



**THE PHOENIX FIRE DEPARTMENT**  
**PROFESSIONAL STANDARDS GUIDE**

**2019**



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# **THE PHOENIX FIRE DEPARTMENT MISSION STATEMENT**

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**THE PHOENIX FIRE DEPARTMENT IS COMMITTED TO PROVIDING THE HIGHEST LEVEL OF CUSTOMER SERVICE AND RESOURCES TO OUR COMMUNITY AND MEMBERS. WE SAVE LIVES AND PROTECT PROPERTY THROUGH FIRE SUPPRESSION, EMERGENCY MEDICAL AND TRANSPORTATION SERVICES, ALL-HAZARDS INCIDENT MANAGEMENT, AND COMMUNITY RISK REDUCTION EFFORTS.**

# **THE PHOENIX FIRE DEPARTMENT VISION STATEMENT**

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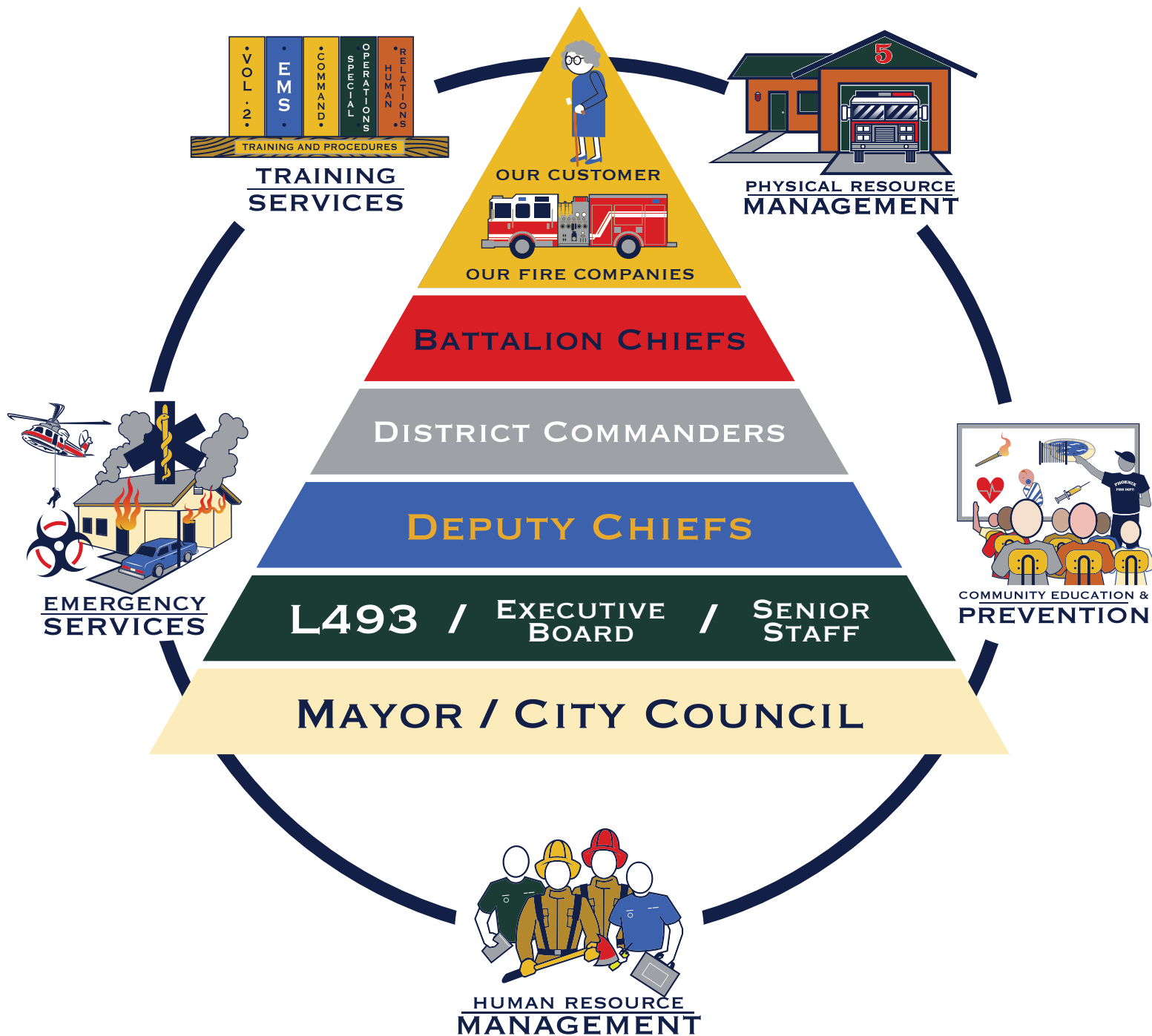
**AS AN INNOVATIVE AND DATA DRIVEN LEADER IN THE  
INTERNATIONAL FIRE SERVICE, THE PHOENIX FIRE  
DEPARTMENT WILL CONTINUE TO EVOLVE WITH THE MODERN  
WORLD.**

**WE REMAIN COMMITTED TO DELIVERING CUSTOMER  
SERVICE EXCELLENCE TO OUR COMMUNITIES THROUGH PRIDE  
AND PROFESSIONALISM. WE WILL HONOR OUR DIVERSITY AND  
INCLUSION WHILE STRIVING TO IMPROVE THE WELL-BEING OF  
OUR FIRE DEPARTMENT FAMILY, RESPECTING OUR PAST  
WHILE PLANNING FOR THE FUTURE.**



# THE PHOENIX FIREFIGHTERS' STANDARD OF CUSTOMER SERVICE

EVERYTHING WE DO CENTERS AROUND OUR CUSTOMER AND OUR FIRE COMPANIES



“OUR CUSTOMERS ARE NOT AN INTERRUPTION IN OUR WORK... THEY ARE OUR WORK.”

