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INTRODUCTION

The Phoenix Fire Department is committed to providing the highest level of Public safety services for our community. We protect lives and property through fire suppression, emergency medical and transportation services, disaster management, fire prevention and public education. Our members will Prevent Harm, Survive, and Be Nice!

The Phoenix Fire Department cross-trains its firefighters to provide a full range of fire suppression, hazardous materials response, technical rescue, aircraft firefighting and rescue as well as emergency medical services including basic and advanced life support and emergency medical transportation.

The City of Phoenix is an award-winning city. It is considered one of the best-run cities in the world. The Phoenix Fire Department has a national reputation as one of the best fire departments in North America. This reputation has been earned through years of commitment to focusing our mission on providing the best customer service possible, a philosophy based on working together and treating each other and the customers we serve with respect.

The Phoenix Fire Department has a model labor management process, and a culture that is open to change and improving the Department so that future generations of firefighters may benefit from the hard work of current and past members and continue to make the Department better for those who follow them.

This booklet is designed to give you an overview of the Phoenix Fire Department. It will introduce you to the demands of being a firefighter and to the Training Academy experience. The information contained within this document will not only provide you with critical information for the written examination process but also insight into the Phoenix Fire Department for the oral interview process.
WELCOME from PHOENIX FIRE CHIEF KARA KALKBRENNER and IAFF LOCAL 493 PRESIDENT STEVE BEUERLEIN

On behalf of the members of the Phoenix Fire Department and Local 493, we welcome you to the Firefighter Recruit testing process. We can personally say this is one of the most gratifying careers an individual can choose. Our Department is one of the finest in the nation. We are safe, well-trained, and professional. We are a diverse organization seeking people who will uphold our high standards and traditions throughout a long career. A Phoenix Firefighter must possess many critical qualities in order to be successful throughout a long career. It is a unique calling that entails selflessness, dedication, and skill.

The career of a Phoenix Firefighter involves much more than fighting fire. We are a customer service driven organization. Our goal each day is to safely respond to and mitigate any possible emergency that may arise. We are Firefighters, Paramedics, Hazardous Materials Technicians, Technical Rescue Experts, Airport Emergency Response, and much more. Training is an integral part of our career. It never stops. Our Firefighters are expected to be lifelong learners, constantly striving to improve personally and professionally.

The following study guide reflects many of our standard operating procedures, practices, and cultural norms. We urge you to study it closely and absorb the information. Much of it speaks to what is important to our Department, Local 493, and the citizens of Phoenix. Our labor/management process provides the backbone on which these standards exist.

We work closely with City Leaders, Phoenix Firefighters Local 493, Citizens, and special interest groups that represent emergency response at all levels. Our expectations of those who work for this Department and the City of Phoenix are very high. The Department has outlined five of the most important focus areas for a Phoenix Firefighter. These will be detailed and discussed further in this Recruit Study Guide. They are:

- Safety
- Professionalism
- Teamwork
- Respect
- Personal Development

We thank you for your interest in the Phoenix Fire Department and wish you the best in the testing process. We hope this will be a window into the dynamic and meaningful career to which Firefighters dedicate themselves.

Sincerely,

Kara Kalkbrenner, Fire Chief

Steve Beuerlein, President Local 493
SECTION ONE
The PFD FIVE KEYS to SUCCESS

The Phoenix Fire Department and the City of Phoenix believe that the members of the Department are the key to its success. With that in mind we recognize five objectives for the members to ascribe to in their personal and professional lives as well as some pitfalls each member and the Department as a whole can fall into.

Members and the Department must support:

SAFETY

Safety is a very high priority in the Phoenix Fire Department. Firefighting can be a very dangerous profession and the Phoenix Fire Department has been a leader in this area for over 37 years.

The Standard Operating Procedures (SOPs) that are in place have been developed over many years and are continuously refined as new lessons are learned, new technologies and issues arise, and safer more efficient ways of providing services are developed. All of the Department’s SOPs are “living” documents and are revised on an on-going basis. These SOPs are designed with not only the how, when, where and whys of the work we do but each one is framed around the safety of our members as well as the public we serve.

A major component of our SOPs is the Risk Management Plan. This plan should be applied to each and every incident we encounter throughout our careers. This plan is in place to provide as safe an environment for our members as well as the public we serve.

The Risk Management Plan is:

- We will begin each response under the assumption that within the incident there are savable lives and property.
- We will risk our lives a lot in a calculated manner to save savable lives.
- We will risk our lives a little in a calculated manner to save savable property.
- We will not risk anything for lives and property that are already lost.

Every major incident we respond to is critiqued to determine if and how we can perform better in the future. Critiques may range from individual one-on-one talks between crew members to formal critiques where any and all members of the Department attend and DVDs of the critique are distributed to the entire membership for review. At times these critiques are even shared with other Departments both here in the Valley and around the country.
The Department supplies the members with the very best safety equipment and training available to significantly increase the odds that everyone will get to go home healthy and happy after their shift. Each member is responsible to utilize the equipment, SOPs, training and common sense to insure their safety and the wellbeing of the other members and the public we serve.

PROFESSIONALISM

Professionalism should be on display at all times while working for the Phoenix Fire Department. Being professional actually ties into each of the other four areas defined here. Specifically if you are the consummate professional at your job then you and the company you work for will be successful and respected.

Looking professional means that each member is wearing the appropriate uniform for the task at hand and is prepared for each and every possible incident to which you may be dispatched. Uniforms should be clean, not faded or torn and each member of the crew should be dressed professionally. This would include wearing the appropriate uniform around the station, while shopping and while training. Members should only wear approved uniform items. Wearing the appropriate uniform not only displays professionalism but in many cases provides a layer of safety for the members.

Apparatus should be driven and cared for in a professional manner and to professional standards. The apparatus we drive and operate are very large and loud with the sirens and horns. Having an accident with these rigs can cause significant damage and injury. Members must understand how to drive professionally at all times. It is difficult to help others if having an accident causes you to become part of the problem. These apparatus are very expensive and taxpayers should expect that we will care for them in a professional manner so as to reduce the number of breakdowns and increase the longevity of the trucks.

The equipment we utilize around the station and that is carried on the apparatus must be maintained and cared for in a professional manner. It has been said that a professional is only as good as his/her tools. Failure to care for your tools not only means that they may not work correctly or at all when the time comes to use them but in the case of the Fire Department the failure of these tools can mean loss of property and even lives. Additionally this equipment is expensive and much like the apparatus the taxpayer has expectations as to its care.

Every call we respond on is important to the person who called for help. As members of the Department we must understand that we are called upon to respond to a wide variety of incidents varying in severity from structure fires, cardiac arrest, drowning, technical rescue, hazardous materials, and difficulty breathing to minor cuts and bruises, social issues, alarm malfunctions and lift assists. Each call should be treated as if it were significant at the time and the best possible customer service should be provided by the crews on each and every call for service. Our professionalism is on display every time we respond to deal with someone’s emergency. Members should never allow a customer to
be treated in a lesser fashion because the crew believes the emergency to be insignificant. A true professional is professional every time and everywhere. People look to professionals to be the best at what they do. Do your best and be a true professional.

TEAMWORK

Each member of the Department is significant part of a larger team. In the Fire Service rarely, if ever, does anyone work completely independent of the other members of the Department. Engine, ladder and squad companies have crews of 4-5 members. Rescue companies and Battalion vehicles work in crews of two. When a customer calls for service and the Department responds to their emergency we do so as a team. Sometimes the problem can be solved with a single company and sometimes it requires several companies depending on the size of the problem.

Like a sports team, each member of the team needs to take personal responsibility to increase their knowledge, skills and abilities. Doing so increases the strength of the team as a whole and provides for better outcomes when the team is called to action.

There are times when individuals and crews are called to the scene of larger incidents like a structure fire. These smaller teams or crews must then seamlessly integrate into a now larger team to accomplish the goals of the Department when dealing with these larger incidents.

Each crew is encouraged to do the things necessary to increase crew continuity and skill levels. The things that crews can do to accomplish this may be as simple as eating lunch and dinner together, shopping as a crew, and doing physical training (PT) as a crew. Relaxing and watching TV together can also increase their continuity and bonding as a team. It is important for crews to come together to learn, train, and practice their work skills. This action not only helps with crew bonding and continuity but also increases their skill sets so they can perform at a higher level when called upon by the public we serve.

The members of the Department must also realize that there are other members who don’t work as firefighters in operations who are just as important to the team’s success. Although these members don’t respond to calls for service by the public they are essential to the Operations Section and their ability to do their job. Everyone who is a member of the Department has a role to play on the team and every role is important to the overall success of the Department.
RESPECT

Most people think of respect as relating to one’s view of another person. While respect can be given towards another person the definition and application of respect can be expanded much further.

There is little that can destroy an organization faster than the issues that arise from within. People make judgments and develop perceptions about other people from the time they first meet them. Sometimes these judgments and perceptions are developed without ever being directly exposed to the other person and are based upon rumor, stories and other factors. Prejudgment and unsubstantiated perceptions of other people should be avoided and will only contribute to denigrating the organization. Another way to say this is that rumors hurt not only the person but the Department as a whole and should be controlled and stopped when and where they get started.

We as a Department must respect each other and our diverse backgrounds that we bring to the Department. As explained later in this booklet, diversity should create strength and not be used to tear others down. The harassment and tearing down of others will not be tolerated on our Department. Every person has strengths that we should utilize for the betterment of this Department.

As a new member entering this organization it is important to remember that respect, by human nature, is not something that is automatically given. Respect is earned and you must understand that you begin to build your reputation and earn respect starting day one. Your reputation and the respect you have earned are valuable assets. Guard them well.

Respect must also extend to the apparatus, equipment and facilities we have been entrusted with by the public to perform our work. The facilities that the taxpayers provide for us run into the millions of dollars to build, maintain and repair. It is every member’s responsibility to care for these facilities and take pride in ownership. The stations are designed and built to last a minimum of 50 years. Members should clean and maintain these facilities as though they were their own homes. The equipment we use in the Fire Service is very specialized and therefore typically expensive. Members should not only know the operation of all of this equipment but take pride in caring for it as well. In the past the City had the resources to replace our apparatus on a fairly regular basis. When there are economic downturns there is little money to continue on that road. That being said, it is incumbent on the members to take care of what we have. Just like your own car the better you care for and maintain it the longer the car will last.

We also need to respect all that we have in this Department. This includes not only the physical items as described above but the traditions, leadership, the Relationships by objectives (RBO) process, the relationships, and the services we provide. The Department began by only providing firefighting and over the years we have developed into a Department that not only fights fires but prevents fires, provides emergency medical services, hazardous materials response, technical rescue, homeland security, urban search
and rescue, public education, crisis response, aircraft fire rescue and more. What else will
the future will bring?

PERSONAL DEVELOPMENT

Phoenix Fire Department members wear many hats as we respond to a wide variety of
emergencies and other calls for assistance. So, it becomes important for each member and
the Department as a whole to continuously increase our knowledge base and skill levels.
In our society personal development typically refers to furthering your formal education.
While that is part of the process of developing it is not the full extent of the meaning.

Formal education is and should always be encouraged within the Department. No matter
your age, background, time on the Department, or past education you can always learn
something by attending classes and continuing your education. The person who stops
learning has learned to stop. Many Departments around the country have requirements in
place whereby in order to take promotional exams the candidate must already possess a
degree in Fire Science. The Phoenix Fire Department does not currently require this but
may in the future. Currently the City also provides employees with tuition reimbursement
for college classes the employee takes. Using this tremendous benefit to achieve your
goals of higher education makes all the sense in the world.

Taking classes, attending training and drills are other ways to develop yourself, learn new
things and hone your skills. Within the Department many of these training sessions are
mandatory to insure that the members keep their skill sets and therefore increase the
knowledge, skills and abilities of the Department as a whole. There are also classes and
training within the Department and the City that are voluntary and are given on an
ongoing basis. While not all of this education is mandatory members are always
encouraged to seek out any and all opportunities to better themselves.

Preparing for and participating in promotional opportunities is another excellent way to
increase your personal development. Preparing for these opportunities will require many
hours of self-study and the taking of college level courses to be able to compete for the
promotions. Competition for promotions in the Department is stiff of course many of you
know this from your attempts in this process to be hired as a firefighter with the City of
Phoenix. Preparation and education are the keys to succeeding in your life and in your
career.

Developing yourself physically, emotionally, and psychologically are also very important
aspects in your career and life development. A career in the Fire Service is physically and
at times emotionally demanding. Members are encouraged to participate in things that
enhance not only their physical wellbeing but also to involve yourself in things that
enhance your emotional and psychological health. When a member is lacking the skills to
perform their job well the Department will assist them in bringing their knowledge, skills
and abilities up to the required level. When a member feels that they need help with
emotional and psychological issues the Department will stand firmly behind them and
provide them with whatever help they need to insure their total wellbeing.
During our lives there are pitfalls or traps that we can find ourselves in. We have identified four areas where these pitfalls or traps can create problems for not only individuals but the membership and the organization as a whole. Each of these pitfalls has the ability to be good or bad for the Department depending upon how they manifest themselves.

OVER-CONFIDENCE

While being confident in and of itself can be a good trait especially for a firefighter there is a fine line between being confident and being over-confident and therefore being perceived as arrogant and acting as if you have arrived. When we become so over-confident that we feel as though we know everything and don’t need to learn anymore we simply stagnate. When we do this we can very quickly fall behind the rest of the Fire Service and the learning curve that has always existed in firefighting. There are always changes and innovations in any profession. To presume that you know it all and can do it all is very arrogant and destructive not only to the individual but to the Department. Understand that confidence is good but that nobody has arrived and even the most learned among us can always learn more.

There is a place in every facet of one’s life for humility. Being humble is also a characteristic that especially new firefighters should have and practice. Humility is the key to tempering confidence and preventing arrogance. Nobody wants to hear about how much you know about any subject especially when in doing so you try to place yourself above others. Have confidence in your knowledge, skills and abilities but control that confidence with humility. Doing so will serve you well in your new career as a firefighter whether for the City of Phoenix or elsewhere.

FEEDBACK

Feedback is a very necessary thing to have. Feedback must be bi-directional meaning members must not only give feedback but must be willing to receive it as well. Feedback can be positive, neutral or negative.

Positive feedback is obviously the easiest to give and to receive. Positive feedback is necessary for a person’s self-esteem and emotional well-being and should be given out liberally. The pitfall with positive feedback comes when the giver is providing the positive feedback because they believe it is what the other person or persons want to hear. Doing this is simply lying to placate someone else and can build resentment within an organization. This resentment and placating will cause the organization to crumble from the inside out. Providing feedback should be an exercise in improving the Department and the members. In order for improvement we need the truth to be told. Remember the different ways in which feedback is received may depend upon how it is given. Negative feedback or critiquing someone or something must be done with the idea that those giving the feedback are doing so in a professional manner with the intent of improving the outcomes and not to simply berate the other person or their ideas.
Neutral feedback can give the receiver a sense of apathy on the part of the sender. There are usually both positive and/or negative things that can be pointed out. Doing so and once again telling the truth in a professional manner tells the other person that you care enough to take the time to review what is happening and respond with constructive ideas to further the efforts.

Negative feedback is usually the most difficult to give and to receive. When giving negative feedback the sender must again insure that they are providing that feedback for the right reasons and not simply dismissing the other person for some ulterior motive. Negative feedback and critiques should be directed at solving the issues at hand. If you have no solutions you might want to watch how you provide the negative feedback lest you become someone who complains but has no answers of your own.

