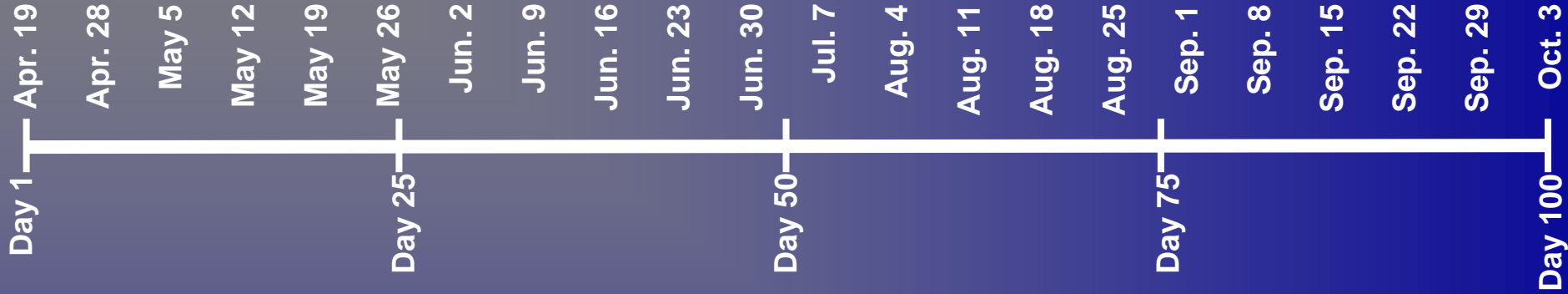




# Dallas Fire-Rescue



## 100-DAY ROADMAP

September 2006

**A World Class Department is based on our PEOPLE becoming our strongest asset to drive organizational success.**

### **Build the Foundation: Establish Cornerstones**

Need to communicate new leadership values and beliefs; anchor all we do in our future vision, passion and soul

- **Establish Mission, Vision, and Core Values**
- **Set expectations so our actions are consistent and supportive of our departmental values and beliefs**
- **Incorporate into culture driver of personal and organizational “success” via education, communication, and performance management system**

### **Develop Leadership & Management Capability**

Effectively lead and develop a diverse workforce for optimal engagement to drive and support City action plan (Staff Accountability and Public Safety)

- **Keep, engage, and develop exceptional and valued performers**
- **Focus on City values of teamwork, communication and commitment**
- **Capitalize on inclusion and diversity for innovation and customer service**
- **Approach succession planning proactively by developing talent**

### **Equip and Enable Individuals for Career Development**

Optimize capability and contribution of team members, linking personal development to continuous organizational improvement and success

- **Remove barriers: Provide tools & education for personal growth:**
  - **Develop outcome based performance measures and IDP’s (Grote Performance Model)**
  - **Increase staff accountability and commitment to public safety**
- **Establish DFD as a nationally prominent fire department:**
  - **Increase firefighter and community safety**
  - **Increase level of education and training and performance**
  - **Increase positive national, state, and local exposure**
  - **Increase mentoring/big brother opportunities with other fire departments**

# WORLD CLASS DEPARTMENT

Q3 (Phase I)

Q4 (Phase II)

**Build the Foundation**

**Develop Leadership & Management Capability**

**Develop Leadership & Management Capability**

**Equip & Enable Individuals For Career Development**

**Strengthen the foundation upon which DFD employees are optimally engaged toward becoming a World Class Fire Department**

**Implement and leverage organizational and leader actions that role model the Core Values**

*Strategy*

- Visible, demonstrated leadership with messages and efforts anchored to Core Values
- Implement quick hits to “hear” employees, incorporating information and balancing with moving forward on long term plan implementation

- Further develop Leadership and Management Capability, while continuing to implement “quick hits” that support the long term plan
- Involve employees in driving improvements, owning their careers

*Objective*

**Mission, Vision, Core Values**

- Define
- Communicate
- Educate
- Address Accountability and Messaging
- 2-Day Strategic Offsite
- Station Site Visits

