

“P.R.I.D.E. in Service”

Cordelia Fire Protection District

Mission

We, as members of the Cordelia Fire Protection District, dedicate our efforts to provide for the safety and welfare of the public through the preservation of life, health, property and the environment

Vision

To be recognized by our community and employees as a model of excellence in providing services through education, prevention, and mitigation; a district that is synonymous with the term leadership; a district that fosters an environment of involvement, trust and cohesion; a district responsive to the needs and concerns of the community we serve.



Doing Things

“The CFPD Way”

**Service and Commitment Philosophies
Of the
Cordelia Fire Protection District**

The “CFPD Way”



Mission Statement

We, as members of the Cordelia Fire Protection District, dedicate our efforts to provide for the safety and welfare of the public through the preservation of life, health, property and the environment.

Organizational Values

Service Ethical Teamwork Integrity Opportunity

THE CFPD WAY

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Organizational Values Defined:

1. **Service:** The desire to help those in need by providing the best quality assistance to the community we serve, our members, the District and other agencies.
2. **Team work:** A group of individuals dedicated to completing a common goal/task will eventually be dedicated to each other, competently completing small tasks simultaneously to secure the overall goal.
3. **Integrity:** Behaving and performing, at all times, by a value system emphasizing honor, honesty, decency and good character.
4. **Opportunity:** Cordelia Fire will make the most out of every opportunity available in order to better ourselves, and improve the welfare of our members and the community we serve.
5. **Ethical:** Not only a code of guiding principles and values that govern the behavior of our individual members but, the organization as a whole as to what is right and what is wrong. It sets the standards for the Cordelia Fire Protection District's conduct and decision making.

P.R.I.D.E.

Praise: Respect: Intervene: Devotion: Encourage:

1. **Praise:** Expressing approval, admiration or commendation for jobs well done.
2. **Respect:** Is about how you treat other people. You must value and listen to others opinions no matter how different they might be from your own. You will only receive the respect that you earn, no matter what your formal position in the system. Your reputation is a valuable possession, guard it, and remember, it starts the day you enter the family.
3. **Intervene:** If you condone it, you own it.
4. **Devotion:** To the job, team members, public you serve and your community.
5. **Encourage:** Inspire confidence, stimulate success, and to foster growth.

Cordelia Fire Protection District Guiding Principles

1. **Be Nice** – We will treat others the way we would like to be treated.
2. **Be Responsible** – We believe every member is responsible to build and maintain the reputation of the C.F.P.D.
3. **Be Accountable** – We will make all decisions based on what is best for the community we serve, the C.F.P.D. and its members.
4. **Value Relations** – We recognize that relationships are more important than any problem, challenge or issue we face.

Cordelia Fire Protection District “P.R.I.D.E. In Service” Program

Introduction

The Cordelia Fire Protection District is a well-managed fire service organization. Its leadership is committed to providing excellent service and encourages continuous improvement. This approach has allowed the Cordelia Fire Protection District, herein referred to as the (CFPD), to positively address our human and physical resources, and support an environment that encourages excellence.

Our Fire district is a unique organization. What makes the Cordelia Fire Protection District so unique? The answer to this question is simple – it is our people and our philosophy. Explaining our philosophy is not simple, in part, because once our focus is established we are not afraid to change to improve service delivery. “The CFPD Way” was developed with the intent of describing this District philosophy. It is not intended to be prescriptive – that is, to describe how we would like our District to be. It is NOT intended to be a Management Procedure covering how we should act, but rather a document that describes expectations for positive, constructive interaction. It sets forth the standards or ideals we, as a Fire District, are dedicated to achieving.

When describing any guiding set of principles or underlying beliefs, concepts or attitudes, it is difficult not to sound idealistic. This is just as true in trying to explain our Districts’ philosophy. As a District, we pride ourselves on excellence. We are a group with a selective membership and everyone that is a member must want to belong. When individuals choose to belong, there are expectations and standards of behavior that are not optional. We, individually and collectively, care about the well-being of our organization, because it serves the common good of the members and our customers – the public.

