. Freedom, optimism	Divorce rates increase-single parent homes. Latchkey kids. Self-sufficient, first milk carton kids	Parent more involved-helicopter parents-safety. Amber alert. Participation Trophies. Video games and systems.	Both parents work; raised by grandparents and other caregivers. Constantly exposed to media.
Leadership	Command and control style influenced by strong military associations	Accept poor management and positional leadership. Competitive and value face time.	Prefer leadership styles that are comparatively more autocratic, directive, task oriented and transactional	Prefer leadership styles that are democratic, participative, relationship oriented and transformational.	View the internet as the authority. Prefer coaching style leadership.
Early Communication	Letter/memo. Rotary phones-phone calls are important, prefer one on one	Telephone/email Used touch tone phones-call anytime. Just fax it to me. Enjoy face to face.	Email/Text Used cell phone early. Call me only at work.	Text/Social Media/Smart Phones/Apps/ maybe email	Smart phones/ Apps/Snapchat/ Video/use images and symbols.
Career Attitudes	Job for life, Loyal to one employer. Anything worth getting is worth working for. Work is a privilege.	Large organizations provide whole careers. Competitive. Face time in office. Live to work!	Loyal to profession, not an employer. Emergence of the "knowledge worker." Work to live! "free agents."	First digital careers/work "with" organizations not "for" organizations. Work my way, not your way. Desire meaningful work.	Mobile workers, technology reliant. Multi-taskers. Want promotion, quick response, stimulation, fast promotions.
Formative Life Experiences	Depression, WWII and rationing, nuclear families and few divorces, gender roles	Cold War, Vietnam, Moon landing, Woodstock, communal living	Fall of Berlin Wall, Introduction of PCs and video games, rising levels of divorce	9/11 and rise of global terrorism, PlayStation, social media, reality TV, google	Economic downturn, mobile devices, global warming, environmental issues, Wiki-leaks

www.ShawnJohnsonSpeaks.com 843-618-0977 Contact: Shawn@shawnjohnsonspeaks.com

The Baby Boomers

- ▶ Born between 1946 and 1964
 - ❖ Me Generation
 - ❖ Rock-n-rollers
 - ❖ Self-righteous and self-centered
 - ❖ Buy now, use credit
 - ❖ Moms were house wife's, began working outside the home.
 - ❖ First generation to have kids in a 2 income home
 - ❖ TV Generation
 - ❖ Divorced generation
 - ❖ Optimistic, driven, team orientated
 - ❖ More positive about authority, hierarchal structure and tradition



Generation X'ers

- ▶ Born between 1965 and 1980
 - ❖ Latch key kids, street smart, divorced or career driven kids
 - ❖ Entrepreneurial
 - ❖ Government and big business means little to many
 - ❖ Want to save the neighborhood, not the world
 - ❖ Cynical of many major institutions, eager to make marriage work, will be their for their kids
 - ❖ Raised in transition from written knowledge to digital knowledge



Generation X'ers (con't)

- ❖ Tends to commit to self rather than the organization or specific career. This generation averages seven career changes in a life time
- ❖ Began obsession of individuals rights prevailing over the common good
- ❖ Late to marry, early to divorce
- ❖ Short on loyalty, wary of commitment
- ❖ Cautious, skeptical, unimpressed with authority, self reliant



Generations Y/ Millennial's

- ▶ Born between 1981 and 2000
- ❖ Brings a sharp departure from the Gen X'ers
- ❖ Respect authority
- ❖ Schedules everything
- ❖ Have great expectations for themselves
- ❖ Prefer to work in teams
- ❖ Live in a 24/7 world, want fast and immediate processing
- ❖ Have been told over and over that they are special and want to be treated that way
- ❖ Don't live to work, want more relaxed work environment, needs lot's of hand holding and numerous accolades



Generation Z/ Boomlets

- ▀ Born after 2000
 - ❖ Don't deal with them to much yet but they are coming in the next 2 or 3 years.
 - ▀ Some may currently be in your explorer programs or junior firefighters programs.



Why Do or Don't People Join their Fire Department?