**Leadership Competency**

- Establish, Align & Communicate Desired Leadership Competencies
- Informal First Day Workshops
- 1x1 Executive Interviews
- Leadership Profiling Seminar – 1-Day Offsite
- Company Groupings
- Skip-Level Meetings

**Leadership Development**

- Top Tier
- Organizational Needs Assessment
- Leadership Modeling

**Management Capability**

- Design Workshops/Course Pilots to Build People Management Capability
- Leadership On The Line Weekly Meetings

**Talent Acquisition**

- 1x1 Interviews/Profiling with Candidates
- Ensure New Talent Committed to Core Values, and Demonstrate Required Leadership Capabilities
- Fill Vacancies

*Areas Of Focus*

**Leadership Development**

- Top Tier Focus
- Establish L&D Roadmap for Top Tier

**Management Capability**

- Workshops/Begin Course Design/Pilots to Build People Management Capability
- Succession Planning

**Inclusion/Diversity**

- Broaden Perspective of Diversity, Build Awareness
- Begin Inclusion Awareness Rollout
- Talent Acquisition Focus

**Career/Department Development**

- Rollout of Comprehensive Performance Process: Grote System Integration
- Getting Started: New Hire Assimilation

**Networking and Mentoring**

- Communicate Availability of Coaching for Leadership
- Establish ‘RedLine’ and Web Log
- Partner w/National Publication for Exposure/Forum
- Team with City University

**Employee Satisfaction**

- World Class Department Action Committees
- Structured Responses



# INTEGRATED PLANNING PROCESS

## Strategic Planning

- Organizational Mission
- Strategic Analysis
- Long Term Objectives
- Integrated Programs
- Budgetary Projections
- Executive Summary

## Operational Planning

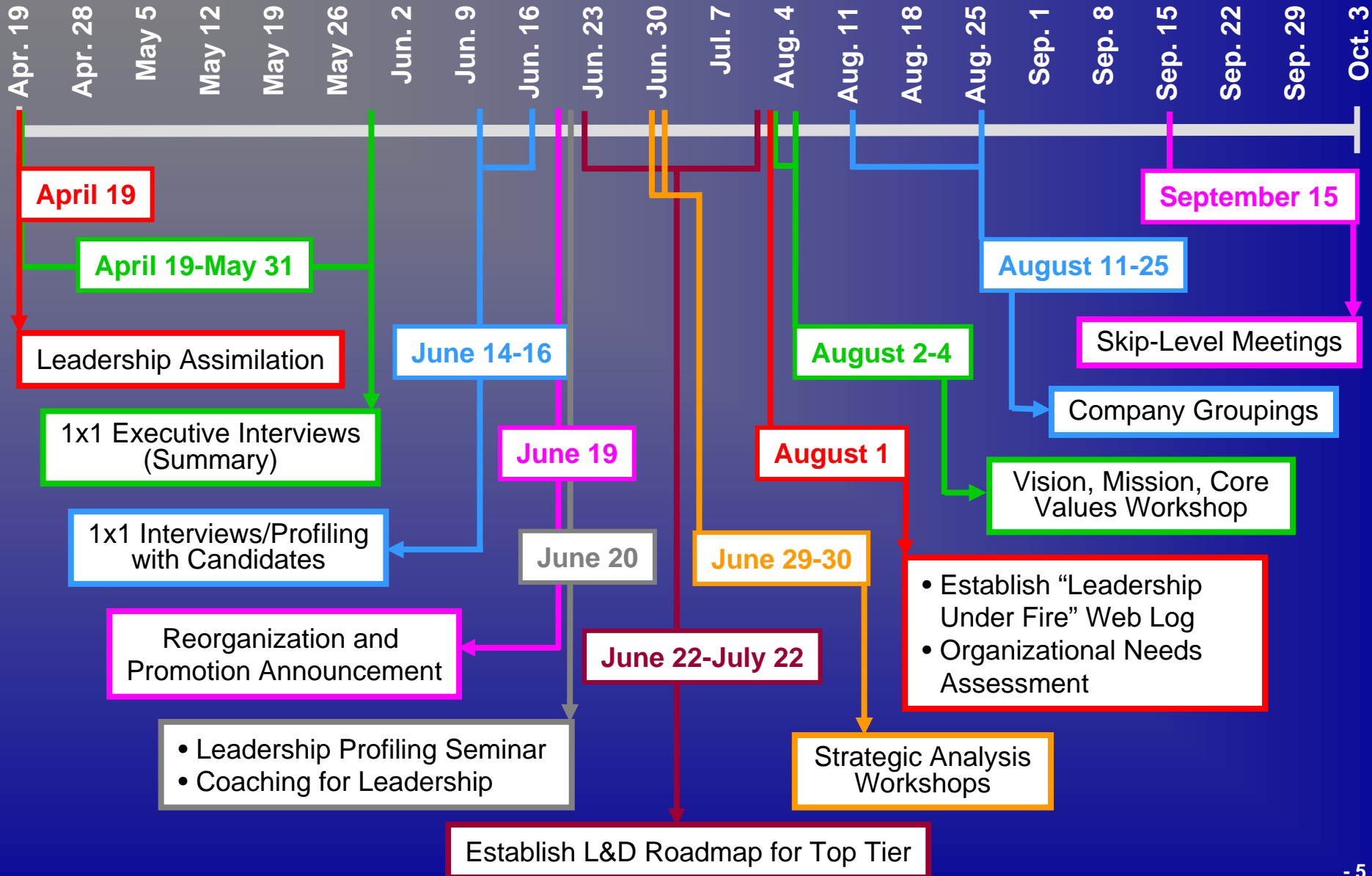
- Operational Analysis
- Key Results Areas
- Indicators of Performance
- Short Term Objectives
- Efficiency Study
- Action Plans
- Budgets

