Labor / Management
For the Fire Service

Chief Dale Henson
Decatur Township Fire Department
Captain Paul Ford
Local 416 / Decatur Firefighters
Why We Must Work Together

- Fighting for limited resources
- Spending time and effort on the wrong things
- Hurting our people - internally and externally
- Stress on the organization
- There are too many common interest - We Need Each Other!
Common Characteristics That Cause Conflict

- Resistance To Change - This affects both sides
- Power Struggles
- Confrontational issues
- Recent leadership appointments
- Personality conflicts
Ways to make a Labor/Management program successful

- Schedule regular meetings
- Treat each other as peers
- Don’t make it personal
- Agree to disagree - but don’t be disagreeable
- Lighten-up - keep a sense of humor
No Secrets

- Union Members must understand the Chief works for the trustee, council, mayor etc… and holds a certain amount of loyalty to his boss
- Chief must understand that the Union President works for the good of the membership and his loyalty lies with the members.
- However the Chief must be loyal to both - Those above him and those below him
• Understand that all things are relative; there isn’t always a right and wrong
• Participants must be willing to be candid
• Participants must be willing to substantiate/give examples of your statements or position you hold
• There is a risk of participating
Program Goals

• Start productive communications
• Understand the cooperative process
• Understand the benefits of the cooperative process
• Provide tools

• No Exceptions - No Threats
Change

• What is the group’s perception of change?
• Webster’s Dictionary - To become different
• Major changes in the fire service:
  - Enclosed cabs
  - Universal precautions
  - SCBA
  - PASS devices
  - Air conditioned cabs
  - Large Diameter Hose
  - Science of auto extrication
Managing Change

• Control or be controlled

• The best way to control change - is to work together

• ‘If you want to make enemies, try to change something”

Woodrow Wilson
Understanding Each Others Roles

• Issues Germene To the Union President
  – Internal politics within the union membership
  – Dynamics of the duty of fair representation
  – Process to make a commitment
  – Political Action
Issues Germaine to the Fire Chief

- Dynamics of budget and finance
- Process for developing policies
- Labor relations
- Dynamics with the city or county managers
- Discipline dynamics
- Liability
- Politics
- Process for purchasing equipment or funding capital projects
Key Leadership Issues

• Leadership - Influence - Not power
• Listen
• Genuine praise and encouragement
• Input from employees
• Manage conflict
• Make the job fun
2007 Fire Chief Leadership Seminar
The Fire Chief and Safety

Gene Konzen
Battalion Chief
Wayne Township Fire Department
The Fire Chief and Safety

- OSHA Standards
- NFPA Standards
The Fire Chief and Safety

• OSHA
  - Covers employer responsibilities to employee
  - Indiana is an OSHA State
  - Fire Chief is Liable for these standards

• NFPA
  - Nationally Recognized Standards
  - Indiana is not a NFPA State
  - Fire Chief can be held Liable for these standards
The Fire Chief and Safety

• OSHA 29 CFR 1910
  - Covers occupational standards closely related to the Fire Service
  - Covers many disciplines the fire service is involved in
  - The Fire Chief will be held accountable for standards in the section

• Top areas cited from OSHA law in Indiana
  - Respirators (1910.134)
    • Fit Testing
    • Annual Physicals
  - Hazard Communications (1910.1200)
  - Hazardous Waste (1910.120)
  - Bloodborne (1910.1030)
  - Fire Brigades (1910.156)
The Fire Chief and Safety

- NFPA Standards
  - NFPA 1500: Standard on Fire Department Occupational Safety and Health Program,
  - NFPA 1521: Standard for Fire Department Safety Officer
  - NFPA 1581: Standard on Fire Department Infection Control Program,
  - NFPA 1582: Standard on Comprehensive Occupational Medical Program for Fire Departments
  - NFPA 1584: Recommended Practice on the Rehabilitation of Members Operating at Incident Scene Operations and Training Exercises
The Fire Chief and Safety