## THE PHOENIX FIREFIGHTERS' STANDARD OF CUSTOMER SERVICE

This document represents the standard of customer service to be provided to our internal and external customers by the first responders of the Phoenix Fire Department.



Kara Kalkbrenner, Fire Chief  
Phoenix Fire Department



Steve Beuerlein, President  
United Phoenix Fire Fighters Association

*The Phoenix Firefighters' Standard of Customer Service is defined as the continuous rapid response and delivery of all services through professionalism, integrity and respect.*

### **INTRODUCTION**

The Phoenix Fire Department was established in 1886 to defend lives and property from the destructive force of fire. Our members, through hard work and dedication, have built an unmatched legacy of service and professionalism. The core of our strength comes from our members' fundamental execution of excellent customer service, high professional standards and our personal pride.

Members of the Phoenix Fire Department are held to a very high standard by the public, but the highest standard of service is the one we have set for ourselves. The membership of the Phoenix Fire Department expects unyielding professionalism and personal accountability from everyone, in every aspect of our performance. These values represent the most distinguishing factors related to our perpetual commitment to excellent customer service.

Our individual positions within the Phoenix Fire Department are irrelevant when it comes to our Standard of Customer Service. Our customers see the highly recognizable uniform that immediately identifies us as members of the Phoenix Fire Department. Though our names and ranks are stenciled on the front of our uniforms, we are perceived as one. As a whole we are respected, trusted, admired and identified by our uniforms, our vehicles, and the manner in which we serve. As a member of the Phoenix Fire Department we are indistinguishable to our customers. That is why we are expected to be on the same page when it comes to our actions and behaviors. Collectively we have been entrusted to serve and protect our community and we answer this calling in a variety of ways.



Our conduct both on and off duty must be exemplary. Members of the Phoenix Fire Department hold themselves to a higher standard. A single misstep by a member tarnishes the reputation of us all. Failure to comply with the Phoenix Firefighters' Standard of Customer Service will not be tolerated by the community we serve, our leaders, or each other. Clearly, the firefighter is the most recognizable member of our workforce. Their commitment and sacrifice is honored and valued. In many cases our customers identify all members of the Phoenix Fire Department as firefighters. Our organizational membership includes a variety of professionals who work together to achieve our mission. We take great pride in all of our work and our united standard of excellent customer service.

## **PURPOSE OF THIS GUIDE**

The purpose of this document is to clearly identify our standards of customer service as Phoenix Firefighters. In addition, this document will help reinforce and establish our ongoing organizational mission; **to consistently provide the highest level of internal and external customer service.**

As employees of the City of Phoenix, members of the Phoenix Fire Department and United Phoenix Firefighters Association Local 493, our ultimate organizational goal is to provide the best possible service to the citizens of Phoenix. We have a personal, professional, and contractual obligation to be physically and mentally ready every time the alarm sounds. All members of the Phoenix Fire Department understand and embrace this mission.

Our profession is complex; however, the bottom line is always customer service. A positive attitude is a must because every call for service is very important to the person who called.

Each dispatch is an opportunity to interact positively with the public. The experience should result in a satisfying resolution for the person who called. Although we may not be able to solve every problem, we should make an honest, good faith attempt, utilizing all of our resources to assist each person who calls.

The public trusts Phoenix Firefighters with their lives and property. Our customers rely on us to always do the right thing. This is a relationship dynamic that we must continually honor by maintaining our high standards, integrity and ethics.

As we make various decisions throughout our careers, we should frequently ask ourselves if it upholds the **Phoenix Firefighters' Standard of Customer Service, and if the answer is no, don't do it.**

## **THE DUTIES OF PHOENIX FIREFIGHTERS**

The Phoenix Fire Department will always be charged with the protection of lives and property from fire. Each year we handle thousands of fire calls. Effective fire suppression begins with

notification and ends with extinguishment. As Phoenix Firefighters; we will risk our lives a lot, in calculated manner, to save savable lives and **we do this every day**. We will risk our lives a little, in calculated manner, to save savable property, and by doing this we save the public hundreds of millions of dollars and thousands of jobs each year. We will not risk our lives at all for lives and property that is already lost, as the safety of our members is of top priority to the Phoenix Fire Department. Every member of the Phoenix Fire Department is a participant in fire protection directly or indirectly. Fire protection of the City of Phoenix is our responsibility and we have built an exceptional system and have employed outstanding people to handle it.

Our future as a provider of many critical services is dependent on our ability to recognize and implement positive change. The Phoenix Fire Department was initially formed only to extinguish fires but we have changed vastly over the years to adapt to the needs of the public. In the 1980's we adopted the responsibility of providing Emergency Medical Services, which was a major improvement in our service delivery system. The Phoenix Fire Department's system of providing Fire-Based Emergency Medical Services is extremely effective and efficient. As Emergency Medical Technicians and Paramedics we literally save lives every day.

In most cases it takes our crews about four minutes to reach the scene of an emergency. That places us in a unique position where we are the principle safety net for our citizens. Emergencies may occur at any time during our shift. It does not matter if we are doing physical training, inspecting hydrants or returning to quarters from another emergency. Phoenix firefighters respond safely and quickly, anytime, day or night.

It is our responsibility to arrive on the scene with a positive attitude and deliver fast, safe, professional service. This is our charge as defined by the Fire Chief, United Phoenix Firefighters Association Local 493, the City Manager, the Mayor and Council, and the citizens of Phoenix. Every single one of our members is expected to comply with this ongoing mission throughout their careers.

Our primary function is Fire Protection and Emergency Medical Services; however, we are paid to perform a variety of tasks, some of which represent the best example of government innovation and efficiency. Occasionally, our various customer encounters present an opportunity to simply do "what is right" and we are empowered to do so.

