



THE REVIEW

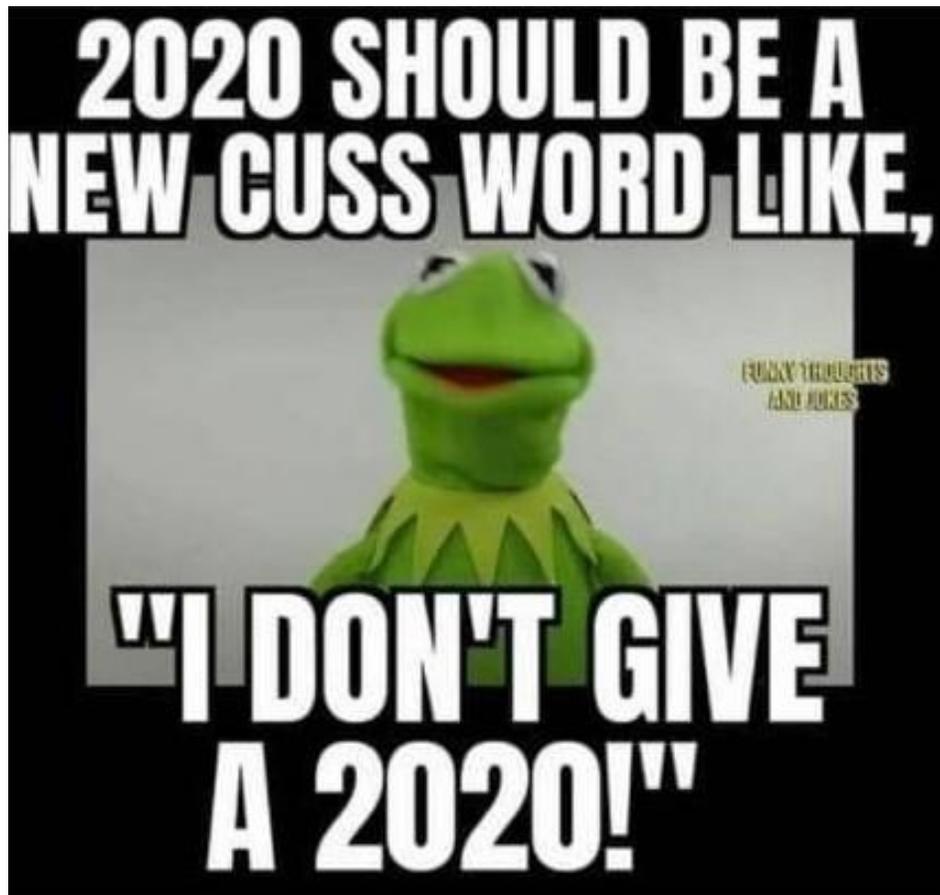
Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Dec 4, 2020

This Edition:

The Chief's Desk Page 2
A Guide to Attracting Talent in Government
Delivering better employee experiences is key
.....Page 3
When the Sun Goes Down: Nighttime Fireground
Operations & Training.....Page 3
November Call StatisticsPage 5

“Unthinking respect for authority is the greatest enemy of truth.”

Albert Einstein



The Chief's Desk

Speech is silver, silence is golden is a proverb that may have originated from the Arabic culture. No matter its origin, there is a bit of truth to the idea. However, as you will see, there are times when silence is not golden and you have to dip into the silver. In a recent *Review*, we delved into some aspects of communication, and discussed that we do not provide enough communications training in the Fire Service. At the conclusion, I mentioned that I had not covered the art of listening. Today is the day you get to hear more about listening. Additionally, I want to broach an issue that has not likely been broached very often within our organization – when is silence not golden.

In order to truly listen to understand another's message, one has to remain silent, choosing only strategic points to interject in an effort to gain clarity. Thinking about a response is not listening to understand, it's listening to respond, which means the message is lost or misunderstood. Active listening is key, and this, my friends, takes effort. The feedback loop includes one person sending a message to another who interprets the message and provides feedback to ensure the message was understood. When we "react" to the message, when we listen only through our own filters and do not focus on comprehending the message, we create an event for the other person, and ultimately the entire communications loop spirals. Any and all messages are lost amongst the yelling and fire-breathing.

