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Tutti Vanno A Casa | OMNI CEDO DOMUS | Ο καθένας πάει σπίτι

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Is He Talking About You?

By Ronny J. Coleman

One of the sure-fire ways of being an unsuccessful human being is to try to please all the people, all the time. This is especially true for leaders. Anybody who tries to please everybody runs the risk of vacillation, inconsistency and indecisiveness that often causes an organization to lose its bearings.

However it is also true that if nobody likes you there is a good possibility nobody is following you. You have to please some people some of the time or you don't have any friends or followers.



Fire Chief Magazine received an anonymous letter by a member of a department about a person's perception of that phenomenon. The letter was forwarded to me for my observations about what this letter could mean in terms of leadership in the fire service. I am going to provide you with in the next couple of paragraphs the actual unexpurgated version of the letter. You will note that there is no name or location given. It is an anonymous letter. Because I do not know who wrote this letter nor do I know what location it came from, I am using this letter only as an example of an internal issue that almost all leaders have to be concerned about: what is your impact on the people who are working for you? The letter reads as follows:

'I have a short story and but one simple question. The short story goes like this. A chief that became a "paid full time chief". I am a life member of one of the companies and over the past years I have been a member, recently a significant amount of good firefighters quit because of this person that has become an untouchable. What I mean by this is he changes rules and regulations and run procedures daily. He basically bullies just about everyone in the department and everyone has had enough of this guy. The problem is, he is untouchable. Town council, public safety director and the town manager will not listen. They think he is the best thing since sliced bread because he made all members become state certified so he could get a variety of grants. This town is broke beyond explanation. In addition to this, he has a town owned vehicle that he uses for personal use which is not allowed.



Supporting the Fleet, Fighter, and Family



Clipboard (Cont.)

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The good ole boys theory is in full effect in this town. Now how do you get rid of a guy like this? This guy is doing more harm than good and ruining a once great department. His attitude is he don't have to explain anything to anyone. He is the chief. if anyone don't like it, then quit. What does your Professionals think? I am asking in confidential letter because we are about to attempt to bring this issue to council and I hope you may have some tips that could help us out.'

Is this person talking about you? Or, is there somebody out there in your fire department that feels this way about you? I would almost bet that the vast majority of the people that are reading this article right now are thinking to themselves "that can't be directed to me because I am a good leader – good manager – a good person – a good whatever".

Yet, this letter and/or ones like it do surface in organizations from time to time. They are blatant criticisms of the leadership style of the individual running the department. To be very blunt about it, if that chief wants to create that kind of environment and is doing it on purpose then it is likely that the chief has a reason for creating that kind of world to live in. I haven't got a clue why they would want to do that. But I will tell you that there are people who are very much aware of how their own people feel about them and choose to exhibit personal behaviors that are not dissimilar to what you are reading that this person is criticizing.

What's a chief to do? Remember what I said earlier, if you try to please everybody you are not going to please anyone. And, to pick up on the theory behind it, if you please just a few people and have the vast majority allied against you then you are not going to be very effective as a leader. I asked earlier in this column a rhetorical question is could this be somebody in your organization talking about you?

This opens up the specter of internal credibility and relationship between the rank and file in the fire service and the leadership component of a fire department. I have heard many comments about these kinds of problems as being driven by the lack of inner personal skills of individuals who have emerged as chiefs of departments. However, in my own personal experience I have also seen comments of this nature generated by people who are cynical, dissatisfied and disgruntled with the organization from the core. It raises the question as to whether or not a letter of this nature is really justified or whether it is a reflection of something deeper.

As I started reading this letter myself, one of the first things that came to my mind was a sense of the loss of respect within our industry. While many fire departments enjoy good moral, and a high level of mutual respect, there are also many fire departments that suffer from morale problems from inner personal behavior that starts with the deterioration of respect. It almost reminds me of almost childlike behavior where one child accuses the other one of a wrong doing and they engage in a dialogue that goes something like – "did – did not – did – did not". If you have got any small children around your household either as your current crop of children or your recycled crop of grandchildren, you may have seen that tit for tat approach in which there is deterioration in people's opinion about the other person.

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In fire departments in which the fire chief demonstrates that they have no respect for the members of their department it is not uncommon for the members of the department to lose their respect for the chief. You notice I said lose respect. I didn't say that they still don't fear them; I didn't say that they still don't obey them. I didn't say that they would run away from them in an organizational sense. But, the loss of respect usually starts when one party demonstrating that they have lost their respect for the opposite party, which is instantaneously responded to by the opposite party doing likewise.

This is one of the manifestations of inner personal relationships in the fire service that often turns into an organizational free for all. Having visited hundreds of fire departments in my career, I have born witness to how some of these events start. Sometimes they are started with snide remark at a staff meeting. Sometimes it was something that was said in response to a news article. Sometimes it is a statement that is made at one or more of the various meetings that fire departments are involved with. But it almost always starts with a deprecation and disrespect for the opposite side.

Using my childlike metaphor of did – did not, it really doesn't make any difference who makes the original gesture. What it basically boils down to is whether or not the opposite side chooses to respond in kind. I am going to talk primarily about the role of a fire chief in creating a culture of respect. The worst thing that could possibly happen for your credibility as a fire chief is to be the one who initiates this kind of disrespectful behavior. The second worse thing is for you to be the recipient of disrespectful behavior and not handle it in an appropriate fashion.

If you follow the logic of that, what I am suggesting is that it is real important that a fire chief never allow themselves to personalize any process that results in the denigration of anybody in their organization. It is totally counter intuitive being the leader of an organization and simultaneously demonstrating that you think your people are incompetent, incapable or insincere.

I will bet you some of you right now are actually thinking of times in which that may have happened. Sometimes we say things we wish we had never said. Sometimes we say things to specific people that we wish we could go back and take back. But, being disrespectful is like ringing a bell. Once it has occurred you cannot un-ring the bell.

And, I suspect there are some of you that are reading this column are thinking about times when people have attacked you and hurt your feelings. It is only natural that you defend yourself and it is even more natural that you fight back if you come from the line of individuals that are normal in the fire service being combative is almost part of the job. But two wrongs absolutely will never result in a right.

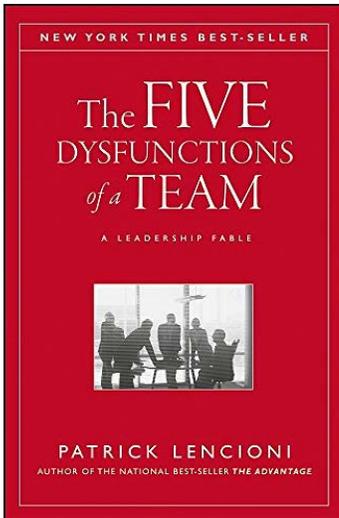


This entire column is really about introspection and acceptance.