Professionals don't judge these encounters in level of importance. Professionals arrive ready, willing and able to assist in any endeavor, large or small, that we are called upon to help. While we proudly wear "Phoenix Fire Department" on uniform shirts we serve in many other roles. It is crucial that we understand that we must be many things to many people and the services we provide cover a very broad range.

*The Phoenix Fire Department is continually exploring innovative and efficient opportunities to serve and protect the citizens of our community.*

When there is a major fire, people trapped at an auto accident, or a child drowning, we perform and function under very stressful conditions. Firefighters are expected to hustle to the truck,

safely respond and deliver our problem-solving services with great skill. As professional members of this organization we provide quality service on every emergency incident and with each customer encounter.

It is the consistent performance on every dispatch, shift after shift, which defines us as professionals. Because of the high volume of calls we respond to, we are resilient in our performance and commitment to customer service. *Each call is important;* we must perform every single time.

Always remember, we provide various services extremely efficiently. Our customers have high-expectations but our expectations are higher. Our customers are always watching us with great respect. What we do is admired but it is also subject to the scrutiny of our customers, those observing our response and treatment, city officials, our supervisors and our peers.

## **OUR CUSTOMERS**

Viewing those who receive our services as customers is simple, but was once a major cultural change. An important aspect of customer service is compassion. Our compassion and empathy are vital traits that allow us to find the right approach and treatment for the people we assist. Our organization is in the business of helping people.

Defining our customers is not complex; anyone we encounter fits the definition of a customer. Our customers are both external and internal; they are the individual who dials 911, hospital staff, law enforcement officers and our co-workers. *Everyone we encounter is our customer.*

*Prejudice and intolerance are not acceptable in the Phoenix Fire Department.*

Our treatment of the public begins with how we treat each other. Each of us will be treated with dignity and respect. In turn, we have an obligation to treat others with the same dignity and respect. It is our diversity that makes us so capable and successful at serving the public. It is our mission to “Be Nice” to each person we encounter regardless of their ethnicity, socioeconomic status or demeanor.

We respond to hundreds of thousands of calls each year. The people who call us with their problems are our work. Our customers trust us with their lives and the lives of the people they care about. Our customers are the reason we continually train, stay fit and polish our skills as public servants and emergency responders.

On average, each call we respond to is viewed by the person who called and two or three friends, relatives or bystanders. In a span of three to four years, nearly every person in Phoenix will receive assistance or view us treating a patient or observe our actions at a fire or other emergency. That places us in a truly unique position to educate the public through our appearance, attitude and actions.

It is easy to do the right thing when we remember to treat everyone as we would like to be treated. Kindness, patience, compassion and consideration go a long way toward strengthening our ties to the community and each other. People have long memories and we will make those recollections positive.

## **OUR CUSTOMERS' NEEDS**

Defining our commitment to our customers allows us to provide useful input when decisions are made regarding City government. Our City leaders depend on us to monitor the community and respond appropriately by forecasting and providing solutions to future needs.

It is our duty to be proactive. We provide a number of critical services to the most vulnerable of our citizens. We risk our lives to save our customers' homes and businesses. Our Firefighters protect the youth of Phoenix by teaching safety behaviors in schools. We have increased the survival rates of heart attack patients by learning and using state-of-the-art equipment, medications and the latest cardiopulmonary resuscitation techniques.

We provide immunizations, fire safety, public health and wellness education. Our fire prevention specialists regulate access and ensure, older buildings and new, construction projects are compliant with the law.

The highly skilled professionals in our Crisis Response Team provide initial and ongoing crisis intervention services to our internal and external customers during incidents of emotional trauma.

Phoenix Firefighters seek opportunities to protect and educate the public. If we see an unprotected pool in a home where children live, we connect that customer to United Phoenix Firefighter's Local 493. Our union has a program in place to aid families that cannot afford a pool fence.

Each visit inside a customer's home is an opportunity to check the batteries in smoke detectors. We carry replacement smoke detectors on our apparatus, along with batteries, which are meant for customers in need.

The Phoenix Fire Department provides pertinent, timely information for the public through various forms of media. Our alarm room connectors are available around the clock to assist customers with emergent and non-emergent inquiries.

The importance of firefighting and emergency medical services will continue and we will embrace opportunities to learn new skills and deliver appropriate service. We have made it our business to look for opportunities to answer the needs of our community.

These are just a few of the many services we perform that are above and beyond the basic call of duty and a genuine way to demonstrate our Standard of Customer Service.

## **ORGANIZATIONAL EFFICIENCY**

The Phoenix Fire Department has built a customer service based system that is unmatched by any organization, public or private. Anytime day or night, highly trained and well equipped professionals are prepared to act. Our organization saves thousands of lives, thousands of jobs, and hundreds of millions of dollars each year. Our City leaders are confident with every penny spent on the Phoenix Fire Department. Every day, Firefighters risk their lives in a safe and calculated manner to save businesses and we have a major positive impact on the local and state economy. We take care of our facilities, equipment, and each other. We have built excellent relationships with City leaders, members of our community, and local businesses. The Phoenix Fire Department is always prepared to defend lives and property.

We shape and redefine our jobs on a regular basis because we are constantly monitoring and forecasting the needs of our customers. We are always flexible and receptive to change. Our willingness to adapt and embrace change is a fundamental part of the Phoenix Fire Department's success.

## **ATTITUDES, ACTIONS AND ACCOUNTABILITY**

Phoenix Firefighters exceed expectations when it comes to service delivery and the customers we serve are at ease because of it. Our customers' pride and confidence in the Phoenix Fire Department is something we strive for in every encounter with the public, both on and off duty. Our department enjoys a worldwide reputation for excellence, which is founded on professionalism.

As members of the Phoenix Fire Department we are entrusted with our customers' very personal and private information. Phoenix Fire Department members do not violate the trust of our customers in any form of non-official communication or media.