The bottom line is that everyone must be open to any feedback you receive. Accepting that feedback and making adjustments to what you are doing or how you are doing it will make you better and when the members are better the organization gets better. Communications between all areas of the Department allows us to move forward in a productive and proactive manner.

**PAST PRACTICES**

Past practices can take on many faces; traditions, cultural past, and prior treatment to name a few. There are some past practices that we as an organization want to keep like traditions. Traditions in the Fire Service are in many cases very set and firmly entrenched in the culture. Traditions are usually viewed as good things but, when a tradition comes up against current issues and rules within society the tradition can get us into trouble. Care needs to be taken by any organization to continuously look at what the culture of the organization is doing. Some past practices should be left in the past. Just because we’ve always done something did not make it right then and if it was wrong then it is definitely wrong today.

Changes in the law, acceptable societal norms over the years have caused necessary changes in the business world, governmental agencies and everywhere in our society. Failure to change with the society we live in and serve will create problems. No fire department can keep and live in a closed culture. Each is responsible to the citizens, the elected officials, and the courts. Typically in an organization when a member steps outside of the accepted norms for behavior they will subsequently suffer some consequence as a result of the action. In the past a major factor in determining the type and severity of the discipline was “past practice” or how the Department treated similar infractions. As a result of many factors and changes in society, like those mentioned above, and others like right to know laws, the internet and social media, the way infractions by members are handled will and must change. Past practices of the Department will become a lesser factor in the determination of what consequences the member will face now and in the future.
Failure to adjust and change in order to reflect the ethical, moral and legal views of the citizens we serve will lead to future problems, distrust, and a lack of confidence by those citizens. The citizens we serve must trust our Department and its members or our ability to serve them will be impaired. Remember the citizens are the voters who decide at the polls what they want us to have and the work they want us to do.

EGO

One pitfall that actually ties into the other three pitfalls is ego. Having an ego is, in and of itself, is not bad and in fact is a quality that most good leaders have. Ego is Latin for the word self, self esteem or self importance. Having an ego is having self and everyone has an ego because they are human. When someone is said to be egotistical the perception is that they have a higher view of themselves than others believe to be the truth.

Egos get in our way when they don’t allow us to accept criticism, advise, orders, assignments or other things from people because we believe that we know more, are better or more qualified than those giving the direction or instruction. Egotists are often those who are over confident and therefore fall prey to all of the problems associated with over confidence as described earlier in this document. They also have the same problems with accepting feedback and critique of their performance and those associated problems.

Egos are not just something a person has but organizations can develop egos as well. This phenomenon is usually a result of combined self importance by the members and the leadership. Like over confidence everyone’s and every organization’s egos must be tempered by a dose of humility. Humbling one’s self is the easiest way to learn, teach and live within an organization and a profession.

The pitfalls described above must be known so that the members and the organization can avoid falling into the traps that cause them to stagnate, deteriorate and slowly become irrelevant.

SUMMARY

Applying and practicing these five keys for success will make you a better firefighter and insure the Department’s standing in the community and the Fire Service. Each member should strive to be safe, professional, a team player, respectful and embrace personal growth. Applying these key traits will allow you to, upon retirement, leave the Department a better place than when you arrived. Watch too, that you and the Department do not fall into the traps that can bring everything to a stop and reverse years of work by others who came before you.
SECTION TWO
MOVING FORWARD: THE FUTURE OF THE PHOENIX FIRE DEPARTMENT

By: Fire Chief Kara Kalkbrenner

On November 12th, 2014, I was honored and humbled to be selected as Fire Chief of the Phoenix Fire Department. The Phoenix Fire Department is a community based organization with nearly two-thousand sworn and civilian members. We have 57 fire stations throughout the City’s 520 square miles. Our Department’s primary function is Fire Protection and Emergency Medical Service, though we provide many other services to the public. Together with our 27 regional partners, we have an emergency response system that represents the second largest fire department in the Country, one of the best examples of government innovation and efficiency. Thanks to our Phoenix Firefighters and supporting civilian staff, our Fire Department has a worldwide reputation for excellence, which is founded on professionalism.

As Fire Chief, I vow to support our Firefighters and civilian staff in carrying out the Department’s mission to provide rapid and professional service to our community on every emergency call. I will support our membership and keep them safe by providing them with the best training, equipment, and leadership. My priority is to provide the highest level of fire and life safety protection to 1.5 million residents of the City of Phoenix. Public administrators are indeed community stakeholders and play an integral role in shaping the community in which we live and serve. Together, with our City leaders, the community, and our firefighters, we are excited to face the challenges that lay ahead.

Since the inaugural Strategic Plan was created and implemented in 2007, we have experienced significant changes. A national recession resulted in significant budget cuts to our Department. We have been forced to operate with fewer resources while continuing to provide the same excellent service to our customers.

As an organization we are facing a number of significant challenges. We are confident we have identified a comprehensive strategy to address our future. The strategic initiatives that were identified in this plan were accomplished through dedication and hard work. Now we must come together again to identify the current goals of the Department based on the climate in which we are operating.

In response to the challenges brought by the recession, our administration and union worked together to identify leaner, more creative ways to operate. This Strategic Plan is the result of these significant discussions, detailed planning and careful implementation. This collective planning effort looks toward the future with optimism and hope.

Our administration, the United Phoenix Firefighters Association and our members are working closely together to ensure that the new goals we have set are accomplished through a unified approach. These goals are an attempt to meet the current and future needs of our members and our community.
We utilized the Department’s Relationships by Objective (RBO) process to develop the 2016 initiatives. Labor management groups worked diligently to determine the most critical concerns facing the Department. We examined opportunities to manage them successfully and identified six strategic initiatives to be addressed through Fiscal Year 2018/2019. Work has already begun on most of the initiatives.

Each of the six Strategic Initiatives was assigned to a labor and management ambassador, which is responsible for the overall management of the process. Each of the strategic planning meetings is open to all members of the Phoenix Fire Department, sworn and civilian.

Our members are optimistic about the future of the Phoenix Fire Department and our capacity to continue to provide excellent service to the residents of Phoenix. The six initiatives are:

**Comprehensive Training and Development**

The Phoenix Fire Department is responsible for a wide-range of training in order to maintain and enhance members’ knowledge and skills. The purpose of this initiative is to develop a sustainable method for comprehensive Department training. Delivering training has become a challenge due to the size of our Department. This is complicated by the substantial geographical size of the City and population. We must identify a method to improve and sustain our training processes, as well as minimize the impact that on-going training has on our emergency response capabilities.

**Technology and Communications**

The City of Phoenix has one of the busiest fire departments in the United States. Over the years, the city has grown dramatically and now covers nearly 520 square miles with a population 1.5 million. In addition to this, the needs and demands of our customers have grown to include a wide range of services.

The purpose of this initiative is to enhance our ability to serve the residents of Phoenix through the well-organized application of technological solutions. We will also address the need to construct cooperative solutions within our Department and with our strategic partners.

**Assess and Prioritize Fire Department Programs and Needs**

The Phoenix Fire Department is a dynamic organization. We have 2,000 employees, 58 fire stations and hundreds of emergency response apparatus. Our Department supports a workforce that is on duty 24 hours a day, seven days a week. We must maintain a constant state of readiness. In order for this large system to function effectively many critical programs and support mechanisms are required. The purpose of this initiative is to conduct a comprehensive assessment of all programs and services of our Department.
Management of Human Resources

Firefighting is an inherently dangerous profession. The Phoenix Fire Department and the City of Phoenix are committed to the health and safety of our firefighters and retirees. We place great emphasis on the programs we have in place to keep our members safe and healthy.

The purpose of this initiative is to assess and implement solutions for improvements regarding member health and safety programs, as well as, compliance with nationally recognized safety standards and best-practices.

Analysis and Management of Data

The Phoenix Fire Department manages a significant amount of data and a number of important statistics. The data we manage includes emergency response information, employees, budget needs and program management. Managers utilize this data to evaluate employee and program performance. In addition, this data is vital to demonstrating to City management and our customers how effectively our resources are managed.

The purpose of this initiative is to improve the systematic examination of the Phoenix Fire Department’s data with an emphasis on statistical analysis and data-driven decision making. Due to the size of the Phoenix Fire Department and the complexity of our work the quantity of information is staggering. It is critical that we continue to successfully measure data, statistical information, and apply this information throughout our organization.

Emergency Service Delivery and Deployment Model

The population density and expansive geographical boundaries of Phoenix present serious challenges for emergency responders. Our minimum response times are set by National Fire Protection Association (NFPA) Standard 1710, which specifies that we must reach an emergency within five minutes of dispatch, 90% percent of the time. A multi-faceted approach will be needed to address the challenges presented by dispatch and deployment in such a large service area.

In fiscal year 2014-2015, Phoenix firefighters responded to 186,594 emergency dispatches. The majority of those emergencies were medical in nature. The demand for emergency medical services has a significant impact on our system. We are struggling with the challenges of ever increasing emergency service demands.

The purpose of this initiative is the comprehensive evaluation of the variety of ways that the Department delivers emergency and non-emergency service to our customers.
SECTION THREE

GLOSSARY of TERMS

**Chain Saw** – A gas powered saw primarily used for cutting ventilation holes in wooden roofs. These saws are carried on all ladder trucks, ladder tenders and squad companies.

**Chow** – Lunch or dinner. At the fire station everyone who is working that shift puts in money, usually around $13 to $15, at the beginning of the day to buy the food for the noon and evening meals. The firefighters often take turns cooking. This is a fire service tradition.

**Class A Burn Building** – The multi-story building where fire suppression training utilizing live fire with Class A ordinary combustibles is done at the Training Academy for recruits as well as for continued training for the Department.

**Class B Burn Building** - The multi-story building where fire suppression training utilizing live fire with Class B natural gas props is done at the Training Academy for recruits as well as for continued training for the Department.

**Crew** – A group of firefighters assigned to the same piece of apparatus or station.

**Customer** – Anyone the Fire Department comes in contact with either directly or indirectly. Customers may be internal, within the Department, or external, outside of the Department.

**Engine Company** – A piece of fire apparatus that carries hose, water and has a pump. Its primary function on a fire is to provide water to extinguish the fire. All engine companies in the City of Phoenix also have ALS or advanced life support capabilities.

**Extrication** – The removal of trapped victims from smashed automobiles, equipment, or any other place someone may be mechanically trapped. Extrication can be done with hand tools but usually involves the use of power tools.

**Firefighter Mentor** – a firefighter or engineer who is assigned to the Training Academy to assist the RTOs with training the Recruit Firefighters and to help Recruit Firefighters overcome any difficulties they may be experiencing.

**Forcible Entry** – Forcing a door or other access point with tools or a foot in order to get inside of a locked structure.

**Grinder** – The cement area outside at the Training Academy where most hands-on training occurs.

**Health Center** – A clinic run by the Phoenix Fire Department that provides medical exams, fitness evaluations, industrial injury management, infectious exposure management and many other medical services to firefighters from across the Valley.
**Kitty** – A fund that is created at every fire station and at the Training Academy to buy snacks, condiments, cable TV, newspaper, coffee, etc. Every firefighter contributes to this fund on payday. The amount varies depending on the strength of the kitty but is typically about $10.00 per pay period (two weeks).

**K-12 Saw (Rescue Saw)** – A gas powered circular saw used for forcible entry, extrication and ventilation. These saw are carried on all ladder trucks, ladder tenders and squad companies. Many engines have also begun carrying the K-12. The saw comes with three blades (wood, metal and masonry). Most companies carry this saw with the metal blade in place to be used for forcible entry operations.

**Ladder Company** – A piece of fire apparatus that has a large aerial ladder or platform (usually 100 feet) and carries additional ground ladders and tools. Its primary function on a fire is to support the fire attack by forcing entry, ventilating the structure, providing lighting, securing the utilities, providing salvage and overhaul, and many other support functions. Ladders companies are also responsible for extrication.

**Lay a Line** – The task of connecting fire hose to a fire hydrant as the engine is driven closer to the fire. This connects the engine to the fire hydrant for an uninterrupted water supply to supplement the 500 gallons of water carried by PFD apparatus.

**Local 493** – Firefighters, after successful completion of the Training Academy, are invited to become part of an organized Labor Union called the International Association of Firefighters. The Phoenix, Glendale, Tempe, and Peoria Chapter are Local 493. The Union bargains for firefighter wages and benefits and participates in all functions of the Fire Department.

**Member’s Assistance Program** – a comprehensive program that may be accessed by any Fire Department member to provide short-term counseling and help in times of need. The MAP can help with drugs and alcohol, marital problems, emotional issues and family issues to name a few.

**PFD** – The Phoenix Fire Department

**PIO** – Public Information Officer – This is a Fire Department representative that is assigned to and specializes in the news media. The Fire Department depends on public support and responds to customers in the most dire of circumstances. This requires a constant flow of information to all avenues of the media.

**Plug** – A fire hydrant.

**Recruit Engine Company** – The team each recruit is assigned to while in the Academy. The Recruit Engine Company usually consists of 4-6 recruits and one RTO.
**Rescue Company** – A piece of fire apparatus that is used primarily to transport sick and injured people. It has a two-person crew and also responds to fires where the crew is used for manpower.

**Ride Along** – A program the Fire Department has that allows civilians such as family, friends, EMS personnel, and citizens, etcetera to familiarize them with what the Fire Department does. Most riders go to the fire station, sign a waiver, and then ride with the fire company as they respond on incidents for several hours.

**RBO**- Relationships by Objective is how the Department’s Administration and the Local 493 interact and develop plans and problem solve to achieve the necessary results to move the Department forward and accomplish our goals.

**RTO** – Recruit Training Officer - a Fire Captain that is assigned to the Training Academy to train Recruits.

**SCBA** – Self Contained Breathing Apparatus – The air pack used by firefighters to breathe fresh air in smoky, oxygen deficient, or otherwise contaminated atmospheres.

**Search and Rescue** – An activity that is performed on fire incidents by fire crews to systematically locate and then remove fire victims. Rescue is always the first priority at any incident.

**Shift** – The 24-hour period of time that a firefighter works. This is 0800 hours to 0800 hours every third day. The Phoenix Fire Department has 3 shifts (A, B and C) to provide coverage 24 hours a day, 365 days a year.

**Tool** – Usually a hand tool such as an axe, sledgehammer, pike pole or other manually operated equipment.

**Ventilate** – The physical act of removing smoke from a fire involved building. Ventilation can be performed by cutting holes in the roof, using fans, breaking windows, or using hoselines.
SECTION FOUR
OVERVIEW OF THE PHOENIX FIRE DEPARTMENT

Organizational Structure

The Phoenix Fire Department has several ranks for members and each rank carries certain responsibilities. The ranks are Firefighter, Engineer, Captain, Battalion Chief/Division Chief, Deputy Chief, Assistant Chief, Executive Assistant Chief and the Fire Chief.

The Phoenix Fire Department is organized into five sections, which are subdivided into divisions. These sections address the entire scope of Departmental operations. The Sections are Human Resources, Training, Operations, Public Affairs and Fire Prevention. An Assistant Chief leads and manages each Section.

Fire Chief

The Fire Chief is responsible for the coordination and control of all the various Sections within the Department. The Fire Chief reports to the City Manager’s office and is classified by the City as a Department Head. All of the Assistant Chiefs report to the Fire Chief either directly or through the Executive Assistant Chief. The Fire Chief also directly manages the Department’s Budget and Emergency Transportation Services (ETS). The Deputy Chief and civilian managers in these areas report to the Fire Chief.