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I would like to talk about the introspection first. If you go back and reread that letter and ask yourself this question – is that person talking about me? It requires that you reach down inside and ask yourself how do you behave in your relationship with your organization. Do you create that culture of respect even when there are differences of opinion? Or, have you allowed yourself to reach a level of disrespect that makes it easy and in fact some cases almost enjoyable to attack the other side.

Nobody knows the answer to that question except you. It is your own evaluation of your character and your characterization of how you deal with people that determines whether or not your people feel that you are a credible, competent leader.

If, by chance, there is someone reading this column that is not the chief of the department but is a leader in some other capacity, I would ask you to do a little bit of soul searching to see if you have contributed to this process yourself. Have you made statements about other human beings that are in working relationships with you that demonstrate the fact that you do not respect them?

Before everybody runs off to a corner thinking we are trying to create a Polly Anna attitude and have everybody in the group hug business, that is not what this column is about. It is about rising to the level of professionalism that does not allow a culture that is dysfunctional.

Recently I had an opportunity to read a book about dysfunctional communication and it might be worthy to note in this column. This book which is relatively small contains some very good suggestions on how to break the cycle of being dysfunctional. It is entitled *The Five Dysfunctions of a Team*, by Patrick Lencioni, (Jossey Bass Publisher, 2002).

I could talk about the implications of culture in the fire service all day long. Many of you out there have heard the stories around the dining room table. You have been witness to events that have resulted in ruptured relationships yourself. So I would like to focus in on just one very, very insignificant and yet absolutely important element of the resolution of conflict. And that is, that one of the opposite sides that is in conflict must make a choice to resolve the conflict rather than continue it. That is what Lencioni's book is all about.

In essence, what I am saying is that if the chief started it, it makes no difference. If the individual in another rank in the department started it, that makes no difference. The question is which one of those two parties will finally come to the realization that the organization is being damaged much more than their personal credibility.

I have seen this particular phenomenon go all the way to the level of forcing people to be dismissed from their jobs. Votes of no confidence have come out when the lack of relationships between leader and followers reach this level of personal dissatisfaction. Families, lives, careers and organizations have been impacted by unwillingness on the part to realize the level of dissatisfaction with each other's performance.

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Ronny J. Coleman

There is no simple solution to this discussion. There is no textbook about making everybody happy. But, Lencioni's book does talk about being able to operate effectively even if there is conflict. There is only the reality that those people who are very much aware of their relationship and are willing to extend themselves to better it, that result in organizations surviving conflict.

Going back to our anonymous letter writer, what I am reading in between the lines is a case of winners versus losers. Eventually people will ally themselves with one perspective or another in its organizational context and the organization will be shaken to its core by the struggles for supremacy. It is such a terrible waste of resources and capacity.

Any organization worth its salt should be able to process conflict without dissention. In fact I would go so far as to say that those organizations that have faced conflict and have been able to address it in an appropriate fashion have probably come out stronger in the long run. So, as you finish reading this column I would invite you to go back to read the letter from our anonymous firefighter and ask yourself is there anybody in my organization that feels this way about me? If the answer is yes, you have got some work ahead of you. Read Lencioni's book. If the answer is no, I would hope that you would do everything you could to sustain an organization that prevents it from happening in the first place.

Combs Cartoon

Imperial Leadership



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Last Alarms

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Last Alarms

The USFA reported 11 line of duty deaths in 2020. The following line of duty deaths were reported since we published our last issue:

Timothy Smith 🚒
Orange, CT

Corbin Rogers 🚒
Spring Lake, NC

2020 Totals

♥ 3 (27%) 🚒 5 (45%)

Roger DeLongchamp ♥
Willow, AK

Manuel Galindo, Jr. 🚒
Fort Hancock, TX

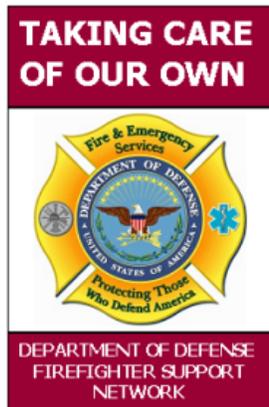
♥ Indicates cardiac related death

🚒 Indicates vehicle accident related death

John Cash ♥
Alpharetta, GA



TCoOO Update



Taking Care of Our Own

There are currently nine DoD firefighters in the Taking Care of Our Own program.

Taking Care of Our Own invites all DoD F&ES personnel to donate ONE HOUR of annual leave to DoD F&ES members in need to enable them to focus on recovery rather than financial distress.

Name	Location	Point of Contact
Neil Hogan	Navy Region Southwest HQ, CA	Joyce.Matanane@navy.mil
Dana Carneal	Fort Carson, CO	Karen.M.Connors2.civ@mail.mil
Thomas Maury	CBC Gulfport, MS	Matthew.Spreitzer@navy.mil
Rosa Ferreira	Naval Base San Diego, CA	Joyce.Matanane@navy.mil
Chris Bishop	Navy F&ES Gulf Coast, FL	Daniel.Chiappetta@navy.mil
Joshua Thompson	Yakima Training Center, WA	Lynn.T.Hizon3.civ@mail.mil
David Bailey	Norfolk Naval Shipyard, VA	Marc.J.Smith@navy.mil
Kevin Stuebs	DLA Columbus, OH	Brent.Moreland@dla.mil
Philip Eubanks	Navy F&ES Gulf Coast, FL	Daniel.Chiappetta@navy.mil

We provided all the service component chiefs with the proper procedures to enroll someone in the Taking Care of Our Own program. There was a trend of people using their own formats and forms which worked okay until the inevitable breach of personal identifying information (PII). We were very concerned about protecting PII when the program was stood up in 2003 and we designed standard procedures and forms to address those concerns.

Please contact your service component chief if you haven't seen this information recently.

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Haraldur Stefansson

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Hall of Fame Fire Chief Answers Last Alarm

By Bill Killen, retired Director, Navy F&ES



Haraldur Stefansson passed away on his 83rd birthday on 22 January 2020.

In 1979 I was a senior instructor at the Maryland Fire Rescue Institute and met Halli Stefansson during the ice breaker the night before the National Fire Service Staff and Command School at the University of Maryland. Halli was one of the first Navy Fire Chiefs to attend the National Staff and Command School.

A year later I attended the 5th Naval District Fire Officers conference at NAS Keflavik Iceland. Halli made me feel welcome and made me a member of the Northern Lights Masonic Club. The following month he was a guest at my home, and we spent several days visiting fire stations in the Metropolitan Washington area. Our friendship grew and we shared many special events together at our homes in Iceland and Maryland over the years. Our last visit was a phone conversation a couple of months ago.

In 2005 Haraldur Stefansson completed a distinguished 50 year career in the United States Navy fire service, during which time he received numerous awards and commendations from the Department of Defense, U. S. Navy and the Government of Iceland. He initially joined the Naval Air Station Keflavik, Iceland Fire Department May 1955 as a Firefighter and advanced through the ranks. He was appointed Deputy Fire Chief in 1977 and Fire Chief in 1986, becoming the second foreign national to serve as Chief of Department of a U.S military installation.

