



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **February 24, 2023**

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“Excellence is never an accident; it is the result of high intention, sincere effort, intelligent direction, skillful execution, and the vision to see obstacles as opportunities.”

Unknown

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CEOP Cohort 2 Week 1 2023

The Chief's Desk

Good morning from the Delta Hotel in Mesa – home of Fire School and the Chief Executive Officer Program (CEOP). We're starting the last day of the first week of the 2023 CEOP session. Senior Staff and Chief Parra are participating in this year's cohort, and I'm acting as the facilitator. In short, I have them as a captive audience for the entire week 😊

As a reminder, we'll be talking with the Board at Monday's meeting regarding our draft staffing plan. This will include a conversation regarding the submittal of a SAFER Grant, the concept of paramedic pay, and the idea of increasing the number of paramedic students we want to support in next year's budget. If these are of interest to you, I'd encourage you to attend so you can hear the dialogue directly and not through the lens of 165 different people.

Thank you to everyone who came out to support our new recruits at their graduation last week! They are all out on the engines ready to serve our community. Hopefully, their presence and the return of Captain Stooks and Firefighter Rocha will help reduce overtime, and specifically, mandatory overtime.

Because we've had some additional openings, we'll be testing for firefighters sometime mid this year with an academy starting around August. I know this means we'll be testing during wildfire 'season,' but the reality is that the season runs year 'round at varying degrees of severity. If there's a wildland firefighter that wants to interview, we can, and have, provided the opportunity for the first round of interviews via Teams.

Our new Fire Inspector III, Carrie, will start on Monday, February 27. Our new Fire Inspector I, Kevin, will start on Monday, March 6. We don't have a start date for our new Fire Marshal yet as he's working with his current employer to ensure they have a business continuity plan in place before he leaves. It could be 30 days before he starts depending on the development of their plan. We appreciate that he would take the time to ensure his current employer has a sound plan in place so their contractors and developers don't experience an interruption in services.

Facilitating the CEOP program this week has been my focus and taken a lot of time. In these situations, I'd normally ask someone from Senior Staff to fill in for me writing *The Review*; however, they're all here with me focused on the learning opportunity they've been provided. To that end, I'm going to keep this one short. Be safe, be kind, and don't do anything stupid.

Upcoming Events:

Feb 27 – Lunch meeting with Chief Duran Phoenix, Board Meeting Day

Feb 28 – Meet with Fain Signature

March 1 – HSI virtual meeting with Tempe, FRI Program Planning, PV TERRF Planning Coyote Crisis Collaborative, Meet with CON Consultant
March 2 – AFDA meeting, Statewide Aid meeting

Board Meeting:

February 27: Administration CAFMA – 1700-1830

Managing stress at work: three things your employer could do for you

By: Beth Daley

Earning a living can be stressful. Whether it's time constraints, difficult colleagues, a lack of autonomy, or an unreasonable workload, it's hard to think of a job that doesn't come with a certain amount of pressure.

This can have a negative impact on a person's mental and physical health, and is a major cause of long-term absence from work. An excessive level of stress is bad for people, and it's also bad for the organisations they work for.

Often though, the responsibility for managing stress is left with the employee. Employers tend to think their role lies in helping staff better manage their own individual situations, perhaps by changing their own behaviour or perceptions.

This may involve things like time management workshops or mindfulness classes – ideas directed at the individual with the aim of enabling them to be better at their job.

But these kinds of interventions place the burden of ultimate responsibility on the employee. And in doing so, organisations feel less obliged to alter the stressful environment by increasing resources, reviewing job descriptions or improving manager training.

To get an alternative view, I spoke to employees about their experiences of attempts to reduce stress levels in the work place. And here are three things your organisation could actually do for you to reduce work related stress.

theconversation.com

Practice Empathy as a Team

By: Christine Porath and Adrienne Boissy

Today's tumultuous environment — the pandemic, the economy, war, divisive politics, the changing nature of work, and continued uncertainty — generates emotions in just about everyone. And those emotions undoubtedly have an impact on people's engagement at work. According to Gallup, employee engagement has dropped over the last several years to 32%, and 17% of employees are actively disengaged.

To address this issue, many organizations are prioritizing caring for employees. But despite innumerable well-intended efforts, a Deloitte survey of 1,000 professionals found that we're missing the mark. The top driver of burnout is a lack of support or recognition from leadership.

A simple but powerful way to connect with and care for employees is to recognize their emotions — especially negative ones. Research shows that identifying or recognizing others' emotions builds trust.

Here's why recognition is so impactful, plus 10 exercises managers can implement to increase their emotional awareness and engage their team members.

Why Recognition Matters

Positive feedback or recognition makes community members feel valued, reduces power and status differences between them, and may increase everybody's sense of belonging. Although recognition costs virtually nothing, it's a tool leaders and organizations underutilize. In a survey of over 20,000 people we conducted with Tony Schwartz for Christine's book, *Mastering Community*, we found that a mere 42% believed that their manager recognized and appreciated their work.

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