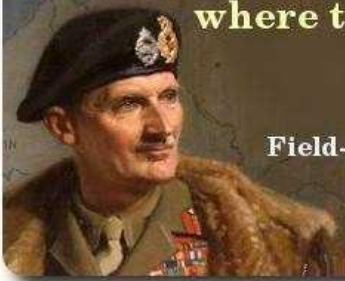# 2019 Human Resources Division Brief

There are many brave and strong-minded people whom one wouldn't follow on any account - because one doesn't know what they stand for, or where they are going.

Field-Marshal Montgomery

regimentalrogue.com

The main objective of the HR Division brief was to paint, in rather broad strokes, the general thought process of the Division and the general framework that the Division uses to meet two standing mandates:

- Support the operational end of the organization
- Provide broad spectrum risk management for the enterprise.

**In short we spoke to what we stand for and where we are going.**

This slideshow is a modified version of the sessions provided at the unit officer briefings. Each briefing had some different slides-they were not all the same. There were some good reasons for mixing up the presentations, not the least of which was that each group was different. It was the same general message optimized for the group looking at it.

The in-person presentations did not have as many words. But once the slides are posted there is not a speaker there to provide context so I had to add some extra words.

I am confident that each of the slides requires more explanation that it is comfortable for me to write and for you to read in this format. So here goes nothing.

Each node or person or item in FRS is related to or connected to all of the others. Sometimes the connections are loose. Given a loose connection the actions of one node have little impact on the others. Given a tight connection a small disturbance at one node will cause impacts at other nodes.
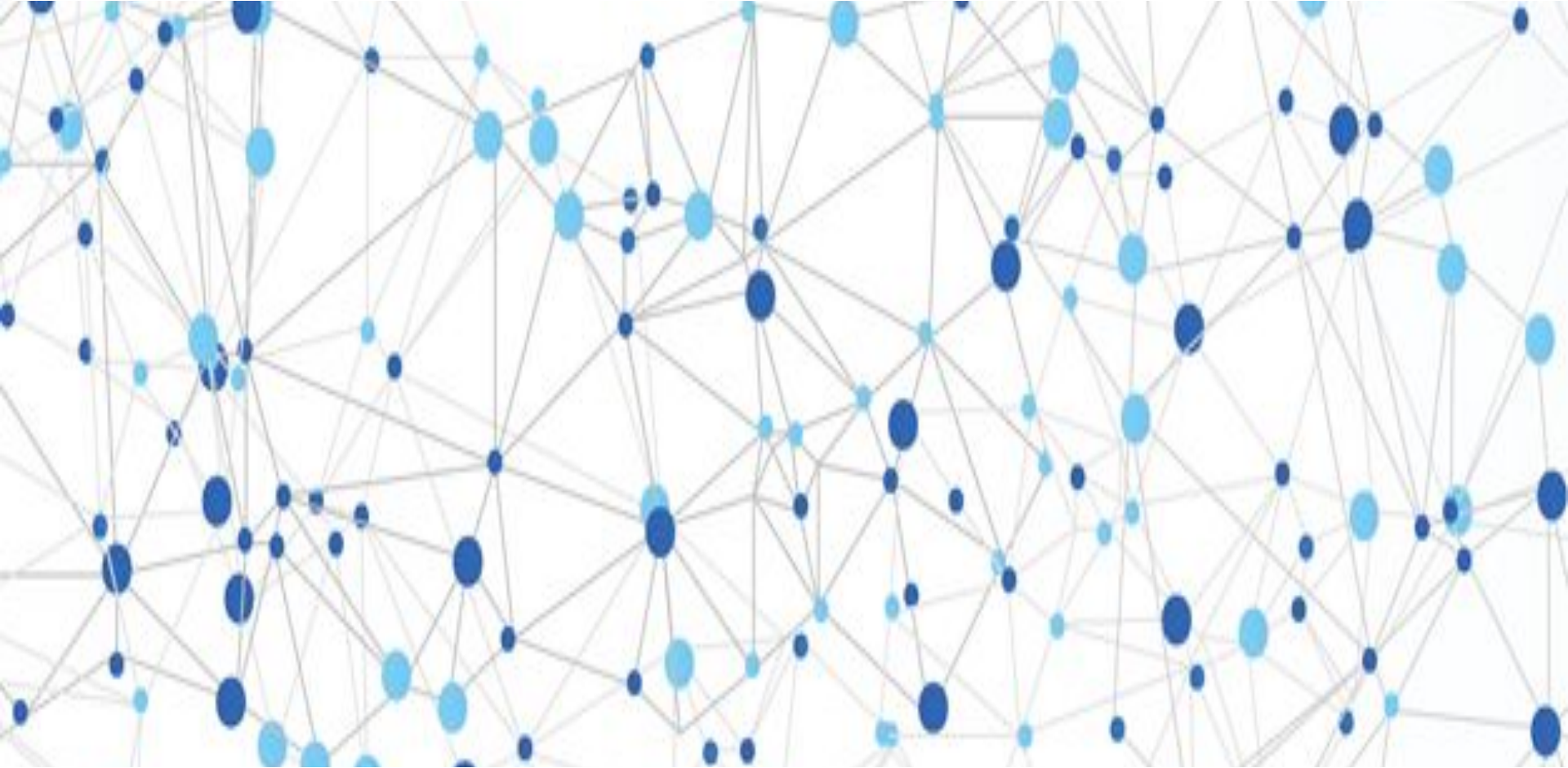
Sometimes the disturbance is a "minor" crash, "not my fault" but they all cost something and someone will have to pay. Nothing is free. The only thing that changes is the currency. And sometimes a person will bring a "the mythical offensive purple stuffed dinosaur" and plop it down on the table. Then people get offended and the entire network is disturbed. We all pay for this in one way or another. It is all costly.

