



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **August 8, 2020**

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"There is no week nor day nor hour when tyranny may not enter upon this country, if the people lose their roughness and spirit of defiance."

Walt Whitman



CAFMA's newest engine – E540. This unit effectively gives us 11 engines in the system during peak call times 40 hours per week. Pictured left to right: Firefighter Cruz, Firefighter Turner, and Engineer Kontz. Not pictured is newly minted Captain Hlavacek.

The Chief's Desk

Human Factors is about people in the working and living environment. It's the relationship between human and machine, human and situation, as well as between different people. I borrowed these first two lines from an FAA video presentation regarding Crew Resource Management (CRM). The human factor in any situation can be unpredictable. Self-driving cars are supposed to alleviate some of the human factor, but they are designed and programmed by humans. Auto manufacturers continually add warning buzzers, lights, and lane correcting sensors on their new vehicles. The idea is to control some of the human factor and prevent crashes – especially given we are doing everything but driving while we're behind the wheel. However, our ability to respond instinctively to a situation seems to diminish as we become more reliant on technology. What happens when the technology breaks? The human factor cannot be eliminated so we need a better understanding of how to adjust and account for it. Advances in technology are good, but they cannot and will not supplant the human part of the equation.

CRM is a concept that was developed by the aviation industry, although versions of it had for years across a variety of disciplines. In the 1970's airlines were experiencing an alarming number of plane crashes. As they studied and compared the incidents, they found one common denominator – human error. During those years the Captain of the plane was *the* person in charge. Many of the pilots came from a military background that was heavily influenced by rank and chain of command. In his book, *Top Gun: An American Story* author and Top Gun founder Dan Pederson wrote the following:

The Loose Deuce tactic reflected Top Gun's culture, which empowered junior officers to act and speak freely. There was no leader/wingman hierarchy in our tactics, which left either fighter free to attack, depending on who sighted the bogey first.

Top Gun implemented a non-hierarchical system as one of the cornerstones of their curriculum. It would take other military services, the aviation industry, as well as many other industries years to catch up and begin to employ a more open approach to command and leadership. The fire service is woefully slow to change so it should come as no surprise that it wasn't until recent years that we began a more concerted effort to employ the CRM model. CRM promotes a safer and more efficient work environment, which is what we strive for at CAFMA.

We have had dialogue in the past about CRM as it relates to the fire ground. For our newer folks, this means that we do not want your mouth shut with your eyes and ears open. Operating safely means that we need all eyes looking for and identifying potential hazards. It is everyone's job to be a safety officer no matter their seniority or rank so it is vitally important that you speak up if you see something of concern. Continued on Page 4

Upcoming Events:

August 10 – Policy Committee, Multi Agency Coordination Meeting

August 11 – Visit Stations, Admin Luncheon

August 12 – SOG meeting, DEMA/Fire Service Zoom Meeting

August 13 – AFSI Zoom, Next Gen Development

Board Meetings:

August 24

CAFMA – 1700-1830

Build your leadership resilience. It's an act of defiance.

By: Jesse Sostrin

Resilience is a personal act of defiance. A moment of resilience is your chance to face adversity and say: “No, not today. You will not stop my momentum or reduce my potential to make the most of this opportunity.”

Unfortunately, for many leaders besieged by the constant change, rising ambiguity, and intensifying complexity of today's business world, it is adversity — a big or small problem rising from your experience — that does most of the talking: “Yes, I will change your plans. I will undo your progress. I will cause you to question your goals and I'll be sure to mess with your confidence along the way.”

The good news is that resilience — the way in which you respond to life's challenges — is a skill that can be developed through intentional observation and practice. So if you're ready to change the script and take control of your inner dialogue, you can implement these three strategies to respond more powerfully to any adversity:

Work your plan. You cannot overvalue your own resilience. It affects everything about you, from your capacity to solve problems and innovate to your physical, mental, and emotional well-being. Resilience is like a super-competency, influencing many other related skills and abilities that you need to deploy in order to work, manage, and lead well.

Once you've internalized the significance of building and maintaining your own resilience, it's important to have a plan to manifest it and to work your plan consistently.

There are a variety of frameworks to help you understand the nature of adversity and your response to it. Among the more compelling models is Adversity Quotient, which is backed by decades of research. Developed by Paul G. Stoltz, Ph.D., this model measures your resilience according to the strength of your CORE (control, ownership, reach, endurance).