Budget is responsible for all budgeting and accounting. This fiscal unit administers and coordinates the Department’s expenditures within the authorized operating and capital budgets.

ETS is responsible for billing and collecting for the Department’s ambulance services to our customers. Every transport to the hospital by one of our Rescues (ambulances) requires the firefighter to complete a transport “ticket” to describe the circumstance that required transport, and the equipment and drugs used on the patient. The ticket is sent to ETS where a bill is generated for the services provided.

Medical transportation is the service to the citizen’s for which the City charges money. The State of Arizona Department of Health Services regulates all ambulances in the State and set the billing amounts. All ambulance services, public or private, must charge for their services. In order to maintain our ability to provide ambulance services with our firefighters it is imperative that the billing paperwork be completed properly by the firefighters in the field. Wrong or incomplete information on the paperwork can cause a loss of revenue for the Department and imperil the sustainability of the ambulance service.
Executive Assistant Chief

The Executive Assistant Chief falls directly under and reports to the Fire Chief. The Executive Assistant Chief manages the Public Affairs Section of the Department as well as the Health and Wellness Center.

Public Affairs and Community Involvement are responsible for informing, educating, and training Phoenix Fire Department members and the general public. This is accomplished through the Public Information Officer (PIO), the Fire Training Support Unit (FTSU) and our own publications. The PIO also advises the media of important new events and newsworthy incidents. Stories evolve from emergency incidents and include topics such as smoke detector usage, child car seat inspections, summer heat precautions and drowning prevention. These feature stories help get important messages to the public while providing an opportunity for building strong media relations.

The FTSU, formerly known as PFN (Phoenix Fire Network), is the Department’s television network. The unit produces and air shows covering training, news, and critiques of noteworthy incidents. The content airs on Cox Cable.

Department members are also trained in various areas to provide that extra level of customer service. We provide services like car seat inspections and installation, CPR classes through the Union, school fire safety education programs as well as other very important community services to make or citizens safer in their everyday lives.

The Health and Fitness Division operates a full time Health Center to provide mandatory annual medical exams, injury evaluation, and occupational medical support. It also operates a wellness center to assist Fire Department personnel with many “quality of life” issues. This Division also cares for and coordinates industrial injuries sustained by the members.

Assistant Chief of Human Resources

This section contains Personnel, Payroll, and Technical Services.

Human Resource coordinates the Labor/Management negotiations process. This group represents the City and the Department when negotiating a new contract with the Department’s various unions the largest of which is the International Association of Firefighters Local 493. Contracts between the Union and the City typically have a term of two years and a new contract must be negotiated before the current contract expires. The result of these negotiations is what is called an MOU or Memorandum of Understanding. The MOU spells out the wage and benefit package for the term of that contract.

The Personnel Division manages recruitment, outreach programs, and the promotional processes for Engineer, Captain, and Battalion Chief. The Personnel staff ensures employee compliance with the Americans with Disabilities Act, the Family Medical Leave Act, and the Fair Labor Standards Act as well as with City of Phoenix policies,
Personnel Rules and Administrative Regulations and Fire Department rules and policies. The staff also reviews all hiring and promotional practices and provides assistance to supervisors on progressive discipline, alternate dispute resolution and documentation.

Payroll must make sure that everyone gets paid every two weeks. They must also insure overtime is recorded and paid, taxes are paid, raises are given, and leave banks are correct for the members. These are just a few of the jobs necessary for the Department members to receive their benefits as City employees.

Technical Services is responsible for the purchase, testing and maintenance of the Department’s computers, GPS systems, radios, mobile computer terminals (MCTs), dispatch systems, and phones. They also provide tech support for computer software installation and problems. With the automatic aid system that is in place here in the Valley, they must also provide all of the same support to most every other valley city as it pertains to their radio and dispatch computers systems.

**Assistant Chief of Training**

The Training Section is responsible for all training needs for Department members. The Assistant Chief of Training oversees the following sections within the Department: Operations training which includes the Command Training Center and the Training Academy, Special Operations and the Urban Search and Rescue (FEMA) team Arizona Task-Force 1, Emergency Medical Services, and Resource Management.

Battalion Training is done primarily by Battalion 8 in conjunction with the Command Training Center, the Training Academy and many of the subject matter experts we have on the Department. Battalion Training focuses on continuing education for fire companies throughout the City and can range from classroom lectures to multi-company drills.

The Command Training Center focuses on incident command with simulations, table-top drills, lectures and guest speakers. Command training is ongoing and serves not only to train new and would-be Captains and Chief Officers but to provide continuing education to current Captains and Chief Officers.

The Training Academy (TA) is primarily used to train new firefighters. However the TA regularly hosts companies for drills, classes and other training opportunities. The TA also houses the Driver Training Division whose function is to train new and perspective drivers of Department vehicles, provide training for drivers who have been involved in accidents and to provide continuing education to our drivers.

Special Operations manages two major types of day-to-day specialty response. These are Hazardous Materials response and Technical Rescue. Technical Rescue covers confined space rescue, swift water rescue, heavy rescue, high angle rescue, tree rescue and trench rescue. They also provide initial and on-going training for hazmat and technical rescue technicians throughout the Valley.
In response to several major domestic disasters, the Federal Emergency Management Agency (FEMA) established a national network of Urban Search and Rescue (USAR) Task Force Teams. One of those teams is located in Phoenix and is composed primarily of Phoenix Fire Department members, most of whom are Special Operations team members. The team has responded to 9-11, the Oklahoma City bombing, the Northridge, CA earthquake, hurricanes Katrina, Rita as well as two other hurricanes. The team was also deployed to stand-by for the Olympics in Atlanta, GA and Salt Lake City, UT.

Emergency Medical Services (EMS) is responsible for the continuing education training for all of the Department’s paramedics and emergency medical technicians (EMTs) as well as the initial training program for paramedics. The staff tracks and records all training in order to allow the members to remain current in their respective certifications each of which require specific continuing education classes and classroom hours in order to stay current and provide the best level of emergency medical care to the customers we serve. EMS also works closely with area hospitals and other health care facilities to enhance the long standing working relationships the Department has developed throughout the community.

No Fire Department could provide their customers with the necessary level of emergency service without significant support. Resource Management manages the purchasing and warehousing of commodities for the Department. They care for services such as providing protective clothing, purchasing and warehousing all supplies and commodities, researching new products and providing mail and photocopy services. Purchasing and Warehousing processes all Fire Department purchasing requests. The staff utilizes standing contracts or internal purchase orders to procure supplies. The City’s centralized Purchasing Department processes larger purchases. All Fire Department purchases are delivered to Resource Management. They are checked in and then passed on to the section, division, or station that placed the order for the items.

Facilities Management designs, coordinates, builds and maintains all of the Phoenix Fire Department Facilities. With about 57 fire stations and various other buildings spread over more than 520 square miles, this is a critical task.

The Phoenix Fire Department manages a fleet of over 400 vehicles and their equipment – including engines, ladders, rescues, ladder tenders, squads, command vehicles, support vehicles, staff vehicles, and specialized apparatus. Fleet Management provides for the purchase, outfitting, servicing, repair and fuel for every piece of apparatus utilized by the Department.

The four primary emergency service delivery vehicles are Engines, Ladders, Squads, and Rescues.

- An Engine, also known in Phoenix as a pumper, transports four or five firefighters, water, hose, medical equipment, firefighting tools, and a pump to the scene.
Ladders transport four or five firefighters, firefighting tools, medical equipment, and a ladder or aerial device that allows firefighters to reach the upper floors and roofs of buildings. Ladder Tenders respond to emergency calls when the aerial ladder will not be needed but all the other resources may. They are smaller, more economical to respond in, and carry much of the same equipment as a Ladder Truck. A Ladder and a Ladder Tender are assigned to one fire station and crew. The Company Officer selects which piece of apparatus would be most appropriate for that call.

Squad Companies are five-person apparatus that have similar equipment to ladder companies but also have a large amount of specialty equipment used for hazardous materials and technical rescue response. Squads can also be called out to any portion of the State in the event there is a large catastrophic event.

Rescues, also known as ambulances, transport two firefighters, medical equipment, and firefighting equipment.

Assistant Chief of Operations

The Operations Chief is responsible for several divisions involved in direct customer service to the citizens. These divisions include South Shift Command, Aviation, the five Fire Districts (Central, North, South, East and West), and Safety. Each Division is supervised by Deputy Chiefs, Division Chiefs and Battalion Chiefs. Deputy Chiefs and Shift Commanders report to the Operations Assistant Chief, Division and Battalion Chiefs report directly to the Deputy Chiefs in their respective areas.

At South Shift Command there are three Deputy Chiefs, one on each of the three shifts, as well as a Captain on each shift to assist them with incident response and other responsibilities. The Shift Commanders report to the Operations Assistant Chief. South Shift Command is responsible for emergency response throughout the City and Valley. Although they may fill the role of Incident Commander at certain incidents they typically provide overall direction for major incidents by filling the role of Senior Advisor. South Deputy operates 24 hours a day and responds from downtown. One of South Shift Command’s biggest responsibilities is insuring proper staffing throughout the City every day. They assign the roving members and hire members back on overtime when necessary. They must insure adequate staffing to provide for the varied specialty services our Department provides such as advanced life support, hazardous materials, technical rescue, and aviation specialties.

There are five (six with Aviation) Fire Districts in the City. These Districts are managed by Deputy Chiefs who report to the Assistant Chief of Operations. The five districts are broken up geographically into Central, East, West, North and South Districts. Each District Deputy Chief supervises 3-6 Battalion Chiefs.
Central Fire District manages the Emergency Response Staffing Office and Battalion 1. The Emergency Response Staffing Office is responsible for member assignments to companies, vacation, furloughs, Tobin day assignments and other leave and assignment related issues. The District Deputy Chief reports to the Assistant Chief of Operations. Battalion 1 has one Battalion Chief on each of the three 24-hour shifts who report to the District Deputy Chief. The Battalion Chiefs supervise the Captains on each of the engine, ladder or squad companies in their battalion. The Battalion Chiefs also respond on significant incidents throughout the City and Valley. Captains then supervise the crews on their apparatus and at their fire stations.

East Fire District manages Battalion 2, Battalion 7 and the Paradise Valley stations. The District Deputy Chief reports to the Assistant Chief of Operations. Battalions 2 and 7 each have one Battalion Chief on each of the three 24-hour shifts who report to the District Deputy Chief. The Paradise Valley stations report to Battalion 2. The Battalion Chiefs supervise the Captains on each of the engine, ladder or squad companies in their battalion. The Battalion Chiefs also respond on significant incidents throughout the City and Valley. Captains then supervise the crews on their apparatus and at their fire stations.

West Fire District manages Battalion 3 and Battalion 8. The District Deputy Chief reports to the Assistant Chief of Operations. Battalions 3 and 8 each have one Battalion Chief on each of the three 24-hour shifts who report to the District Deputy Chief. The Battalion Chiefs supervise the Captains on each of the engine, ladder or squad companies in their battalion. The Battalion Chiefs also respond on significant incidents throughout the City and Valley. Captains then supervise the crews on their apparatus and at their fire stations.

North Fire District manages Battalion 4 and Battalion 6. The District Deputy Chief reports to the Assistant Chief of Operations. Battalions 4 and 6 each have one Battalion Chief on each of the three 24-hour shifts who report to the District Deputy Chief. The Battalion Chiefs supervise the Captains on each of the engine, ladder or squad companies in their battalion. The Battalion Chiefs also respond on significant incidents throughout the City and Valley. Captains then supervise the crews on their apparatus and at their fire stations.

South Fire District manages Battalion 5. The District Deputy Chief reports to the Assistant Chief of Operations. Battalion 5 has one Battalion Chief on each of the three 24-hour shifts who report to the District Deputy Chief. The Battalion Chiefs supervise the Captains on each of the engine, ladder or squad companies in their battalion. The Battalion Chiefs also respond on significant incidents throughout the City and Valley. Captains then supervise the crews on their apparatus and at their fire stations.

Aviation is responsible for all aspects of emergency response at Phoenix Sky Harbor Airport. As a “city within a city” the airport must have the capability to respond to EMS calls, structure fires, non-structural fires and service calls on the airport. The primary function of Aviation is to provide aircraft rescue and firefighting. This highly specialized response component requires a large amount of unique training and equipment for aircraft emergencies as well as continuously updating the member’s knowledge base and
refresher training. Aviation also has rules and mandates from the Federal Government that they must comply with. Should the firefighters at Sky Harbor be unable to respond to the emergencies involving aircraft due to lack of proper training, lack of personnel or lack of firefighting equipment, the airport might have to turn away aircraft or possibly close. This would have a huge economic impact on the City and the State. It becomes obvious then that Aviation has a significant responsibility in keeping the planes flying.

Safety works with Operations to provide the following services: risk management planning; station, equipment and facility inspections; accident analysis and safety training. They also review Department procedures and work to ensure OSHA compliance. The Deputy Chief of Safety reports to the Assistant Chief of Operations.

The 23 cities that are part of the Regional Dispatch Operation are dispatched “automatically”, as if they were part of a single fire department. This Automatic Aid System does not recognize or require any jurisdictional lines. The closest, most appropriate unit to any emergency situation is dispatched without regard to city boundaries. Often, several departments work together on the same incident. All members of the Regional Dispatch Consortium have agreed to follow the same policies and procedures for dispatch protocols and emergency scene operations.

The Incident Management System is designed to fully integrate and support this mix of fire departments during incident operations. In the 2,000-plus square miles of the Phoenix Metropolitan area, Automatic Aid greatly enhances emergency response delivery for the over 444,000 dispatches annually. The Automatic Aid System works through an advanced satellite technology called the Automatic Vehicle Location System (AVL). The AVL System is able to continuously track the exact location of all emergency response apparatus, allowing for the dispatch of the closest most appropriate available unit to the scene.

Dispatch and Deployment dispatches every emergency and non-emergency call for the Operations Divisions through the Phoenix Regional Dispatch Center. Through Automatic Aid agreements, Phoenix dispatches for 23 Valley Fire Departments, plus has additional Automatic Aid agreements for 4 more departments through a CAD Interconnect System. There are Mutual Aid agreements in place for an additional 7 departments/districts.

The Dispatch Center is staffed 24 hours a day, 7 days a week, 365 days a year. Each shift is assigned one or two Supervisors, one or two “Lead” dispatchers, and at least twelve Dispatchers filling the roles of Incident Takers, Dispatchers, or Tactical Radio Operators. All Dispatchers are certified Emergency Medical Dispatchers. The Dispatch Center provides medical self-help, pre-arrival instruction to 911 callers. While Fire Department units are en-route to the scene medical Dispatchers provide Emergency Medical instructions over the phone. Utilizing pre-arrival medical instruction has saved many lives over the past three decades.
Assistant Chief of Fire Prevention

The Fire Prevention Chief is responsible for overseeing many sections, such as: Fire Prevention, Special Hazards Unit, Homeland Defense Bureau, and Fire Investigations. These sections are made up of both civilian and sworn members of the Department.

Fire Prevention’s obvious focus is to make the buildings we occupy safer and prevent loss of life and money from fire and water damage. The Inspectors check buildings to insure that they meet the Fire Code and are safe. This requires knowledge of the code, fire alarms systems, fire suppression systems, building construction and fire behavior. This group is very integral to the Department’s goal of keeping our customers safe. The proper adherence to the fire code can also save the lives of firefighters as they attempt to fight fires in structures. Several of the systems in the code are designed not only to warn and protect the citizens but they are also designed to be utilized by firefighters in the performance of their duties. The New Construction group review plans, inspects fire protection equipment and approves construction features for new commercial and residential construction.