We are a family and are proud of it. The “CFPD Way” attempts to describe the vision and culture of this family. It is a product of the relationship enjoyed by the Management process, and represents input of District members. It is a dynamic document and will be reviewed periodically for necessary revisions.

The foundation of a proud organization must be supported. This is accomplished through recognizing the important elements of P.R.I.D.E. in our behavior:

Praise: Respect: Intervene: Devotion: Encourage

Executive Summary

The Cordelia Fire Protection District is a leader in its approach to service delivery and personnel philosophy. This document was developed to summarize the philosophy of this exceptional group of people. “The P.R.I.D.E. in Service” Program is intended to guide the behavior of all current and future members to ensure that we continue to reinforce the District’s philosophy in our day-to-day interactions with each other and the public we serve. It shall serve as a standard by which to measure our personal and organizational behavior and to provide us with a model of behavior.

Our goal is to constantly provide and constantly strive to improve the best possible service to our citizens while adhering to budgetary constraints. We are here to protect our community and to meet the ever changing role of the Fire Service in the reduction of loss of life and property. The District exists to serve the citizens of the community and its members. The philosophy described in this document is intended to maximize our ability to consistently achieve this goal.

“The Cordelia Fire Protection District Way” is founded on the fundamental principle that our members are the foundation of this organization. The District can be no better or stronger than its membership. Being a member of the Cordelia Fire Protection District is more than just a job, it includes a commitment to other District members and to the citizens of Cordelia. This commitment must be backed with individual responsibility. **Each member is responsible for his or her own performance and is accountable for his or her own actions.** Each member also has responsibilities to the public and to other members. Personal respect and individual integrity are essential ingredients of a positive, unified work environment and a healthy organization.

A positive work environment is maintained by commitment and discipline; preferably self-discipline. Members are expected to manage their own behavior in a manner that conforms to the rules and regulations of the District and that reflects the philosophy of this district. Punitive action should only be used in conjunction with other corrective measures designed to

resolve the problem. The district has a responsibility to help members “get back” or re-enter the organization after disciplinary action, as long as the members are willing to put forth a sincere effort to help themselves.

Leaders and supervisors play important roles in making the District’s philosophy work. Positive motivation is much more effective in guiding members to be productive than simply identifying and punishing negative behavior or performance. Positive behavior and performance should be recognized at every opportunity. A supervisor’s job includes recognizing and rewarding positive actions.

Leadership is critical in maintaining the high standards of performance and the positive image of the District within the community and the fire service. Leadership responsibility, whether formal or informal, is a determining factor in the overall effectiveness and well-being of the District. All Fire District leaders share their expectations up front with people for whom they are responsible, and stress the accountability of each member. These expectations need to be realistic and in concert with the overall expectations of the District. It is an inherent responsibility of current Cordelia Fire Protection District leaders to develop and instruct a capable cadre of leaders for the future who live and practice the CFPD Way.

Each member must accept the responsibility associated with maintaining our environment, delivering quality service, cultivating change and improvements for the future. This requires a high level of commitment by all involved to make it effective. It demands dedication to focusing on the best interests of the organization and the public we serve.

The District recognizes that it is through the process of considering a number of different views that the best solutions are usually developed. The District provides opportunities for members to channel concerns, criticisms and complaints within the structure of the organization

True commitment requires loyalty to the organization. Member commitment is easy during the good times, but is truly tested during difficult times. The Cordelia Fire Protection District is not perfect; it is up to each member to strive to make it better. Members are responsible for the organization and it can only be as good as we are willing to commit to making it. Organizations are not static; they are constantly changing and evolving. We at the Cordelia Fire Protection District have made the decision to commit to making change a positive and healthy experience for our members and the public.