This happens a lot in email exchanges as it's difficult to judge tone without the benefit of body language or voice intonation. Typically, what I have found is that once the two individuals stop the email madness and actually meet in person, over the phone, or via video call, any misunderstanding is cleared up rather quickly. Once our blood boils, we lose our ability to effectively provide feedback which means we are not completing the communications loop.

There are times when the message is clearly understood and is truly a message that causes angst. Remember, you have the capability to hit pause in order to collect your emotions and provide a measured, appropriate response rather than jumping to a reactive posture. This is a vitally important skill, especially as you move up the ranks and interact more in the political arena.

Speech is silver serves as the other side of the communications loop. As the sender of the message, you need to carefully choose your words. It is important to understand with whom you are speaking and how they typically receive a message. You still have to be straightforward with people – not everything has to be sprinkled with pixie dust. However, there are those with whom you can be a bit more blunt, and others with whom you have to exercise more caution in your choice of words. This is part of knowing your audience. Even in those times when bluntness is an appropriate course, you do not have carte blanche to use whatever four-letter words pop into your head. It's a balance. **Continued on Page 4**

Upcoming Events:

Dec 7: County MAC Meeting,
Senior Staff Meeting
Dec 8: Effective
Communications Seminar
Dec 9: SOG Meeting, AFCA
Zone Dispatch Conference call,
DHS meeting Rule 9 Committee
Dec 10: AFSI, Civilian/Military
MCI response meeting

Board Meetings:

Dec 17 Administration
CVFD – 1600-1630
CYFD – 1630-1700
Joint Board Meeting – 1700-
1745
CAFMA – 1800-1900

A Guide to Attracting Talent in Government Delivering better employee experiences is key

By: Johnathan Benett

A tsunami is coming. A silver tsunami, that is. We have been discussing the coming retirement wave for years, and it's finally here. The 2019 Federal Employee Viewpoint Survey projects that one in four federal employees will retire within the next five years. The scenario for state and local government employees is similar. I can personally attest that we are losing incredible talent and institutional knowledge at an alarming rate as career public servants retire or move to industry. Agencies need to accelerate their digital transformation efforts now to retain top talent and attract new talent to fill the gap.

This is no small undertaking. The search for top talent becomes increasingly competitive every year. As more baby boomers retire after long civil service careers, the talent shortage is expected to grow. 2019 FEVS data show that just 44% of employees believe their organization is currently able to recruit people with the right skills.

How can government agencies overcome this talent crisis? It starts with a fundamental transformation of the employee experience, because let's face it, the government struggles to meet the demands of today's workforce. Although Millennials and Generation Z are extremely interested in performing mission-oriented work—something no organization delivers better than the public sector—younger generations are also accustomed to obtaining quality consumer experiences wherever they go. Government employees should have the same quality of experiences they have elsewhere in their daily lives, but too often, outdated processes and legacy IT systems make it too difficult for agencies to deliver.

govexec.com

When the Sun Goes Down: Nighttime Fireground Operations & Training

By: Michael Daley

When the alarm is struck for a fire department response, rarely is consideration given to what time would be best to "schedule" the response. Emergencies happen when they happen, and timing is one of the factors that is out of our control. That said, preparation for such emergencies is within the department's control, through scheduling, availability of locations, and the cooperation of neighboring resources and community support.

In reality, the training for events to which we respond mostly is done during daylight hours for a variety of reasons: Visibility is much better, locations for training have a wider availability and department members who might have responsibilities to their families at night would benefit from training during the day, even on the weekends. However, to be truly best prepared for operating in potential on-scene environments, training during evening hours should be common within the training officer's calendar, allowing for skill development and practice during actual limited visibility.

Covering the basics

A solid focus on the basics regarding our responsibilities sets a department up for success. The foundation of skill sets is paramount. A competent and efficient firefighter not only knows how to operate all of the equipment on his/her respective apparatus but also can perform field repairs on the equipment during the emergency to keep on-scene operations running smoothly.

firehouse.com

Chief's Desk Continued

The importance of listening cannot be overstated, and there are no seminars you can take that will "make you a better listener in four short lessons!!" Listening is something you have to carefully consider, then consciously put into practice on a daily basis. Remember: Listen to understand, provide feedback to ensure you understood, and do your best not to react.

