

**Put The "Lead"
Back Into Leadership**

18

**2012 Virginia EMS Symposium
Norfolk, Virginia**

Presented by:
Edward "Loy" Senter, Jr., Fire Chief
Mark R. Nugent, Battalion Chief
Chesterfield, VA, Fire and EMS



Simple Rules for Fire & EMS Leadership Success

- “Do unto others as you would have them do unto you”
- Lead by example
- Practice situational leadership
- Provide servant leadership
- Perform 360° Leadership (*John C. Maxwell*)
- Manage by Walking Around
- Allow someone else to “Hold the Reigns”

Core Functions of Leading an Organization

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

Core Function of Leading an Organization

SAFETY

- The safety philosophy must be modeled from the top down
- You should have a “Safety Motto”
- Policies and procedures should be in place
- The “3 Biggies”
 - Seatbelts
 - Speed
 - PPE

Core Function of Leading an Organization

ORGANIZATIONAL STRUCTURE

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

Core Function of Leading an Organization

PROCESS MANAGEMENT

- Each job function should have a process
- Closely tied to policies and procedures
- Must be documented for accountability
- Key elements of a process
 - People
 - Tools or Resources
 - Actions
 - Outcomes or Results
 - Documentation

Core Function of Leading an Organization

FISCAL RESPONSIBILITY

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

Organization Budget Categories

■ Personnel Costs

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

■ Operational

- Facilities
- Apparatus
- Insurance
- Utilities
- PPE
- Uniforms
- Training
- Equipment
- Communications

Capital Budget Categories

- Capital Improvements
 - Facilities
 - Land
 - Apparatus
 - SCBA
 - PPE
 - Training Facilities
 - Specialty Apparatus
 - Specialty Equipment
- Technology Improvements
 - Radio Systems
 - Mobile Data Computers
 - Personal Computers
 - Communications
 - Thermal Imaging
 - Personal GPS
 - Defibrillators
 - Traffic Preemption

Core Function of Leading an Organization

OPERATIONAL EFFECTIVENESS

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

Core Function of Leading an Organization

CUSTOMER SERVICE

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

Core Function of Leading an Organization

MEMBERSHIP DEVELOPMENT

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

Membership Development

■ Operational

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

■ Administrative

- Policies and Procedures
- Patient Care Reports
- Fire Reports
- MDC/Tablet operation
- Injury/Accident procedures
- Reimbursement procedures
- Insurance requirements
- Registered by Circuit Court

Core Function of Leading an Organization

MEMBERSHIP SUSTAINABILITY

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

Core Function of Leading an Organization

SUCCESSION PLANNING

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

Core Function of Leading an Organization

POLITICAL INVOLVEMENT

- Your political leaders influence funding
- Invite them to EVERYTHING
 - Speak, Attend, Ribbon-Cutting
- Local – Mayor, County Administrator
 - Board of Supervisors, City Council
- State
 - House of Delegates, Senate
- Federal
 - Congress, Senate
- Local – Mayor, County Administrator
 - Board of Supervisors, City Council
- Report your organizational responses and activities weekly

Core Function of Leading an Organization

COMMUNITY INVOLVEMENT

- What category are you in?
 - Taking Opportunities or Making Opportunities
- Develop a Life Safety Community Group
- Attend community events and functions
- Become involved in the Business Council
- Establish positive media relations
- Establish a Ride-Along program
- Meet your customers on a “Good Day”

Core Function of Leading an Organization

PUBLIC EDUCATION

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

Public Education Programs Suggestions

■ Where to Deliver

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

■ What to Deliver

- Fire Prevention
- Citizen CPR
- Drown Prevention
- Slips and Fall Prevention
- Stroke Prevention
- Smoke Alarm Installations
- Care Safety Seats
- Bicycle Helmet Safety

Recap of the Day

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

Questions?