A specialized section within Fire Prevention is the Special Hazards Unit (SHU). The Special Hazards Unit inspects occupancies that produce, handle or use hazardous materials in their scope of their operations. The information gathered is used to enforce existing building and fire codes as well as make changes to these codes when necessary. Information on the operations, materials, and hazards at these buildings is also provided to the responding companies to reduce the risk to them and allow them to better handle emergencies at these facilities.

Unfortunately in today’s reality of terrorism, the Department had to institute a Homeland Defense Bureau. This group works very closely with the Phoenix Police Department and other agencies to provide the Department with training and intelligence as it pertains to terrorist activities. The members working in Homeland Defense are also instrumental in helping coordinate day to day incidents involving both Police and Fire operations at the scene.

Also managed out of the Homeland Defense Bureau are Special Events. Special Events Planning is just as the name implies, they are responsible to plan and provide for the needs of special events that impact the City due to the scope or size of the event. The World Series, All-Star games, Super Bowl, and other sporting events as well as political conventions or other high profile events require the City and the Department to provide for the safety of the participants and the attendees at these events.

The Fire Investigations Division is responsible for investigating all structure fires in the City of Phoenix. They investigate the fires to determine the cause of the fire and whether the fire was accidental or if arson is suspected. Suspicious fires or those in which deaths or serious injuries occur can involves hundreds of hours of investigation in order to bring the person or persons who caused the fire to justice. Fire Investigators are trained and certified as Specialty Peace Officers.
SECTION FIVE
THE RBO PROCESS

Phoenix Firefighters Association Local 493 represents this membership and is invited through the Relationship by Objectives (RBO) process to participate in the design and implementation of the systems, procedures and processes that form the framework of our organization. The RBO process brings labor and management together in an open and honest arena to work through tough issues, deal with conflict, and reach agreement.

The Phoenix Fire Department uses RBO to manage new ideas and changes in the organization through the use of committees that represent both labor and management. These committee meetings are always open and advertised to all members. The Fire Chief and the Union President appoint the co-chairs of each committee. A correlating committee made up of management’s Senior Staff and Local 493’s Executive Board oversee the RBO process and discuss and decide on issues that could not be resolved through the normal process.

The RBO process is based on the principal that those who are the closest to the actual services we provide should be allowed equitable input into the system. The RBO process solidifies the relationship between labor and management. The emphasis of this partnership is tackling issues and seeking equitable solutions without damaging relationships.

The RBO process allows room for differing opinions without inviting disrespect or unhealthy politics. The end result is the Phoenix Fire Department is a fair, effective organization with “buy in” from all members, no matter what rank or position.

The RBO process works because both sides respect each other as being credible participants who have value to offer, and because both sides remain open to another point of view. Those are the basic values that drive the organization.

Relationship by Objective (RBO)
From RBO Then and Now

“We just work it out”

Spend a day walking around the Phoenix Fire Department building and you’ll hear that a lot: “We just work it out.”

Some people refer to it as the “magic dust” and, in a sense; there is a little mystery involved. At the Phoenix Fire Department, things just happen. They get done. They get taken care of. Nobody gives an order. There is discussion but no argument, and there is no fighting. Nobody ends up filing a grievance. Around here, Labor and Management actually like each other. Issues that seem like they should bring nothing but chaos—like drug testing the entire Department—are problems that are simply and quietly solved.
From a distance, it looks like magic. Leaders from Fire Service organizations across the nation travel here to find out what the “magic dust” is, why it works, and how they can bring it home. Too often, when they take it back to their Department, it doesn’t work for them.

So why does it work here?

**RBO History: How did it start?**

In the late 1970’s and early 1980’s nobody was happy. Police Officers in the City of Phoenix were paid at a rate 17% higher than firefighters. Negotiation with the City wasn’t going particularly well and there was talk of a strike. When the city refused to create parity between Firefighters and Police, the International Association of Firefighters, Local 493 went so far as to create a public relations campaign on television, radio, and in the newspaper called: “Firefighters Make House Calls.” If they couldn’t convince City leaders to come through with what they needed, they’d convince the voters directly.

**Enter a man named Sam Franklin**

In 1984, Sam Franklin was a Federal Mediator who had worked with the City during its contract negotiations with firefighters. Sam knew Pat Cantelme, who was, at that time, Local 493’s President. He also knew Alan “Bruno” Brunacini, at that time the Fire Department’s Chief. What mattered most is that Sam Franklin also knew that Cantelme and Bruno had known one another for years, had worked together, and had a strong commitment to the process. Because of that key relationship, Franklin was willing to try something that had never been done before: a program called Relationship by Objective, or RBO.

“RBO” had been used in the private sector, but never before had anyone tried the system in a public agency. It was complicated at first and very structured, but things between Local 493 and the City were so strained, anything that might work was worth a shot. It couldn’t be used to solve wage and hour issues—those could only be negotiated officially with City Management. However, it began to address dozens of other differences that were starting to get in the way.

To start, they had to pick a “neutral zone” away from Phoenix where there would be few, if any, interruptions or distractions. They picked Flagstaff, a two-hour drive from Phoenix. It was far enough away that no one could get back to town quickly or easily, and no one from Phoenix could get to them. It is cold in Flagstaff in December so there wasn’t much to do outside the hotel. Cell phones and pagers weren’t what they are today, so phone interruptions would also be minimal.

The scene of the first RBO showdown was the Little America Hotel in Flagstaff. Sam and four other mediators were there. Each side—Labor and Management—picked people for their teams that represented all aspects of the Fire Service in Phoenix.
This wasn’t necessarily a happy meeting, but to accomplish the goal of the RBO process, they had to start by agreeing on one thing: both sides either had to reach agreements, or they had to identify their differences and come up with a way to resolve them.

It started with each side being sent to individual conference rooms—Labor in one room, Management in another. The assignment: to come up with a list of the things they really hated—about each other, about the job, about the Department.

Then they had to come back together in the same room. The facilitators shared the lists that each group had made. The lists were long, and although many similar items showed up on both lists, there was a lot of disagreement. Some folks even remember there was a good deal of shouting.

The groups broke up again attempting to come up with specific ideas to address each issue- - this time for discussion.

After a few hours, they were back again as a group.

This first RBO meeting went on like that for three days.

RBO Action Plans: the system behind the “magic dust”

They did it. They met the goal that Federal Mediator Sam Franklin had set for them: they came up with a list of issues and agreed to solve some of them.

Some couldn’t be solved even after three days. On those, they agreed to disagree and find common grounds.

Was it over? Not by a long shot.

The next step in the RBO process was—and is—the Action Plan.

Action Plans have evolved a little bit since that time, but the basics are the same.

Every Action Plan essentially addresses one of two possibilities:

1) It will either implement a solution that has been agreed to, or
2) It sets up specific steps that Labor and Management will take to come closer to an agreement.
Here’s how the Action Plans worked back then and still works today:

- A committee is formed for each issue.
- The committee is co-chaired by one person from Labor and one person from Management.
- Committee members are chosen in equal numbers for Labor and Management. Depending upon the issue, there may be a dozen or more people involved.
- Specific timelines are set up: how often the committee will meet, when the work needs to get done, and when the group will follow-up or report back.
- RBO Committees meet quarterly and report back to the group at the annual meeting.

So, the reality is that once the annual RBO meeting ends, the Action Plan Committees take over. During the quarterly committee meetings, these Labor/Management Teams decide the best way to meet the goals set for their Action Plan, and put in motion whatever is necessary to make those goals happen. In other words, until the next RBO meeting in Flagstaff, the Action Plans are a “work in progress.”

A Correlating Committee, which includes the Fire Chief, Assistant Chiefs, the Union President, and the Union Vice-Presidents, tracks the progress of the Action Plan Committees.

*This is the system that supports the “magic dust.”* It is used consistently the same way every time so that everyone involved knows exactly what’s going on.

So what’s the “magic dust”?

**Protecting relationships: the RBO “magic”**

*“Don’t sacrifice a relationship for an outcome.”*

*“Understand that conflict will occur and use the process to change the process.”*

*“...Take care of problems when they are small. Call first and talk to each other before you make a big deal out of a conflict.”*

These lines come directly from the Phoenix Fire Department Administrative Regulations, Labor/Management Team procedures. Not exactly what you’d expect from an official rulebook, but those lines are really there, and they are the magic.

Remember the first RBO experiment back in 1984? Sam Franklin was willing to try the RBO process with the Phoenix Fire Service because he knew one critically important thing was true: there already existed a good relationship between the Union President and the Fire Chief. As difficult as the early process was at times, Franklin knew that relationship was strong and would be protected.
Protecting the relationship remains the key reason why the RBO process continues to work today. (That probably explains why, when other agencies from other cities try to duplicate what happens in Phoenix, they hit a dead end. Without the strong relationship, the system often just doesn’t work as well.)

When you observe the annual RBO process, you notice that the process isn’t nearly as formal or complicated as it was when it started. You won’t see Labor on one side of the table, Management on the other. In fact, most of the time, it’s difficult to tell who’s representing whom, because together, they represent all members of the Phoenix Fire Department.

As the Action Plan committees make their presentations, and as the discussion goes forward, you notice a few key phrases and concepts that come up again and again.

Put the members first

This is more than a theme; it’s a mission. In each and every discussion, you’ll hear the emphasis on making sure the members of the Phoenix Fire Department are taken care of.

Share the credit

It’s by no means an order. Nobody really talks about it too much. This is just something everyone does. It’s not uncommon for the Labor and Management co-chairs of each committee to spend a lot of time thanking individual committee members by name for the work they did on the project. This translates to: leave your ego at home.

Share the work

Part of this is inherent in the committee process, but there is another part that’s subtler. The message is: if you want to see change, participate. If you don’t like the system, work to change that, too. Complaining without taking action will get you nowhere.

The atmosphere is so casual that sometimes an issue is raised, discussed, and assigned to a committee before you even realize what’s happened. It’s not to say that there is never conflict—there is. But, by sticking to the system, treating one another with respect, and protecting the relationships, conflict can happen without permanent damage. That’s the real goal.
Leadership Changes

Remember Pat Cantelme, the Union President and Alan Brunacini, the Fire Chief who helped create the RBO system? Pat and Bruno have retired, and even though they are no longer directly involved, the system still works. The relationships are still going strong.

Bob Khan, Billy Shields and Pete Gorraiz took over as the Fire Chief and Presidents of Local 493 respectively and continued the RBO process in an effective and productive way. The current Fire Chief Kara Kalkbrenner and Local 493 President Steve Beuerlein have continued the process in a very seamless manner. The process continues to improve, and represents the hard work of Labor and Management.

Benefits of the Process

When the RBO system works…
  o Members gain because they’re involved in the solution and can personally create change.
  o Management gains because they get “buy-in” from members and the best solutions to problems that face the organization.
  o Although conflict is part of the process, it is handled respectfully. Lawsuits and grievances virtually disappear.

RBO Summary

The Relationship by Objectives system is a tool that allows Labor and Management to work through tough issues, deals with conflict, and reach agreement. It allows the Phoenix Fire Department to be more effective as an organization by improving service delivery, customer service, and most importantly, improving the quality of life for its members. It works because both sides respect each other as being credible participants who have value to offer, and because both sides are willing to understand another point of view. Those are the basic values that drive the organization—in other words; it’s the Phoenix Fire Department “Way”.
SECTION SIX
STRENGTH IN DIVERSITY

The City of Phoenix is made up of a diverse population and so is the Phoenix Fire Department. This diversity is the strength of the Phoenix Fire Department that empowers us to provide the best customer service and is the thread that connects us to the community.

A culturally diverse and representative workforce helps create a more flexible Fire Department through exposure to new ideas, different ways of working and making decisions. The Phoenix Fire Department encourages a workplace where we learn from each other and use each other’s differences as the strength to make us better. Improvements in the quality and accessibility of customer services have become increasingly linked to workplace diversity. The Fire Department responds more effectively when the firefighters understand and communicate skillfully with customers from a range of backgrounds. This ensures that our services are delivered in culturally appropriate ways and improves our effectiveness in meeting the community’s needs.

The required job skills of the modern firefighter are complex. In one shift, today’s firefighters may extinguish fires, mitigate a hazardous materials incident, provide emergency medical care to an adolescent victim, and support a grieving spouse of a dying patient. In addition, firefighters must interact frequently with community members during routine pre-fire inspections, community events, and school presentations. In order to accomplish these tasks successfully, it is necessary to have a well-rounded, competent workforce made up of both genders and all races and ethnic backgrounds.

The culture and policy of the Phoenix Fire Department requires the acceptance of our differences as the strength of our organization. We understand that our Department is constantly changing and adapting to the needs of the community and the requirements of our customers. It is only through embracing the diversity of our community, the diversity of our Department, and the individual uniqueness of our members that we will be the best.
Executive Summary and Introduction:

The PFD Way is a philosophy that describes in detail the way each Phoenix Fire Department member, regardless of rank or position, is expected to perform, behave, and interact with each other and the public. Putting this philosophy into practice requires a constant, conscious effort from each of us.

This document describes our Departmental philosophy. It describes our vision and values, our standards, and our ideals. This is the Phoenix Fire Department Way.

The PFD Way describes and guides our behavioral and performance expectations. Our diverse membership made the choice to become part of the Phoenix Fire Department. As public servants we work for the common good of the residents, workers and visitors of Phoenix.

The PFD Way incorporates the values of service excellence, safety, integrity, professionalism, communication, teamwork and respect. In order to provide the best service to the public, we are committed to the training, education and well-being of each member of the Department.

The Phoenix Fire Department serves a vast geographic area with expertly trained firefighters and support staff using state of the art equipment and apparatus. Although large in size, we do not lose sense of the importance of each individual member and customer.

The City of Phoenix is one of the ten largest cities in the country. In size, it geographically exceeds Los Angeles. The city has won many awards and honors, including the prestigious Carl Bertelsmann Award for being the best-run city government in the world and a “best-managed city” designation by Governing Magazine. The National Civic League has selected Phoenix as an “All-America City” five times.

Most City of Phoenix employees belong to municipal unions who work with City management to achieve service excellence. Firefighters belong to the International Association of Firefighters, Local 493, AFL-CIO (United Phoenix Firefighters Association). The positive relationship between labor and management is key to the success enjoyed by the Phoenix Fire Department and its members. Labor and management collaborate on improving customer service and maintaining a safe, effective work environment through the Relationships by Objectives (RBO) process. This process allows everyone a voice to change policy and/or procedures for improvements in the quality of our service.
The Fire Chief and Executive Staff, along with City Management and elected officials, are fiscally responsible, innovative, and proactive. The Phoenix Fire Department honors the traditions of the past while embracing the technological advances of the future.

The Phoenix Fire Department is committed to providing the best possible emergency response and prevention services, and to making the City of Phoenix a healthy, vibrant community in which to live, work and visit.

The fire service has a rich and proud culture and tradition. New members of the Phoenix Fire Department benefit from the mentorship of seasoned members. All members benefit from a common set of expectations. Our members are the foundation of the Department.

We are self-disciplined and respectful, on and off duty. In the sometimes stressful environment of emergency services, we are able to enjoy our profession and the bond between Fire Department members. How we behave and provide services in the public eye have a direct correlation to the public’s respect, perception and support of our Department.