- ▀ Economic Environment
- ▀ Political Environment
 - ▀ External; Community supports the department
 - ▀ Internal; Strong internal support
- ▀ Legal Environment
- ▀ Social Environment
 - ▀ Today's Norms
 - ▀ Yesterdays Norms
- ▀ Cultural Environment



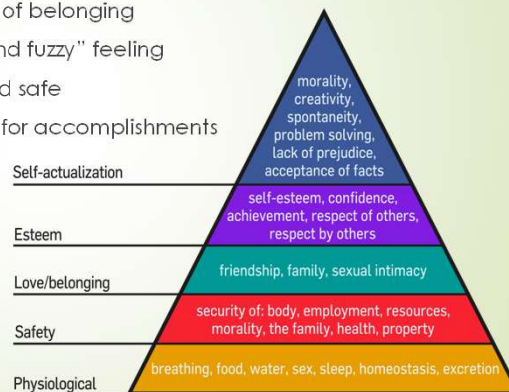
Joining Challenges

- ▶ Demographic Change
(how has your community changed in the last 10 years)
 - ▶ Aging Population = EMS growth services
 - ▶ Our greatest challenges are yet to come
- ▶ Technological Environment
 - ▶ Impacts every aspect of contemporary life, travel and work
 - ▶ Haz-Mat, Hybrid Vehicles, CAD, PPV, TIC's AVL's



What keeps them

- ▶ The firefighter should;
 - ▶ Have a feeling of self gratification
 - ▶ They need a sense of belonging
 - ▶ Have the “warm and fuzzy” feeling
 - ▶ Feel welcomed and safe
 - ▶ Be acknowledged for accomplishments



Leadership & Team Building



Leadership

- This is where the rubber meets the road for the leader of any organization
- You need to manage and lead with integrity
- You will be expected by your internal and external stakeholders to;
 - Conduct yourself in an exemplary manner
 - Go beyond obeying the laws and regulations
 - You will be judged by;
 - Integrity
 - Stewardship
 - Ethical behavior



Enabling Good Leadership

- ▶ Don't blame the boss for an unpopular decision or policy, its your job to support, not undermine.
- ▶ Argue with your boss but do it in private, avoid embarrassing situations and don't reveal what was discussed
- ▶ Make the decision then run it pass the boss
- ▶ Accept responsibility whenever its offered
- ▶ Do your homework
- ▶ When making a recommendation remember who will probably have to implement it
- ▶ Keep your bosses informed in what going on
- ▶ If you see a problem fix it
- ▶ Put in an honest days commitment to the organization but don't ever forget the needs of your family

What is integrity?

- Being of sound moral principal;
 - Character related to your honesty, creditability, moral principals and sincerity
 - You need to exhibit mutual trust and respect in terms of earning the respect and trust of others



What is ethical behavior?

- ▶ It is the moral obligation of "right-vs.-wrong"
- ▶ If it doesn't feel right follow your instinct & your gut, you are probably right
- ▶ Do I want to be the lead story on the news or the front page of the morning news paper?



Common justification for someone's unethical conduct

- ▶ Pretend the action is legal or ethical
- ▶ Believe the action is really in the best interest of the organization or individual
- ▶ The action is okay because someone will never find out about it
- ▶ Expecting the organization will support the action if its ever discovered
- ▶ Believing the action is acceptable because everyone else is doing it.
- ▶ Believing the end results justifies the means even when the means are unethical

IAFC Position Code of Ethics for Chiefs

- ▶ The purpose of the IAFC is to actively support the advancement of the fire and emergency service, dedicated to the protection and preservation of life and property against fire, provision of emergency medical services and other emergency response. To this end, every IAFC member shall represent those ethical principles consistent with professional conduct as members of the association:
- ▶ Recognize that we serve in a position of public trust that imposes responsibility to use publicly owned resources effectively and judiciously.
- ▶ Not use a public position to obtain advantages or favors for friends, family, personal business ventures, or ourselves.
- ▶ Use information gained from our positions only for the benefit of those we are entrusted to serve.
- ▶ Conduct our personal affairs in such a manner that we cannot be improperly influenced in the performance of our duties.
- ▶ Avoid situations whereby our decisions or influence may have an impact on personal financial interests.
- ▶ Seek no favor and accept no form of personal reward for influence or official action.
- ▶ Engage in no outside employment or professional activities that may impair or appear to impair our primary responsibilities as fire officials.

