



The Review

August 15, 2019

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Upcoming Events

Wednesday 08/28:
PSPRS Board Meeting
(PHX)

Saturday 08/30 – 09/2:
MDA Fill the Boot

Thursday 09/05: AFDA
Board Meeting

Friday 09/06: Healing
Field Set up

Next Board Meeting

August 26th – Chino
Valley Town Hall

1600-1630 CVFD

1630-1700 CYFD

1700 CAFMA

Chief's Desk (Assistant)

While the Chief is “Jeeping”, he asked me to contribute to the Review...good luck Chief!



Recently, I participated with a discussion panel regarding affordable housing in the Prescott Area. Though I felt limited in our position – often selfishly looking at the impact of this issue on recruitment and retention of our personnel – it did provide an insight into some of the challenges in our communities. I know that we concentrate on our own personal issues or problems, or extend that sphere of concern outside of ourselves to our family. But rarely do we concern ourselves with the issues of our employer or community, national or even world issues – unless it has a direct impact into our personal space. And, unfortunately, by the time we become concerned with community, national or world issues, it is in a position of reaction to how those issues have already had an effect on our lives. In a subsequent article by Chief Feddema, we are looking at offering training for not only the emergency and fire incidents of our profession, but for the leadership moments in life as well. We have discussed this in the past, but having emotional intelligence and professional discernment is just as imperative as the ability to do our “minimum company standards” (MCS). We train on our ability to recognize smoke, fuels and fire behavior, put out fire, access entry onto or into buildings and calculate pump discharge pressure – but our job entails so much more. We also must train on being able to recognize career hazards, put out political fires, access professional and personal improvement, and calculate what is needed for the future of our organization.

How are we successful as an organization? We have a simple process that we

hope resonates throughout our entire organization - *recognize we have problems, take responsibility for those problems and work to resolve those problems*. Are we perfect? Nope, not even close...and according to an article I recently read, it is unrealistic to think we can be. But we can attain “excellence”. But it takes help from everyone, - recognize, take responsibility, and work to resolve. It is interesting how often we hear “I heard this was going on – yeah, I knew there was a problem – we just thought it wasn’t a big deal because it was a rumor – or we thought it was a personal issue and didn’t want to get involved”.

I often find it ironic that absolute strangers will call us for help and we will go to extreme efforts to assist – even risk our own lives to save others. But what of ourselves? Do we call each other when we have professional or personal emergencies? How do we assist each other in recognizing career or personal hazards? Are we willing to go to extreme efforts to save our own? Do we discuss the “elephants” in the room – character/ personnel issues, agency issues, procedural issues, physical and mental health issues, etc.? Or do we ignore them, pass them on to others, or just hope they go away? Once identified, do we deflect the responsibility, blame others, or just claim “NIMBY” (its Not In My Back Yard)? Then do we really strive to resolve the issue/ problem with recognizable improvement or are we just “working on it?”

In our organization, it is everyone’s constant effort that has made us what we are and what we will be in the future. It is our choice and your future...

https://www.ted.com/talks/adam_grant_are_you_a_giver_or_a_taker

Training Chief’s Desk

John Feddema

In the last note that I wrote for the Review, I highlighted what my Dad would tell me when I was young. He would remind me that I had to be a “happy, merry worker” if I wanted to work with him. He would tell me that even if the work I was doing was difficult or I didn’t like what I was doing, I didn’t have the right to make everyone else around me miserable with my attitude. That concept has stuck with me throughout my life and I find myself reminding my children of this now. My father had a master’s degree in psychology and he employed it effectively on his children. My mother, on the other hand, was the disciplinarian. She was the one that would grab me by the arm and provide focus and clarity with the statement “use your head”. She would remind me that I needed to “think before I act”. This has also guided me through my life as I try to have a logical thought process for my actions so that if nothing else, I could defend them before my mother.

I highlight this as Dustin and I have been working on improving the training opportunities across the organization. With a little inspiration and a push from Chief Polack, we have been working on the monthly SKULL sessions. Our goal is to develop thinking Firefighters. I understand that some personnel feel they are too busy; however,

we hope to spark positive conversations among crews. Our SOG's are continually evolving and if you are not keeping up, it is easy to lose track of the current and best practice. We want Firefighters that have a logical thought process to back-up their decision and who move with a purpose. The best way to hone your skills in any field is to understand what is expected and continuously train.

The SKULL (Skills, Knowledge, and Understand for Lifelong Learning), sessions will provide a variety of topics from SOG's to review, incidents to discuss, as well as training activities to complete. The intent is to be a supplement to your training activities. If a Company Officer already has a training plan for the month, then they can amend the application of this information. If there is no other plan than this can act as the training plan. It is very easy to focus on daily activities and never train as a crew.

The concept of developing thinking firefighters is not new for CAFMA. We have a culture that values the input of personnel at all levels of the organization. This translates to the fire ground as well where if you see something, say something. With this, we want developing leaders to have the ability to make decisions. Decisions on how to attack a fire and how to handle a personnel issue. Thank you for all the help we get from across the organization to make training possible.

How Humble Leadership Really Works

When you're a leader — no matter how long you've been in your role or how hard the journey was to get there — you are merely overhead unless you're bringing out the best in your employees. Unfortunately, many leaders lose sight of this.

Power, as my colleague Ena Inesi has studied, can cause leaders to become overly obsessed with outcomes and control, and, therefore, treat their employees as means to an end. As I've discovered in my own research, this ramps up people's fear — fear of not hitting targets, fear of losing bonuses, fear of failing — and as a consequence people stop feeling positive emotions and their drive to experiment and learn is stifled. [Read More](#)