The Cordelia Fire Protection District philosophy is not intended to smother internal disagreement or to stifle individuality. It is intended to describe and maintain an environment in which the District can remain committed to our mission to serve the public and at the same time improve the capability of our members. We must be able to recognize organizational problems and imperfections as opportunities to continue to improve, and not to dwell on them to the point of missing the other positive aspects of the organization.

Cordelia Fire Protection District personnel are not just employees, we are members. To be an exceptional team, team members must take care of each other.

The District can’t do much better outside with our customers than we do inside for the District with each other. Kindness and quality interaction begins at home, within the family - the other members of our District. To really be effective, it must be practiced throughout the entire organization.

The responsibility to learn and practice this philosophy lies with each individual. Members must make a conscious choice to belong. With this membership must become a commitment to excellence internally within oneself and externally to other members and the public? It is this positive commitment that has made us what we are today, and through constant assessment and change, this same commitment will sustain us and guide us to continued excellence in the future.

This document describes our District philosophy. It describes our vision and values, our standards, and our ideals. The CFPD Way describes and guides our behavioral and performance expectations. Our diverse membership made the choice to become part of the Cordelia Fire Protection District. It incorporates our values of Service, Team Work, integrity, Opportunity, Ethical. In order to provide the best service to the public, we are committed to the training, education and well-being of each member of the District. As public servants we work for the common good of the residents, workers and visitors of the Cordelia Fire Protection District.

The fire service has a rich and proud culture and tradition. New members of the Cordelia Fire Protection District benefit from the mentorship of seasoned members. All members benefit from a common set of expectations. Our members are the foundation of the department.

Philosophy and Culture

Section One – Making the Commitment

Being a member of the Cordelia Fire Protection District is more than just a job. It is a commitment.

We have all committed ourselves to using our training and capabilities to protect our customers (the public) and keep them safe, as well as our fellow members, at all times, whether on or off duty.

We strive for excellence through exceptional service to our customers, whether inside or outside the organization.

There is no doubt that the most important resource that the District has is its members, each and every one of them. No matter what the position an individual fills in the District, he or she is considered important and is to be treated as such.

This is “The Cordelia Fire Protection District Way.”

Section Two – Being Responsible for Ourselves and Each Other

Each individual member of the Cordelia Fire Protection District is responsible and accountable for his/her own actions, and to a great extent, for the wellbeing of other members and the organization. In order to deal effectively inside and outside the District, there are five behaviors that each member should practice daily.

They are:

1. **Consideration:** Be considerate of one another’s values, position responsibilities, ideals, possessions, feelings, etc.
2. **Discretion:** Be discrete in the things we say and do to each other – remember the old saying, “Praise in public, Discipline in private”.
3. **Acceptance:** Accept the differences in one another. These are differences that make us stronger as an organization and better able to serve the needs of our diverse community.
4. **Unity:** Value the unity of the District, not only in good times, but in difficult times as well.
5. **Organizational Maturity:** Put personal feelings aside, disagree privately and once decisions are made, support them publicly. No backstabbing, disrespecting, belittling, or discredit the Cordelia Fire Protection District members.

All members of the District are expected to practice these behaviors throughout their careers.

Be Nice. Be the bigger person. Expect the same.

Members have a right to be different, as long as their behavior, appearance and job performance are not in conflict with the rules, regulations and organizational culture. Honoring and respecting individual and cultural diversity is critical in our District and society in general.

Being flexible and non-judgmental are keys to developing heightened levels of acceptance within the organization. We work together to assure our P.R.I.D.E. in service. However, a member’s individualism may not be acceptable if it causes a significant distraction for the group (i.e. something that distracts from the professionalism of the member, or personal activities that discredit District members in the organization or in the community).