I wanted to go a bit further with the silence is golden idea based on a conversation I had over the weekend with several peers. As an organization it is our responsibility to protect our members not just from the hazards of the job, but also from verbal abuse or harassment.

One of the people in our group recently had a firefighter who was verbally attacked based on race by a patient while rendering care. We all know there will be times while out in the community when someone from outside the organization may make remarks about race, gender, ethnicity, or use sexually suggestive language towards a member of our crews. This same thing can, and has, happened in Administration. In the field you are often dealing with people who are not necessarily in their best emotional state. That said, the patient's emotional state does not excuse inappropriate language towards our personnel.

As an organization, we have an obligation to protect our members from this type of harassing behavior. But what can we do when treating a belligerent patient? First and foremost, silence is not golden in these situations, but neither is confrontation. Rather, this is a time for you to practice your ability to respond.

If you are dealing with a patient, remind them that the language they are using is not acceptable and that they need to stop. Should they persist, you may want to ask law enforcement to intervene. Do not

turn it into a shouting match between you and the patient, instead protect your crew, turn the patient over to the appropriate resource, e.g. PD, ambulance, or hospital, and return to service.

It is important that you debrief with your crew after the call. In the situation my friend's agency faced, the firefighter understood that there are limitations as to what they can do with the person on scene. However, what concerned the individual was that the Captain never spoke with him to directly acknowledge the incident. Something as simple as, "That person was completely out of line with the language they directed at you. I'm sorry that happened, are you okay?" If you at least try to control the scene, and then follow-up with the person who was the target of the inappropriate behavior, you have likely done what you can. It may be a good idea to let your Battalion Chief know what occurred, what actions were taken, and the follow-up you had with your crew.

In Administration, we have a few more options because we are not dealing with a patient. If we cannot de-escalate the situation, we can ask the person to leave the property. Should they refuse, we can request law enforcement provide focus and clarity as they assist them in vacating the premises. We can, and have, reached out to other organizations to inform them of what occurred and request they provide focus and clarity for their employee.

We have an obligation as an agency to provide for a workplace free of harassment. This does not mean we can prevent it from happening, however, it does mean we address the situation immediately or as soon as we are made aware.

Once again, this goes back to our ability to communicate both through word and by listening. There are indeed times when silence is golden, but also times when silence only serves to perpetuate the problem. You should always strive for silver with your speech. Not used car silver, rather choose your words carefully and craft an effective message. There are times to be silent and actively listen, and then there are times when it is vitally important that you speak up.

And this, my friends, all ties back to our emotional intelligence, professional maturity, and humility. A lack of any of these only heightens a person's inability to communicate effectively. Slow down, control your emotions, and use your ears as well as your words. Sprinkle in some empathy, or at least some ability to relate to others, and you'll be on the right track. And finally, take care of our people.