Stefansson embraced the concept of fire department accreditation and led the NAS Keflavik fire department through the accreditation process, becoming the second fire department in the Department of Defense and first fire department outside North America to be accredited.

He was awarded the Knights Cross of the Order of the Falcon by the President of Iceland 2003, inducted into the Navy Fire & Emergency Services Hall of Fame in 2010; and the Military Fire Heritage Foundation Fire & Emergency Services Hall of Fame in 2013. In 2015 he was the fourth of six Navy fire chiefs inducted into the National Fire Heritage Center's Hall of Legends, Legacies and Leaders.

Halli was an avid outdoorsman and enjoyed fly fishing and guiding others in Salmon fishing. He guided President George H. W. Bush on several fly fishing trips. The highly successful and desirable salmon fly was the Black Sheep salmon fly tied by Haraldur Stefansson first as HS Special and named Black Sheep because it stood out as such when placed in the fly box amongst the old British salmon flies.

Stefansson's contributions go well beyond the Navy fire service and include extensive service to several Icelandic cities and communities, as well as assistance and service to fire departments in other European countries.

Back in the Day

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Automated Pump Controls

By Tom Shand

The decade of the 1970's produced a number of fire apparatus innovations including the development of rear mount aerial ladders, introduction of four door cabs along with several equipment enhancements. The introduction of 1¾ inch attack line hose, Rapid Water and automated fire pump controls were all initially tested by FDNY with several engine companies selected to evaluate these appliances.

During June 1975, Syracuse, New York Chief Thomas Hanlon III met with Jack McLoughlin from the Fire Research Corporation to discuss the chief's concept to develop automated fire pump controls which would allow fire fighters to remotely control the discharge valves for each hand line which would free up the pump operator for other duties. Plans were also discussed to produce a hydrant valve which would allow the engine company to forward lay and remotely open the attached hydrant valve from the apparatus. Subsequent meetings were conducted with personnel from the Training Division to detail requirements for a prototype system. The following year Chief Hanlon requested funding of \$11,900 dollars to develop hardware for the automated fire pump and hydrant valve.



The system as conceived by Fire Research would consist of a governor, control panel, valve controller, radio transmitter and system warning monitor. The governor could operate in both manual and automatic modes and would control pump pressures up to 200 PSI and be accurate within 7 PSI of the desired pressure. The control panel would be mounted inside of a compartment adjacent to the apparatus pump panel monitored tank water and incoming hydrant pressures, alarms for each of the four hand lines, controls for the Rapid Water and wet water systems as well as controls for the hydrant valve. Each of the discharge valves on the crosslay attack lines were equipped with a servo motor to operate the 2½ inch valve which would be activated by a hand held radio transmitter. The transmitter had individual controls for the nozzle man to open or close the valve in addition to activating an alarm system on the apparatus. The transmitters were carried in a pocket on the turnout coat and were color coded blue, green, red and yellow to match the nozzles on each line for ease of use and identification.

The automated pump controls monitored engine oil pressure, engine and transmission temperature, low water tank level, incoming hydrant pressure and individual nozzle warning. Any system malfunction would sound a bell mounted near the pump panel as well as flashing light to alert the pump operator of a problem.

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Tom Shand



A 1974 Hendrickson/Pierce 1500 gpm pumper was outfitted with the prototype system for testing by the departments Training Division. Over the next few years the department would retrofit the automated pump controls on sixteen existing pumpers and have the system installed on five new maxi pumpers as well. As all Syracuse engine companies were staffed with four personnel the implementation of the automated pumper enabled safer and more effective use of the personnel on the fire ground.

The radio-controlled hydrant valve consisted of an aluminum box which contained a Betts 3- inch valve operated by a high torque 12 volt motor and clutch. Once the fire fighter attached the valve and opened the hydrant the valve could be opened remotely at the pump panel, freeing up the fire fighter for other duties. The valve could be operated manually if needed, however the design proved to be bulky and cumbersome.

The Fire Research automated pump controls were utilized by several other departments, but the system never enjoyed nationwide acceptance by the fire service. Partially due to the initial cost of the system and maintenance

FRC
FIRE RESEARCH CORP.

requirements the department discontinued uses of these pump controls in the late 1980's. While the use of the hand held transmitters went away Syracuse continued to utilize the Fire Research electro governor controls and wet water injection systems which proved to be very reliable Back in the Day and were the forerunners of today's pump governors.



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Fire Inspectors

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Calling All Navy Fire Inspectors!

By Ricky Brockman, Deputy Director Navy F&ES, CNIC HQ

I began my Navy career in 1993 as the fire inspector at NSA Souda Bay, Crete. Souda Bay was quickly evolving from an expeditionary-type encampment to a full service installation with all the growth and construction one would expect. My job was highly technical, often provocative and always satisfying. I could see the results of my work in every new building. The only drawback was I felt absolutely alone, as if I were the only fire inspector in the Navy. I would have given my right arm to talk with someone else battling the same dragons I was facing but I had no way of knowing if anyone else was out there.

Fast forward to 2006 and the establishment of the Navy Fire Prevention Working Group (FPWG). As stated in the initial charter;

The purpose is to function as the clearinghouse for all Navy fire prevention issues and develop fire prevention policy recommendations for consideration by the F&ES Advisory Board (Region Fire Chiefs and CNIC HQ). The goal is to promote a zero tolerance policy for accidental or preventable fires achieved by executing effective code compliance, applying practical engineering controls, and delivering persuasive public fire education.

Finally a network of Navy fire inspectors talking to each other and influencing Navy fire prevention policy. Unfortunately, because there turned out to be so much policy work, the group could not be as inclusive as originally intended and the majority of our fire inspectors were again left without a voice.

Until now.

Finally, a network of fire inspectors on the deckplate with the opportunity to voice their opinions, make recommendations and work together to improve Navy fire prevention. The Council of Navy Fire Inspectors is being established with the stated purpose;

To function as a non-biased, non-intimidating platform for all Navy fire inspectors to speak freely about concerns and issues affecting their work experience and make recommendations to the FPWG that may help improve their work environment.

The only thing missing is you! We need every fire inspector in the Navy to be part of this group to make sure the day-to-day issues you face and, more important, your ideas to make things better are heard by the policy makers.

My experience shows me that sometimes the best ideas and smartest solutions come from the people inspecting buildings, issuing permits or reviewing construction plans. You are an enormously untapped resource of ideas and we want to give you a voice in how things are done.

You will soon hear from Fire Inspector Cliff Foley from Navy Region Northwest who has taken it upon himself to get this group organized and up and running. If you haven't heard from Cliff and are anxious to get involved, you can contact him at clifford.f.foley1@navy.mil or by phone at (360) 257-6110.

When the opportunity came for me to take this HQ position I told myself I can either take the job and try to make a difference or I could shut up and color. This is kind of like that.