Control is the extent to which you believe you can influence whatever happens next. Ownership is the likelihood that you will actually do something, however small, to improve the situation. Reach is the degree to which adversity will spill into other aspects of your life (work affecting home or home affecting work, for example). And endurance is the length of time you perceive the situation will last.

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July Call Statistics

By: GIS/Statistician Michael Freeman

Our call volume continues to increase as the area grows. We may not know for several months how the 40 hour engine will impact our response, but anecdotally it seems to be helping in its first week. No major system changes will be implemented until we have a better grasp on how things are working.



July Response Report - 2020

Land Area: 369 sq. miles Population: ≈100,000 Fire Stations: 10 Full-Staffed

Responses in District

| | |
|---------------------------|----|
| TOTAL FIRE INCIDENTS | 10 |
| STRUCTURE FIRE | 2 |
| STRUCTURE FIRE; CONFINED | 2 |
| MOBILE HOME/PORTABLE BLDG | 0 |
| VEHICLE FIRE | 1 |
| BRUSH/GRASS/WILDLAND FIRE | 3 |
| OTHER/TRASH FIRE | 1 |

Fire is 0.86% of call volume

| | |
|--------------------|-----|
| TOTAL RESCUE & EMS | 781 |
|--------------------|-----|

EMS is 67.15% of call volume

| | |
|-------------------------|-----|
| OVERPRESSURE / OVERHEAT | 3 |
| HAZARDOUS CONDITION | 7 |
| SERVICE CALL | 213 |
| GOOD INTENT | 108 |
| FALSE ALARM/OTHER | 41 |

Other is 31.99% of call volume

| | |
|------------------------------------|--------------|
| <u>TOTAL INCIDENTS IN DISTRICT</u> | <u>1,163</u> |
|------------------------------------|--------------|

| | |
|------------------------------------|--------------|
| <u>INCIDENT RESPONSES BY CAFMA</u> | <u>1,282</u> |
|------------------------------------|--------------|

| | |
|-----------------------|----------|
| Residential Fire Loss | \$35,400 |
| Commercial Fire Loss | \$0 |
| Vehicle Fire Loss | \$500 |

| | |
|---|-----|
| Calls in Town of Chino Valley | 159 |
| Calls in Town of Prescott Valley | 584 |
| Calls in Town of Dewey-Humboldt | 77 |
| Calls in District, Unincorporated Areas | 343 |
| Calls Out of District | 11 |

| | |
|----------------------------------|-------|
| Average total # of calls per day | 37.52 |
| Average fire calls per day | 0.32 |
| Average EMS calls per day | 25.19 |
| Average all other calls per day | 12 |

| | |
|----------------------------|-----|
| Aid Given to Prescott | 137 |
| Aid Received from Prescott | 72 |
| Mutual Aid Given | 1 |
| Mutual Aid Received | 0 |

Unit Responses

| | In District | Total |
|-----|-------------|-------|
| E50 | 160 | 175 |
| E51 | 44 | 196 |
| E53 | 197 | 197 |
| E54 | 170 | 170 |
| E57 | 43 | 47 |
| E58 | 161 | 166 |
| E59 | 142 | 151 |
| E61 | 101 | 105 |
| E62 | 110 | 117 |
| E63 | 35 | 37 |
| T50 | 4 | 5 |
| B3 | 56 | 63 |
| B6 | 27 | 32 |

Call Volume at PRCC

| | MONTH | YTD |
|-------|-------|-------|
| PFD | 901 | 5,193 |
| CAFMA | 1,163 | 7,210 |
| GCFD | 14 | 70 |
| OD | 7 | 54 |
| WKFD | 8 | 33 |

Top 5 Call Types

| | |
|-----|------------------------------|
| 726 | EMS |
| 96 | Assist Invalid |
| 53 | Cancelled en Route |
| 43 | Public Service |
| 39 | No Incident Found on Arrival |

Move Ups by Station

| | |
|--------|-------------------|
| 50: 56 | 57: 4 |
| 51: 50 | 61: 6 |
| 53: 24 | 62: 1 |
| 54: 0 | 63: 28 |
| 58: 2 | |
| 59: 3 | TOTAL: 174 |

Chief's Desk Continued

The concept does not apply solely to emergency operations within the fire service. The principles of CRM are applicable in finance, HR, warehouse operations, IT, etc. If you name a division within CAFMA, I can explain to you how CRM applies. The culture we seek to create is one that fosters participation along with open and honest communication.