November Call Statistics

By: GIS/Statistician Michael Freeman

See next page

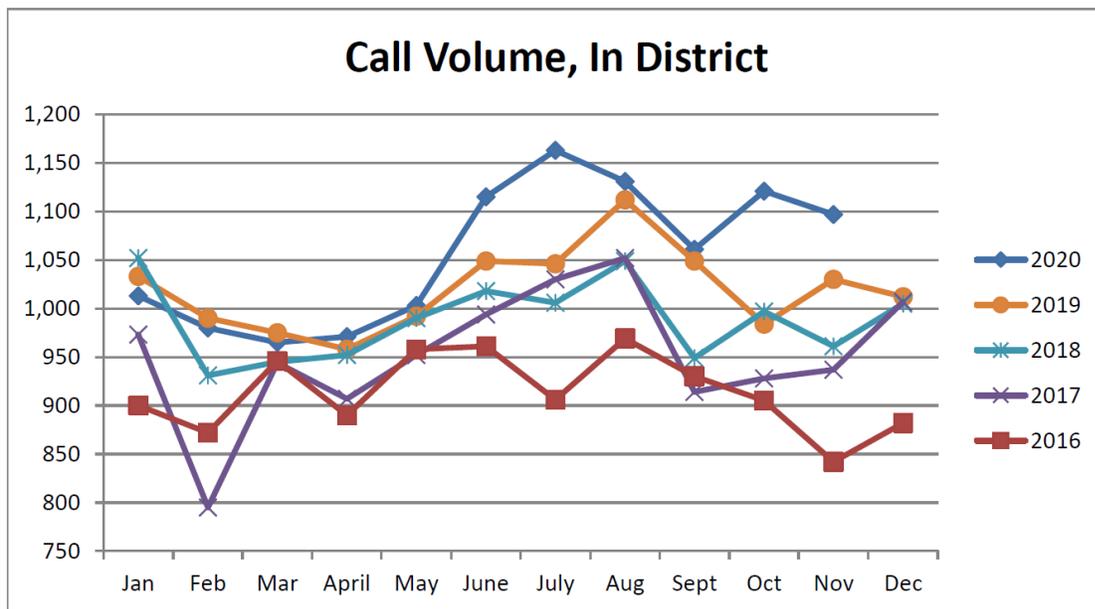
CALL VOLUME HISTORY

(IN-DISTRICT INCIDENTS; INCLUDING AID-RECEIVED)

	2016	2017	2018	2019	2020	2020
Jan	900	973	1,052	1,033	1,013	1,099
Feb	872	795	931	990	980	1,073
Mar	946	944	945	975	965	1,058
April	890	907	952	958	971	1,060
May	958	952	990	992	1,003	1,107
June	961	994	1,018	1,049	1,115	1,208
July	906	1,030	1,006	1,046	1,163	1,282
Aug	969	1,052	1,049	1,112	1,131	1,239
Sept	930	914	949	1,049	1,061	1,163
Oct	905	928	997	984	1,121	1,246
Nov	842	937	961	1,030	1,097	1,206
Dec	882	1,007	1,005	1,012		
AVG	<i>913</i>	<i>953</i>	<i>988</i>	<i>1,019</i>	<i>1,056</i>	<i>1,158</i>
TOTAL	10,961	11,433	11,855	12,230	11,620	12,741

INCIDENT RESPONSES BY CAFMA

(INCIDENTS IN-DISTRICT, INCLUDING AID GIVEN & OUT-OF-DISTRICT)





November Response Report - 2020

Land Area: 369 sq. miles Population: ≈100,000 Fire Stations: 10 Full-Staffed

Responses in District

TOTAL FIRE INCIDENTS	11
STRUCTURE FIRE	2
STRUCTURE FIRE; CONFINED	3
MOBILE HOME/PORTABLE BLDG	0
VEHICLE FIRE	1
BRUSH/GRASS/WILDLAND FIRE	3
OTHER/TRASH FIRE	2

Fire is 1.00% of call volume

TOTAL RESCUE & EMS	730
--------------------	-----

EMS is 66.55% of call volume

OVERPRESSURE / OVERHEAT	0
HAZARDOUS CONDITION	12
SERVICE CALL	196
GOOD INTENT	116
FALSE ALARM/OTHER	32

Other is 32.45% of call volume

TOTAL INCIDENTS IN DISTRICT	1,097
INCIDENT RESPONSES BY CAFMA	1,206

Residential Fire Loss	\$54,000
Commercial Fire Loss	\$0
Vehicle Fire Loss	\$3,000

Calls in Town of Chino Valley	168
Calls in Town of Prescott Valley	565
Calls in Town of Dewey-Humboldt	54
Calls in District, Unincorporated Areas	310
Calls Out of District	4

Average total # of calls per day	36.56
Average fire calls per day	0.37
Average EMS calls per day	24.33
Average all other calls per day	11.86

Aid Given to Prescott	123
Aid Received from Prescott	57
Mutual Aid Given	1
Mutual Aid Received	0

Unit Responses

	In District	Total
E50	121	136
E51	31	158
E53	163	163
E540	26	26
E54	161	162
E57	37	37
E58	156	156
E59	134	140
E61	105	107
E62	124	130
E63	53	53
T50	16	17
B3	50	52
B6	20	22

Call Volume at PRCC

	MONTH	YTD
PFD	705	8,366
CAFMA	1,097	11,620
GCFD	7	106
OD	5	84
WKFD	1	45

Top 5 Call Types

668	EMS
98	Assist Invalid
63	Cancelled en Route
45	Public Service
36	No Incident Found on Arrival

Move Ups by Station

50: 36	57: 5
51: 42	61: 25
53: 9	62: 6
54: 0	63: 28
58: 1	540: 5
59: 0	TOTAL: 157