## Results Management

- IDP's
- Management Reports
- Organizational Results
- Division Results
- Individual Results
- Corrective Action
- Reward Systems



# TARGETED ACTIONS





# AREAS OF FOCUS



## Leadership Assimilation Exercise

Assistant Chiefs, Deputy Chiefs, Battalion Chiefs, Section Managers

**Purpose:** To open the information pipeline so the Chief and Command Staff can exchange concerns and expectations. To introduce the Chief and his leadership style. To address doubts and fears, as well as surface misunderstandings, unspoken issues, and disconnects. To help formulate an agenda for the first few months.



# AREAS OF FOCUS



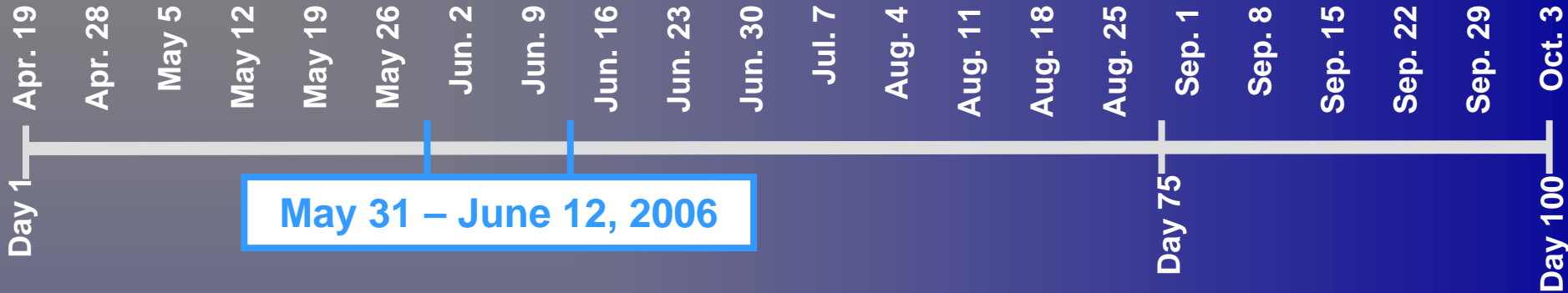
## Summary Interviews 1x1's

15 Interviews: Assistant Chief and Deputy Chief Level

1. What about DFD do you want to preserve and why?
2. What has been the greatest accomplishment/achievement in the last five (5) years?
3. What has been the greatest disappointment in the last five (5) years?
4. What do you hope that I do as Fire Chief?
5. What are you concerned I might do and why?
6. What types of programs are needed in/out department?
7. If you could give me one (1) piece of advice, what would it be?
8. If you were Fire Chief, what would be your priorities?
9. What are your biggest challenges?
10. What is your goal in the next five (5) years?



