



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – July 31, 2020

### This Edition:

The Chief's Desk ..... Page 2  
"Friends, Firefighters, and Countrymen, Lend Me Your Ears" .....Page 3  
How Successful People Handle Stress .....Page 3

"When it rains, it pours, but soon the sun shines again. Stay positive. Better days are on their way."  
Unk



---

## The Chief's Desk

I don't remember the exact day, but I do remember the pride I felt when I was issued my first set of gear and helmet from the fire department. Looking back, it was that same sense of pride that kept me committed to the fire service when I thought it might be time for me to move on. There were some things happening at my then employer that had led to some significant frustrations for me. As I was getting ready to leave for work one morning in my staff vehicle, I turned and saw my fire helmet sitting in the back seat. The helmet served as a trigger that caused me to flash back to the day I picked up my gear and had my helmet in the front seat next to me. In that moment I recommitted myself to the profession and was determined to find a new path in a new place. I think most of you know the rest of the story. As an aside, that first fire helmet is hanging in my shop, and the one I looked at in the back seat is hanging above the windows in my office.

As I sit and reflect, I realize how fortunate I am to be in this profession, and work where I do today. Many apply, but few are successful in attaining a career in the fire service. That is not something that should be taken lightly, nor is it something we should ever forget. Why am I reflecting now? You guessed it, I'm reading another book. This one is called *Top Gun: An American Story* written by Retired Naval Captain Dan Pederson. This is not Top Gun the movie, rather this is a book written by the man who as a young Naval Officer was responsible for creating the actual school. He wrote the book to commemorate the 50<sup>th</sup> anniversary of one of the most elite fighter training programs in the world.

I listened to him speak on a recent Jocko Podcast, and couldn't help but order the book. Just in the first few chapters I was drawing comparisons to the pride he felt when he first put on a flight suit to how I felt when I received my first set of gear. I also drew a comparison between how he and his team built Top Gun to how we have created CAFMA. I was struck by some of the similarities. For example, as the first advanced fighter training school they had to break the mold and start over looking for the best ways to teach strategies and tactics to fighter pilots. Creating CAFMA as the first fire authority in the state required us to break some molds while working within the guidelines to ensure success. I also found an area of comparison based on the traits they sought in their first instructors and students; they are the same traits used to evaluate perspective instructors and students today. As I read each one, I thought about our organization and what we look for in the individuals we hire. We seek the same level of dedication and commitment whether you are in Ops, Prevention, Finance, Warehouse, etc.

Continued on Page 4

---

### Upcoming Events:

August 3 – Senior Staff Meeting  
August 4 – Labor/Management Meeting, Noontimers Club  
Chino American Legion  
August 5 – IAFC Zoom Meeting, Lunch Meeting, Visit stations  
August 6 – Naval Post Graduate Virtual Meeting, AFDA Zoom Meeting, Visit stations

### Board Meetings:

August 24  
CAFMA – 1700-1830



---

## **“Friends, Firefighters, and Countrymen, Lend Me Your Ears”**

**By: Bobby Halton**

“Friends, Romans, countrymen, lend me your ears; I come to bury Caesar, not to praise him. The evil that men do lives after them; The good is oft interred with their bones.” So spoke Marc Anthony in Shakespeare’s Julius Caesar. He spoke that way because speaking at all in good terms about the murdered emperor whom 12 high-powered senators just killed was high-risk/low-reward stuff. But, Marc Anthony was not deterred; he was hoping to create some trouble, and he did. Sometimes we need to create a little trouble for good things to happen, for understanding to arise, and for ideas to get heard.

We see a lot of firefighters being hassled, demoted, and even fired these days for speaking their minds, sharing their opinions, voicing their beliefs, or even just using perfectly normal words or phrases that the “in crowd” finds offensive. We used to think it was our right as Americans; maybe it has to do with that little First Amendment thing in the Bill of Rights, to speak our minds and use the words we want to. In common terms, we call it free speech. It is fundamental to our liberty, our freedom, and our way of life. It is particularly odd to see firefighters penalized for speech, as we are among the folks who swore an oath to protect and defend the Constitution at the cost of our lives if need be.

We used to think it was our duty to speak honestly and frankly to avoid confusion or misunderstanding, to move the discussion forward and gain perspective. We were right, and it still is, but now it can come at a high personal cost. Not very long ago, firefighters could agree to disagree, and that was that. All that seems to be changing, and most firefighters don’t like the way it is being changed one little bit. It seems now that how someone feels about what you said may matter more than what you actually said. What someone else thinks your motive is and not what you said or did can cost you your job or get you removed from your volunteer position.

[fireengineering.com](http://fireengineering.com)

---

## **How Successful People Handle Stress**

**By: Travis Bradberry**

There are two kinds of people in this world: those who believe they can make things happen and those who believe things happen to them.

The first group are convinced that the outcome of their lives and careers is more or less in their own hands, and they wouldn’t have it any other way.

The second group take more of a Forrest Gump approach—they sit around and wait for the bus to take them somewhere.

University of Florida psychologist Tim Judge and his colleagues have shown overwhelmingly that people who feel that they control the events in their lives (more than the events control them) and are confident in their abilities end up doing better on nearly every important measure of work performance.