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EMS Corner

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EMS: Compassionate Caring

By Richard Bossert

In today's busy EMS systems, practicing human sympathy and compassion seems to have become a dying, or even lost, art. As call volume increases, EMS provider human interaction and empathy seem to diminish. As healthcare providers, we need to address and turn the circle of compassion back around.

We used to teach and practice the premise, "Treat everyone equally and as if they are your brother or sister." So, how did we lose that understanding, and how do we bring it back to improve patient care and transport?

A family member

Compassion fatigue, excessive workloads and demands, lack of continuity and a failure to see a patient as a fellow human being all are causes of EMS providers' lack of compassion. Nevertheless, all providers must hold themselves to a high level of accountability and professionalism.

An exceptional EMS provider is a true patient advocate. All who deliver emergency medical care need to embrace the concept of treating everyone as you would a member of your family. Talk to patients, family members and friends respectfully, and assume nothing. Never have any preconceptions or bias, no matter how the patient presents. (For example, many medical symptoms mimic patient conditions that might lead you to believe that the patient might be under the influence of drugs or alcohol.)

Patient assessment is the most important and valued skill that a provider acquires through training and experience. Better evaluation of your patients and their surroundings, mechanisms, condition and overall emotional responses will assist you in efficiently treating and caring. Sympathizing, rather than empathizing, might cause you to miss the whole situation, leading to an improper diagnosis and, thus, incorrect treatment. Furthermore, doing so could get you into deep trouble both ethically and morally.

One of the most significant issues that I see is that very few providers understand the differences between sympathy, empathy and compassion. Each is defined and conceptualized in numerous ways and easily can be interchangeable, but each is unique.

Sympathy is the power of sharing the feelings of another, particularly in sorrow or trouble. Empathy is the psychological identification with or experiences of a feeling, thought or attitude of another. Patients have a more positive response to empathy than sympathy. Compassion is a deep awareness of the suffering of another, coupled with the wish to relieve it. Compassion is considered an essential element in quality patient care.

Even though you might be responding to your third seizure call or overdose of the day, it's your patient's first. It's easy to be sympathetic to a patient's or family's needs or desires. Being empathic is of much more personal importance to truly understand and care for patients and their needs.

EMS Corner (Cont.)

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Richard Bossert

Empathy develops through one's own experiences, but I believe, as EMS providers, that you can be empathic even if you never experienced a similar incident. Empathy develops throughout your EMS experience.



Consider this: You arrive to find a 4-year-old who was discovered unresponsive and lifeless in the family pool. You easily can sympathize with the parent who found the child. However, if you place yourself in the parent's shoes and situation, you become empathic, transforming your actions into compassionate care both for the child and parent. Telling someone to "calm down" can turn that person against you. Try speaking humanely and respectfully and asking how you can help. The person's response likely will be a more positive and forward reaction. Attempting to comprehend how the person feels and what he/she is experiencing will help that person to cope with the present situation, drastically improving the outcome. Being more tolerable and patient will help mitigate stressful encounters. That said, doing this takes practice.

During an emergency when emotions run high, it can be difficult to communicate with or even understand people. Nevertheless, you still must be considerate of the needs of others, not yours. Always remain professional, leaving behind a positive impression. Connect with patients and their family to create a complete outcome and to enhance your treatment actions.

Put compassion back into caring by remembering these simple rules:

- Always be respectful;
- Look and be professional;
- Speak calmly and reassuringly;
- Care and treat others as you would want to be treated and cared for;
- Remember that this could be your patients' worst day and that you are there to help them;
- Don't assume anything, i.e., drugs or alcohol;
- Go above and beyond by going the extra mile to help relieve others' pain and suffering; and
- Do what's best for the patient and not what's best for you.

Richard Bossert is a retired operations chief for the Philadelphia Fire Department. He started in the fire/rescue services in 1970, volunteering for the Warminster, PA, Fire Department. He worked for three career fire departments: Chester, Bensalem and Philadelphia. Bossert became a certified EMT in 1973, then paramedic in 1980. He received a bachelor's degree in pre-med from Pennsylvania State University in 1977 and a master's degree in public safety administration from St. Joseph's University in 2003.

Prevent harm. Survive. Be nice.
-Alan Brunacini

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Relationships

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The Importance of Relationships in the Fire Service

By Nicholas Christensen, CFO, MPA

Having positive relationships is critical to the success of any organization. Within the fire service specifically, this is an even more important component to ensure you have your hands around. Positive relationships cannot be built overnight and not all are built the same way. It takes effective leaders that understand that adapting to different personality styles is critical to building up strong relationships, and the days of “treat everyone the same” are no longer a truly effective model to follow.

I feel this primarily breaks down into three core areas:

Relationships with your people – you can be a boss, or be a leader. The primary difference is the way you handle the relationships with your people. You can be the boss and most knowledgeable person in your department, but if you are not approachable, if you intimidate, and do not foster a positive and inviting demeanor that is always willing to help, your technical knowledge really doesn’t matter to anyone but you. Fire service leaders must have strong interpersonal skills that build positive relationships with their people. Over time this builds trust and respect that transforms across the department. This is done with simple things such as approachability, professionalism, and demonstrating that you truly care. After all, as a leader you should! Take the time to get to know your people, about their families, about their hobbies and interests. Build those relationships!

Relationships with your community – we need to remember each and every day that we represent the badge. We took an oath, a promise, to serve our community and its citizens. Building relationships with the community is critical to the overall outlook of your agency. The more involved a department is, the better the relationship with the community will be without question. Public education events, school visits, community outreach events, and career fairs are all excellent platforms for us to champion all the things that we do. Are you the crew that chooses not to interact with the public and more concerned with getting back to the station for lunch? Or are you the crew that stops to show kids in the grocery store parking lot the equipment in your compartments when they walk up to you, let them sit in the seats, and discuss fire safety, regardless of the hour of day. We operate some of the largest, brightest, and loudest vehicles on the road each day. When your community members see you responding to an incident, what do you want them to think of your department? The more involved you are and the better relationships you have with the citizens you serve will greatly impact this outlook.

Relationships with your mutual aid partners – the mutual aid component is becoming a more and more critical model to follow across the country as we are told to operate more with less. As a southern California department, we are heavily involved in the mutual aid system and agencies have found that responses are more effective for their communities when they all work together.

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Nicholas Christensen

Breaking down that “wall” of jurisdictions and focusing on the more important issue of the response is what truly matters to that citizen in distress dialing 911. This of course does not happen overnight, and requires positive relationships to pave the way. Taking the time to meet with leaders of your mutual aid counterparts pays dividends. At the leadership level, these relationships build a partnership that is transparent from top to bottom in all agencies involved. Responding together on emergencies and having relationships with that incident commander, that company officer, that firefighter, only improves the effectiveness of service delivery. When you know your mutual aid partners strengths, what resources they can provide, what they specialize in, and can work together to accomplish the mission without egos or patch pride, without question this is the most effective and intelligent way to operate. The foundation for all of this to take shape is once again, building relationships.