Our members are expected to manage their own behavior with a positive attitude and commitment and to conform to the rules and regulations of the Department in a manner that reflects the philosophy of the PFD Way.

In situations where self-discipline breaks down, supervisors are expected to discern whether corrective, progressive action is needed or if outside assistance is needed. Team members take care of each other. FireStrong (www.firestrong.org and 602-845-FIRE) is a resource for fire service members to obtain confidential mental, emotional and physical support. Accessing these important resources will not be connected to or endanger a member’s employment.

The standards and expectations in this document, although philosophical, are reasonable and aligned with City of Phoenix Administrative Regulations and our own Management Procedures and Standard Operating Procedures. They are the cornerstones from which to view your day-to-day performance, your commitment to the public and your commitment to the Department.

True commitment requires loyalty to the Department, the Fire Service and to the City of Phoenix through good times and bad. We face challenges with honesty and integrity, becoming stronger through the process. We are committed to making positive change when it mutually benefits the public we serve and the Department.

We are a professional fire department that delivers consistent, safe, quick, high-quality emergency response and ancillary services. We are expected to be fiscally responsible, diverse, skilled, smart, physically fit, and compassionate. We are focused on what is in the best interest of providing the highest quality of service to the public. Each individual accepts their responsibilities beginning the day they enter the Department and continuing throughout their career and into retirement.
Our philosophy can be summarized in the following statements: The Phoenix Fire Department is committed to providing the highest level of public safety services for our community. We protect lives and property through fire suppression, emergency medical and transportation services, disaster management, fire prevention and public education. Our members will provide these services in a safe, calculated manner.

This is a living document that stays relevant when reviewed on a regular basis. The PFD Way is founded upon major cornerstones that make up the foundation for our philosophy. These cornerstones are described in detail and are practiced by all members who have chosen to be part of the Phoenix Fire Department.

The Cornerstones of our Philosophy and Culture

Cornerstone One: Make the Commitment

Being a member of the Phoenix Fire Department is a commitment to the public, to the Department, to other departmental members and to the PFD Way.

The diverse Phoenix Fire Department workforce shares a common desire and commitment to serve our community. It is our goal to deliver fast, safe, effective emergency response. We strive for excellence on each customer contact. Our customers rely on us to provide exemplary service in the form of emergency medicine and transportation, technical rescue, fire suppression and fire prevention.

All who wear a Phoenix Fire Department uniform are held to a high standard. Expectations for behavior and performance are non-negotiable. Firefighters work in an inherently dangerous environment and are prepared for the challenge. We care about safety and about each other. If need be, we put our lives on the line for each other.

We take our commitment to our community, the City of Phoenix, Local 493 and to the Department seriously. We challenge ourselves to improve our service delivery by asking, “How can we do better?”

We are measured by our daily interactions and performance. We are expected to follow the Phoenix Fire Department Standard of Customer Service: to arrive with a positive attitude and deliver fast, safe, professional service. It is the level of service that our customers, both internal and external, expect. This applies to every member of every rank, sworn and civilian.

It is the Phoenix Fire Department Way to provide the most realistic, meaningful and up to date training possible to our members. On-going training results in highly skilled performance levels.
Our diverse membership is the most important resource and foundation of the Department. Prejudice of any kind is not tolerated in the Phoenix Fire Department. Everyone, of every position and job function is essential. Our commitment to working as a team in the firehouse, on the fire ground, in your section or battalion, in training, and as part of an RBO committee is the key to the Department’s success.

**Cornerstone Two: Be Accountable**

**Accountable members take responsibility for their success and for the success of the Department.**

Our members come from a variety of backgrounds, each with a unique set of experiences and mannerisms. Honoring and respecting individual and cultural diversity is critical to a department serving a diverse cultural community. Our members are accepting, non-judgmental and embrace diversity.

Our differences are considered an asset as long as behavior, appearance and job performance is aligned with our rules, regulations and Departmental culture. A professional does not let individualism become a job distraction. Each member is responsible to examine their behavior and activities on and off the job to ensure that the City and the Department is not put in a disadvantaged position because of poor choices or poor judgment.

When we become public servants and join the Department, we give up the freedom to behave in an independent manner. Our regard in the community can be tarnished by the actions of just one member, and those consequences will be felt by all members. Our conduct should be exemplary at all times.

Our reputation and performance in the Department is reinforced by our conduct. Respect is earned and begins with respect for yourself and respect for others. Your reputation is a valuable possession. Guard it and remember that it starts the day you enter the Fire Department and will continue long after your career has ended. Ask yourself, “How do I want to be remembered? How did I contribute to and improve this Department?”

**Cornerstone Three: Be Self-Disciplined**

**Members who have self-discipline are motivated to make choices that result in a positive outcome and avoid choices that cause a negative repercussion.**

Think back to before you joined the Department. It took self-discipline to study and train for the firefighter recruit tests. It took self-discipline to obtain the education and experience necessary for the wide variety of support classifications.
Maintaining a positive, well-balanced approach to your work environment takes a commitment to discipline, preferably self-discipline. We are expected to manage our own behavior. We are cooperative and open to supervisory directives. Supervisors are expected to identify and correct counterproductive actions, behaviors and issues before they become habitual.

When imposed discipline is necessary, it will be corrective, progressive and lawful. Disciplinary action is aligned with Departmental expectations and follows established procedure. Corrective punitive action is only considered for serious violations or when progressive actions have not been effective. It is the PFD Way to employ 2nd change management designed to return a member to positive and productive behavior.

Taking shortcuts to supervisory responsibility in regards to discipline ensures a negative result. Misconduct or poor performance should be identified before a solution is developed. In other words, supervisors will avoid the “ready – fire – aim!” approach in favor of a standard problem-solving approach to discipline.

Guidelines describing the union’s role in the disciplinary process are clearly defined in the Memorandum of Understanding and Standard Operating Procedures. Supervisors are to offer and provide union representation whenever requested. Union representation does not infer that they agree or disagree with the conduct or behavior. The union representatives will ensure that Departmental supervisors follow due process and show just cause when considering disciplinary action.

All effort is made to keep disciplinary proceedings confidential to avoid embarrassment to the member and to the Department. At times, media interest in high profile misconduct and the requirements of the Freedom of Information Act make it impossible to keep all issues completely confidential.

The Phoenix Fire Department’s substance abuse policy is firm. It is absolutely unacceptable for a member to use illegal substances on or off duty. PHOENIX FIRE DEPARTMENT MEMBERS DON’T DO DRUGS... PERIOD! Abuse of alcohol, prescription drugs, anabolic steroid, or any other substances will not be tolerated. Unauthorized use, sale, purchase or possession of controlled or illegal substances at any Fire Department worksite is prohibited. Violating policy may result in suspension from duties, with or without pay, and/or dismissal.

Self-discipline extends to our lives outside of work, as well as to the virtual world of social media. Social media is a powerful communication and image tool, giving just-in-time information and keeping people connected over vast distances.
Phoenix Fire Department members are proud of their profession and Department. When we identify ourselves as members of the Phoenix Fire Department in a social media profile, that site now becomes an extension of the workplace, not solely a personal site. It is not the PFD Way to engage in negative political discussion or brag about unbecoming activities via social media. Consider if the post will reflect well on the owner and the Department, or if it will be misinterpreted. Be aware of the impact of the social media footprint, as well as the ripple effects – both positive and negative. As members of the Phoenix Fire Department and employees of the City of Phoenix, we have a duty to post responsibly.

**Cornerstone Four: Be a Good Supervisor**

*Supervisors clearly understand the mission, keep staff informed, listen to staff, and acknowledge outstanding performance. They are able to identify when to handle an issue themselves and when to involve their chief for assistance.*

Supervisors of all levels are expected to treat their staff with consideration and respect. Positive reinforcement is more effective than punishing negative behavior and performance. Unacceptable behavior or performance will not be ignored, tolerated or rewarded. Misconduct is best managed when it is immediately identified and discreetly corrected.

Supervisors encourage teamwork, most notably in a fire station environment when crews prepare meals together, exercise, train and critique an incident. Supervisors make opportunities for their team to stay connected to each other, to the Department and to our community.

Effective supervisors look for opportunities to include members in new programs, explain Departmental culture and policy, and mentor the next generation of leaders. It is a supervisor’s job to create promotable employees.

Supervisors are good listeners and are able to hear what someone means as well as what someone says. Supervisors are positive, ethical and refrain from personal judgment when handling a personnel issue.

Effective supervisors keep problems in perspective, address problems at the proper level, and when possible, turn a negative situation into a positive one.

Because supervisors are under constant scrutiny, their actions should be above reproach. Supervisors who lead by example, who coach and encourage their employees and redirect behavior before it becomes an issue earn lasting loyalty and commitment. In fact, a point should be made of spending the time necessary to turn struggling members into star members. Good supervisors set the tone and set attainable standards. It is the PFD Way to practice what we preach, knowing that we will be held to our own standards.
Cornerstone Five: Be a Responsible Leader

*Leadership is a process of positive influence which encourages high performance and teamwork to make a positive impact on our community and our Department.*

The Phoenix Fire Department recognizes both formal and informal leaders, earned leadership and positional leadership. Leaders motivate and have the vision to facilitate positive change. Leaders live an example of the Department member we strive to be.

Leaders know that their words and behavior have lasting impact and choose wisely. Their expectations for themselves and others are realistic and aligned with the overall expectations of the Department.

When the safety and well-being of our customers and members is at stake, our responsibility and expectations are clear, as is each individual’s accountability. If substandard performance or unacceptable behavior is condoned, it will most likely be repeated. “If you condone it, you own it”.

It is the PFD Way to stop dangerous, negative, and unprofessional behaviors and actions whenever they are encountered.

We put safety first, closely followed by professionalism and courtesy. PFD leaders remind all members, at all ranks, that we are responsible for our actions in the workplace and that we are accountable for our own conduct AND that of our co-workers.

When leaders are faced with a problem, they solve the immediate issue, and also look for ways to improve the situation in the future. Not only does this facilitate a solution, it demonstrates to current and future leaders a positive problem solving approach. Leaders review lessons learned and evaluate their own effectiveness in challenging situations.

Authority is dynamic and complex, and is viewed as the ability to influence a person’s behavior or performance without the apparent exertion of force. Effective authority is supported with genuine respect by balancing leadership with performance. Superior leaders are both humble and able to focus on safety and goals. They accept responsibility for the missteps of their crew, while giving credit to their crew for any recognition.

An important element of leadership is “followership”. Every leader is a follower in some other Departmental group, function, or relationship. Ineffective followers will not be good leaders.

Leaders are agents of mentorship, positive change, personal growth and development. They are responsible for developing and instructing the next cadre of capable future leaders that live and practice the PFD Way.
Effective leaders embody servant-leadership. They want to pass along information, process and lessons learned, sparing new members from making mistakes that could cost them their reputation, their career, or their life. They encourage training and continuing education so members stay current with industry change.

**Cornerstone 6: The RBO Process and the PFD Way**

*The partnership of Labor and Management is committed to maintaining and improving safe working conditions and equipment, superior customer service, and succession planning for highly skilled employees. The Relationships By Objectives process is guided by the principles set forth in the PFD Way.*

The Phoenix Fire Department Way is based on the principle that our members are the foundation of the Department. There is a direct relationship between the quality and professionalism of the Department and the quality and professionalism of our membership.

Phoenix Firefighters Association Local 493 represents the majority of our membership. All members are invited to participate in the design and implementation of the procedure and process that forms the framework of our Department through the Relationship By Objectives (RBO) process. The RBO process brings Labor and Management together in an open and honest environment to work through issues and challenges, creating effective and fair solutions and reaching agreement without damaging relationships.

It is the PFD Way to manage new ideas and changes for the Department through the use of committees that represent both Labor and Management. These committee meetings are advertised to all members and always open. The Fire Chief and the Union President appoint co-chairs for each committee. A correlating committee made up of Management’s executive staff and the Local 493’s executive board oversees the RBO process. Any issues that are unable to be resolved through the normal RBO process are discussed and decided on within the correlating committee.

The RBO process is based on the principle that those who are closest to the actual services we provide should be allowed equitable input into the system. The process allows room for differing opinions without inviting disrespect or unhealthy politics. By participating in the RBO process, Department members of every rank and position are vested in and part of the outcome. This ensures that the Phoenix Fire Department remains a fair, efficient and effective city department.

The RBO process only works if we get involved. Our experts are the people doing the work each day. Our supervisors communicate information up and down the chain of command. We are advocates for all members when we involve ourselves in the RBO process.
Labor and Management are not always in initial agreement on each issue. The value of their working relationship however is the ability to find solutions on those issues on which they disagree. We will never sacrifice a relationship for an outcome. The RBO process works because both Labor and Management are respectful, offer value to the process and remain open to hearing a different point of view. Both are committed to ensure that the Phoenix Fire Department remains safe, progressive and professional.

These are the basic values behind the Department – the RBO process is the Phoenix Fire Department Way.

**Cornerstone 7: Support Our Members’ Wellness Needs**

*It is the PFD Way to provide and support total wellness for all our members.*

The Phoenix Fire Department invests significant time and training in each member. Because the PFD Way is based on the principle that our members are the foundation of the Department, ensuring total wellness and resiliency in our members is an investment in us and our Department.

It is the PFD Way to support each member. Each member has the obligation to be resilient and to be emotionally, mentally and physically fit. Situational awareness pertains not just to the fire ground, but also to awareness of the emotional wellbeing of each member. It is the PFD Way to identify a suffering Department member, address their needs and offer support. Literally, their life could be in your hands.

Emotional wellness and resiliency is more than just stress reduction. It is maintaining a balance of work, family, friends and obligations. It is the ability to make rational decisions and set priorities.

The Department realizes that members may be faced with personal and/or work related challenges during their career. A professional will recognize a problem and attempt to address and correct it before it interferes with job performance. The Department offers a number of discreet, professional resources and peer support for members and their families. FireStrong ([www.firestrong.org](http://www.firestrong.org), or 602-845-FIRE) is a resource for fire service members and their families to obtain confidential assistance for substance, relationship, financial or emotional related issues. It is a program developed by our members for our members and is available 24 hours a day, 7 days a week. Accessing this important resource will not be connected to or endanger a member’s employment. Go to FireStrong.org with your family before you need help, and to learn what is available. It is vitally important that our members and their families seek help for themselves or someone else before it becomes life or career threatening.
The PFD Way is FireStrong. It is NOT the PFD Way to hide or avoid a member in need of help. Be alert to signs and symptoms of a member in need of assistance.

It is the PFD Way to participate in the IAFF/IAFC Joint Labor Management Wellness Fitness Initiative. The Phoenix Fire Department provides a comprehensive medical examination, a comprehensive fitness program, a medical/fitness/re-entry/injury rehabilitation program and a behavioral health program. It is the duty of every member to actively participate in these programs to ensure that they are always fit for duty.

Phoenix Fire Department members ALWAYS treat each other with: Consideration, Discretion, Acceptance and Unity.

FireStrong works because our members are part of the continuum of care and volunteer their time in peer support. FireStrong is meant to be brought home. Don’t just keep it at work.

