Put The “Lead” Back Into Leadership

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Simple Rules for Fire & EMS Leadership Success

“Do unto others as you would have them do unto you”

Lead by example

Practice situational leadership

Provide servant leadership

Perform 360° Leadership (John C. Maxwell)

Manage by Walking Around

Allow someone else to “Hold the Reigns”
Core Functions of Leading an Organization

- Safety
- Organizational Structure
- Process Management
- Fiscal Responsibility
- Operational Effectiveness
- Customer Service
- Membership Development
- Membership Sustainability
- Succession Planning
- Political Involvement
- Community Involvement
- Public Education
The safety philosophy must be modeled from the top down.

You should have a “Safety Motto”

Policies and procedures should be in place.

The “3 Biggies”

- Seatbelts
- Speed
- PPE
Core Function of Leading an Organization

ORGANIZATIONAL STRUCTURE

- There should never be a question as to “Who is in Charge”
- Organizational chart should be reviewed in a new member package
- Organize the organization in an ICS format
- Keep your span of control in line
- Monitor workloads and responsibilities
- Assign aids as a learning opportunity
Core Function of Leading an Organization

PROCESS MANAGEMENT

- Each job function should have a process
- Closely tied to policies and procedures
- Must be documented for accountability

Key elements of a process
- People
- Tools or Resources
- Actions
- Outcomes or Results
- Documentation
Core Function of Leading an Organization

FISCAL RESPONSIBILITY

- Have a dedicated “Team of Individuals”
  - Treasurer
  - CPA
  - Lawyer
- Develop a structured budget
- Establish budget cycles for 1, 2 and 5 years
- Budget divided into two broad categories
  - Personnel and associated costs
  - Operational and associated costs
- Develop a Capital Budget for one time expenses
Organization Budget Categories

- **Personnel Costs**
  - Salaries
  - FICA
  - Retirement/LOSAP
  - Health Insurance
  - Dental Insurance
  - Workers Comp.
  - EAP
  - Cash Awards
  - Retirees

- **Operational**
  - Facilities
  - Apparatus
  - Insurance
  - Utilities
  - PPE
  - Uniforms
  - Training
  - Equipment
  - Communications
Capital Budget Categories

Capital Improvements
- Facilities
- Land
- Apparatus
- SCBA
- PPE
- Training Facilities
- Specialty Apparatus
- Specialty Equipment

Technology Improvements
- Radio Systems
- Mobile Data Computers
- Personal Computers
- Communications
- Thermal Imaging
- Personal GPS
- Defibrillators
- Traffic Preemption
Core Function of Leading an Organization

OPERATIONAL EFFECTIVENESS

- Driving Procedures
- Standing Operational Procedures
- Utilize the Incident Management System as the foundation to your operations
- BLS/ALS Protocols
- “Practice like you Play”
- Collect training data from training sessions
- Benchmark with past performances
Core Function of Leading an Organization

CUSTOMER SERVICE

- Develop a “Customer Service Philosophy
- Expose the entire organization to your customer service principles
- People don’t care about our “Stuff”
- People care that we are “Nice”
- Ensure your members are asking the questions at the end of every incident…
  - Have I done everything possible for the customer?
Core Function of Leading an Organization

MEMBERSHIP DEVELOPMENT

- All development expectations of a member must be documented and agreed upon
- Initial training
- In-Service training
- Recertification training
- Standard company operations
- Technology
- Administrative
Membership Development

Operational
- Standard Company Operations
- ALS/BLS Protocols
- Protective equipment
- Driver/Operator
- PPE
- SCBA
- Maintenance/Upkeep

Administrative
- Policies and Procedures
- Patient Care Reports
- Fire Reports
- MDC/Tablet operation
- Injury/Accident procedures
- Reimbursement procedures
- Insurance requirements
- Registered by Circuit Court
Core Function of Leading an Organization

MEMBERSHIP SUSTAINABILITY

- Retention programs and incentives
- Length of Service Programs (LOSAP)
- Retool the schedule
- Pre-Assigned riding commitments
- Provide meals and snacks
- Provide physicals
- Provide health/fitness equipment
- Provide child care assistance
Core Function of Leading an Organization

SUCCESSION PLANNING

- “Three Deep” is a great goal
- Identify members early in their tenure
- Develop a Succession Plan
- Identify all Positions and Ranks
- Develop a Position Description Questionnaire
- Establish time and grade requirements
- Establish educational requirements
- Develop a promotional processes
Core Function of Leading an Organization

**POLITICAL INVOLVEMENT**

- Your political leaders influence funding
- Invite them to EVERYTHING
  - Speak, Attend, Ribbon-Cutting
- Local – Mayor, County Administrator
  - Board of Supervisors, City Council
- State
  - House of Delegates, Senate
- Federal
  - Congress, Senate
- Local – Mayor, County Administrator
  - Board of Supervisors, City Council
- Report your organizational responses and activities weekly
What category are you in?
   – Taking Opportunities or Making Opportunities

Develop a Life Safety Community Group

Attend community events and functions

Become involved in the Business Council

Establish positive media relations

Establish a Ride-Along program

Meet your customers on a “Good Day”
Core Function of Leading an Organization

PUBLIC EDUCATION

- You have to take programs to the customers
- Data driven fire and life safety education
- Determine the problem at the district level
- Develop monthly education themes
- Provide the material for your personnel
- Utilize opportunity to recruit new members
- Seek sponsorship for printed material
- Involve the Media – TV, Radio, Print
Public Education Programs
Suggestions

Where to Deliver
- School System
- Local Business
- Local Industry
- Faith Organizations
- Community Events
- Sporting Events
- Hospitals
- Shopping Venues

What to Deliver
- Fire Prevention
- Citizen CPR
- Drown Prevention
- Slips and Fall Prevention
- Stroke Prevention
- Smoke Alarm Installations
- Care Safety Seats
- Bicycle Helmet Safety
Recap of the Day

- Safety
- Organizational Structure
- Process Management
- Fiscal Responsibility
- Operational Effectiveness
- Customer Service
- Membership Development
- Membership Sustainability
- Succession Planning
- Political Involvement
- Community Involvement
- Public Education
Questions?