Be mindful of how what you are about to do will impact the system.

The Diminishment of the Individual

There is this one person who is the star. The star is not the team. The star is only one player. We only hear about the star because that is just how the world works. But never forget the person who drove the bus to the arena, who check the tire pressures before the bus left. Never forget the person who washed the sweaty uniforms. Never forget the kid with the towel wiping the sweat off of the floor. Never forget the team,

FRS is NOT a collection of stars. Collections of stars do not win championships. What wins championships are collections of individuals willing to sacrifice for the greater good. We are champions and we intend to stay that way!
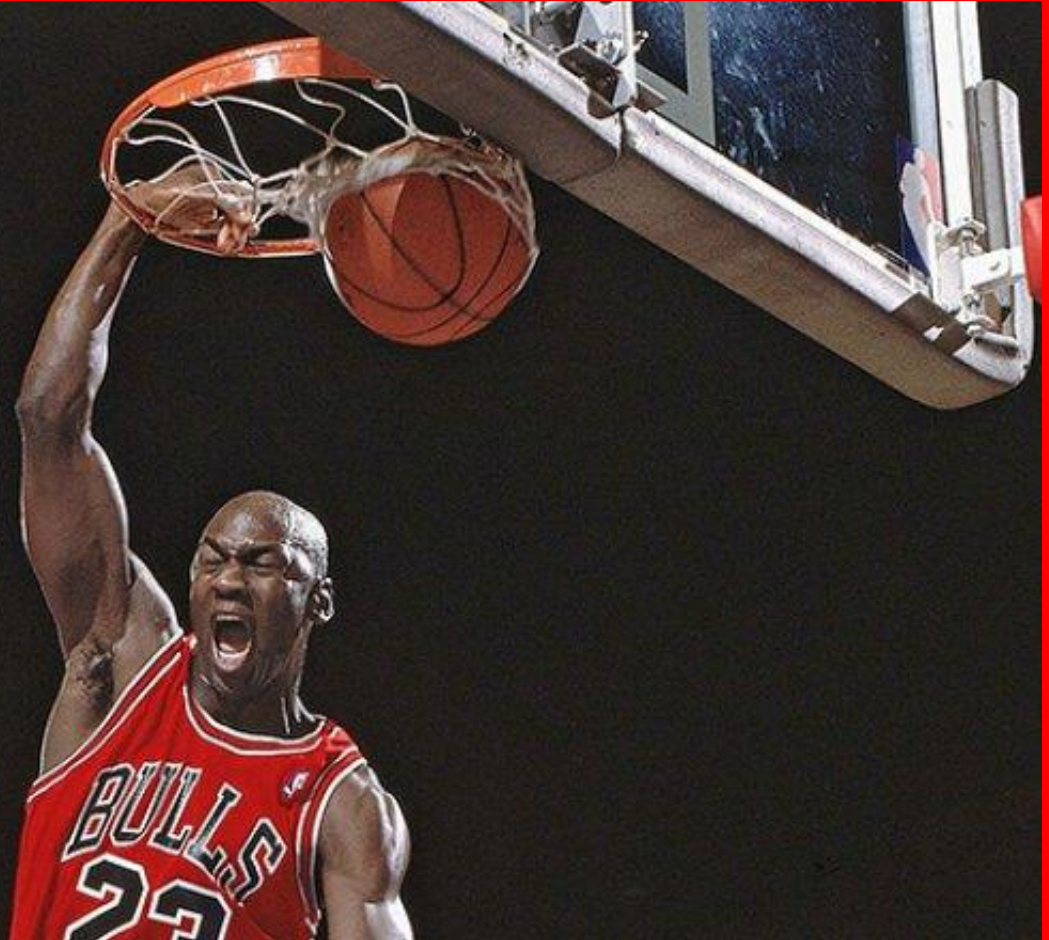
Hazard Spaces We Guard Against