IAFC Position Code of Ethics for Chiefs

- ▶ Comply with local laws and campaign rules when supporting political candidates and engaging in political activities.
- ▶ Handle all personnel matters on the basis of merit.
- ▶ Carry out policies established by elected officials and policy makers to the best of our ability.
- ▶ Refrain from financial investments or business that conflicts with, or is enhanced by our official position.
- ▶ Refrain from endorsing commercial products through quotations, use of photographs, testimonials, for personal gain.
- ▶ Develop job descriptions and guidelines at the local level to produce behaviors in accordance with the code of ethics.
- ▶ Conduct training at the local level to inform and educate local personnel about ethical conduct and policies and procedures.
- ▶ Have systems in place at the local level to resolve ethical issues.
- ▶ Orient new employees to the organization's ethics program during new employee orientation.
- ▶ Review the ethics management program in management training experiences.
- ▶ Deliver accurate and timely information to the public and to elected policymakers to use when deciding critical issues.

Motivate and Team Build

- First, understand that motivation is an inside job, it comes from within your organization
- Second, understand what motivates people ask your people what motivates them, do this one on one.
- Third, have the follower understand the mission of the organization and how they fit into accomplishing it.



What motivated you to become the Chief?

- Desire to make a difference
- Desire to serve others
- Desire to succeed
- Commitment to the fire service and the community
- Desire to do the right thing
- Feeling of loyalty and responsibility
- Desire for personal growth
- Desire to meet new challenges



Legal Pitfalls and Traps

- ▶ Litigious Society
- ▶ Legal Environment
 - Laws, (V&T, Town Law, Penal Law)
 - Regulations (CFR, NYS CRR Section 159-d, Part 429)
 - Standards (NFPA)
- ▶ Does Sovereign Immunity exist
- ▶ Report Writing and Documentation
- ▶ NYS PESH Requirements



- ▶ Legal Pitfalls and Traps
 - Did you know you are legally responsible for
 - Uphold the constitution of the State of New York and the United States?
 - Determine cause and origin of a fire?
 - What else is out there that we are not aware of that may come back to bite us ?
 - (New law concerning wearing seatbelts on fire apparatus)
 - Town Law, Section 176a gives specific requirements of the Fire Chief.



Legal Pitfalls

NYS Division of Homeland Security and Emergency Services
Office of Fire Prevention and Control

Issue Date: January, 2015
Revision Date:

Recommended Best Practices For Fire Department Training Programs

1. Purpose:

The NYS Office of Fire Prevention and Control, with input from the Department of Labor's Public Employees Safety and Health Bureau (PESH) and fire service organizations, has developed a recommended set of "Best Practices" for use by fire departments. The purpose of these "Best Practices" is to assist fire departments in complying with the Occupational Safety and Health Administration's (OSHA) Regulation 29 Code of Federal Regulations (CFR) 1910.156(c)(1), ["§1910.156(c)(1)"]. In New York State this regulation is enforced for firefighters and public employees by the DOL's Public Employee Safety and Health Bureau (PESH).

This document and guidance herein is not intended to formulate a regulatory mandate nor is the purpose of this document to dictate specific training courses. It is intended to identify "best practices" and core competencies that should be included in all training programs based upon the job duties of individual firefighters. These recommendations should not be considered to be all inclusive of the subject areas necessary to develop a comprehensive training program, but will be useful in developing a training program that meets the intent of OSHA Regulation 29 CFR 1910.156(c)(1), ["§1910.156(c)(1)"].

2. Scope:

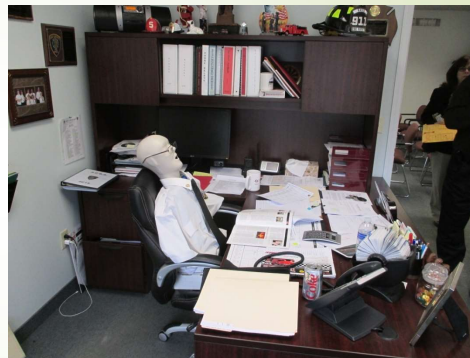
OSHA Regulation Section 1910.156(c)(1), applies to all fire departments in New York State, and requires that members be provided with training and education commensurate with the duties and functions that such members are expected to perform. Further, §1910.156(c)(1) provides that those who may find themselves as or are designated as Incident Commanders and training instructors must be provided with training and education which is more comprehensive than that provided to the general membership.