Metro San Diego Honor Guard at Chargers game

Overall, the days of “come to work, do your job, and treat everyone the same” are fading. Effective leaders in today’s fire service are finding that establishing and maintaining positive relationships is critical to success. Take the time to get to know your people, take the time to interact with the community you serve, and establish positive relationships with your mutual aid partners. This will make your agency a better environment to work in, the public have a more positive outlook on your department, and ensure you have the backing of your mutual aid agencies when it is needed.

COMREL in Norfolk



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A Sense of Community in Mid Atlantic



Arrington and Marsee serving at Union Mission

The Union Mission, a Norfolk non-profit that serves poor and homeless people in the Hampton Roads community, provides emergency shelter and life-saving rehabilitation programs that include a safe haven, hot meals, clean clothing, and job and life skills training. The Mission relies on corporate, business, civic, and other groups to staff the shelter and serve meals on nights and weekends.

On the weekend of 1 February 2020, Navy Region Mid-Atlantic F&ES (NRMAFES) Firefighter-Paramedic Laura Arrington, retiree Gregg Tetro, his wife Cate and dispatcher Karen Marsee served meals and provided other support at the Mission. Coordinated by Tetro, he hopes to see involvement by NRMAFES staff and retirees on a more regular basis.

SA Matters!

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Understanding Stress – Part 7: Info Overload

By Rich Gasaway

Information Overload! Welcome to Part 7 of series on stress and its impact on situational awareness. I appreciate all the very nice comments I have received by email, Facebook, Twitter and LinkedIn. Keep them coming. Your messages inspire and motivate me more than you can ever imagine. Thank you so much!



In the previous segment I talked about auditory exclusion and introduced you to sensory integration (including the McGurk Effect) and its impact on situational awareness. If you've spent time reading through the articles on this website or if you have attended one of my Mental Management of Emergencies programs you know your brain is truly an amazing, yet fallible, organ. That theme continues in this contribution as I talk about your vulnerability to suffer from information and sensory overload under stress.

Your brain is awesome at capturing, processing, storing and recalling information. But it has limitations, especially when it comes to memory under stress. There are four steps in the process of developing a memory: Encoding, storage, retrieval and forgetting. The process is quite complex. Perhaps I'll dedicate a future article to walking readers through the complete process of memory formation. But for now, I am going to focus on the first step, encoding. Let's explore the capacity of your brain to process sensory stimuli into short-term information stores. This is what neuroscience calls working memory.

Working memory

You have many kinds of memory. For the sake of this contribution the two I will compare are short-term (working memory) and long-term memory. Think of working memory as being all of those things currently on your mind at this moment. Some of those things are events that have just occurred, sounds that you currently hear, or temporary memories that have come down from the long-term storage bins, residing momentarily in your short term memory while you think or talk about something.

The amount of information you can capture, store, process and recall in your short-term memory is quite limited – about seven pieces of unrelated information, give or take two. But, as you know, an emergency scene contains a treasure trove of information to be processed – many more than seven pieces of information, for sure!

You may be contemplating how thankful you are that you have the ability to sort out the important information from the non-important information. Otherwise you'd be in tough shape, right? Well, I have some bad news for you. Research shows, and my classes have validated through exercises I have conducted, your brain is not very good at separating important from non-important information.

SA Matters! ***(Cont.)***

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What you forget

There are a variety of factors that contribute to it, and how, you process information. Among them are:

- 1.The complexity of the information.
- 2.The number of senses used to process the information.
- 3.The emotional connection to the information.
- 4.The connection the information has to existing long-term memories.
- 5.The various senses being stimulated to process the information.
- 6.The sheer volume of information.

It is the last on this list I want to focus on. When you are faced with a massive amount of information/sensory stimulation your brain can struggle to keep up. As brain regions become overwhelmed, the process of taking in new information (stimuli) can diminish. A system shut-down is not far from reality when it comes to how your brain responds to information overload. If this happens, your situational awareness is vulnerable. You may simply not see something or not hear something. Even though the photons are entering the eyes and the sound waves are entering the ears, the processing centers are too busy to take in the new information. The gates are, essentially, closed and locked.

The queue

Unfortunately, there is no process for the brain to queue information while it waits its turn for processing. If the information doesn't get in when it knocks on the door, oftentimes it simply leaves the queue and is lost forever. If the stimuli occurs in repetition (is continually present in the audible or visual field) then there is a chance that when the door unlocks, the information may get in. What information gets in depends on the list articulated above.

It is possible for a piece of information perceived by the brain to be so important that it can, using my analogy, knock the door down and kick out whatever information the sensory processors are working with at that moment in time. When that happens, the information that is kicked out may never come back. If this happens, the information that was booted out may be, essentially, forgotten.

If you've ever been working on something or thinking about something and got interrupted, say with a phone call, you may have forgotten what you were doing when the phone rang. If you're lucky, a visual or audible prompt may guide you back to remembering what you were doing prior to the phone ringing.

The same thing can happen at an emergency scene where the environment is full audible and visual stimuli. When you're processing a lot of information, your brain can get overwhelmed. If this happens, it can stop processing new information and even let go of existing information. This may cause you to miss seeing or hearing something really important. Or it may cause you to forget something really important.

If your sensory processing is interrupted by a new stimuli that your brain perceives to be more important, whatever your brain is processing at that moment may be lost.

SA Matters! (Cont.)

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Rich Gasaway, PhD.

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Dr. Gasaway's Advice

The logical solution might be to avoid processing too much information. Sounds easy enough, right? Hardly. But there are some things you can do to help you stay focused. Here are some suggestions:



1. Understand, in advance, what are the most important pieces of information you need to know for the type of emergency you are dealing with. For example, when assessing a patient with a potential heart attack, the short list might include: pulse, lung sounds, skin color, blood pressure, heart rhythm and current medications.
2. Understand, in advance, what are the lesser important pieces of information you do not need to know for the type of emergency you are dealing with so you don't consume precious cognitive resources with it. Using the same example as above the list of lesser important information might include: last meal, old surgeries unrelated to the heart/circulatory system, smoking and drinking history. That's not to say any of this information isn't valuable. It's just not the MOST important for dealing with the urgency of someone dying in the next 5 minutes from a myocardial infarction.
3. Use prompts to help manage information. For example, a checklist for a house fire that helps identify the most important information might include: occupancy, construction, smoke/fire conditions and victim survivability profile. Each of these, in turn, might have sub categories of more prompts/reminders.
4. Avoid distraction and interruptions. Each of these result from audible or visual stimulation that must be processed and understood which can contribute to overload.
5. Radio discipline. There are two parts to this one. First, ensuring personnel are well-trained and well-disciplined for how to talk on the radio, what is important to say, and how to say it concisely. All of this will reduce the amount of unnecessary audible stimuli to be processed. Second, it can be valuable for a supervisor to have someone else monitor the radio to ensure only the most important information is passed along to the supervisor, reducing the potential for audible stimuli overload.