Social	Operational	Administrative
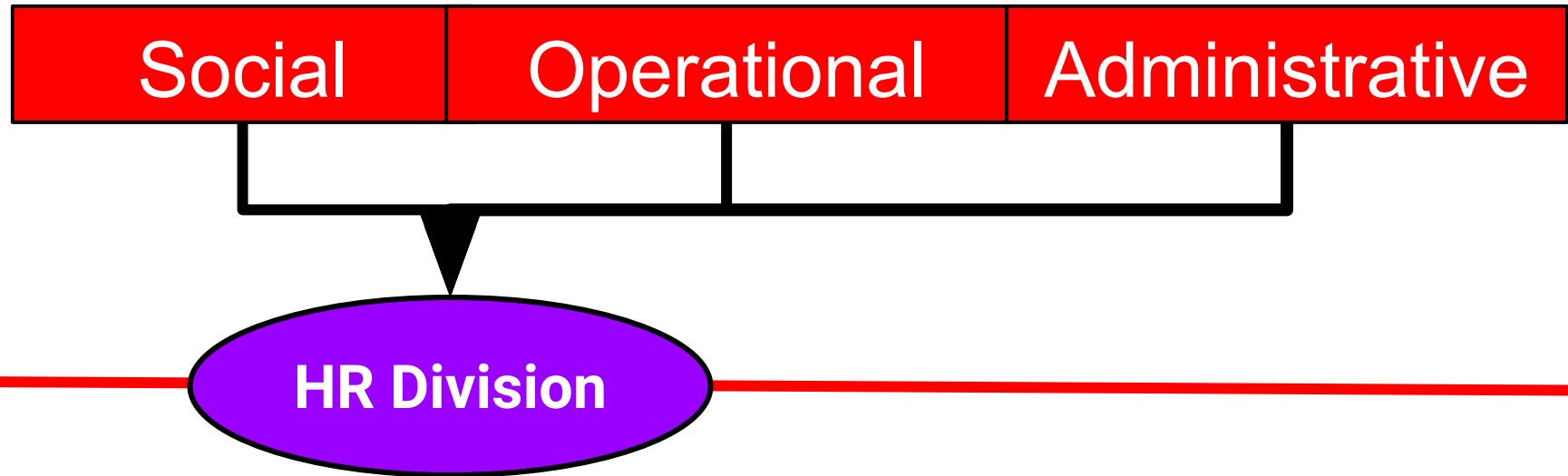
HR Division

The HR Division is a collection of men and women, uniformed and civilian, who protect you and FRS against three main threats: Social hazards, Operational hazards, and Administrative hazards. We do this by applying establishing principles, discretion, controls and capacity in an effort to both prevent harm and to mitigate the effects of those harms that cannot be prevented.

We are a support network for you and a buffer for you against those things that, left unchecked, would threaten our very existence.

The Game Has Rules
All games have rules.
All the players agreed to the rules
the second they joined up.
Labor organizations change rules,
Senior Staff changes rules, the
County Executive or Council changes
rules. The rest of us follow them.

The Lines Shifts
The world is in a state of
constant change. The line
between ok & not ok, it moves.

Thing is that when the world
changes you either change
with it or you go extinct.

You are Not Immune
I am not immune....the Chief is not immune. You know this. When we do
something that crosses the line, no matter who we are....there is a price to be
paid. You only get to know the price you paid. It is not your concern how much
the person next to you paid. When the time for payment comes, own what is
yours like the leader you claim to be.

The World Changed…..

Somewhere between when you first took the entrance exam and where you are today...the world changed.

The fire department is a function of civil society. We are not a stand-alone monolith commanded into being by divine decree. We are the organic outgrowth of concerned citizens who saw a local need and sought to correct it. Someone's barn burned and there was no one to put the fire out. They took action, they created a VFD- fast forward and here we are.

We are servants to civil society- but first we are servants and that is the one thing that we can never forget. We take what we are given and we do whatever we can to make it work. The public, via their elected officials, makes choices and those choices inform the type and quality of service. NOT the fire department.

The butler does not tell the master of the house what color the table cloth should be-the world does not work that way. The world changed and the fire department changed and the firefighters who wish to stay must change too.