• NFPA Standards
  – NFPA 1403: Standard on Live Fire Training Evolutions
  – NFPA 1851: Standard on Selection, Care, and Maintenance of Structural Fire Fighting Protective Ensembles
  – NFPA 1852: Standard on Selection, Care, and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA),
  – NFPA 1975: Standard on Station/Work Uniforms for Fire and Emergency Services
The Fire Chief and Safety

- NFPA Standards
- OSHA Standards

- We could spend all day on this subject
  - But we wont
Some of the Content provided by: FirefighterCloseCalls.com....., My Friends in the Fire Service and
The Fire Chief and Safety

WHAT AFFECTS OUR FIREFIGHTER’S SAFETY

Not all unsafe practices are because we don’t have the money. Focus on issues that can make a big difference now.
The Fire Chief and Safety

Safety Initiatives we can do for our Firefighters

- PPE
- SCBA
- Seat Belts
- Proper Use of Apparatus
- Proper Use of Equipment
- Training (internal and external)
- The Big Picture

Common sense is not so common
Personal Protective Equipment

Cost to Outfit a Firefighter

- Helmet - $300
- Breathing Apparatus - $4000
- PASS device
- Coat - $800
- Pants - $600
- Gloves - $90
- Boots - $250

Life of a Firefighter...Priceless!
Personal Protective Equipment

WEAR YOUR PPE:
You get To DO The Job
THEY EXPECT US to Do.

DON'T WEAR YOUR PPE:
You may end up part of
the problem and not part
of the solution.
"Partial" PPE?....yep, it's hot out and whatever other excuses we have. But we got to take care of "us" before we take care of "them"....

Too hot for fire gear

Safety Glasses ????
Personal Protective Equipment

SCBA Does Not Stand For:

Shoot!!! Can I Breathe this Air ?.....

YES! WEAR SCBA's...
but wear your BUNKER GEAR AS WELL

.........WEAR YOUR MASK !
Personal Protective Equipment

Your PPE and protect you from more than cuts and burns…. WOW:

The only smoke we don’t have to worry about wearing our SBCA....
Proper Use of Seat Belts

Seat Belts don’t slow you down that much!!

How important are seat belts?

Click to Run Roll Over Video
Proper Use of Apparatus

We all have that engineer/driver that we all know should not be driving!

Use a Spotter or remove reverse from the transmission.
Proper Use of Apparatus

This fire truck was used to block an incident on the highway. Truly Proper use for this incident. Someone was really thinking. We might have had a firefighter Fatality if this fire truck was not Blocking the scene.
Proper Use of Apparatus

Seat Belts… Wear them or don’t ride!!!!
See a possible problem here?

These are not always the most popular decisions when you say no and change is never easy. If the Chiefs job was easy anyone could do it.
Proper Use of Equipment

We improvise when we need to
Don’t ever tell a firefighter you can’t get that done

Elevated Platform Ladder

Telesquirt

Needs work on water flow calculations
Training (External)

Firefighter are creative and that’s great but it’s the Chief’s job to approve the programs.

FIREFIGHTER ON FIRE....

This photo shows a firefighter on fire. The firefighter is intentionally on fire. The firefighter is participating in a demonstration for kids of how to stop, drop and roll. This was conducted inside an occupied elementary school classroom.
Training (External)

Chiefs…
what are we trying to teaching here

Click to Run Leno Video
Training (Internal)

• **FIREFIGHTER PPE....ANOTHER EXAMPLE OF WHY IT MATTERS**

  On 6/17/2005, these firefighters were at a drill on the roof prop. This firefighter was rolling rafters when the chain saw hit a nail that must have been only in the sheeting. He was in full PPE with eye protection when the nail slid by the goggles and was embedded 1/2" into the bridge of his nose right between the eye...

  • They took him to the hospital and they took a CT and found that the nail was into the bone fracturing it ....but no other problem. The nail was removed and he was sent home. He worked the next day.
Proper Training Ensures Safety

Electricity

After all, how do we justify this to a firefighters family....