We frequently experience opportunities to reinforce and reward positive attitudes, and if necessary, address negative behavior. Should we witness an occasion of poor customer service, it is our responsibility to correct it immediately in the most appropriate manner possible. This type of "corrective" action is not a violation of our commitment to one another. Corrective action reinforces our commitment to the organization and the customer. We are accountable to each other and our customers for our behavior, skills, knowledge and abilities.

Point out examples of poor customer service or unprofessional behavior at the appropriate time. There is a diplomatic way to communicate the correction. Remember, "letting it slide" perpetuates the perception that it is okay. We have no room for negative attitudes or behavior on the Phoenix Fire Department.

*Poor customer service is never okay.*

## **PROFESSIONAL ETIQUETTE**

Phoenix Fire Department members have numerous opportunities each day to employ our Standard of Customer Service and prove our value to the community. Whether it is our physical presentation, driving, technical skills, tone of voice or station behavior, we must always remember that we are accountable to our co-workers and the public.

Sloppy uniforms, inappropriate language and unprofessional behavior have no place in the Phoenix Fire Department. The fire station is a city facility, owned by the public. When a customer visits a fire station, we are polite, considerate and treat the visitor well. The customer comes first.

*Our customers are not an interruption in our work...they are our work.*

Anytime we are out in public, it is imperative that we monitor our behavior. Phoenix Firefighters are always professional, in the station, shopping for groceries, training at a local park or delivering service in homes and businesses.

If we find ourselves becoming professionally complacent, just think back to the firefighter recruit oral board interview. Many promises were made to our coworkers and the public.

*Live your interview.*

Consider how difficult it was to earn this career. We are extremely fortunate to serve the City of Phoenix. We are privileged to have earned the right to belong to the Phoenix Fire Department. It is our duty to continue to develop professionally and personally. Never violate our professional standards, jeopardize careers, or the public's trust.

*Our conduct, attitudes, performance and manners should always be at their best.*

## **CUSTOMER SERVICE GUIDE SUMMARY**

The Phoenix Fire Department has a proud history of providing quality service to the citizens of Phoenix. We are genuinely caring, compassionate, professional, safe, and accountable.

Our philosophy is really very simple. Use common sense. Treat others as we would want to be treated. Be nice and remember that everyone is a customer, internally and externally. An integral factor in our ability to carry on this tradition is commitment. We must remain committed to the department, each other, the citizens of Phoenix, training, safety, and professionalism.

As professionals we must provide excellent service on each and every call, to each and every customer. We all have a professional obligation to carry on the tradition of providing the Phoenix Firefighters' Standard of Customer Service to those who need our assistance. That philosophy must be continued by each successive generation of Phoenix Fire Department members.

# THE PHOENIX FIRE DEPARTMENT ORGANIZATIONAL VALUES

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**PRIDE AND OWNERSHIP**

**CUSTOMER SERVICE EXCELLENCE**

**TEAMWORK**

**COMMUNICATION**

**INTEGRITY AND PROFESSIONALISM**

**DIVERSITY AND INCLUSION**

**SAFETY AND PREVENTION**

**TOTAL  
WELLNESS**

**HONOR AND  
RESPECT**

**PROGRESSIVE AND INNOVATIVE**

**THE BRICKS AND MORTAR  
OF OUR BUSINESS**

# **THE PHOENIX FIRE DEPARTMENT ORGANIZATIONAL VALUES**

## **PRIDE AND OWNERSHIP**

- We are committed to honest and ethical behavior both on and off duty

## **CUSTOMER SERVICE EXCELLENCE**

- “Be Nice”
- We will deliver the highest level of internal and external customer service
- We deliver added value to our customer service by going above and beyond

## **TEAMWORK**

- We value the input and opinions of our members at all levels of the organization
- As a team our members mentor others
- Teamwork is the building block that drives the labor management process

## **COMMUNICATION**

- The PFD is committed to provide effective and responsive means of communication
- We cooperate locally, regionally and nationally to improve service delivery and to enhance safety
- Teamwork and communication are vital aspects in all the work we perform

## **INTEGRITY AND PROFESSIONALISM**

- We value public trust
- We are professional, well trained, humble, dedicated, competent, honest, and hardworking members

## **DIVERSITY AND INCLUSION**

- We reflect the community we serve
- We embrace our member’s and community’s different cultures, race, religion, ethnicity, sexual orientation, and other social factors

## **SAFETY AND PREVENTION**

- The safety of our members and community is our highest priority
- Members will practice safety through the Risk Management Plan
- PFD members live by our Standard Operating Procedures
- Situational awareness and personal accountability are crucial to our safety

## **TOTAL WELLNESS**

- Physical, mental, spiritual and financial wellness are essential
- We make healthy choices to promote a long career and life
- We help members in need
- We utilize our department resources for total wellness

## **HONOR AND RESPECT**

- We respect those that came before us, those who are here now, and those yet to come

## **PROGRESSIVE AND INNOVATIVE**

- The PFD values personal development and training
- We understand the need to evolve with our ever changing emergencies, customers, and members
- We are committed to seeking out effective methods for service and progressive thinking
- The PFD embraces new technologies to improve service delivery



# THE PHOENIX FIRE DEPARTMENT WAY

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## **THE PFD WAY**

### **INTRODUCTION**

The PFD Way is the philosophy of the Phoenix Fire Department and describes what is expected of every member regardless of rank. Included within are expectations of behavior, performance, and customer service. The PFD Way incorporates many values which include safety, service excellence, integrity, professionalism, communication, teamwork, and respect. These values allow us to provide exceptional internal and external customer service and guide our actions both on and off duty.

The Phoenix Fire Department is committed to its members and their well-being. Through training and education, the organization takes pride in improving its membership. Individuals bring with them unique cultures, traditions, and experiences. The diversity of our members is the strength and foundation of the PFD.