In Judge's studies, these individuals—we'll call them "the Empowered"—were found to do the following:

1. Sell more than other employees do
2. Give better customer service
3. Adjust better to new assignments
4. Take home an average of 50 to 150% more in annual income

Of course, when good times are rolling, nearly all of us believe we have the world by the tail. What makes the Empowered in Tim Judge's studies special—whether they work the shop floor or in the C-suite—is that they don't get overwhelmed when the going gets tough.

[forbes.com](https://www.forbes.com)

---

## Chief's Desk Continued

Let's review them one by one:

- **A passion for the mission, necessary to sustain the individual in an extreme environment.**

CAFMA looks for people who are passionate and committed to long-term success no matter the stressors we encounter. Let's be clear, there is not one division within our agency that does not experience significant stress levels on occasion. The situations may be different, but that doesn't change the effects stress can have on a person. Relating to operations, we seek individuals that embody the intestinal fortitude, intelligence, and cognitive ability to respond to any type of emergency call and perform at their best no matter the circumstances day and night. It's not easy, and it does wear on a person over time which is why we have strong peer support programs. It takes a significant level of resiliency to keep coming back.

- **Leadership by personal example – a compassionate, inspirational person willing to take responsibility.**

Yes. I'm not sure what else to say. Our *Compass* clearly articulates who we are, what we stand for, and what we would like to be in the future. We've set high standards for ourselves and we expect each individual to be accountable to those standards.

- **Humility derived from a sense of being part of something much greater than oneself.**

Quite frankly, it's not all about you. If you work here, you owe it to our team and our community to put others first. We expect one another to be at our best, but recognize people will have an off day – we are human after all. On those days it's our job to lift the other person up and help carry them forward. CAFMA is not about any one individual, it's about us as a collective as well as those we serve.

- **Subject matter expert that is beyond reproach.**

We expect you to be a lifelong learner. You will never know everything there is to know, but you have to keep moving ahead and expanding your base of knowledge. Most experts actually consider themselves lifelong apprentices with a level of knowledge, but always striving to improve. Those who act with humility in this regard are more respected as people, professionals, and experts.

- **A work ethic that will drive that person to do whatever it takes for however long it takes to ensure success.**

We cannot rest on our laurels, nor do we have room for baggage. The culture we strive for is one that supports hard work and commitment. Those who lack motivation to achieve are not folks we want or need in our organization. Yes, there are those that ride the line, and that is where strong leadership is important. We expect those in leadership positions to hold people accountable when others are not holding up their end of the bargain. We have committed ourselves to seeking the best, brightest, and most motivated to join our ranks and/or promote. This also requires the right mindset.

- **Personal discipline to endure the rigorous training and attention to detail required to constantly perform and an optimum level.**

This certainly relates back to work ethic which requires a high level of self-discipline. It takes discipline to remind ourselves everyday how fortunate we are to work in this profession and to treat each day as a blessing. We have to possess a high level of discipline to achieve the standards our organization sets day in and day out across every division. It takes discipline to remember that we are committed to one another even when we have a disagreement, or when we struggle with an assignment. Remember, you're not in this alone.

- **Integrity, adaptability, innovation, and a willingness to challenge the status quo.**

We have a similar set of values spelled out in *The Compass*. We encourage and support each other in seeking "global" opportunities for training that help to ensure we are able to adapt, innovate, and challenge our current way of thinking. Do not fall into the trap of confusing passion with emotion, or anecdotal information with actual knowledge. It takes a level of experience to know the difference.

- **Credibility established through demonstrated performance sustained over time.**

You establish credibility through your performance day in and day out. You're not an expert because you read, heard, or saw something. You have knowledge that you gain from those experiences, but you are not an expert until you've put the time and effort in to really learn and apply the material. Remember that we are always being watched both internally and externally. If we want to earn respect or be recognized as subject matter experts, we must perform, we must constantly be striving to improve our knowledge base, we must admit our mistakes, and we must continually strive to be better.

The above traits were very well articulated by those who started Top Gun, and I believe they outline who we want as individuals who are part of our organization, and who we want to be as CAFMA. None of what is written is about striving for perfection, rather each relates to striving for excellence.

One story relayed by Mr. Pederson is of a young naval aviator who was trying to make a night landing on a carrier as part of his training in the new to him F14 Tomcat. It was clear the pilot was losing his nerve each time he neared the deck. The flight safety officers were talking him in, but the pilot just couldn't overcome the fear of landing solely by voice and instruments without the benefit of seeing the carrier. Captain Pederson was on deck watching with the other officers. Although carrier commanders generally do not get on the radio with the pilots, the Captain took the mic, offered encouragement, and after 12 attempts and a couple of refueling operations the pilot finally landed. They got him back in the air the next night to do it again. His landings that evening were flawless. Eventually, that pilot became one of the pilots for the Navy's elite flight demonstration team – Blue Angels.

You do not have to be perfect, but you have to be committed. Typically, one struggle is not the end of a career. Rather, if handled with the appropriate level of humility and a commitment to continuous improvement, it can be the start of some great accomplishments. Never give up – always maintain perspective and commitment – continually strive to achieve – and remind yourself daily how blessed you are to be part of such a great profession.