**Cornerstone 8: Maintain a Positive Environment**

*We are each responsible to create a positive work environment based on trust, approachability and open communication, superior job performance, expecting the best, teamwork, appreciation and recognition, giving credit and taking responsibility.*

The Phoenix Fire Department has outlined four behaviors that are to be practiced by all members. Remember these behaviors and practice them on a daily basis. They are:

1. **Consideration:** Be considerate of one another’s values, ideals, possessions, feelings, etc. Respect yourself, your colleagues and our customers.
2. **Discretion:** Be discreet regarding personal information. If something is shared in confidence, keep it confidential unless it jeopardizes someone’s safety or well-being. Don’t talk about members behind their backs.
3. **Acceptance:** Accept our cultural, ethnic and gender differences. Diversity makes us stronger and better prepared to serve the needs of our diverse community.
4. **Unity:** Value the unity of the Department. Our members are committed to each other. Our strength comes from the ability to work together and take care of one another.

The Fire Department hires with the expectation that, barring an unusual circumstance, the member will remain throughout their career and into retirement. Gratitude is owed to the Phoenix Firefighters Association Local 493 for its political involvement on behalf of the community we serve, as well as on our behalf.

It is the PFD Way to behave and perform in a professional manner, in and out of the fire station, on and off the job, and remain focused on what is in the mutual best interest of the Department and our community. Because we do, we will continue to earn the high respect of our community.
There are no Departmental secrets. Intrigue and gossip over an issue result in distrust in the system. Other than personnel disciplinary actions, issues involving litigation, and politically sensitive matters, the Department is dedicated to transparency and accountability.

We are self-disciplined, highly motivated and skilled employees dedicated to providing superior service to the public and to each other.

Summary

The PFD Way is a philosophy that describes in detail the way each Phoenix Fire Department member, regardless of rank or position, is expected to perform, behave, and interact with each other and the public. Putting this philosophy into practice requires a constant, conscious effort from each of us.

This philosophy supports and describes the way in which we fulfill our mission to safely and efficiently serve the public and take care of each other. The PFD Way is there to help members remain motivated, healthy, positive and professional.

The RBO process recognizes a challenge as an opportunity to work as a team to improve the Department while keeping perspective and working cooperatively. Our volunteers, our members performing line functions, and our support staff rely on each other to work as a team in order to provide superior customer service to the public and to each other.

Superior customer service can only be provided if we respect each member. Unless we can identify who “us” and “them” are, those terms divide rather than unify. Seasoned members should provide mentorship to new members and new members should value the experience of seasoned members. Share the appropriate traditions, values, knowledge and determination of the Department and the fire service. Give back to the Department that has given and continues to give so much to its membership and to our community. It is the PFD Way to improve the Department by the contributions of each member.

We are members of the Phoenix Fire Department by choice – both our own AND the Department’s. We are committed to superior service. It is this commitment to service and to each other that has made us what we are today, and will sustain us in the future through frequent assessment and positive change.

This is the PFD Way!
The Phoenix Firefighters’ Standard of Customer Service is defined as the continuous rapid response and delivery of all services through professionalism, integrity and respect.

Introduction

The Phoenix Fire Department was established in 1886 to defend lives and property from the destructive force of fire. Our members, through hard work and dedication, have built an unmatched legacy of service and professionalism. The core of our strength comes from our members’ fundamental execution of excellent customer service, high professional standards and our personal pride.

Members of the Phoenix Fire Department are held to a very high standard, but the highest standard of service is the one we have set for ourselves. The membership of the Phoenix Fire Department expects unyielding professionalism and personal accountability in every aspect of our performance. These represent the most distinguishing factors related to our perpetual commitment to excellent customer service.

As it relates to our Standard of Customer Service, our position in the Phoenix Fire Department is irrelevant. Our customers see the highly recognizable uniform that immediately identifies us as members of the Phoenix Fire Department. Though our names and ranks are stenciled on the front of our uniforms, we are perceived as one. As a whole we are respected, trusted, admired and identified by our uniforms, our vehicles, and the manner in which we serve. As a member of the Phoenix Fire Department we are indistinguishable to our customers. That is why we are expected to be on the same page when it comes to our actions and behaviors. Collectively we have been entrusted to serve and protect our community and we answer this calling in a variety of ways.

Our conduct both on and off duty must be exemplary. Members of the Phoenix Fire Department hold themselves to a higher standard. A single misstep by a member tarnishes the reputation of us all. Failure to comply with the Phoenix Fire Department Standard of Customer Service will not be tolerated by the community we serve, our leaders, or each other. Clearly, the firefighter is the most recognizable member of our workforce. Their commitment and sacrifice is honored and valued. In many cases our customers identify members of the Phoenix Fire Department as firefighters. Our organizational membership includes a variety of professionals who work together to achieve our mission. We take great pride in all of our work and our united standard of excellent customer service.
Purpose of this Guide

The purpose of this document is to clearly identify the Phoenix Firefighters Standard of Customer Service. In addition, this document will help reinforce and establish our ongoing organizational mission; to consistently provide the highest level of internal and external customer service.

As employees of the City of Phoenix, members of the Phoenix Fire Department and Phoenix Firefighters Association Local 493, our ultimate organizational goal is to provide the best possible service to the citizens of Phoenix. We have a personal, professional, and contractual obligation to be physically and mentally ready every time the alarm sounds. All members of the Phoenix Fire Department understand and embrace this mission.

Our profession is complex; however, the bottom line is always customer service. A positive attitude is a must because every call for service is very important to the person who called.

Each dispatch is an opportunity to interact positively with the public. The experience should result in a satisfying resolution for the person who called. Although we may not be able to solve every problem, we should make an honest, good faith attempt, utilizing all of our resources to assist each person who calls.

The public trusts Phoenix Firefighters with their lives and property. Our customers rely on us to always do the right thing. This is a relationship dynamic that we must continually honor by maintaining our high standards, integrity and ethics.

As we make various decisions throughout our career, we should frequently ask ourselves if it upholds the Phoenix Firefighters Standard of Customer Service, and if the answer is no, don’t do it.

The Duties of Phoenix Firefighters

Our future as a provider of many critical services is dependent on our ability to recognize and implement positive change.

The Phoenix Fire Department was initially formed only to extinguish fires but we have changed vastly over the years to adapt to the needs of the public. In the 1980’s we adopted the responsibility of providing Emergency Medical Services, which was a major improvement in our service delivery system. The Phoenix Fire Department’s system of providing Fire-Based Emergency Medical Services is extremely effective and efficient. As Emergency Medical Technicians and Paramedics we literally save lives every day.
The Phoenix Fire Department will always be charged with the protection of lives and property from fire. Each year we handle thousands of fire calls. Effective fire suppression begins with notification and ends with extinguishment. As Phoenix Firefighters; we will risk our lives a lot to save savable lives and **we do this every day.** We will risk our lives a little to save savable property, and by doing this we save the public hundreds of millions of dollars and thousands of jobs each year. We will not risk our lives at all for lives and property that is already lost. Every member of the Phoenix Fire Department is a participant in fire protection directly or indirectly. Fire protection of the City of Phoenix is our responsibility and we have built an exceptional system and have employed outstanding people to handle it.

In most cases it takes our crews about four minutes to reach the scene of an emergency. That places us in a unique position where we are the principle safety net for our citizens. Emergencies may occur at any time during our shift. It does not matter if we are doing physical training, inspecting hydrants or returning to quarters from another emergency. Phoenix firefighters respond safely and quickly, anytime, day or night.

It is our responsibility to arrive on the scene with a positive attitude and deliver fast, safe, professional service. This is our charge as defined by the Fire Chief, United Phoenix Firefighters Association Local 493, the City Manager, the Mayor and Council, and the citizens of Phoenix. Every single one of our members is expected to comply with this ongoing mission throughout their careers.

Our primary function is Fire Protection and Emergency Medical Services; however, we are paid to perform a variety of tasks, some of which represent the best example of government innovation and efficiency. Occasionally, our various customer encounters present an opportunity to simply do “what is right” and we are empowered to so.

Professionals don’t judge these encounters in level of importance. Professionals arrive ready, willing and able to assist in any endeavor, large or small, that we are called upon to help. While we proudly wear “Phoenix Fire Department” on uniform shirts we serve in many other roles. It is crucial that we understand that we must be many things to many people and the services we provide cover a very broad range.

*The Phoenix Fire Department is continually exploring innovative and efficient opportunities to serve and protect the citizens of our community.*

When there is a major fire, people trapped at an auto accident, or a child drowning, we perform and function under very stressful conditions. Firefighters are expected to hustle to the truck, safely respond and deliver our problem-solving services with great skill. As professional members of this organization we provide quality service on every emergency incident and with each customer encounter.
It is the consistent performance on every dispatch, shift after shift, which defines us as professionals. Because of the high volume of calls we respond to, we are resilient in our performance and commitment to customer service. Each call is important; we must perform every single time.

Always remember, we provide various services extremely efficiently. Our customers have high-expectations but our expectations are higher. Our customers are always watching us with great respect. What we do is admired but it is also subject to the scrutiny of our customers, those observing our response and treatment, city officials, our supervisors and our peers.

Our Customers

Viewing those who receive our services as customers is simple, but was once a major cultural change. An important aspect of customer service is compassion. Our compassion and empathy are vital traits that allow us to find the right approach and treatment for the people we assist. Our organization is in the business of helping people.

Defining our customers is not complex; anyone we encounter fits the definition of a customer. Our customers are both external and internal; they are the individual who dials 911, hospital staff, law enforcement officers and our co-workers. Everyone we encounter is our customer.

Prejudice and intolerance is not acceptable in the Phoenix Fire Department.

Our treatment of the public begins with how we treat each other. Each of us will be treated with dignity and respect. In turn, we have an obligation to treat others with the same dignity and respect. It is our diversity that makes us so capable and successful at serving the public. It is our mission to “be nice” to each person we encounter regardless of their ethnicity, socioeconomic status or demeanor.

We respond to hundreds of thousands of calls each year. The people who call us with their problems are our work. Our customers trust us with their lives and the lives of the people they care about. Our customers are the reason we continually train, stay fit and polish our skills as public servants and emergency responders.

On average, each call we respond to is viewed by the person who called and two or three friends, relatives or bystanders. In a span of three to four years, nearly every person in Phoenix will receive assistance or view us treating a patient or observe our actions at a fire or other emergency. That places us in a truly unique position to educate the public through our appearance, attitude and actions.
It is easy to do the right thing when we remember to treat everyone as we would like to be treated. Kindness, patience, compassion and consideration go a long way toward strengthening our ties to the community and each other. People have long memories and we will make those recollections positive.

**Our Customers’ Needs**

Defining our commitment to our customers allows us to provide useful input when decisions are made regarding City government. Our City leaders depend on us to monitor the community and respond appropriately by forecasting and providing solutions to future needs.

It is our duty to be proactive. We provide a number of critical services to the most vulnerable of our citizens. We risk our lives to save our customers’ homes and businesses. Our Firefighters protect the youth of Phoenix by teaching safety behaviors in schools. We have increased the survival rates of heart attack patients by learning and using state-of-the-art equipment, medications and the latest cardiopulmonary resuscitation techniques.

We provide immunizations, fire safety, public health and wellness education. Our fire prevention specialists regulate access, and ensure older buildings and new construction projects are compliant with the law.

The highly skilled professionals in our Crisis Response Team provide initial and ongoing crisis intervention services to our internal and external customers during incidents of emotional trauma.

Phoenix Firefighters seek opportunities to protect and educate the public. If we see an unprotected pool in a home where children live, we connect that customer to Phoenix Firefighter’s Local 493. Our union has a program in place to aid families that cannot afford a pool fence.

Each visit inside a customer’s home is an opportunity to check the batteries in smoke detectors. We carry replacement smoke detectors on our apparatus, along with batteries, which are meant for customers in need.

The Phoenix Fire Department provides pertinent, timely information for the public through various forms of media. Our alarm room connectors are available around the clock to assist customers with emergent and non-emergent inquiries.

The importance of firefighting and emergency medical services will continue and we will embrace opportunities to learn new skills and deliver appropriate service. We have made it our business to look for opportunities to answer the needs of our community.
These are just a few of the many services we perform that are above and beyond the basic call of duty and a genuine way to demonstrate our Standard of Customer Service.

Organizational Efficiency

The Phoenix Fire Department has built a customer service based system that is unmatched by any organization, public or private. Anytime day or night, highly trained and well equipped professionals are prepared to act. Our organization saves thousands of lives, thousands of jobs, and hundreds of millions of dollars each year. Our City leaders are confident with every penny spent on the Phoenix Fire Department. Every day, Firefighters risk their lives in a safe and calculated manner to save businesses and we have a major positive impact on the local and state economy. We take care of our facilities, equipment and each other. We have built excellent relationships with City leaders, members of our community and local businesses. The Phoenix Fire Department is always prepared to defend lives and property.

Because we are constantly monitoring and forecasting the needs of our customers, we shape and redefine our jobs on a regular basis. We are always flexible and receptive to change. Our willingness to adapt and embrace change is a fundamental part of the Phoenix Fire Department’s success.

Attitudes, Actions and Accountability

Phoenix Firefighters exceed expectations when it comes to service delivery and the customers we serve are at ease because of it. Our customers’ pride and confidence in the Phoenix Fire Department is something we strive for in every encounter with the public, both on and off duty. Our department enjoys a worldwide reputation for excellence, which is founded on professionalism.

As members of the Phoenix Fire Department we are entrusted with our customers’ very personal and private information. Phoenix Fire Department members do not violate the trust of our customers in any form of non-official communication or media.

We frequently experience opportunities to reinforce and reward positive attitudes, and if necessary, address negative behavior. Should we witness an occasion of poor customer service, it is our responsibility to correct it immediately in the most appropriate manner possible. This type of “corrective” action is not a violation of our commitment to one another. Corrective action reinforces our commitment to the organization and the customer. We are accountable to each other and our customers for our behavior, skills, knowledge and abilities.

Point out examples of poor customer service or unprofessional behavior at the appropriate time. There is a diplomatic way to communicate the correction. Remember, “letting it slide” perpetuates the perception that it is okay. We have no room for negative attitudes or behavior on the Phoenix Fire Department.
Poor customer service is never okay.

Professional Etiquette

Phoenix Fire Department members have numerous opportunities each day to employ our Standard of Customer Service and each day we prove our value to the community. Whether it is our physical presentation, driving, technical skills, tone of voice or station behavior, we must always remember that we are accountable to our co-workers and the public.

Sloppy uniforms, inappropriate language and unprofessional behavior have no place in the Phoenix Fire Department. The fire station is a city facility, owned by the public. When a customer visits a fire station, we are polite, considerate and treat the visitor well. The customer comes first.

Our customers are not an interruption in our work...they are our work.

Anytime we are out in public, it is imperative that we monitor our behavior. Phoenix Firefighters are always professional, in the station, shopping for groceries, training at a local park or delivering service in homes and businesses.
If we find ourselves becoming professionally complacent, just think back to the firefighter recruit oral board interview. Many promises were made to our coworkers and the public.

Live your interview.

Consider how difficult it was to earn this career. We are extremely fortunate to serve the City of Phoenix. We are privileged to have earned the right to belong to the Phoenix Fire Department. It is our duty to continue to develop professionally and personally. Never violate our professional standards, jeopardize careers or the public’s trust.

Our conduct, attitudes, performance and manners should always be at their best.
Customer Service Guide Summary

The Phoenix Fire Department has a proud history of providing quality service to the citizens of Phoenix. We are genuinely caring, compassionate, professional, safe and accountable.

Our philosophy is really very simple. Use common sense. Treat others as we would want to be treated. Be nice and remember that everyone is a customer, internally and externally. An integral factor in our ability to carry on this tradition is commitment. We must remain committed to the department, each other, the citizens of Phoenix, training, safety and professionalism.