Firemen pull a power line Monday from Jared Johnson's new Mazda on Washington Avenue in downtown. Johnson said he saw a transformer sparking, then a power line whipped onto his car. He waited in the car about 45 minutes before his rescuers cleared the line. Owen Riley Jr./Staff

USE EXTREME CAUTION.....AND WEIGH THE RISK VS. THE BENEFIT OF FIREFIGHTERS ACTIONS....
Proper Training Ensures Safety

Risk vs Benefit
Training (External)

Is this what we want to show the public

Click to Run Firefighter Video
The Big Picture

- SOMEONE isn't looking at the BIG PICTURE! As you can see, one firefighter is on the ladder with a "booster line" WITHOUT BUNKER PANTS, and the crew below him just opened up the window directly below the ladder.
- BOOSTER line? WHY do we even HAVE booster lines anymore?...
- THEIR handline into the vented area, predictably pushing the fire right back in, spreading it into the house, endangering any interior firefighters and maybe even pushing it out the window-back onto our "slacks wearing" friend at that window.

A few things to CONSIDER:
- All firefighters wearing ALL of their gear and SCBA.
- Ladder placement-this ladder is right in front of the window which blocks the window as well as potentially placing a firefighter (gear or no gear) directly in line with the venting fire.
- Strict line management to insure the use of our lines does NOT work AGAINST US.
- Strict Command and Control so fire operations are coordinated to benefit our SAFETY and our ABILITY to do what the public expects us to do.

AVOID: "CHESTNUTS ROASTING ON AN OPEN FIRE!!"
How many firefighters does it take???

BE SURE TO ASK AND/OR KNOW:

✓ WHERE ARE YOU POSITIONED?....

✓ WHY ARE YOU POSITIONED THERE?...

✓ WHAT IS SUPPORTING YOU?.........AND

✓ WHAT ARE YOUR STRATEGIC OR TACTICAL REASONS FOR BEING WHERE YOU ARE?

✓ HOW WILL YOU ESCAPE THE AREA YOU ARE OPERATING IN?

✓ WHO IS LOOKING AT THE BIG PICTURE IF THE CHIEF IS ON THE ROOF
The Big Picture

• Firefighters are reminded in this photo of the importance of the seeing the "BIG PICTURE"...Roof operations require a way up...and also a way down!

• Just from a FIREFIGHTER PROTECTION STANDPOINT, it is important for the OIC to make sure the members have a way OFF the roof...as well as making sure that there are enough-or perhaps too many-members operating on the roof.

• Safety Officers, Ops Chiefs or Sector Officers must be assigned to insure that the members on the roof have someone looking out for them while they work their tasks. Someone who can see THE BIG PICTURE.
BEWARE OF WHAT IS ABOVE YOU!

This is a structure fire involving this house and an 88 year old woman who perished in the fire. My guys were doing an interior attack when I (as the IC) noticed the roof failing. They were backing out, due to conditions changing inside and we sounded the air horn evacuation order also. After the "smoke began to clear" we noticed this interesting flue on this home. We can only guess the builder/owner had it constructed like that for looks. It's stability was checked with a VERY LONG pike pole and I stationed a safety officer to keep watch on it during overhaul as well as to watch over the police investigators safety during their work. I thought is was a neat picture that shows hidden dangers in some construction and maybe you could use it also.

TAKING CARE OF "OUR OWN" WHILE OPERATING...
The Big Picture

• Ladder placement is critical—be sure to look and see "what might happen" prior to, or following the placement of, your ladder.

• **Keep in mind the questions of:**
  ...where **IS** the fire, where **WAS** the fire and where **WILL** the fire be going....and use that info to determine your most effective, safest actions.

• Also: A firefighter footing the ladder, in addition to stabilizing, also provides us w/another set of EYES and EARS to protect those operating on the ladder...and helps us all see "the **BIG** picture"...
The Big Picture

A VENT IS TO ALLOW THE FIRE, HEAT AND GASES TO ESCAPE... so WE or the VICTIMS have a better chance.

Although there are some VERY RARE circumstances where a hose line may be directed by the IC into a vent hole... (such as to protect a firefighter stuck in that specific area or when we "write the building off")... but it is VERY rare. Why? We vent to let "the bad stuff out". So when a hose line is directed into that hole we are interfering with the VENTING process as well as causing potential DANGER to our crews operating inside.