Our diverse membership chose to become part of the Phoenix Fire Department. In turn, we all chose to “buy-in” to the PFD Way and its underlying culture and traditions. This collective buy-in allows us to seamlessly provide exceptional customer service to the citizens, workers, and visitors of Phoenix.

The PFD Way is founded upon six major cornerstones that make up the foundation for our philosophy. These cornerstones are described in detail and are practiced by all members who have chosen to be part of the Phoenix Fire Department. This is a living document that stays relevant and is reviewed on a regular basis.

## **THE CORNERSTONES OF THE PFD WAY**

### **CORNERSTONE 1: MAKE THE COMMITMENT**

*Members of the Phoenix Fire Department are committed to the public, to the Department, to Local 493, to other members and to themselves.*

All who wear a Phoenix Fire Department uniform are held to a high standard. Expectations for behavior and performance are non-negotiable. Firefighters work in an inherently dangerous environment and are prepared for the challenge. We care about safety and about each other. If need be, we put our lives on the line for the public and each other.

We are measured by our daily interactions and performance. We are expected to follow the Phoenix Fire Department Standard of Customer Service: to arrive with a positive attitude and deliver fast, safe, professional service. It is the level of service that our customers, both internal and external, expect. This applies to every member of every rank, sworn, and civilian.

The Phoenix Fire Department recognizes that our diverse membership is the most important resource and foundation of the Department. Prejudice of any kind is not tolerated. Everyone, of

every position and job function is essential. Our commitment to working as a team in the firehouse, on the fire ground, in your section or battalion, in training, and as part of an RBO committee is the key to the Department's success. We take our commitment seriously, and challenge ourselves to improve every aspect of service delivery by asking, "How can we do better?"

## **CORNERSTONE 2: BE ACCOUNTABLE**

*Accountable members take responsibility for their success and for the success of the Department.*

Each member is responsible for their behavior and actions and will conduct themselves in a professional manner while on and off duty. Upon entering the fire service, members forfeit the freedom to behave independently. Negative actions or behavior from just one member can tarnish the reputation of the entire organization. Conduct should be commendable at all times.

Our reputation and performance in the Department is reinforced by our conduct. Your reputation is a valuable possession. Guard it and remember that it starts the day you enter the Fire Service and will continue long after your career has ended. Ask yourself, "How do I want to be remembered? How did I contribute to and improve this Department?". Respect is earned and begins with respect for yourself and respect for others.

Own your decisions. Take accountability.

## **CORNERSTONE 3: BE SELF-DISCIPLINED**

*Members who have self-discipline are motivated to make choices that result in a positive outcome and avoid choices that cause a negative repercussion.*

Commitment to self-discipline is a key element of a balanced lifestyle. Maintenance of a balanced lifestyle will optimize individual performance and success within the Phoenix Fire Department. We refer to this approach as Total Wellness which incorporates and prioritizes physical, mental, spiritual, and financial health.

Maintaining a positive approach to your work environment takes a commitment to self-discipline. We are expected to manage our own behavior. We are cooperative and open to supervisory directives. When imposed discipline is necessary, it will be corrective, progressive and lawful. Disciplinary action is aligned with Departmental expectations and follows established procedure. Corrective punitive action is only considered for serious violations or when progressive actions have not been effective. It is the PFD Way to employ second chance management designed to return a member to positive and productive behavior.

Self-discipline extends to our lives outside of work as well as to the internet and social media. Phoenix Fire Department members are proud of their profession and Department. When we identify ourselves as members of the Phoenix Fire Department in a social media profile, that site now becomes an extension of the workplace, not solely a personal site. It is not the PFD Way to engage in negative political discussion or brag about unbecoming activities. Consider how the

post will reflect on yourself and the Department or if it will be misinterpreted. Be aware of the impact of the social media footprint, as well as the ripple effects. As members of the Phoenix Fire Department and employees of the City of Phoenix, we have a duty to practice self-discipline and post responsibly.

#### **CORNERSTONE 4: BE A RESPONSIBLE LEADER**

*Leadership is a process of positive influence which encourages high performance and teamwork to make a positive impact on our community and our Department.*

The Phoenix Fire Department recognizes formal and informal leaders, earned leadership, and positional leadership. Regardless of rank or time and place, any member may become a leader. Phoenix Fire Department leaders motivate others and have the vision to facilitate change. Leaders live an example of the Department member we all strive to be and know that their words and behavior can leave a lasting impact. Their expectations for themselves and others are realistic and align with the expectations of the Department.

Leaders put safety first, closely followed by professionalism and courtesy. It is everyone's responsibility to stop dangerous, negative, and unprofessional behaviors and actions whenever they are encountered. PFD leaders remind all members, at all ranks, that we are responsible and accountable for our own actions and conduct and that of our co-workers.

Supervisors of all levels are expected to lead and treat their staff with consideration and respect. Positive reinforcement is more effective than punishing negative behavior and performance. Unacceptable behavior or performance will not be ignored, tolerated or rewarded. Misconduct is best managed when it is immediately identified and discreetly corrected. Effective supervisors keep problems in perspective, address problems at the proper level, and when possible, turn a negative situation into a positive one.

Supervisors encourage teamwork, most notably in a fire station environment when crews prepare meals together, exercise, train and critique an incident. Supervisors make opportunities for their team to stay connected to each other, to the Department, and to our community.

All leaders are agents of mentorship, positive change, personal growth, and development. They are responsible for developing and instructing future generations of leaders that live and practice the PFD Way. Effective leaders embody servant leadership and serve our members before themselves. They encourage training and continuing education, so members stay current with industry change. Leaders pass along information, processes and lessons learned, to spare new members from making mistakes that could cost them their reputation, their career, or their life.

The Phoenix Fire Department empowers YOU, to be a responsible leader!