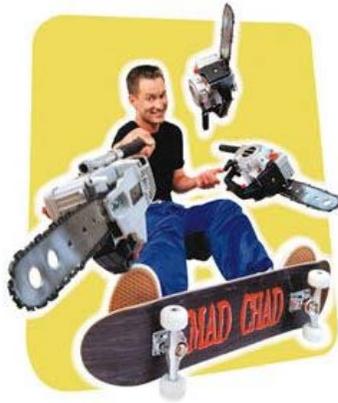
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Daylight Savings Time Begins March 8th



Skills Proficiency

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How Many Things Can You Really Be Good At?

By Bruce Bjorge

Today's firefighters are stretched to the limit on the number of tasks we are called upon to perform. It presents the question: How many different skills can one person really perform well?

This is an honest question many of us may not be willing to answer honestly. Our profession looks much different than it did 20 years ago. Today, America's firefighters are who you call for a multitude of problems—or when you don't know who else to call. Firefighters are asked to perform many different tasks beyond firefighting. Many of us are members of fire departments that provide fire suppression and EMS in a transport or non-transport role. Many of these same organizations also operate a special operations division that includes dive rescue, swift water rescue, fireboat operations, large area search, high-angle rescue, confined space rescue, trench rescue, structural collapse, vehicle/machinery rescue and hazardous materials incident response.

With each additional responsibility, members of the organization are asked to take on new tasks, learn new skills and perform them all when called upon. These are critical tasks that require proficiency and must be performed safely. If we fail, the consequences can result in significant injury or death. Even more challenging, we don't experience high call volumes for most of these tasks, so we depend primarily on training to maintain firefighter skills proficiency. Before too long, some members could make a full-time job attending training just to keep up with continuing education unit (CEU) mandates for their licenses and certifications—and that's not even counting special team proficiencies for the teams they are on!

Individual Perspective

Let's use rope rescue as an example. Suppose your local jurisdiction has found out a new zip-line attraction is coming to your area. Because of this new community risk, the decision has been made to develop a rope rescue team to respond should someone become injured or trapped.

Firefighter Jones is a real go-getter and volunteers to be on the new team. Keep in mind Firefighter Jones already is a certified firefighter, a licensed paramedic, and a certified fire service instructor and fire investigator. Each of these skills require annual CEUs to maintain proficiency and to meet relicensure or recertification requirements. That means Firefighter Jones must spend a significant amount of time just to maintain his certifications. Depending on where Firefighter Jones works, these requirements may or may not require hands-on skills evaluation as part of the recertification/relicensure process.

Now Firefighter Jones is going to add rope rescue, which requires learning new skills during initial training and an additional commitment to proficiency training to maintain very perishable skills. Maybe Firefighter Jones has extensive rope experience because he spent time in the Scouts, or served in the Navy or Coast Guard, or participated in recreational rock climbing. Even so, it's likely he won't use this skill very often and must train regularly to be ready when he needs to perform at an actual event.

Skills Proficiency (Cont.)

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From Firefighter Jones' perspective, this may not be a problem at all—in fact, it might make the job more interesting. After their initial training in the academy, firefighters are often looking for a new task or challenge to keep them motivated to come to work.

Community and Department Perspective

On the other side of this situation, however, is the fire department and the community it protects. Community members will almost always regard increased response abilities as a good thing; we all recognize people will call us for everything from toe pain to someone trapped in a collapsed building after a tornado has ripped the building apart. But ordinary citizens rarely realize the effort required to maintain these perishable skills and the danger involved in having personnel respond who may not have the required proficiency.

From the department perspective, an increased special operations capability is a good thing in terms of customer service, but smart fire department leaders realize this comes at a cost: With each new skill or certification comes additional time and commitment. As firefighters earn more certificates and continue to be responsible for more and more skills and abilities, they in turn require more training to keep skills proficiency. And that in turn can mean increased costs associated to send personnel to training. Even more important is the risk the department incurs in saying it has the ability to respond to a wide variety of incidents, when the skills involved erode quickly and firefighters rarely have the opportunity to use them outside training.

High-Risk, Low-Frequency

Firefighters gaining additional certifications isn't negative in principal, but it can be problematic in practice. In fact, it can end up being what Gordon Graham, one of the founders of Lexipol, labels a high-risk, low-frequency event—as he puts it, “things that can go very badly, and happen very rarely.” A rope rescue call is a classic example: Members are expected to perform complex tasks and skills at a moment's notice, but they have very few opportunities to actually practice these skills outside of training. That poses a risk to the fire agency and its members.

What each of us should do is take time to evaluate our commitments. How many different teams, departments and groups do you belong to? A more important question is, are you really good at everything you say you are? We have all heard the phrase, “Jack of all trades, but master of none.” Is that what the community really wants when they need rescue? In some jobs, lacking proficiency can be embarrassing or disappointing. When it comes to firefighter skills proficiency, however, the consequences of getting it wrong can be severe—it can be the difference between life and death.

Don't think it can happen to you? Ask yourself, if someone asked you to perform a simple task like folding a salvage cover, could you do it? What does it matter, right? It's just a salvage cover. But if you can forget a perishable skill like the proper way to fold a salvage cover, what more-critical skills have you likely forgotten too?

Skills Proficiency (Cont.)

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Bruce Bjorge

Consider all the skills in which you are responsible for maintaining proficiency. Have the courage to do some self-evaluation and honestly evaluate how proficient you are versus how proficient you need to be. If you're not where you need to be, then get to work and get better. If you're struggling to keep up with your skills, maybe your commitments have exceeded what you can realistically maintain. If you don't have the time to invest in keeping your skills laser-sharp, then maybe you should consider scaling back your commitments.

Meeting Expectations

We all need to remember what the public expects when they call 911. They expect a superhero with a cape and a great big letter on our chest. And why shouldn't they? When the public makes that call, it's the worst day of their life. When we arrive, they expect us to be their superhero at that moment—which means we must perform at the highest level of service.

Many times, lives are truly on the line during special operations response, which involve very complex tasks with little room for error. Make sure that for every special team operation you are expected to perform, you don't just know what to do in theory. You must know what to do as well as anything you have been trained to do in the fire service. These incidents aren't just about making the public's worst day a little better—they are also about making sure that everyone on your team goes home at the end of the response.

About the author

Bruce Bjorge is a senior account executive for Lexipol. He has more than 34 years of fire service experience, including command and training positions with career, combination, volunteer and military fire agencies. Previously, Bruce served as the Aircraft Rescue Fire Fighting (ARFF) Specialist for the University of Missouri Fire & Rescue Training Institute, managing the Mobile ARFF and other live-fire training programs, and as the Assistant Chief of Training for the Western Taney County Fire Protection District in Branson, Mo. He holds Training Officer and 1403 Live Fire Fixed Facility Instructor credentials from the International Society of Fire Service Instructors and is a graduate of the National Fire Academy's Training Program Management course. Bruce has been an active instructor and evaluator for the past 28 years and is a regular presenter at state, regional, and national conferences and training events.