# AREAS OF FOCUS



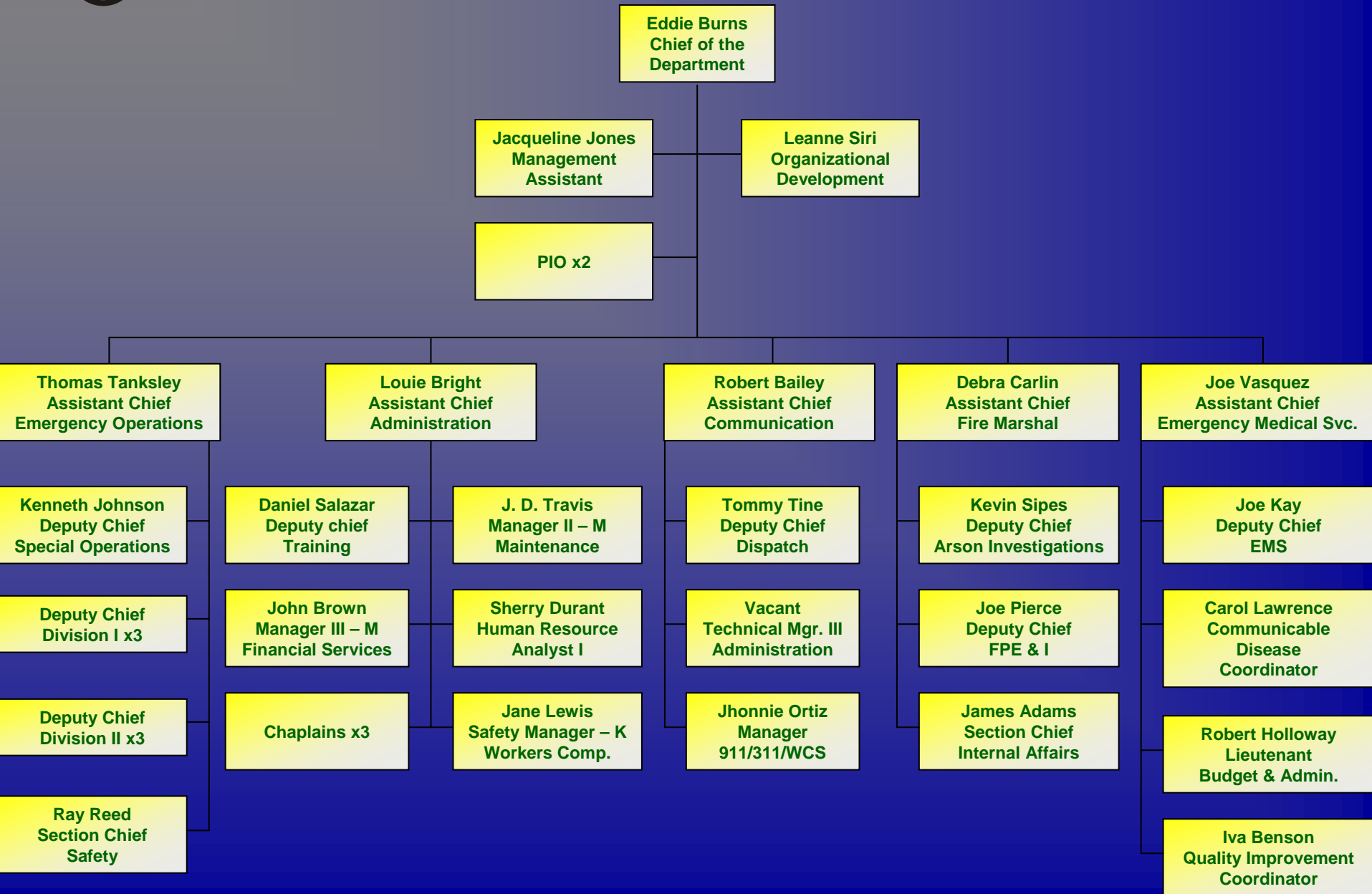
## Final Interview Process Executive Selection