## **CORNERSTONE 5: MAINTAIN A POSITIVE ENVIRONMENT**

*We are each responsible to create a positive work environment based on trust, integrity, approachability and open communication, superior job performance, teamwork, appreciation and recognition, giving credit and taking responsibility.*

The PFD has outlined four behaviors that are to be practiced by all members. Remember these behaviors and practice them daily as they reinforce the PFD Way and create a positive environment. They are:

1. **Consideration:** Be considerate of one another's values, ideals, possessions, feelings, etc. Respect yourself, your colleagues and our customers.
2. **Discretion:** Be discreet regarding personal information. If something is shared in confidence, keep it confident unless it jeopardizes someone's safety or well-being. Don't talk about members behind their backs.
3. **Acceptance:** Accept our cultural, ethnic and gender differences. Diversity makes us stronger and better prepared to serve the needs of our diverse community.
4. **Unity:** Value the unity of the Department. Our members are committed to each other. Our strength comes from the ability to work together and take care of one another.

There are no Departmental secrets. Intrigue and gossip over an issue results in distrust in the system. Other than personnel disciplinary actions, issues involving litigation, and politically sensitive matters, the Department is dedicated to transparency and accountability. Our members do not spread rumors. We must remember that there are two sides to every story and withhold judgement. Do not compromise your integrity at the expense of another member. A positive workplace environment starts with you, LIVE YOUR INTERVIEW!

## **CORNERSTONE 6: THE RBO PROCESS**

*The partnership of Labor and Management is committed to maintaining and improving safe working conditions and equipment, superior customer service, and succession planning for highly skilled employees. The Relationships By Objective process is guided by the principles set forth in the PFD Way.*

The Phoenix Fire Department Way is based on the principle that our members are the foundation of the Department. There is a direct relationship between the quality and professionalism of the Department and the quality and professionalism of our membership. All members are invited to participate in the design and implementation of the procedure and process that forms the framework of our Department through the Relationships By Objective (RBO) process. The RBO process brings United Phoenix Firefighters Local 493 and PFD Management together in an open and honest environment. Together members work through issues and challenges, create effective and fair solutions, and reach agreements without damaging relationships.

It is the PFD Way to manage new ideas and changes for the Department with committees that represent both Labor and Management. These committee meetings are advertised to all members

and always open. The Fire Chief and the Union President appoint co-chairs for each committee. A correlating committee made up of Management's executive staff and the Local 493's executive board oversees the RBO process. Any issues that are unable to be resolved through the normal RBO process are discussed and decided on within the correlating committee.

The RBO process is based on the principle that those who are closest to the actual services we provide should be allowed equitable input into the system. The process allows room for differing opinions without inviting disrespect or unhealthy politics. By participating in the RBO process, Department members of every rank and position are vested in and part of the outcome. This ensures that the Phoenix Fire Department remains a fair, efficient and effective department.

Labor and Management are not always in initial agreement on each issue. The value of their working relationship however is the ability to find solutions on those issues on which they disagree. **We will never sacrifice a relationship for an outcome.** The RBO process works because both Labor and Management are respectful, offer value to the process and remain open to hearing a different point of view. Both are committed to ensure that the Phoenix Fire Department remains safe, progressive and professional.

The RBO process only works if we get involved. Our experts are the people doing the work each day. Our supervisors communicate information up and down the Chain of Command. We are advocates for all members when we involve ourselves in the RBO process. These are the basic values behind the Department.

## **THE RBO PROCESS IS THE PHOENIX FIRE DEPARTMENT WAY.**

### **SUMMARY:**

The PFD Way is OUR philosophy. This document supports and describes the way in which we fulfill our mission to safely and efficiently serve the public and take care of each other. Putting this philosophy into practice requires a constant, conscious effort from each of us. We are members of the Phoenix Fire Department by choice – both our own AND the Department's. We are committed to superior service. It is this commitment to service and to each other that has made us what we are today and will sustain us in the future.

**This is the PFD Way. Act it, live it, be it. Own it!**

# THE PHOENIX FIRE DEPARTMENT BIG 5

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**HUMAN RESOURCE  
MANAGEMENT**



**TRAINING  
SERVICES**



**PHYSICAL RESOURCE  
MANAGEMENT**



## **THE PHOENIX FIRE DEPARTMENT BIG 5**

### **EMERGENCY SERVICES**

The Phoenix Fire Department is responsible for protecting the lives and property of the community we serve. We have a diverse, resilient, and capable response system designed to protect our community. The PFD's regional dispatch and deployment model is the leader of the Phoenix Regional Automatic Aide System creating a regional response system shared among 27 communities. This response system includes the following capabilities:

- Fire Protection
- Emergency Medical Services and Transportation
- Special Operations
  - Hazardous Materials Response
  - Technical Rescue Response
  - Urban Search and Rescue Response
- Aircraft Rescue Firefighting
- Critical Infrastructure Intelligence
- Large-scale Disaster/Incident Management Team
- Dispatch and Emergency Communications
- Fire Investigations
- Public Information
- Crisis Response

### **TRAINING SERVICES**

The Phoenix Fire Department must provide effective training and education to meet the responsibilities of protecting the lives and property of our community. This training is required to meet the regulatory and professional standards necessary to achieve the PFD's Value of *Service Excellence*. Training is coordinated throughout the region utilizing our Training Academy grounds, Drivers Training Facility, and Command Training Center. This training includes:

- Regional Recruit Training
- Emergency Medical Services Training
- Operational Policy and Procedures (Volume II)
- Fireground Command and Operations Training
- Special Operations Training
- Human Relations Training



## **HUMAN RESOURCE MANAGEMENT**

The Phoenix Fire Department is made up of individual human beings brought together through common employment and mission. These human resources require policy, direction, compensation, and support. These services include:

- City of Phoenix Human Resource Policy and Procedures
- Phoenix Fire Department Human Resource Policy and Procedures (Volume 1)
- Fire Payroll and Benefits
- Health and Wellness Center
- Operational and Occupational Safety
- Member Services
- Peer Support

## **PHYSICAL RESOURCE MANAGEMENT**

The Phoenix Fire Department requires facilities, equipment, and supplies to deliver effective service in protecting the lives and property of our community. Maintenance of existing resources and research/development of new resources are critical to meet the evolving needs of our community. Diligent use of taxpayer dollars and an effective procurement process are key elements to quality physical resource management. These specific areas include:

- Fire Fiscal
- Fire Facilities
- Fire Fleet
- Fire Support Services
- Fire Information Technology
- Fire Communications

## **COMMUNITY PREVENTION AND EDUCATION**

The Phoenix Fire Department has a responsibility to assist the community with prevention and education programs across all of our service delivery components. These elements focus on the safety, resiliency, and preparedness of our community. These areas include:

- Fire Prevention Services
- Special Hazards Assessments
- Community Involvement Programs
- Public Health Programs
- Behavioral Health Referral Partnerships
- Community Vaccination Program
- Community Risk Reduction Programs



# THE PHOENIX FIREFIGHTER SAFETY AND SURVIVAL GUIDE

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# **THE PHOENIX FIREFIGHTER SAFETY & SURVIVAL GUIDE**

## **INTRODUCTION**

### ***BE SAFE!***

The Phoenix Fire Department's highest priority is service excellence for our community. The work we perform is often in hazardous environments that pose immediate and long-term dangers to our health and welfare. Our ability to be effective in mitigating emergencies is directly connected to Phoenix Firefighters operating as safely as possible.

The purpose of this document is to reinforce safety policies and procedures that dictate firefighter activities and behaviors. As professional firefighters, we must recognize that our policies and procedures are designed to ensure that we function at the highest level of professionalism and as safely as possible. In order to meet our customer service goals, we must operate effectively in this manner to address life safety, hazard stabilization and property conservation.

Safety is defined as the condition of being protected from or unlikely to cause danger, risk, injury or loss. To ensure safe conditions are present in all phases of our work, Phoenix Firefighters operate in a safety cycle that has three specific stages; pre-incident, incident and post-incident. Each stage has its own unique characteristics that foster safe activities and behaviors. These stages directly correspond with the prevention, response, and recovery cycles of emergency management. Through these three stages, we will be successful in performing our job while remaining as safe as possible at all times. These elements are further supported by supervision, training, review, and most importantly from "buy-in" of the Phoenix Fire Department (PFD) and its members. ***Safety is a common thread in every aspect our job. Everyone must embrace it.***

## **SAFETY VALUES**

### **ADHERENCE**

- Members will follow all safety policies and procedures
- Members are not empowered to compromise safety policies and procedures
- Supervisors will manage the safe and effective work practices and address issues when necessary
- Command Officers are responsible for managing safety policy and procedure compliance

## **ACCOUNTABILITY**

- Each member at every level of the organization is accountable for the safety and welfare of themselves and others
- As a customer service driven organization, our community expectations are that members will operate in a safe and effective manner at all times

## **TRAINING AND EDUCATION**

- Members must continually work towards strengthening current skills and developing new ones
- Members are encouraged take advantage of all educational opportunities, inside and outside of the Department
- The Department continually reviews operations and actions for safety improvement

## **RISK MANAGEMENT PLAN**

Our Risk Management Plan is the foundation for the safety of our members. It is an integral part of the overall Strategic Decision Making Model and represents the “why” we are willing to tolerate any level of risk in our operations. All actions begin with the application of this plan and are continuously reevaluated throughout the incident.

1. *We will risk our lives a lot, in a calculated manner, to save **SAVABLE** lives*
2. *We will risk our lives a little, in a calculated manner, to save **SAVABLE** property*
3. *We **WILL NOT** risk our lives at all, for lives or property that are **ALREADY LOST***

## **SAFETY CYCLE STAGES**

The stages of the safety cycle directly reflect the stages of our service delivery; pre-incident, incident, and post-incident. This cycle is applicable to all events to which we respond to as Phoenix Firefighters. ***Company and Command Officers must have a clear understanding that they serve a key leadership role in influencing the behaviors and actions of their crews in all three stages.***

### **PRE-INCIDENT**

Our success in accomplishing the goal of always keeping our members safe begins in the pre-incident stage. In this stage, the PFD will enhance and achieve firefighter safety and survival through preparation, training, education, the RBO Process, and physical and mental wellness.

### **PREPARATION**

Being prepared is a key component to firefighter safety and survival. Pre-incident preparation is where we maintain and ensure that all equipment is operational and in a “ready state”. Activities such as pre-planning of first due areas will provide familiarization, identify hazards, and create training opportunities to better prepare us prior to the occurrence of incidents.

## **TRAINING**

All training will be safe, based on Standard Operating Procedures, and useable on an incident. Training should regularly reinforce fire ground survival skills and **MAYDAY** readiness to help maintain proficiency. Training will adhere to the Phoenix Fire Department Training Model: Establish expectations, train to those expectations, monitor performance, and manage accountability.

## **EDUCATION**

Through structured courses and presentations, the PFD will continually educate members on the latest academia available in the All-Hazards domain. Members are highly encouraged and supported to take advantage of educational opportunities inside as well as outside of the department.

## **RBO PROCESS**

By virtue of the Labor/Management RBO process, the PFD, and its members continually look for ways to implement and promote new and revised practices and field related sciences for enhanced service delivery. Through this unique process members can participate and express input to enhance firefighter safety and survival.