Paying it Forward



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One of Our Own



Assistant Chief Samson De Sessa of NAS Fort Worth JRB was invited to speak at the Texas A&M Extension Service '2020 Leadership Development Symposium' in San Marcos, TX.

The annual Symposium draws between 1,000 and 1,500 fire, law enforcement and nursing industry leaders. This was the 12th Annual Symposium and was titled "Leadership 360".

Sam taught three breakout sessions to approximately 800 students on the subjects "How do I become a better leader" and "The 360 Degree Conflict Size Up". His talks ranked among the highest in the student evaluations. Keynote speakers included former Fire Chief Rick Lasky, author of *Pride and Ownership- A Firefighter's Love of the Job* and Michael Abrashoff, former Navy Captain and author of *It's Your Ship*.

Scholarship

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Military Firefighter Heritage Foundation

This scholarship is for upcoming college freshman, sophomores, juniors and seniors that have been accepted into an undergraduate program in a U.S. accredited two year, four year, or vocational school/graduate school during the 2020-2021 academic year. The applicant must be an immediate family member of a member of the DoD Fire Emergency Services, (this includes: Active Duty, Retiree, Reserves, Guard, Civil Service DoD Firefighters, DoD Fire Academy Instructor) or immediate family member of a DoD Firefighter listed on the DoD Fallen Firefighters Memorial, located at Goodfellow AFB, TX. Immediate family member includes; spouse, children, step-children, grandchildren, brother, sister, or adopted children of the sponsor.

The Heritage Foundation Scholarship Committee will award five \$1000.00 scholarships. These awards will be paid directly to the academic institution for the student's tuition, books, fees, and on-campus housing. All applications will be reviewed by the Scholarship Selection Board.

Applicant must provide the following to the Heritage Foundation Selection Committee; completed application form, copy of your letter of acceptance to college, submit a personal statement of interest, and request two letters of recommendation. One letter of recommendation should be from a teacher, employer, clergy, or a member of the community familiar with your goals. The second will be from a member of the DoD Fire and Emergency Services.

New this year, a photograph and biography must be e-mailed to milfireheritage@gmail.com with the application. While email is the preferred format, in the event you submit via U.S. Mail, all required documentation must be postmarked no later than 1 June 2020. You must also request a transcript from your current school.

Contact TSgt Jeffrey Van Rees at jeffrey.vanrees@us.af.mil for more information.

USFA News



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Hoover Named Deputy US Fire Administrator



National Fire Academy Superintendent Tonya Hoover has been named Deputy U.S. Fire Administrator and will oversee day-to-day operations for the U.S. Fire Administration.

As the senior career federal fire official, Hoover will be responsible for a multitude of high-level tasks and operations at the USFA. Hoover, who has over 20 years of management experience in both local and state government, was named NFA Superintendent in May 2017 and will continue her work in that role, providing leadership for the NFA's ongoing efforts to enhance the ability of fire and emergency services to deal more effectively with emergencies.

From July 2009 to July 2016, she served as California State Fire Marshal, putting her in charge of statewide fire prevention, fire engineering, fire service training, pipeline safety, code and regulations development, analysis and implementation, and wildland urban interface programs.

Culture Change

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The Illusion of the Broken System

by Chris Langlois

The frustrated members of many fire departments can often be seen gathering in small groups of like-minded people, discussing why they can't make any improvements or solve the many problems they see, why their department can't be progressive, and why their particular organization will never be what they want it to be. They constantly see great ideas in the fire service, best practices that other departments are initiating, leadership in other departments that are fostering trust, transparency, and the value of mission and service, and they ask, "Why not here?". In the end, they resolve to boil the root cause of all of their department's woes down to the fact that their organization is dysfunctional, and its culture is broken. It's a cultural thing, and it takes years to change a culture, so, no one tries. It's an immovable object, and we have yet to find the irresistible force to change it. Well, as Colonel Potter used to say on M.A.S.H.... "HORSE HOCKEY!".

Your organization's culture, large or small, is exactly what you make of it. The authors of the book, [The Practice of Adaptive Leadership](#) touch on this very subject with a perspective that changed my view of organizational culture. They introduce the concept of the illusion of the broken system. They propose that the broken system or dysfunctional organization that we perceive as being the immovable object out of anyone's control to change is nothing but an illusion. They state,

The reality is that any organization is the way it is because the people in that system want it that way. There is no such thing as a dysfunctional organization, because every organization is perfectly aligned to achieve the results it currently gets. Enough people like the situation exactly as it is, whatever they may say about it, or it would not be the way it is.

Go back and read those few sentences again, and let it sink in for a minute. They're right, aren't they? The bottom line is, no matter what rank you are, or where you are in the organization, whatever you are not changing, you are choosing to accept, so quit complaining about it and do something. Easier said than done, especially if you are not the fire chief, right? Well, you're right, it's not going to be easy, it's going to take a lot of work, and it's not going to be very popular, especially at first, even if you are the fire chief.

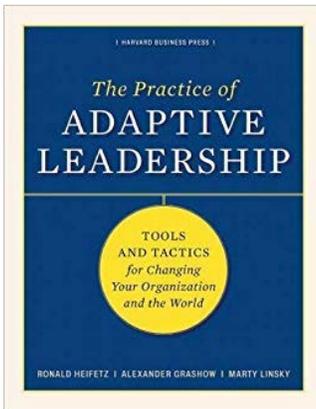
Firefighters hate two things, change and the way things are right now. Changing the culture isn't easy, because people don't want the culture to change. Change represents fear of what they could lose, which may be the power of seniority, the respect or perception of being a "good firefighter" if that definition changes or if people find out what they don't know. They may fear losing the ease of not being held accountable to a standard, or not having to train, or not dealing with the hassle of holding other people accountable, or whatever it is that they currently like about how things are. Closing the gap between where the organization currently is, and where it should be would be more painful to many people than simply living with the way things are now. Change symbolizes loss to many people.



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Culture Change (Cont.)