ADDITIONALLY: WHAT IS coming out of your vent hole? Nasty stuff. Wear your mask.
No question that ROOF (vertical) ventilation plays a critical role in the job we do.

- BUT-how many firefighters do we need to send up to the roof on a SFD? (Single family dwelling).
- What about a roof ladder for those up there?
- How many DOES it take? LOOK at the dwellings in YOUR community and pre-think (that's like pre-planning-only it doesn't take fancy forms or expensive computers) how many YOU need to put a good sized hole (4 x4 or larger).
- Doesn't look any bigger than a 1200 sq ft home. We could lift the roof off and blow it out?

IC's - LOOK at the big picture.
✓ Where are your people?...
✓ Where is the fire?...
✓ Where is it going?...
✓ What's under them?...
✓ What's holding them up and
✓ How are they getting out-safely?

The Roof Is a Popular Place!
The Big Picture

SOMETIMES WE JUST SHAKE OUR HEADS...
WHAT THE @$%^ !?!! WHO is looking out for the BIG picture here? And what do you suppose the firefighter BEHIND him, fully bunkered and SCBA'd up is thinking? Yeah-that's what we thought too.

In one moment...things can turn UGLY... So keep your gear on until out of the danger zone!!
The Big Picture

Overhaul

• Some of the **WORST** smoke is present during overhaul.....
  Wearing PPE...INCLUDING SCBA can allow firefighters to be around long
  enough to enjoy grandchildren.

• Yeah, It’s just overhaul... but wear your gear!

• Sure - After a working fire, we all want to take the stuff OFF. But we can’t let
  our guard down and by taking it off--we do! And we then GET HURT.

• If it takes extra crews coming in to relieve the FF’s, so be it. But do
  WHATEVER IT TAKES to make sure everyone is properly protected while
  operating.
The Big Picture

Always keep the Big Picture in mind

Click to Run House Burn Video
What Keeps Our Job Interesting

ROOKIE ON THE HYDRANT...

WHY ROADWAY BARRIERS SHOULDN'T BE IGNORED

WHY WE WILL ALWAYS HAVE PLENTY TO DO IN THIS BUSINESS...
Thank You
Strategy and Tactics for the Administrative Chief Officer

Joel M. Thacker
Battalion Chief
White River Twp Fire Department
Leadership Strategy and Tactics

• As Fire Chiefs and Chief Officers of departments, we have reached a level that many strive for but few attain.

• How do we train to be leaders in our organizations?
Leadership Strategy and Tactics

• View leadership training as you would when discussing strategy and tactics
Leadership Strategy and Tactics
Leadership Strategy and Tactics

• First, size up the situation
  – Similar to a structure fire or other emergency incident
  – Look at your organization
  – What is the largest issue facing your organization
    • Identify
    • Develop an Incident Action Plan
    • Implement the plan
Leadership Strategy and Tactics

• What is strategy and Tactics?
  – Strategy is the overall plan of problem mitigation
    • Lack of vision and/or focus
    • Low morale
    • Poor interdepartmental communication
Leadership Strategy and Tactics

- Tactics
  
  • Successfully completed function needed to achieve the overall strategy
    
    - Lack of vision and/or focus
      » Brainstorm with other influencers of the organization to develop a department vision
    
    - Low morale
      » Develop questionnaire to help discover the cause of the morale problem
    
    - Poor inter-department communication
      » Create multiple ways of communicating within the organization
Leadership Strategy and Tactics

Developing strategy and tactics for improved organization function means CHANGE MUST TAKE PLACE
Leadership Strategy and Tactics

Creating Positive Change

“Change the leader, change the organization. Everything rises and falls on leadership.”