Training and education is not required to come from any one particular source or class of instruction and may include experience, vendor training, department in-house training and training that is provided by the State's fire service organizations. Regardless of where the training is obtained it is imperative to document any and all training that is being utilized to satisfy the competencies listed in this policy.

3. Definitions:

For the purposes of this guidance "fire brigade" as referenced in the OSHA regulation means fire department. Fire department is defined as any entity providing fire and emergency rescue services including but not limited to career, paid, volunteer or combination fire departments; for example a

Conflict and Situational Awareness



Situational Awareness

- ▶ Flee or fight situations
- ▶ You can bury your head in the sand
- ▶ Handle the situation without emotion
- ▶ What is conflict:
 - Any situation in which incompatible goals, emotional behavior or attitudes leads to disagreements or opposition between two or more parties.
- ▶ Conflict can be healthy for an organization if;
 - Limited in duration, not intense
- ▶ Conflict can be unhealthy for the organization;
 - If long in duration, intense or escalating



Managing a Conflict

- ▶ Prevention;
 - Clear understanding of an assignment
 - Cooperative strategies
 - Reward system
- ▶ Recognitions;
 - Anticipating a problem
 - Addressing it, don't look the other way
 - Positively addressing the situation
 - Have the open-door policy
- ▶ Resolution has four strategies;
 - Avoidance
 - Diffusion
 - Containment
 - Confrontation



10 Tips for Resolving Conflict

1. Choose a good time and place to talk
2. Commit to finding a solution that satisfies each persons needs
3. Listen carefully and restate what you have heard
4. Remain calm and avoid becoming defensive
5. Talk about the issue not the people
6. Use "I" statements
7. Acknowledge points of agreement
8. Describe your emotions
9. Be specific in describing what you need
10. Be open to creative solutions

Managing a Complaint

- Use your due diligence and professionalism
- Look into it and respond within 24 hours
- Apply effective listening
 - Identify the nature of the complaint
 - Apologize ??
 - How would the person like to see this resolved
- Take action if;
 - Verified, fully researched
- Make no promises



Does a Formal Process Exist

- ▶ Have a formal application to process members
- ▶ By NYS Law you must;
 - Conduct Arson Check
 - Sexual Offender Check
- ▶ Your decision to investigate;
 - Criminal. Can't deny because of previous convictions Reference law. Sign a release to conduct.
 - Financial
 - History
 - References
 - Address Confirmation (district requirements)
 - By statute, 33% of your firefighter population can live outside the area



NEW YORK STATE DIVISION OF CRIMINAL JUSTICE SERVICES
Office of Criminal Justice Operations
Volunteer Firefighter Inquiry Form

INSTRUCTIONS: This form is to be used only by a Sheriff's Office (or O/P/C, where applicable) when performing searches authorized under NY Executive Law §83(1) in connection with individuals seeking membership in a Volunteer Fire Department. This form must be U.S. mailed, faxed or hand delivered between agencies. E-mail transmission is not permissible.

Shaded boxes are required data elements.