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It makes it even more difficult when the folks at the top of the organizational chart are just fine with the way things are now, and see change as something to be avoided. So, yes...it's not going to be easy, but if you don't like the way things are, do something to change it. Change can start with one person, no matter where you are in the organization. The authors of [The Practice of Adaptive Leadership](#) emphasize however, that the path forward is not through forcing change down everyone's throat. They state, "When you realize that what you see as dysfunctional works for others in the system, you begin focusing on how to mobilize and sustain people through the period of risk that often comes with change, rather than trying to convince them of the rightness of your cause"

Firefighters: Whether you are a rookie or a senior firefighter, you have influence and you can be a leader. If you feel like you are the only one who seeks a change for the better, set the example from wherever you are in every action you take and word you speak. If you have a vision of what you want the organization to become, work towards that vision in your everyday individual position. Become as an individual, what you would like to see in the organization as a whole. Find allies and support them. You may think you are alone, but once you start talking and acting a certain way, once you start forging that path individually, others will find you. Others will ask you why you are doing something a certain way, or where you learned a certain skill. These are your people. Become the change you wish to see, and they will seek you out. Your numbers may be small, but every other person you find who is of the same mindset will double the efforts you were previously making alone. Find and attend training classes and conferences with these people. Find a way to teach what you know. Mentor the new firefighter, teach an in-station class to others, even if only a few are interested. Preach about your vision for the organization every chance you get to others in your station, in your battalion, in your department. Get organized and get involved. Join department committees, offer to conduct battalion or department wide training on something you think the organization can get better at, and is in line with where your vision is for the department. Make proposals up the chain of command. Whether they are supported or not, come to fruition or not, you are spreading the word, and getting others higher up to think about your ideas and vision. You also can't care about who gets credit. If someone else can get your ideas or proposals some traction, support it and them. Remember, the vision and mission come first. Don't get frustrated. Realize this is not a short battle, but rather it is a campaign. Keep pushing forward.

Company and Chief Officers: Make changes within your company, your station, your battalion or district. Set the expectations and standards for your piece of the organization that will get at least that part of the department moving in the right direction. Hold people accountable to those expectations. Mentor your folks, train them, remind them why you and the department are here, and find those firefighters I described above, and support them! As a company officer you may have influence over a single crew, or as a station officer multiple crews or shifts. As a Battalion or District Chief, you may have influence over multiple stations. As a Deputy or Assistant Chief, you may have influence over an entire shift of the department.

Culture Change (Cont.)

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Battalion Chief Chris Langlois

Promoting to a higher rank simply means you have more responsibility to do the right thing, and gives you more influence over a larger piece of the organization. Whatever vision and culture you would like to see for the entire department, create within your crew, your station or your battalion/district, or your shift. Find allies in other company or chief officers and work together to spread the word, and set the example in everything you do and say. Transfer to an administrative bureau or division, especially the Training Division, where you will have vast influence over an entire area of the department and you can develop and promote policies and procedures that will move the organization in a certain direction.

Fire Chief: As the top individual in the department, you have the ability to make sweeping changes, however, you are still only an individual. You can write any policy or procedure you want, but unless the people out in the street buy-in to it, and actually do it, it won't matter. Change is still difficult, even at this level. However, the recipe for change remains the same. No one will believe in the change you are working towards, or what you are preaching, until they trust you. They won't trust you until you set the example of where you want to go, and they know you are serious and invested. As the chief, you have the ability to set the tone, to identify and share your vision for the organization, to work with the members of the organization to identify the core values the department believes in, and then to reflect those values in every decision you make, and in how you hold others accountable to those values, and how you support and celebrate when others reflect those values in their decisions and behaviors. You have control of the ship's rudder, but you aren't going anywhere unless you can get others rowing together to move the organization forward.

Every organization has a culture. Often this culture may have developed by accident, and not by conscious effort. No matter your position or rank, seniority or lack of, you have only two choices. You can accept the culture you have, or you can make a conscious decision to forge, develop and nurture a new one. The only question now, is what are you prepared to do?

New Navy Rigs



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NAVSTA Newport 100-foot Velocity



Annual Awards

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What's the Deal with These Awards?

By Ricky Brockman, Deputy Director Navy F&ES, CNIC HQ

As many of you are acutely aware, we recognize the best and brightest of our Navy F&ES team in 12 categories every year around this time. We also recognize significant long term contributions to Navy F&ES with our Navy F&ES Hall of Fame and Lifetime Achievement Award.

What you may not know is how the selection process works. Well, wonder no more.

Annual F&ES Awards

Supervisors nominate their people in the proper categories and forward those nominations to the Region Fire Chief. While the exact method may vary, each region conducts a selection process and chooses region winners in each category. The region winners are sent to CNIC HQ as the region nominations for the annual Navy F&ES Awards. 1 February is the deadline each year.

Once we receive the nominations they are immediately reviewed for eligibility and grouped by category into judging packages. A panel consisting of at least four CNIC HQ staff and one outside judge are provided the packages with scorecards and given about one week to score each nomination. The packages are scored independently against the criteria, not against each other. Numerical scores are given and nominations ranked by each panel member. The raw data is then imported into a master score sheet that tallies the raw scores and rankings of each nomination. The raw scores are compared with the rankings and if there are any mismatches (i.e., the candidate with the highest average score does not have the highest average ranking) the panel discusses the nomination until a consensus is reached. The panel recommendations are forwarded to the CNIC front office where the VADM reviews and makes the final selections. An official announcement is made immediately upon the VADM's decision. The winning packages are then edited, polished and prepared for the DoD level competition.

Navy F&ES Hall of Fame and Lifetime Achievement Award

Candidates for each honor must be nominated by a Region Fire Chief, current member of the Hall of Fame or CNIC HQ. An individual may not self-nominate. Each nomination is reviewed for eligibility and eligible packages are voted on by a panel of five Region Fire Chiefs and up to five current Hall of Famers. As with the annual awards, the nominations are judged against the criteria, not each other. The winning packages are forwarded to the Military Fire Heritage Foundation as the Navy nominees for the Hall of Fame and the Lifetime Achievement Award. They are also forwarded to the National Fire Heritage Center for consideration for the Hall of Legends, Legacies and Leaders.

That's how the Navy F&ES awards are chosen each year. I can tell you from first-hand experience this is always a very competitive field and the judging process is painfully meticulous and as objective as possible. We have another good field of candidates this year and wish everyone the best of luck!

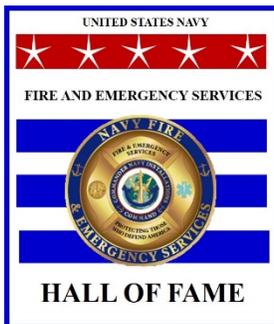
Navy F&ES POCs

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Navy F&ES Hall of Fame



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	Fire Protection Specialist Eric Rhode eric.rhode@navy.mil 202-433-0256	Program Analyst Adam Farb adam.farb@navy.mil 202-885-0712	

Navy F&ES Hall of Fame

- 001 William Killen, 2004
- 002 James Manser, 2005
- 003 Clarence Rout, 2006
- 004 David Butler, 2006
- 005 Alvah Cuthriell, 2007
- 006 George McGuigan, 2007
- 007 Waverly Sykes, 2007
- 008 Hank Vescovi, 2007
- 009 William Albrittain, 2007
- 010 Daniel Marshal, 2007
- 011 Nicanor Benavidez, 2008
- 012 Haraldur Stefánsson, 2008
- 013 William Beniker, 2008
- 014 William Thomann, 2009
- 015 Harry Tagen, 2009
- 016 Frank Brannigan, 2010
- 017 Lewis Meyer, 2010
- 018 Roy Grubbs, 2010
- 019 Orville Emory, 2011
- 020 Charles Peters, 2011
- 021 Douglas Thomas, 2011
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