1. A PowerPoint presentation which addressed specific questions.
2. Structured verbal interviews before a diverse panel.
3. An advance writing exercise.
4. An on-the-spot writing exercise.
5. A Leadership Personality Profile.



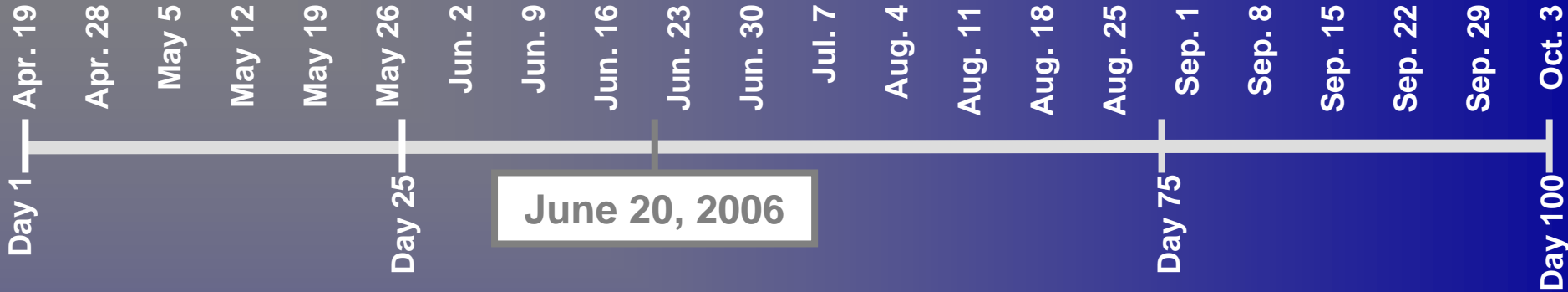


# ORGANIZATIONAL CHART





# TEAMBUILDING



## Communicating for Results Seminar

### Objective:

Through a standardized testing process, identify key characteristics of leadership and personality styles. Explore unique personality traits as a leader and a team contributor. Discuss the strengths and weaknesses of each style relative to others, and learn to flex to meet the communication needs of others in the workplace.

### Benefits:

- Increased self-awareness
- More empathy
- Greater teamwork
- Increased cooperation
- Improved communications
- Improved productivity
- Improved work climate
- Reduced conflict



# STRATEGIC WORKSHOP RESULTS

## PRINCIPLES & VALUES

- **Honesty**
- **Integrity**
- **Exceptional Customer Service**
- **Innovation and Adaptability**
- **Dedication**
- **Respect**
- **Pride**
- **Excellence**
- **Team Players**
- **Accountable**
- **Diversity**
- **Positive Public Image**
- **Employee Safety**
- **Fair Employee Practices**



# STRATEGIC WORKSHOP INHERENT STRENGTHS

- **Work Ethic**
- **Experience**
- **Customer Oriented**
- **Loyalty and Tradition**
- **Tradition of Promoting From Within**
- **Enthusiasm for Emergency Response**
- **Equipment**
- **Chain of Command Structure**
- **Firefighter Safety**
- **Training**
- **Motivation**
- **Sense of Purpose**



# STRATEGIC WORKSHOP EXTERNAL OPPORTUNITIES

- **Grant Monies**
- **Public-Private Sponsorships**
- **NFA Training**
- **Raise or Assign Fees for Permits, Inspections, Accident Scene Assistance and False Alarms**
- **State Forestry Crew Monies**
- **Available Technologies**
- **Efficiency Study**
- **USAR**
- **Increased Community Involvement**
- **New Chief and Staff**