John Maxwell
Leadership Strategy and Tactics

• Unchanged leaders equal unchanged organizations
  – Chief officers must be change agents in their organization
  – The fire service changes daily

• This program for today is a catalyst for change
  – Take the information obtained today and use it to remove the lid from your organization

• Not easy to do but it can be done.
  – Develop relationships and network
    • IAFC
    • IVFA
    • IFIA
Leadership Strategy and Tactics

Today we will create a strategy and develop tactics necessary to create positive change in your organization
Leadership Strategy and Tactics

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

Nicolo Michiavelli
Leadership Strategy and Tactics

Group Activity

- Write down somewhere on a sheet of paper the answer to this question

How have you changed...lately?

Last week, last month, last year

Can you be specific? Or must you be vague?
Leadership Strategy and Tactics

• Strategy
  - Create a climate for change
  - Cultivate a positive attitude toward change
  - Remember
    • Life safety
    • Incident stabilization
    • Property conservation
Leadership Strategy and Tactics

- Group Exercise Two
  - Create two lines

____________________  ______________________
On the left line write the word **attitude** with your dominant hand
On the right line write the word **attitude** with your other hand

Do you see the difference?
The word attitude written by the hand not normally used looks like
the attitude we usually have when trying something new.
Leadership Strategy and Tactics

• Tactics needed to accomplish positive change
  - Change is not easy
  - The fire service is a vocation rich in tradition that inhibits change
    • Routines are disrupted
    • Fear of the unknown
    • Purpose is unclear
    • Fear of failure
    • Many are too satisfied with status quo
Leadership Strategy and Tactics

• Tactic #1

The leader must develop a trust with the people of the organization
Leadership Strategy and Tactics

• Tactic #2

The leader must make personal changes before asking others to change
Leadership Strategy and Tactics

• Tactic #3

Solicit the support of influencers before the change is made public
Leadership Strategy and Tactics

Final thought

It is never too late to change

Take advantage of opportunities throughout your career in the fire service to evaluate and re-evaluate your position.
Leadership Strategy and Tactics

• Group Exercise Three
  – Develop an Incident Action Plan
  – Based on your organization
Leadership Strategy and Tactics

Make the choice today to change

When your change is successful, you will look back at it and call it growth
Leadership Strategy and Tactics

GOOD LUCK

&

MAY GOD BLESS EACH OF YOU
The Indiana Fire Chiefs Association began in 1926 by a group of Fire Chiefs led by the Indianapolis Fire Chief Jesse Hutsell. The original purpose of the association has changed little from its founding days. Formed for the betterment of the fire service, establish fire training and fire prevention programs and create opportunities for the exchange ideas and knowledge, IFCA continues to support that vision today – and more.

With over 500 members, comprised of paid, combination and volunteer departments, IFCA offers members of the fire service an opportunity to expand their knowledge, learn from their colleagues and advocate for fire service issues.

In 2005 IFCA committed to expanding its educational and networking opportunities by developing sections within the association. Today sections represent EMS, public safety educators, and technical rescue with the development of other sections in the planning stages.

Members benefit from networking events, educational opportunities, a strong voice on legislative and regulatory issues, an annual conference and communication tools such as the IFCA website – www.indfirechiefs.org - email and newsletters.

IFCA continues to grow and develop ways to reach throughout Indiana. Regional meetings, partnerships with other organizations and continued improvement in information sharing will continue to strengthen the organization. Membership is the key to a strong association and all planning centers around member services and participation.

Visit the IFCA website for member information as well as other pertinent information for the fire service.
The National Fire Fighter Near-Miss Reporting System is a voluntary, confidential, non-punitive and secure web-based reporting system.

The system was created to turn near-miss experiences into lessons learned for everyone in the fire service. You can support the program three ways:

1. **File a Report**: Go to www.firefighternearmiss.com and file your own near-miss report.

2. **Report of the Week**: Sign up to receive a weekly near-miss report by e-mailing nearmiss@iafc.org with "Subscribe-ROT" in the subject line. The ROTW can be used for training drills and safety reminders.

3. **Program Kit**: Downloadable program kits are available at www.iafc.org/nearmiss. The kit includes training presentations and other materials about the program. For a paper copy, e-mail your contact information to nearmiss@iafc.org.

For more information,
Email nearmiss@iafc.org
Or call 703/273-9815 x 365.

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