## **PHYSICAL AND MENTAL WELLNESS**

The Phoenix Fire Department and Local 493 realize the importance of fit and healthy members for safe operations and effective service delivery and support a Total Wellness concept to achieve this. Phoenix Firefighters are prepared and fit for duty physically and mentally. Firefighter safety and survival is heightened when members strive for a healthy, balanced lifestyle and hold themselves accountable for maintaining a “fit for duty” state both physically and mentally.

## **INCIDENT**

Phoenix Firefighters are expected to respond to, and work in, difficult circumstances and hazardous environments. Such instances include fire, EMS, violent incidents, hazardous materials, technical rescue operations, and urban search and rescue. Though the nature of our calls may change, the tactical objectives for every incident remain the same; life safety, hazard mitigation, and property conservation.

## **RESPONSE**

The incident begins with the initial dispatch. All responses must be performed safely and in a controlled manner with members wearing seat belts and following Code 3 driving rules. The PFD has developed *Rules of Engagement for Emergency Response* procedure. These “Rules of Engagement” are clearly defined Department expectations that identify behaviors, actions, and responsibilities that begin at dispatch and are ongoing throughout response, arrival, and while on-scene. ***All members must commit to the Rules of Engagement. NO EXCEPTIONS!***

## **ON SCENE**

To reduce or eliminate safety hazards, management and members will rely on clearly stated expectations and actions consistent with Department Standard Operating Procedures(SOP's) . Standard actions will generate standard outcomes. Proper scene size up and risk management should guide any actions taken on scene. The Incident Command System (ICS) should be implemented when appropriate to enhance safety and accountability. All members must have a constant awareness of the surrounding environments, any ongoing activities, and changing conditions. *Command must be aware of the position and function of every member on scene at all times. NO FREELANCING!*

## **GROSS DECONTAMINATION**

Exposure and contamination from the products of combustion can occur on many of the various calls that Phoenix Firefighters respond to. Cancer prevention practices through exposure reduction and decontamination (decon) are critical elements that the PFD has implemented. It is the responsibility of each individual firefighter to complete the necessary steps of personal and equipment decon while on scene to enhance safety and survival.

## **ONGOING**

All Phoenix Firefighters will complete a “round trip ticket”; crews will enter scenes together, perform tasks together, and exit together. Actions and behaviors while on an incident should always be aimed at avoiding MAYDAY situations. It is important to remember and implement our training, utilize effective communication, and maintain a high level of situational awareness and accountability for avoidance of MAYDAY situations so we can all go home safely following an incident.

## **POST-INCIDENT**

Post-incident is the last stage of the safety cycle. To promote safety and survival during this stage, our members will return themselves and their equipment to a “ready state” through rehabilitation, review, and ensuring member’s mental and emotional wellbeing are cared for. We must be prepared to safely and effectively respond to the next emergency since it will surely come.

## **REHABILITATION**

Actions performed by firefighters on the scene of a fire, hazardous materials response, technical rescue call, or any other incident may require a great amount of physical exertion. During and/or after an incident, firefighters should participate in rehabilitation (rehab) efforts to help to prevent from working beyond safe physical levels. Rehab is aimed to return firefighters to a “ready state” by properly hydrating, resting, and providing nourishment following an incident. Injury identification/reporting and toxic/infectious exposure documentation are crucial elements to firefighter safety and survival that shall also take place during rehab following an incident.

## **POST INCIDENT REVIEW**

Post-incident review consists of a review of events that occurred during the incident. This is a time for everyone, including crew-members, supervisors, and command officers, to critique actions performed on the incident and discuss important lessons learned. Incident review should focus heavily on safety components by reinforcing proper behavior and identifying areas for improvement or additional training. These reviews provide valuable feedback and are applicable to any call that the Phoenix Fire Department responds to.

## **MENTAL AND EMOTIONAL WELLNESS**

The duties that Phoenix Firefighters perform require that they be highly resilient, both mentally and emotionally. Due to the nature of our work, there are times when a member may be affected negatively resulting from a high stress incident or from a culmination of high stress events throughout a career. Without intervention these firefighters will suffer with declining work performance, mental and emotional deterioration, as well as increased health issues. Phoenix Fire Department's Member Services Section is comprised of Labor and Management positions working together to provide a myriad of resources and tools to enhance the quality of life for all members. Member Services oversees the High Stress Incident (HSI) protocol which provides supportive interventions after any incident deemed high stress to minimize any mental or emotional stress related injury to members. All Members Services resources can be found on [Firestrong.org](http://Firestrong.org)

## **SUMMARY**

Every member of the organization must commit to strive for the highest level of safety possible, thus improving survival. By embracing our Safety Values and Risk Management Plan and utilizing them in the 3 stages of the Safety Cycle, the PFD and its firefighters will accomplish the goal of always keeping its members safe. The ongoing commitment to safety will always be a unified effort that is strongest when **EVERYONE** "buys-in". Through continued firefighter safety, the Phoenix Fire Department can remain steadfast and focused on its pledge to delivering exceptional customer service to the citizens of Phoenix.

For additional informational and M.P.'s referenced, please go to  
<https://www.phoenix.gov/fire/publications>



**THE PROFESSIONAL STANDARDS GUIDE IS THE RESULT OF LABOR AND MANAGEMENT WORKING TOGETHER THROUGH THE RBO PROCESS TO PRODUCE A QUALITY DOCUMENT OUR MEMBERS AND THE COMMUNITY CAN IDENTIFY WITH.**

**BY CONTINUING TO WORK AS A TEAM, THE PHOENIX FIRE DEPARTMENT AND THE CITIZENS OF PHOENIX WILL CONTINUE TO BENEFIT FROM OUR HARD WORK AND DEDICATION. THANK YOU TO EVERYBODY WHO CONTRIBUTED TO THIS PROJECT.**

**LET'S CONTINUE TO PREVENT HARM, SURVIVE, AND BE NICE.**



**BE SAFE**  
PHOENIX FIRE DEPT

**BE NICE**  
PHOENIX FIRE DEPT