When we consider the different elements of CRM, it seems that human interaction with technology is probably the easiest to deal with. Technology typically doesn't talk back, and we can submit a ticket through tech services for repair. The key to interaction between human and technology is that we need to understand how it works, its limitations, and its application. In my opinion, the most difficult interactions relate to situations and people. Situations are generally created by people so when addressing an issue, one has to consider both the issue itself as well as the human dynamic that's in play. It can be extremely difficult, but you have to learn to read people and understand how each individual is motivated.

One of the more important components of CRM is team building. This includes the ability to maintain the team which takes on-going effort. Leadership, operational concerns, interpersonal climates are all components of building and maintaining an effective team. Open, honest, and frequent communication is vitally important to creating a culture that embraces input from all ranks within an organization and/or team. When you ask an entity to identify their biggest internal issue, the response is typically that they have a lack of communication. How to fix communication issues within an organization has eluded managers and leaders for years. At CAFMA, we send *The Review* out every Friday, and our BC's hold daily Zoom briefings. This is on top of emails, phone calls, texts, and an email list that includes your significant others. We will be adding Podcasts and two YouTube Channels to our arsenal within the next few months. Will it be enough? Probably not, but it will certainly help.

Sound technical ability no matter your position within our agency is vital to the success of your team. This requires a commitment to on-going training and development. If someone on the team struggles, the expectation is that others on the team will rally to assist. This does not mean doing their work for them so the team looks good. Rather you should assist the person to confront and address whatever it is that they lack in technical ability. It is a culture of accountability, the journey for personal mastery, and the willingness to assist one another that will allow your team to realize success. Together we can accomplish just about anything.

Workload management and prioritization are also important components of CRM. The aviation industry utilizes a multitude of examples to explain the importance of properly prioritizing the situation and managing the workload between the crew. Most of the incidents they highlight follow a similar pattern e.g. crews became fixated on one issue thereby missing other critical tasks to include monitoring altitude and fuel levels. In one instance the entire air crew focused on an indicator light that did not illuminate indicating the nose gear was down and locked. While the pilot and co-pilot both focused on the light issue, neither pilot paid attention to their altitude which led to a crash killing 99 people. The

subsequent investigation revealed the light bulb had not been installed properly and that the gear was in fact down and locked. We cannot become so focused on a singular issue that we lose sight of the bigger picture. Tunnel vision can prove fatal.

This is by no means an all-inclusive overview of CRM, but I think it provides some insight especially for our newer folks. While we strive to employ these concepts within CAFMA we are not perfect. However, I believe that overall you do a good job listening to each other despite rank or seniority and I see the effort each of you puts forth to create and maintain a team environment. When I started my career the expectation was that I should keep my eyes and ears open while keeping my mouth shut. Many in senior positions did not want to hear anything from the new folks. How do we progress, if we refuse to listen? I'll provide two quick anecdotal stories from my career to close this edition.

I was working a structure fire as a new firefighter. The pace of the incident had slowed as we gained control of the fire. My captain took me up to the front door and asked what I saw. I told him what I thought I was seeing with the smoke. He walked me through a couple of scenarios and explained what I should pay attention to so I would have a better perspective and understanding of what the smoke was telling me. He didn't berate or belittle me rather he shared with me some valuable information. He wanted to make sure that we could work together as a team, and he wanted me to speak up if I saw something of concern. I believe this is an example of opening a line of communication while helping to develop sound technical abilities and fostering a team environment.

On another fire call with a different crew, we had packed up from a commercial structure fire late one night, or maybe in the early morning hours. Either way, I was a young firefighter in the rear jump seat. As we were leaving the scene, I saw some small wisps of smoke rising from an area towards the center of the building. I told my captain over the headset what I was seeing. Not his exact words, but the intent was "shut up youngster and keep your thoughts to yourself." Guess what rekindled several hours later..... The first guess doesn't count.

In your mind, which approach worked better? I know which one I felt better about, and which one I still try to employ today. No matter your position within CAFMA, you have a voice. If you see something, say something. It's not just about safety, it's also about learning. As with anything, there is a balance that you should seek.