CONTROLS
- Administrative
- Engineering
- Warnings
- Policies & Procedures
- Training
- Education
- PPE

Both controls and capacity overlap the event and sometimes each other. Sometimes the controls on the response end of the equation are equally helpful in keeping accidents from becoming catastrophes. Likewise while we often talk about capacity in terms of dealing with the aftermath of an error, if we build capacity-slack- in the right places, it might also help us to avoid errors.

EVENT

The HR Division seeks to reduce the exposure to organizational risk from the primary hazard spaces, via a system of controls and capacity.

Controls are the safeguards that we can put in place to prevent events from occurring.

Capacity is the ability to respond and recover when the event occurs.

CAPACITY
- Slack
  - Resources
  - Time
- Resilience
  - Physical
  - Mental
  - Social

2019 Annual MCFRS Chiefs Meeting

Asking Different Questions

We accept that despite our best efforts bad things are going to happen. We haven't necessarily failed just because a bad thing happened. We want to know what happened. How it happened. We want to know whether the controls were in place, were they adequate. We want to talk about learning and accountability...but in terms of realizing that when something bad happens it usually means that someone was harmed. We want to figure out who was harmed and restore time. We want to find our way to a "Just" and "Restorative" Culture. To do that we have to ask better questions differently.

Sand Trap

Todd Conklin, safety expert, tells a story about a worksite where they were moving tons of sand in these specially designed fabric bags. The handles had to be tied in a specific way for the bag to hold the load. The bags were moved by a crane.

As the company worked on the safety plan they created an exclusion zone, we would call it an isolation zone, and the rule was that when the crane was moving a bag no one could be in the exclusion zone.

For the record sand is an expensive commodity. There is actually a black market for sand, not desert sand (it's too smooth) beach sand is the ticket. Look it up. Anyway the sand in this bag was worth a ton of money (pun intended)

One day the bag broke, many thousands of dollars worth of sand was lost, but no one was in the exclusion zone, no one died. The question is whether the incident constituted a failure.

The answer is not an easy one. Yes, the people who tied the bag made a mistake, and because of that mistake the sand was lost BUT no one died because a control (the exclusion zone) was in place and no one was in the way.

No Water

Similar to the sand trap there was a house fire where the first due engine did not lay out.

They missed the hydrant. The second due engine did not fix the problem. The house was on fire and there was NO WATER. The good news is that the 5th due engine recognized the problem and they fixed it! Was the incident a failure? Well it depends on what questions you ask.

MCFRS has lots of awesome policies and procedures but they are put into play by people. People make mistakes. So it would be silly to build policies that depended on perfect people to work.

That said MCFRS tells the 5th due engine to make sure that water supply is ok before moving on to be the RIT team. This is a process CONTROL. It is a safeguard against error. It is recognition that people make mistakes.

So was the incident a failure? No! We did not fail beyond the CONTROL that was established. Of course that does not mean that we don't have a conversation with the first and second due engine officers to understand why they did not lay out….but we should walk away encouraged that the system worked.

Controls & Capacity in Policy

- ## TRT
- ## House Fires
- ## Water
- ## METRO

Risk Mitigation: For technical rescue incidents, MCFRS uses the following general methods to reduce and mitigate risk for first responding units and people in danger:

- Establishment of an Incident Commander.
- Identification and marking of Isolation Zones.
- Development and communication of Incident Objectives.
- Hazard identification and control.

Our policies are designed to do the risk assessment in advance freeing the unit officer and incident commander to actually start thinking about what is happening. They are built with the idea of controls and capacity in place. When on a TRT call we assign the first engine to be in command we do that because we believe that the establishment of command is the first step to establishing order and by order we mean objective based action. Then we use the aerial to for hazard CONTROL, starting with isolation zones and moving as far as necessary until we have controlled all of the hazards that we can.

The same is true of structure fires, it is just arranged a little differently. But in either case remember that none of the jobs are arbitrary. Each one provides with a control or a capacity. When you freelance you are failing either a control or a capacity.

Core Supporting Ideas

Supporting Ideas

- Simple, Realistic, Adaptable
  - We want all of our tools, procedures, ideas, processes, etc.. to be as simple as possible, as realistic as possible and adaptable able as possible.
  - Easy to say, hard to do.
- Defense in Depth
  - An idea from the Operational Doctrine. The idea is that we have as many controls in place as possible.
- Accountability
  - What is means to be accountable has shifted. Sometimes punishment is required but most times education and conversation are sufficient.
- Cross Domain Integration
 - This speaks to the idea of integrating core ideas and principles as far across the enterprise as possible.