# STRATEGIC WORKSHOP

## PERCEIVED ORGANIZATIONAL THREATS

- **Budget**
- **Privatization**
- **Civilianization**
- **NFPA standards that adversely affect budget**
- **Efficiency study**
- **Consolidation of departments**
- **Lawsuits that change service delivery or goals**
- **Entry level salary**
- **Automatic assistance agreements where partners change staffing levels**
- **Natural communication friction between Police and Fire**



# STRATEGIC WORKSHOP ORGANIZATIONAL CLIMATE

## Areas For Improvement:

- **Clarity of Organization**
- **Communication**
- **Employee Development**
- **Training**
- **Reward System**
- **Responsibility and Accountability**
- **Innovation and Risk-Taking**



# STRATEGIC WORKSHOP ORGANIZATIONAL CULTURE

**We provide a great service and  
we have a great reputation.**

**We are full of pride, tradition and have a  
high work ethic.**

## Areas For Improvement Include:

- **Increasing inclusiveness**
- **Embracing change and innovation**
- **Increasing responsiveness to improvements in regards to effectiveness and efficiency**





# STRATEGIC WORKSHOP GROWING REVENUE

- **Grant writing**
- **Recoup charges to legal system**
- **Validate physical agility test and sell to others**
- **Train Automatic Aid cities**
- **Train portions of paramedic school for a fee  
(charging other cities for services in which Dallas excels)**
- **Charge for services at major accidents**
- **Provide 311, preventative maintenance and  
mechanical maintenance to sister cities**
- **Bill insurance companies**



# SUCCESSFUL ORGANIZATION DEVELOPMENT





# BUILD THE FOUNDATION



## DEPARTMENTAL CORE VALUES

**Integrity  
Dedication**

**Diversity  
Respect**

**Compassion  
Customer Service**

To consistently exceed the citizens' expectations by providing professional quality service with compassion and integrity through a dedicated workforce that represents and respects our diverse community.

These are in addition to honoring the City Values of Integrity & Leadership, Commitment & Accountability, Teamwork & Innovation, and Sensitivity.



# BUILD THE FOUNDATION



## Mission-Vision-Purpose

- **MISSION STATEMENT:** Our mission is to prevent and suppress fires, educate and rescue citizens, provide emergency medical services, promote public safety and foster community relations.
- **VISION STATEMENT:** To become a World Class Fire Department that sets an exemplary standard in fire prevention, rescue, suppression, and EMS through progressive leadership and innovative practices.
- **PURPOSE:** Dallas Fire-Rescue exists to provide the citizens of Dallas the most effective and rapid emergency, fire, rescue, and prevention services in an ever-changing environment.



# ORGANIZATIONAL INITIATIVES



## Future Focus

1. **COMMUNICATION**: Improve internal and external communication to increase cooperation and teamwork within and outside the department.
2. **CAD SYSTEM**: Ensure seamless implementation of CAD system with no interruption of 911/311 service.
3. **STAFF ACCOUNTABILITY**: Increase accountability and responsibility and coordinate with reward system; establish and meet divisional goals that support organizational objectives.



# ORGANIZATIONAL INITIATIVES



4. **URBAN SEARCH AND RESCUE (USAR)**: Complete implementation of program. Ensure structure, organization, and continuous training are in place to provide excellent incident management for city and region in times of natural or man-made disaster.
5. **EMERGENCY MEDICAL SERVICES**: With the assistance of our new Medical Director, Dr. Marshal Isaacs, as well as Director of EMS, Dr. Paul Pepe, and the Dallas BioTel team, develop a world-class fire-based EMS delivery system that will prominently serve all the residents and visitors of Dallas.
6. **CULTURE**: Paramilitary, tightly structured, technical and competitive culture; our goal is to transition into a more versatile, inclusive, adaptive, and supportive work environment.



# EXECUTIVE SUMMARY



**QUESTIONS?**