As professionals we must provide excellent service on each and every call, to each and every customer. We all have a professional obligation to carry on the tradition of providing the Phoenix Firefighters Standard of Customer Service to those who need our assistance. That philosophy must be continued by each successive generation of Phoenix Fire Department members.
SECTION NINE
The IAFF/ IAFC WELLNESS/FITNESS INITIATIVE

Historically, the Fire Service has paid more attention to the fire apparatus and equipment than the uniformed personnel who provide emergency services and use such equipment. Firefighters respond to emergency incidents that require extreme physical exertion. The high physical demands of the job often result in adverse physiological and psychological outcomes. Over time, these adverse outcomes affect the overall wellness of the firefighting and the emergency response system. In an effort to create a universally accepted program for improving health, wellness and fitness within the North American fire service, the International Association of Fire Chiefs (IAFC) and the International Association of Firefighters (IAFF) joined efforts to create the Fire Service Joint Labor Management Wellness/Fitness Initiative (WFI). The ultimate goal of the WFI is to improve the quality of life of all uniformed personnel.

The Fire Service Joint Labor Management Wellness/Fitness Initiative consists of five main areas of focus. These include: Medical, Fitness, Rehabilitation, Behavioral Health, and Data Collection.

Medical

The medical exam outlined in the Wellness/Fitness Initiative (WFI) is different from what most people may regard as a “check-up.” The information collected in this exam is specific to Fire Department uniformed personnel. The exam is designed to help identify health problems affecting the individual, his/her Department, and the Professional Fire Service. The exams are performed annually with medical, fitness and injury data being gathered to track the natural history and health status of firefighters and EMS providers.

The medical exam presented in the Wellness/Fitness Initiative is designed to accomplish the following:

- To determine, through the Fire Department physician, whether an individual is physically and mentally able to perform essential job duties without undue risk of harm to self or others
- To monitor the effects of exposure to specific biological, physical, or chemical agents
- To detect changes in an individual’s health that may be related to harmful working conditions
- To detect any patterns of disease in the workforce that might indicate underlying work related problems
- To provide the worker with information about the individual’s occupational hazards and current health
- To provide a cost-effective investment in the early detection, disease prevention, and health promotion of the firefighter
- To comply with Federal, State, Provincial, and local requirements
Fitness

Throughout the history of the Fire Service the proper implementation of fitness programs in Fire Departments has been extensively debated. Repeatedly, research has shown the need for high levels of aerobic fitness, muscular endurance, and muscular strength to perform firefighting job tasks safely and effectively. Physical fitness is critical to maintaining the wellness of our uniformed personnel and therefore must be incorporated into the overall Fire Service philosophy and culture.

While assessing uniformed personnel’s current fitness level is an important part of developing an individualized fitness prescription; assessment is not, in itself a fitness program. An effective physical fitness program has several components that must be implemented. These components include:

- Fitness evaluations
- Qualified Peer Fitness Trainers and exercise specialists
- On duty workout time
- Available safe workout equipment and facilities
- The incorporation of fitness into the Fire Service philosophy and culture through education and awareness
- Individualized fitness prescriptions

Fitness Evaluations

The WFI requires all uniformed personnel participate in a mandatory, annual, non-punitive, and confidential fitness assessment following medical clearance. Once the fitness assessment is completed, the exercise specialist should provide feedback to uniformed personnel and the Department’s physician regarding the individual’s physical capacity pertaining to his or her job related wellness. This personalized feedback includes the individual’s current level of fitness, level of improvement since past assessments, a realistic evaluation of his or her physical capacity to safely perform assigned jobs, and a suggested exercise program.

The Fitness Evaluation consists of the following:

- Aerobic Capacity Options:
  - Treadmill
  - Stair Mill
- Muscular Strength
  - Handgrip dynamometer
  - Leg dynamometer
  - Arm dynamometer
- Muscular Endurance
  - Push-up
  - Curl-up
- Flexibility
  - Modified Sit and Reach
Aerobic Capacity

Numerous studies have demonstrated the necessity of maintaining a high level of aerobic capacity for Fire Service duties. Measurements of heart rate response taken during normal FireFighting tasks have been shown to be at, or near, maximal levels. In addition, the oxygen consumption rates associated with the performance of live fire, rescue and suppression tasks fall within the range of 60%-80% of maximum. The cardiovascular, respiratory, and thermoregulatory strain resulting from the performance of work at this high level of intensity is profound. Thus, optimal aerobic capacity is essential for the safety of the member and the performance of his or her job.

Muscular Strength

Strength is defined as the maximal force that a specific muscle or muscle group can generate. The demands of FireFighting require above average strength. Several studies and job analysis have shown that the weight of equipment used by a single firefighter on the job is in excess of 100 lbs. Reduced muscular strength can contribute to the high incidence of sprains, strains and back injuries among firefighters.

Strength measurements are specific to the joint and range of motion being measured. Since uniformed personnel require strength in multiple areas for successful and safe job performance, multiple areas should be measured. The definition of strength implies that strength measurement requires an individual to execute a maximal muscular contraction. This can be inherently unsafe. To measure strength accurately with the highest degree of safety, evaluators must emphasize proper technique.

For safety and data collection purposes, strength measurements will be the grip dynamometer, leg dynamometer, and arm dynamometer evaluations. These are all safe, valid, and reliable methods to measure muscular strength.

Grip strength has been shown to be a key factor in many essential emergency-response tasks including:

- Lifting and carrying equipment
- Packaging and moving patients
- Holding and operating hose lines
- Raising extension ladders
- Removing victims

Leg strength is required for many essential emergency service tasks including:

- Lifting and carrying equipment
- Forcing entry
- Climbing and negotiating ladders and stairs
- Pulling and operating hose lines
- Moving patients
Arm flexion strength is key for the performance of many standards and essential Fire and emergency tasks including:

- Stabilizing, lifting, and carrying tools and equipment
- Operating handlines
- Victim transport

**Muscular Endurance**

Muscular endurance is the ability of a muscle group to perform repeated contractions. Several studies and job analysis have shown a strong association between muscular endurance and the essential job tasks of FireFighting. Low levels of muscular endurance precipitate many preventable Fire Service injuries. Endurance of the abdominal muscles is necessary to stabilize the torso and support the lower back during exertion. Weak abdominal muscles may contribute to low back pain and low back injury. The curl-up test will be used to measure muscular endurance of the abdominal muscles.

The push-up test will be used to measure upper body muscular endurance. The push-up test is a measure of the muscular endurance of the anterior chest girdle and the triceps.

**Flexibility**

Flexibility is the functional measure of the range of motion of a joint. It is dependent on the pliability of the surrounding tissues (i.e. muscles, tendons, ligaments). Although the effect of increasing flexibility on performance is controversial, it is widely accepted that a lack of flexibility is a major contributor to injuries. Joint and limb restrictions may influence essential dynamic movements, balance, coordination, and muscular work efficiency.

According to the IAFF Death and Injury Survey, the leading type of line of duty injury within the Professional Fire Service is sprains and strains. In addition, the most prevalent line of duty injury that leads to premature departure from the Fire Service is back injuries. Low levels of flexibility very likely contributed to these statistics. When a joint lacks flexibility, that specific joint is unable to move through its normal range of motion. Once this occurs, other surrounding joints must compensate to perform essential tasks. This biomechanical compromise can lead to injuries. Many uniformed personnel have reported some past medical history of low back pain. A recent survey by the Miami Dade County Fire Rescue Department revealed that 55% of their members were reporting current low back pain. In addition, 86% of members reported a past medical history of low back pain.
Injury/Medical/Fitness Rehabilitation

Every year statistics show that firefighting is one of the most dangerous occupations in the world. In some Departments, medical disability from on the job injuries and illnesses accounts for over 50% of the retirements. According to the IAFF Death and Injury survey in 1999, low back injuries and other sprains and strains accounted for over 50% of total injuries. Firefighter injuries caused 9,597 lost work hours per 100 workers.

When compared to data compiled for private industry by the United States Bureau of Labor Statistics, the IAFF Death and Injury Survey indicates that the frequency of firefighter job related injury is 4.5 times that of workers in private industry. If this trend continues, more than one out of every three firefighters will be injured this year. The Fire Department must take the lead in ensuring that firefighters are properly rehabilitated prior to returning to full duty. Physicians and therapists familiar with firefighting job requirements regarding the functional capacities of firefighters after significant injuries or illnesses occur should make informed decisions based upon that knowledge. In short, the Fire Department must control the process and provide the necessary input to drive this process; and, labor must support the rehabilitation process from beginning to end.

Any firefighter on extended leave status from normal duties for a continuous period of thirty days or more must undergo medical and fitness evaluations prior to returning to full duty. Extended leave status includes alternate assignment, leave of absence, and leave due to illness, injury, maternity, or other qualifying situation. Such a policy will help identify loss of conditioning, which may put firefighters at risk for future injuries.

Injury Prevention

A proactive injury prevention approach must be implemented to reduce risks in the Fire Service and improve personnel resistance to injuries. This proactive injury prevention program should include the following:

- A comprehensive and effective wellness program
- A physical fitness program
- A strong commitment to safety from both Labor and Management
- A designated Safety Officer
- An ergonomic analysis of all aspects of the job to look for ways to redesign the work environment
- An educational component that begins in the Fire Training Academy and continues throughout the entire career
- A recognition system for personnel who practice, play, and preach safety
Behavioral Health

A wellness program is not complete without addressing the behavioral health of those involved. The behavioral health of our uniformed personnel is every bit as important as their physical health. With the recent development of Employee Assistance Programs and Critical Incident Stress Debriefing Programs, behavioral health issues within the Fire Service are receiving more attention. The behavioral health component of the Wellness/Fitness Initiative provides important tools to assist all uniformed personnel in achieving total wellness. The services available through behavioral health must ensure the confidentiality and privacy of the uniformed personnel both in writing and in practice.

Nutrition

Aside from the limits imposed by heredity and the physical performance improvements associated with training, no factor plays a bigger role in exercise performance than nutrition. Some benefits of a well balanced diet include:

- Feeling better day to day
- More energy to exercise harder and for longer duration
- Quicker recovery after workouts and after difficult incidents
- Improved resistance to diseases

Obesity increases an individual’s risk for injury, reduces performance, and adversely affects the ability to dissipate heat while working. A well balanced diet, combined with a consistent exercise program, is the most reliable method to reduce body fat.
The Recruit Training process is an exciting, dynamic, challenging and extremely rewarding experience. In twelve weeks, Recruit Training Officers (RTOs), Firefighter or Engineer Mentors, Fire Department Managers, Field Units, Local Labor Leaders, and other experts educate and train new hires to be Phoenix Firefighters. This is accomplished through a combination of classroom sessions, hands-on demonstrations, reading assignments, physical practice and home study. The Recruit Training process is physically, mentally and emotionally demanding but so is the job of a firefighter. In just twelve weeks a new hire will be required to perform as an integrated part of an emergency response crew.

The primary focus of everything the Phoenix Fire Department does is Customer Service. In this sense, our customers design, teach, manage and appreciate the Training Academy. Both RTOs and Recruits should never lose this focus. Customer Service is the thread that holds all areas of training together. It provides purpose for the training.

In order to actualize the Mission Statement of Being Nice, Preventing Harm and Surviving, four key areas must be addressed. These areas are tied together into customer service. If any of these are not accomplished, customer service suffers. The four areas of focus for recruit training are:

- Safety
- Technical Skills
- Wellness for Life
- Critical Thinking

These four areas are not mutually exclusive and therefore cannot be separated. Attempting to separate these focus areas diminishes the meaningfulness of training and therefore inhibits learning. This will be exhibited by an inability to Be Nice, Prevent Harm and Survive.

Every lesson taught in the Training Academy is taught with respect to each of these components.

**Recruit Training Policies, Rules and Requirements**

The Phoenix Fire Department has some policies, rules and requirements during the Recruit Training process to provide the Recruits with a fair, consistent, and organized Training Academy. It is the intent of these rules to provide the Recruit with clarity and understanding on the expectations placed upon them. The Recruit is expected to provide the self-discipline, self-motivation, and initiative to follow these rules.
General Rules and Regulations

1. Working hours are 0600-1500 hours unless stated otherwise, or unless the Recruit requests to stay late for assisted practice. Recruits will also be given one hour for lunch.

2. Recruits shall be prepared to accept assignments at 0600 hours.

3. Absence or tardiness, without prior permission, is unacceptable behavior and may lead to disciplinary action.

4. If unable to attend class for any reason, the recruit shall call and notify an RTO by 0530 hours. Each RTO can be reached by cell, pager or at their home.

5. Unusual incidents such as birth, serious illness, or family member death, etcetera, which may result in unanticipated absence or tardiness, will be reported to their RTO as soon as possible.

6. Recruits shall follow the chain of command: (Recruit Firefighter to RTO to Division Chief to Deputy Chief).

7. If a Recruit receives an order that conflicts with a previous order, the Recruit shall advise the person giving the second order of the conflict and then comply with the second person’s instructions.

8. Recruits shall immediately report any injury or illness to their RTO and complete the necessary forms as directed.

9. Recruits contacted by any news media while on duty MUST notify an RTO immediately before answering any questions. Recruits shall NOT grant interviews without the consent of the Director of Training.

10. Recruits shall possess a valid Arizona Driver’s License.

11. Recruits shall park their personal vehicles in designated parking areas only.

12. Recruits shall keep lockers and personal vehicles secured at all times. The locker rooms, classrooms, and apparatus bay shall be kept clean at all times.

13. Refrigerators will be furnished for recruit use. It is the responsibility of the Recruits to keep it CLEAN.

14. The Training Academy is a closed campus.

15. Messages may be received for Recruits in the office, 602-262-6393, for referral to Recruits.
16. Recruits shall address all personnel by rank and last name

17. When entering the RTO offices (2nd floor), knock loudly and announce their presence.

18. Be clean and in designated uniform when reporting to the classroom or RTO office.

19. Recruits shall adhere to all Federal, State, and Local statutes and all City and Department rules and regulations.

20. Disruptive behavior will not be tolerated. Recruits will not engage in behavior that may risk injury to self or others through unsafe acts.

21. A breach of scholastic ethics by any form of cheating, plagiarism or other dishonest activity is unacceptable behavior and will lead to termination.

22. Anyone caught stealing personal or City property will be terminated.

23. Teamwork is what the Fire Service is all about. All Recruits are expected to help each other during tasks including getting ready for the day and clean up.

24. Show respect for each other and to all crews or instructors at all times (on and off duty).

25. Maintain an excellent rapport with all agencies.

26. Be professional at all times (on and off duty).

27. Do not engage in any sexual activity on Fire Department property or while on duty. Violation may lead to termination.

28. Do not engage in any drug or alcohol use on Fire Department property or while on duty. Violation may lead to termination.

29. Recruits must be well-groomed and clean shaven (men) each day.

30. No pagers or cell phones shall be worn without the prior approval of an RTO.

31. Recruits shall maintain a positive attitude and deliver excellent Customer Service at all times.
Discrimination

Discrimination and/or harassment of any employee by another are strictly forbidden. The City of Phoenix, and all participating cities, maintains a workplace free of discrimination on the basis of race, national origin, color, disability, religion, gender, or marital status. Additionally, the City maintains a work place free of sexual harassment and all forms of sexual intimidation or exploitation. Sexual Harassment may take the form of offensive sexual behavior and/or intimidation, as well as other forms such as posters, magazines, calendars, cartoons, photographs, jokes, gestures or comments of sexual, hostile, or degrading nature which are not appropriate within the workplace. Both men and women can be the victims of harassment.