- Commitment to Duty
- Integrity
- Respect

Each of these is explained in detail in the ODS. You can read about them there. Thing is if you can manage to accomplish these three things greater than 99.999999% of your problems will go away.

The HR Division realizes that there is a difference between equal and fair. We intend to be fair.
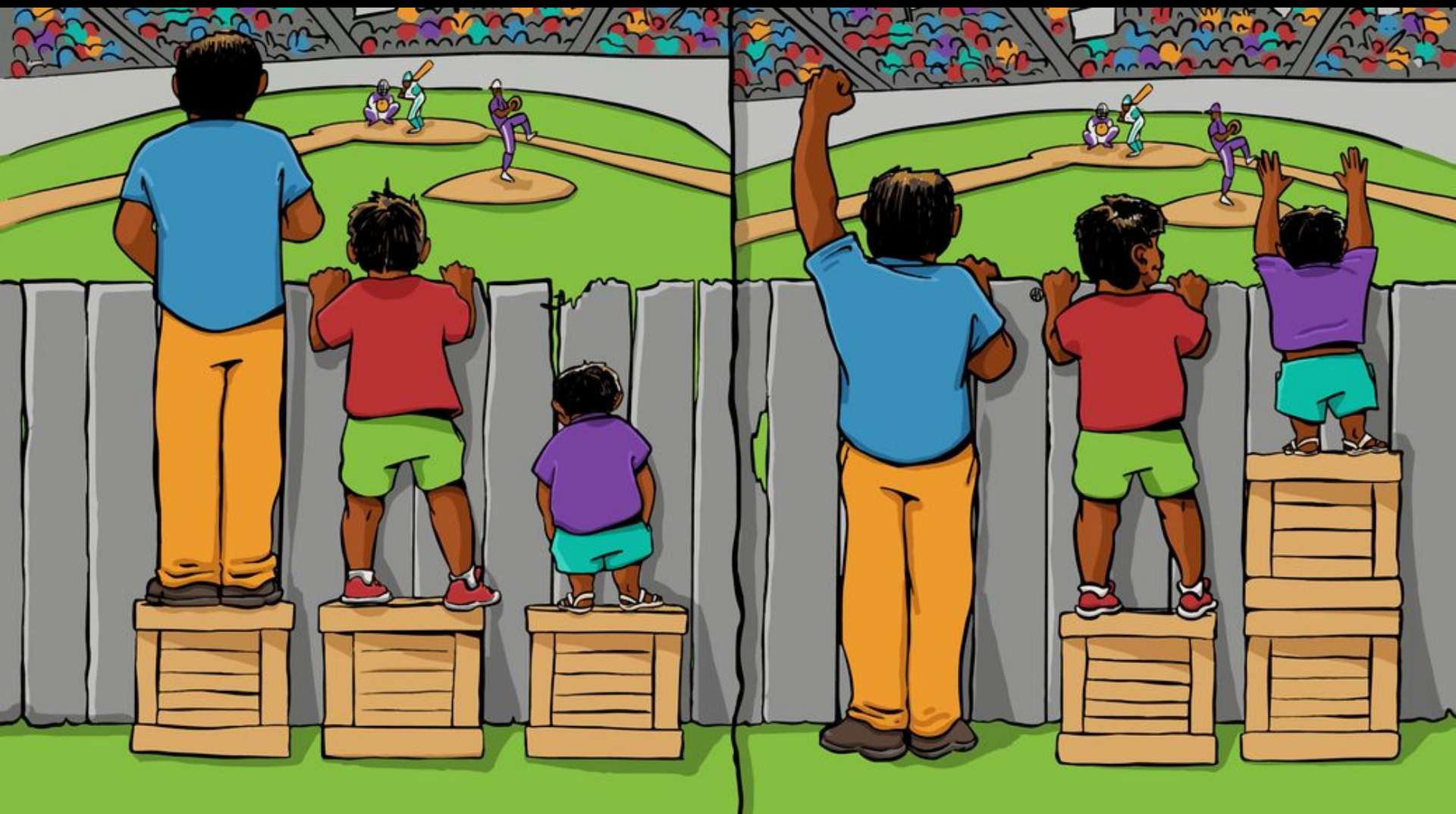
After careful evaluation of our roster FRS has determined that there is no more room on the bench. Anyone else joining this team is expected to play their heart out for the entire game, for the benefit of the team, regardless of whether they are carrying the water or shooting the game winning shot. There is no room for stars, no room for slouches, only room for people willing to give everything they have for each other and for a noble calling.

"Now Get Up and Lead" or "Get Up and Follow"
Both are needed for the team to win and both require Getting Up.