



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – April 23, 2021

This Edition:

The Chief's DeskPage 2
What Traits Separate a Leader from a Manager?
..... Page 3
Sharing and Shifting the SpotlightPage 3

“Obstacles don’t have to stop you. If you run into a wall, don’t turn around and give up. Figure out how to climb it, go through it, or work around it.” – Michael Jordan



The Chief's Desk

We were finally able to put our new SCOTT Self Contained Breathing Apparatus (SCBAs) in service. So, how did we arrive at needing to purchase new packs? Ours had reached end-of-life. The air tanks could no longer be hydro tested, and we had to strip many of our reserve or training packs for parts to keep the frontline packs in service. In short, they had in fact outlived their life expectancy and it was time for them to retire. Unfortunately, we had to borrow a few packs and multiple air tanks from the manufacturer to get through until we received the new packs.

We happened to purchase at a time when the National Fire Protection Association (NFPA) had changed the standard. The old standard was the 2013, and the new is the 2018. As a result of the standard change, there were significant delays in testing the equipment to ensure it met the new standards. Couple that with manufacturer delays as they worked through production challenges, sprinkle a bit of COVID on top, and so it took time to get all of the parts and pieces together for shipment.

Once the SCBAs arrived, we had to work through mask fit testing, additional delays in receiving all of the different sizes of masks we needed, and then we had to wait for the new RIT bags. After we started training with the new equipment, we received feedback from several personnel that they were having issues with the visual effect of the new mask. In short, there were some whose vision was distorted when looking through the lens. These folks had the same problem with each mask they tried, while others had zero issues with any of the masks. It took time to work through the concerns, but eventually everyone was able to don the new masks without too many issues.

Now they are in service. However, there is one matter that has all of you, as well as Staff, frustrated. As you are aware, the NFPA developed a new standard for the buddy breather connection. For those not in Operations, buddy breathing is used in emergency situations when a firefighter runs out of air in an environment considered immediately dangerous to life and health (IDLH). The connection allows for one firefighter to connect to another firefighter's air pack for rapid extrication without interrupting the other firefighter's supply of air. Buddy breathing was recently used during a major incident in the Valley. Without access to this safety feature, we would have likely lost a firefighter that day.

As part of the revision, the 2018 standard dictates that all buddy breathing systems will use the universal fitting as decided by the NFPA committee. All manufacturers are required to outfit all new SCBA packs with the exact same fittings. They made the change in an effort to ensure all firefighters could buddy breathe no matter the manufacturer of their SCBA system. For example, prior to the change an agency that used an MSA pack would not necessarily be able to buddy breathe with aid companies who used a SCOTT air pack. This makes sense – at first glance, and in theory. **Cont. Page 4**

Upcoming Events:

April 26: Fire District Funding Labor/Management Meeting, Board Meetings

April 27: Meeting with AZ Chiefs SCBA issues, meeting with Groom Creek, Another meeting

April 28: Meet with Wagner, possible meeting with State Health Director and friends, Record Podcast

April 29: AZ Fire Service Mutual Aid meeting, end of probation interview

Board Meetings:

April 26 Administration

CVFD – 1600-1630

CYFD – 1630-1700

CAFMA – 1700-1830

What Traits Separate a Leader from a Manager?

By: Brian O'Connell

Managers who don't develop leadership skills may be hobbling their career growth.

Whether it's an inability to persuade or inspire others, craft strategy, or engage with team members emotionally, bosses who ignore their weaknesses risk getting stuck at the lower end of the management ladder—unless they learn how to tap into the traits it takes to become a high-level leader.

"I've frequently seen managers hinder themselves and their teams by refusing to get out of the way and let go of day-to-day responsibilities," said Ryan Denehy, chief executive officer at Electric, a New York City-based IT support services firm. "Making the jump from manager to leader requires a conscious shift away from handling tactical items and toward a focus on making strategic decisions."

The fact is, employees want to work for people they consider leaders, and the data bears that out. A recent Cornell University study found [that employees, "by significant margins," prefer to work with a chief executive who demonstrates what the study author called "prototypical leadership" traits.](#)

Defining Leader vs. Manager

"People often think that a manager and a leader are the same thing, but that's not the case," said Joe Wilson, senior career advisor at MintResume in Los Angeles. "A manager's role is to ensure that everyone is doing what they are supposed to do to make strategies effective, to make work flow productively and to make sure that procedures are running effectively. They monitor, they review, they control and manage."

On the other hand, a leader is creative, strategic and builds a business. "Leaders aren't so much about managing processes, although they're equipped to do that," Wilson said. "They're the ones with the vision, with the drive and the inclination to push things forward. Leaders are also likable and inspiring—meaning, employees look up to them and want to follow their lead."

SHRM.org

Sharing and Shifting the Spotlight

By: Kevin Eikenberry

As a leader, there will be times when achievements are made, goals are reached, and the spotlight will shine in your direction. While the role of the leader is important, too many leaders want to bask in that spotlight ... by themselves. The best leaders know that the recognition for both effort and results doesn't belong entirely to them. But man, the spotlight can feel good. How do we share and shift that recognition in the most effective ways?

I'm glad you asked.

First of all, let's consider my metaphor of recognition as a spotlight.