All employees shall be aware that the City of Phoenix, and all participating cities, will take action to prevent and correct such behavior. Furthermore, individuals who engage in such behavior are subject to disciplinary action up to and including termination.

The Phoenix Regional Training Academy’s Commitment

The Phoenix Regional Training Academy is committed to the success of every recruit that enters the Training Academy. We consider every Recruit our customer and therefore focus everything we do on meeting the needs of our customers. We provide a low stress; positive learning environment designed to assist with the learning of the critical and essential tasks required to be a Phoenix Firefighter. The environment is low key but the expectations of responsibility, self-discipline, self-motivation, initiative, enthusiasm and performance are high.

When a Recruit Firefighter provides a positive attitude and a willingness to learn, the RTOs will provide everything possible to help them be successful. This creates a fun workplace, a successful Recruit Firefighter, and a quality Fire Department.

RECRUIT EXPECTATIONS AND COMPACT

The career of a firefighter is physically, emotionally and mentally demanding. The selection process has selected you as a candidate for this career. The responsibility of the Training Academy is to instruct, train and evaluate those chosen by the selection process and determine whether candidates are qualified to become probationary firefighters.

The Phoenix Fire Department’s Labor/Management RBO process has clearly defined behavioral, attitudinal and performance standards that are critical to success in the fire service. You will be held to and must meet these standards to successfully complete the academy. This document will clearly identify these expectations and will explain what will happen if these expectations are not met.
The following are behavioral, personality or attitude related qualities determined to be critical to success in this career.

Self discipline
Self motivation – self initiator
Responsible – takes ownership
Mature
Adapts to change
Accountable
Nice
Self-confident
Common sense
Willing and able to learn
Critical thinker
Ability to manage stress
Respectful

The following are undesirable qualities or traits that will not be tolerated.

Mean
Disrespectful
Inability to receive and respond to correction or direction
Anger
Bitter
Unsafe

The following are specific performance requirements determined to be necessary to successfully complete the fire academy.

Ability to work in a confined space
Ability to work from heights
Ability to function while wearing PPE including an SCBA
Ability to work in incendiary environments
Ability to perform required firefighter skills (these are spelled out during the academy)

Concerns in any of these areas will be identified and addressed by the Recruit Training Officers (RTOs) and will result in the generation of an Improvement Plan clearly identifying the academy’s expectations. The Peer Review Group will also be notified and will review the documentation. If improvement is not seen by the following grading period the Peer Review Group will determine the action to be taken up to and including dismissal.
Your training will take you through phases of the learning and evaluation process.

**Phase 1**
During this phase you will be introduced to the skills and standards you will be required to perform. The specifics will be demonstrated to you. There will be videos to watch. You will walk through the steps in a non-evaluative manner and you will be required to pass a written (essay format) quiz on the steps required to complete the skill. You will be required to pass each quiz with a minimum score of 85%.

**Phase 2**
During this phase you will get repetition with the specific skills. You will have a minimum of three attempts at each skill with feedback on your performance. This feedback will focus on areas of concern as well as the things you are doing well. These will be instructive and informative critiques. Improvement Plans will be generated by the RTOs as needed. Failure to improve will require consideration by the Peer Review Group. It will be your responsibility to seek assistance, perform extra attempts or take any other steps necessary for you to perform the skills to standard during this phase. Your RTOs will be available at lunch, at the end of the day or on Saturdays for additional help and assessment. It is your responsibility to request and initiate this assistance.

**Phase 3**
During this phase you will be required to perform the skills to standards. If you meet the standard for each skill you will continue on in the academy and will learn additional skills in the same phase process. If you fail to meet the standards the Peer Review Group will meet to discuss your situation.

**Phase 4**
During this phase you will be required to pass final evaluations. This is a culmination of your training. You will be evaluated on performance of all the skills taught to you during the academy. You will have three attempts to successfully perform each skill to standard. Successful completion of the final evaluation will allow you to continue on toward graduation from the Academy. A failure to pass the evaluations to standards within three attempts will require the Peer Review Group to meet and discuss your situation and determine the appropriate action to take up to and including dismissal.

The training process is designed to help you be successful. It is our goal to take capable, willing and qualified recruits and turn them into capable, qualified firefighters. We are committed to that end. Your success will be determined by your willingness and ability to perform to the standard.
SECTION ELEVEN

FIREFIGHTING ESSENTIALS

The following pages in this section are excerpts from the 4th edition of IFSTA Firefighting Essentials. Used by permission.

Unity of Command

Unity of Command is the principle that a person can report to only one supervisor. Directly, each subordinate reports to one boss; however, indirectly, everyone reports to the fire chief through the chain of command. The chain of command is the pathway of responsibility from the highest level of the department to the lowest.

Span of Control

Span of control is the number of personnel one individual can effectively manage. A rule of thumb in the fire service is that an officer can directly supervise three to seven firefighters effectively, but the actual number varies with the situation.

Division of Labor

Division of labor is dividing large jobs into small jobs. These small jobs are then assigned to specific individuals. Division of labor is necessary in the fire service for the following reasons:

- To assign responsibility
- To prevent duplication of effort
- To make specific and clear-cut assignments

Discipline

Traditionally, discipline as applied to organizations has been understood to mean a well-organized, adequately structured, uniform operation. However, in this instance discipline refers to an organization’s responsibility to provide the direction needed to satisfy the goals and objectives it has identified. In other words, discipline is setting the limits or boundaries for expected performance and enforcing them. This direction may come in the form of rules, regulations, or policies, but regardless of the term used, it must define how the Department plans to operate. The rules of the organization must be clearly written and presented.
Policies and Procedures

It is important to understand the difference between policy and procedure. Policy is a guide to decision making within an organization. Policy originates mostly with top management in the fire department and points to the kinds of decisions that must be made by fire officers or other management personnel in specified situations.

A procedure is a kind of formal communication closely related to policy. Whereas policy is a guide to thinking or decision-making, a procedure is a detailed guide to action. A procedure describes in writing the steps to be followed in carrying out organizational policy for some specific, recurring problem or situation.

Firefighter Safety

Fire fighting is one of the world's most dangerous jobs, and accidents in the profession can result in costly losses – the greatest loss being the death of a firefighter. Other losses may include lost manpower (due to injuries), damaged equipment (which is expensive to repair or replace), and legal expenses. In order to prevent these losses, it is necessary to prevent the accidents that cause them. Reducing accidents will save lives and money.

Two basic factors motivate accident control efforts within the fire fighting profession: life safety and economy. The life safety factor, while interrelated with economics, stems from the natural desire to prevent needless suffering from physical pain or emotional stress. The economic factor includes legal expenses and expenses caused by the loss of manpower, apparatus, equipment, tools, property, or systems.

Firefighters have traditionally accepted injuries and related losses as part of their vocation. Knowing their job to be one of the most hazardous, many firefighters are resigned to occupational accidents, injured, and fatalities; this is compounded by the stereotypical image of the firefighter as heroic and fearless in the face of danger. Most firefighter injuries, however, are a direct result of preventable accidents. The firefighter should be too smart and too professional to take unnecessary risks.

Safety Standards for the Fire Service

NFPA 1500, Standard on Fire Department Occupational Safety and Health Program, contains the minimum requirements and procedures for safety and health program. The standard may be applied to a fire department or similar organization, public or private. It calls up on the fire department to recognize safety and health as official objectives of the department and to provide as safe and healthy a work environment as possible. The basic concept of NFPA 1500 is to apply the same degree of safety throughout the fire service regardless of individual status or type or organization. Because it is a minimum standard, none of the objectives are intended to restrict a department or jurisdiction from exceeding the requirements specified.
Employee Interest

The success of a safety program will begin at the top of the fire department administration chain. The administration’s attitude toward safety invariably reflected in the attitude of the supervising officers, which in turn affects firefighters. The main goals of any good safety program should be as follows:

- Prevent human suffering, deaths, injuries, illnesses, and exposures to hazardous atmospheres and contagious diseases.
- Prevent damage/loss of equipment.
- Reduces the incidence and severity of accidents and hazardous exposures.

An effective safety program becomes a matter of developing, promoting, and practicing an ongoing attitude of involvement throughout the organizations.

Safety requires effort on the part of everyone. If one person does not participate or abide by the rules of the program, chances are that others will follow this bad example. Because of their leadership role, officers must provide a good example and must follow all safety rules. It is not enough to teach safety practices; they must be practices and enforced. Breaking bad habits will not be easy for some, and once the new procedures are established, everyone must maintain them. If not, people will revert back to the old procedures.

Flashover

*Flashover* is the transition between the growth and the fully developed fire stages and is not a specific event such as ignition. During flashover, conditions in the compartment change very rapidly as the fire changes from one that is dominated by the burning of the materials first ignited to one that involves all of the exposed combustible surfaces within the compartment. The hot-gas layer that develops at the ceiling level during the growth stage causes radiant heating of combustible materials remote from the origin of the fire. Typically, radiant energy (heat flux) from the hot-gas layer exceeds 20 kW/m² when flashover occurs. This radiant heating causes pyrolysis in the combustible materials in the compartment. The gases generated during this time are heated to their ignition temperature by the radiant energy from the gas layer at the ceiling.

While scientists define flashover in many ways, most base their definition on the temperature in a compartment that results in the simultaneous ignition of all of the combustible contents in the space. While no exact temperature is associated with this occurrence, a range from approximately 900°F to 1,200°F is widely used. This range correlates with the ignition temperature of carbon monoxide (CO) (1,128°F), one of the most common gases given off from pyrolysis.
Just prior to flashover, several things are happening within the burning compartment: The temperatures are rapidly increasing, additional fuel packages are becoming involved, and the fuel packages in the compartment are giving off combustible gases as a result of pyrolysis. As flashover occurs, the combustible materials in the compartment and the gases given off from pyrolysis ignite. The result is full-room involvement. The heat release from a fully developed room at flashover can be on the order of 10,000 kW or more.

Occupants who have not escaped from a compartment before flashover occurs are not likely to survive. Firefighters who find themselves in a compartment at flashover are at extreme risk even while wearing their personal protective equipment.

**Backdraft**

Firefighters operating at fires in buildings must use care when opening a building to gain entry or to provide horizontal ventilation (opening doors or windows). As the fire grows in a compartment, large volumes of hot unburned fire gases can collect in unventilated spaces. These gases may be at or above their ignition temperature but have insufficient oxygen available to actually ignite. Any action during fire fighting operations that allows air to mix with these hot gases can result in an explosive ignition called **backdraft**. Many firefighters have been killed or injured as a result of backdrafts. The potential of backdraft can be reduced with proper vertical ventilation (opening at highest point) because the unburned gases rise. Opening the building or space at the highest possible point allows them to escape before entry is made.

The following conditions may indicate the potential for a backdraft:

- Pressurized smoke exiting small openings
- Black smoke becoming dense gray yellow
- Confinement and excessive heat
- Little of no visible flame
- Smoke leaving the building in puffs or at intervals (appearance of breathing)
- Smoke-stained windows

**Products of Combustion**

As fuel burns the chemical composition of the material changes. This change results in the production of new substances and the generation of energy. As a fuel is burned, some of it is actually consumed. The Law of Conservation of Mass tells us that any mass lost converts to energy. In the case of fire, this energy is in the form of light and heat. Burning also results in the generations of airborne fire gases, particles, and liquids. These materials have been referred to throughout this chapter as products of combustion or smoke. The heat generated during a fire is one of the products of combustion. In addition to being responsible for the spread of a fire, heat also causes burns, dehydrations, heat exhaustion, and injury to a person’s respiratory tract.
While the heat energy from a fire is a danger to anyone directly exposed to it, smoke causes most deaths in fires. The materials that make up smoke vary from fuel to fuel, but generally all smoke can be considered toxic. The smoke generated in a fire contains narcotic (asphyxiating) gases and irritants. Narcotic or asphyxiating gases are those products of combustion that cause central nervous system depression, which results in reduced awareness, intoxication, and can lead to loss of consciousness and death. The most common narcotic gases found in smoke are carbon monoxide (CO), hydrogen cyanide (HCN), and carbon dioxide (CO₂). The reduction in oxygen levels as a result of a fire in a compartment will also cause a narcotic effect in humans. Irritants in smoke are those substances that cause breathing discomfort (pulmonary irritants) and inflammation of the eyes, respiratory tract, and skin (sensory irritants). Depending on the fuels involved, smoke will contain numerous substances that can be considered irritants.

The most common of the hazardous substances contained in smoke is carbon monoxide. While CO is not the most dangerous of the materials found in smoke, it is almost always present when combustion occurs. While someone may be killed or injured by breathing a variety of toxic substances in smoke, carbon monoxide is the one that is most easily detected in the blood of fire victims and thus most often reported. Because the substances in smoke from compartment fires are deadly (either alone or in combination), firefighters must use SCBA for protection when operating in smoke.

Flame is the visible, luminous body of a burning gas. When a burning gas is mixed with the proper amounts of oxygen, the flame becomes hotter and less luminous. The loss of luminosity is caused by a more complete combustion of the carbon. For these reasons, flame is considered to be a product of combustion. Of course, it is not present in those types of combustion that do not produce a flame such as smoldering fires.
SECTION TWELVE
CAREER PATHS

There are a variety of career paths a firefighter with the City of Phoenix may take. This section highlights most of those possibilities. A firefighter’s ability to move down a particular career path may also depend upon very competitive testing and/or seniority in rank.

Firefighter – After 1 ½ years, a Firefighter may elect to become a Paramedic by testing and being selected into a training program to become certified as a paramedic.

Firefighter – After 3 ½ years, a Firefighter may elect to become an Engineer (driver) by testing and placing high enough on the promotional list to be promoted to the rank of Engineer.

Firefighter – After 7 years, a Firefighter may elect to become a Captain (supervisor) by testing and placing high enough on the promotional list to be promoted to the rank of Captain.

Firefighter – After 1 year, may elect to become a member of one of the three Special Operations Teams (Hazmat, Technical Rescue and Aircraft Fire Rescue) by testing and having adequate seniority as a Firefighter to be selected into the training class or accepting a position on an apparatus assigned to the team, also based upon seniority.

Engineer – an Engineer may elect to become a Paramedic by testing and being selected into a training program to become certified as a paramedic.

Engineer – After 7 years total time on the Department, an Engineer may elect to become a Captain (supervisor) by testing and placing high enough on the promotional list to be promoted to the rank of Captain.

Engineer – May elect to become a member of one of the three Special Operations Teams (Hazmat, Technical Rescue and Aircraft Fire Rescue) by testing and having adequate seniority as an Engineer to be selected into the training class or accepting a position on an apparatus assigned to the team, also based upon seniority.

Captain – a Captain may elect to become a Paramedic by testing and being selected into a training program to become certified as a paramedic.

Captain – After 1 year as a Captain they may elect to become a Battalion Chief by testing and placing high enough on the promotional list to be promoted to the rank of Battalion Chief.
Captain – May elect to become a member of one of the three Special Operations Teams (Hazmat, Technical Rescue and Aircraft Fire Rescue) by testing and having adequate seniority as a Captain to be selected into the training class or accepting a position on an apparatus assigned to the team, also based upon seniority.

Captain – May elect to become an Arson Investigator after passing testing and having adequate seniority as a Captain.

As you can see there are a number of career choices that you could make as you go through your career with the City of Phoenix Fire Department.