A. DATE:		This form must be U.S. mailed, faxed or hand delivered between agencies. E-mail transmission is not permissible.	
B. REQUESTING VOLUNTEER FIRE DEPARTMENT			
DEPARTMENT NAME:			
FIRE CHIEF NAME:		SIGNATURE:	
ADDRESS:			
TELEPHONE NUMBER:		FAX NUMBER:	
1. NAME (LAST, FIRST, MIDDLE)		2. ADDRESS (Street, City, Zip Code)	
3. ALIAS AND/OR MAIDEN NAME		4. SEX	5. RACIAL APPEARANCE
		<input type="checkbox"/> M <input type="checkbox"/> F	<input type="checkbox"/> White <input type="checkbox"/> Black <input type="checkbox"/> Indian <input type="checkbox"/> Asian <input type="checkbox"/> Unknown <input type="checkbox"/> Other
6. ETHNICITY	7. HEIGHT	8. DATE OF BIRTH	
<input type="checkbox"/> Hispanic <input type="checkbox"/> Not Hispanic <input type="checkbox"/> Unknown	Ft. In.	Month Day Year	
9. PLACE OF BIRTH			
10. SOCIAL SECURITY NO.			
INVESTIGATING OFFICER: _____ DATE _____			
INVESTIGATING OFFICER SIGNATURE _____			
RESULTS OF INQUIRY	<input type="checkbox"/> NO RECORD OF AN ARSON CONVICTION OR A CONVICTION REQUIRING REGISTRATION AS A SEX OFFENDER		
	<input type="checkbox"/> CONVICTED OF ARSON; NO RECORD OF A CONVICTION REQUIRING REGISTRATION AS A SEX OFFENDER		
	<input type="checkbox"/> CONVICTED OF A CRIME REQUIRING REGISTRATION AS A SEX OFFENDER; NO RECORD OF AN ARSON CONVICTION		
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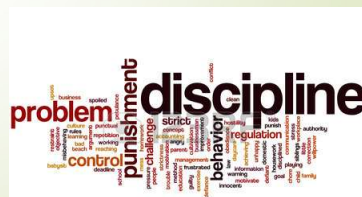
Processing

- Interviewing the person
 - By committee, two or more people. Yea or nay
 - First reading of names to the department members
 - Background checks
 - Second reading and body voting
- Orientation Process
- Recruit Status
- Probationary Status
- "We need the dudes"



Discipline

- It should be;
 - Documented
 - ❖ Informal
 - ❖ Formal
 - Progressive
 - Utilized as a learning experience
- It should not be;
 - Punitive



Investigation approach

- ▶ Investigate
- ▶ Evidence
- ▶ Interview witnesses and complainant
- ▶ Interview the accused
- ▶ Make a decision
 - Hearing by entitlement must be offered
 - Written decision
 - Punishment should not be punitive in nature
 - Corrective action
 - Learning experience
 - Resignation as a last resort
- ▶ Always document your actions and conversations
 - Ticker file, post a notes, hand written or formal



Taking the necessary action

- There are always three sides to every story;
 - Mine, Theirs and in the middle lies the truth
- Always give the accused an Option A or Option B clause
- Make sure to use due process
- Handling the allegation and complaint process
 - Use a five step investigation process
 - Sources of information
 - Acceptance
 - Investigation



The Firefighters Rights

- They have a right to a hearing in accordance with General Municipal Law, Section 209-1
 - File formal charges against the accused
 - May suspend the individual after charges are filed
 - Set a hearing time, date and location
 - A stenographer may be utilized
 - They have a right to legal representation at their expense



Workplace violence



What's required


- ▶ By statute, you are required to develop a workplace violence prevention outline
 - ❖ Develop a written policy statement
 - ❖ Conduct a risk evaluation
 - ❖ Develop a prevention program
 - ❖ Provide training and information
- ▶ PESH will look for this documentation during inspections
- ▶ You can do the training on-line




Workplace violence

- ▶ Case History;
 - ▶ FF comes after Chief with gun
 - ▶ Have you ever been threatened as Fire Chief
 - ▶ Termination of employee for embezzling
 - ▶ Employee threatens because mother is terminated
- ▶ Who retaliates against us and why
- ▶ Lock down/secure facility
 - ▶ West Webster shooting
- ▶ Check internet for posting and situational awareness
 - ▶ Social Media





Harassment




- ▶ Harassment
 - ▶ What is it
 - ▶ Behavior that adversely effects an individual's employment opportunities or unreasonably interferes with their performance.
 - ▶ Creating an intimidating, hostile or offensive environment
 - ▶ Conduct includes threats, intimidation, hostility stereotypes and slurs
 - ▶ Sexual Harassment
 - ▶ What is it
 - ▶ Rewards or preferential treatment for sexual favors
 - ▶ Creating a hostile work environment

What is non-harassment?

- ▶ Sexual
- ▶ Hazing
- ▶ Fire Station pranks





Summary

- Constant changing environment
- What was accepted yesterday may no longer be accepted today.
- Be aware of the needs of your firefighters
- Attend training programs that include HR issues in the fire service
- Don't be afraid to consult your legal council for assistance
 - ❖ My attorney once said "its my responsibility to keep you out of court and off the witness stand"