Imagine standing on a stage with a spotlight shining on you. People see you and see you as the star of the show. Sharing the spotlight is like inviting your team into the spotlight with you. You are still seen, but you are not seen alone. Shifting the spotlight is asking the lighting crew to move the spotlight to the team, leaving you out of the light completely.

blog.kevineikenberry.com

Chief's Desk Continued

Using CAFMA and Prescott Fire Department (PFD) as the example, PFD utilizes SCOTT air packs, as does CAFMA. When both agencies utilized air packs manufactured under earlier standards, we had the ability to buddy breathe. This was one of the deciding factors for Chief Light when Prescott switched to the SCOTT packs. Because our packs were much older and needed to be replaced, we had a need to purchase all new packs. Given our history with SCOTT, and after looking at a few different manufacturers we decided to purchase the new version of SCOTT which falls under the new standard.

We were informed up front that the new standard required a universal fitting. Additionally, we were told that an adaptor was in development that would allow us to connect to the Prescott packs. It was not until we received the units that we were informed that an adaptor would not be available. Let me be clear at this point, it would not have mattered which manufacturer we chose, all have to be 2018 compliant which means we would have the same issue no matter which manufacturer we chose.

Chief Feddema and Chief Rose both worked with the vendor and the manufacturer to find some means to allow buddy breathing capabilities. They were unable to get a satisfactory answer or resolution to the issue. We've heard concerns from the floor -and we agree with you – this is a safety issue with no options available to anyone at this point.

As a last-ditch effort to find a resolution, I reached out to our NFPA representative last week for answers. CAFMA alone does not carry enough weight to affect change on an issue like this, so I included the metro agencies, valley auto aid partners, our friends up north, and our vendor (MES). We had a virtual meeting Wednesday this week with all involved.

I'll cut to the chase before providing details. The NFPA provided zero options in the meeting. They said that it is not their job to figure out how to bridge the gap. Rather, it is the job of the manufacturer and Fire Service agencies to fill the gap. However, they also voted down the idea of using an adapter that would allow a new pack to connect to an older model. Because they voted against utilizing adapters, it appears that if an adapter is added to the pack the unit will no longer be NFPA compliant. So, if you cannot use an adapter, what options are left? Can you retrofit an older, NFPA-approved stamped pack with a new fitting? The answer we received was no. So now what? That is a valid, and unanswered question.

Here is how the process works according to the NFPA. First, "they" are not responsible for the standard. Rather, it is a (NFPA) Technical Committee of "experts" that do not work for the NFPA who develop the

standards – it's just an NFPA committee, not the NFPA. WTH?? The committee has wrestled with the idea of a universal adapter for years, but could never come to an agreement on how to make the transition. The committee was keenly aware of the issues we would face. For their part, SCOTT Health and Safety argued vehemently that an adapter was needed to ensure the safety of firefighters until all fire departments across the country were operating with the universal connection. They in fact had developed an adapter, however because of the committee's decision, it is not available. This transition could take 15-20 years.

The committee decided that an adapter may create confusion for firefighters and that it would be best to refuse to offer that option. In the end, not allowing an adapter negates the only option we have to ensure our firefighters have the ability to buddy breathe.

We, the fire service in Arizona, believe that an adapter option should be available. In our opinion, confusion is overcome by training. If we can train firefighters to recognize the difference between male and female hose couplings in the dark while under duress, we are fairly certain we can train them to recognize an SCBA fitting.

So, how do we move forward. We were told that we have to contact the chair of the Technical Committee to see if he would be willing to consider our concerns. However, we cannot email or call the chair as they are not allowed to provide any direct contact information for any committee members. To that end, we have to write a letter and see if the chair is willing to communicate with us. If he is willing to communicate, we have to convince him that this issue is important enough for an emergency meeting, otherwise he may tell us we can bring it to the committee in 3-5 years when the standard is up for discussion. Again, WTH?

Chief Duran with Phoenix FD is requesting that I be added to the next Central Life Safety Council agenda to discuss this issue with the entire valley auto aid system. We will decide from there who should draft letters in order to develop one common message.

In addition, I have reached out to PFFA President, Bryan Jeffries and IAFF 10th District Vice President Stephen Gillman, to discuss the issue as the NFPA rep was adamant that it was the IAFF who didn't want the adapters. As an aside, we didn't see the IAFF listed as a participant so we find this difficult to believe. I emailed Mr. Gillman some bullet points as a follow-up to our phone conversation. He has already reached out to the IAFF Health and Safety Committee who advised they were unaware of the issue.

I had a conversation with the President of the Western Fire Chiefs Association Thursday morning. He is taking the information up through the chain to the International Association of Fire Chiefs (IAFC). In short, we have the big names working on this.

PFD was notified as soon as we were aware of the issue, and Chief Feddema has had follow-up conversations with Chief Moser. Additionally, we are working to update our SOGs to ensure everyone knows not to intermingle PFD and CAFMA crews on emergency incidents that require the use of an SCBA.

In the end, I have no good resolution to offer you at this time. I know this is long, but we need everyone to understand that our packs had to be replaced, it didn't matter which manufacturer we chose as they all have to follow the same standard, and the fire service nationally has zero options at this point to deal with the issue. The NFPA Technical Committee changed the standard with the full knowledge and

understanding that they were creating a safety issues for our nation's firefighters, and at the same time denying the only viable option for bridging the gap. This one is going to take a lot of collaboration and time to address. I would simply ask for your patience as we push for a resolution, as well as understanding that this is completely out of our control. This is a safety issue for firefighters as well as communities across the country. Now, we fight the "system." Who better to start it?? 😊