Members are provided with the training, equipment, procedures, leadership, supervision, and feedback necessary to prepare and guide them, but the bottom line is that each member is responsible for his/her own performance. If for some reason you cannot perform, you should bring this fact to your supervisor’s attention at the first opportunity. Each member’s stature in the organization will be reinforced by his/her conduct and performance. There are some things that only you can do for yourself. No system can overcome a particular member’s lack of personal respect for themselves or respect for others. To simplify this statement, **you will only receive the respect that you earn, no matter what your formal position in the system. Your reputation is a valuable possession, guard it, and remember, it starts the day you enter the family.**

Section Three – Being Self-Disciplined

Self-discipline is the foundation for managing behavior. Imposed discipline, when necessary, should be designed to correct behavior and return the member to a positive, productive and healthy position within the District values.

Once established, a positive work environment is maintained by commitment and self-discipline. Members are expected to manage their own behavior in a manner that conforms to our mission, vision, values, and guiding principles and the rules and regulations of the District, and in essence, requires very little supervision. However, they are also expected to follow the instructions given to them by their supervisors in a cooperative, positive manner.

The District realizes that members will be faced with personal and/or work related problems during their careers. When this occurs, they are expected to seek the assistance necessary to return them-selves to a positive, productive life. It is important to remember that professionals don't let personal problems interfere with their performance (i.e. leave your personal problems at the door prior to starting your work shift). They recognize problems, address them, and correct them. The District can also try to arrange the services of a Chaplain, should a member desire counseling or spiritual support.

It is absolutely unacceptable for a member to use illegal substances on or off duty. **Cordelia Fire Protection District MEMBERS DON'T DO DRUGS...PERIOD!** Abuse of alcohol, prescription drugs, anabolic steroids, or any other substances that over a period of time can be detrimental, is simply not appropriate conduct. The unauthorized use of alcohol, or the use, sale, purchase or possession of controlled substances at any worksite is absolutely unacceptable and will result in the dismissal of those involved. This policy is in place to dismiss members, and to send a clear message throughout the District that these acts are prohibited. **Don't violate the rule.**

Another critical issue in the overall effectiveness of the District and the well-being of all members is the sincere concern for one another's welfare. We simply cannot be effective in serving the public if we cannot cooperate with each other. Verbal abuse, malicious actions, and physical fighting with fellow members have no place in the District. **WORK PLACE VIOLENCE WILL NOT BE TOLORATED!**

Disciplinary actions should be corrective, progressive and lawful. Supervisor's recommendations for disciplinary action should match organizational expectations, and their approach should follow the established discipline procedure. It is believed that consideration must be given when someone was trying to do the right things, but did not necessarily do it right. This is not to say that breaking a rule is automatically tolerated, or that ignorance is a plausible case for avoidance of discipline. If review indicates a decision was made with sound reasoning, however collateral issues were not taken into account; it should be viewed as a learning experience as long as severe consequences did not result.

A standard problem-solving approach can be taken in most situations involving misconduct or poor performance, and in doing so, the problem should be identified before a solution is developed. In other words, avoid the "**ready – aim – fire**" approach to discipline.

When dealing with discipline, the following should be reviewed.

1. What happened?
2. Why did it happen?
3. What could have happened?
4. How could it have been avoided?
5. Consequences of reoccurrence?

It should be our philosophy to understand that there is a difference between a wrong decision and a bad decision. Wrong decisions happen, but may show considerable judgment was used and the experience will grow the individual in their job responsibilities. Bad decisions as a result of poor judgment are not assumed to be covered by a forgiveness principle.

The District owes it to the members to keep disciplinary proceedings confidential. This does not prohibit release through the rules of public record. With the existing requirements of the Freedom of Information Act, and the high-profile coverage that our members' misconduct can generate, it may be impossible to keep the entire matter a secret. The only promise that the district can make along these lines is that the initial disclosure can come from the member involved, a friend, or the media, but

not the leadership handling the problem. It is important within our environment that we attempt to protect the confidentiality of the process and the integrity and self-esteem of the member. Though names are not the focus, when an incident occurs that is a matter of safety it will be district practice to assure all members are made aware.

Self-discipline extends to our lives outside of work, as well as the virtual world of social media. Social media is a powerful communication and image tool, giving just-in-time information and keeping people connected over vast distances.

Cordelia Fire Protection District members are proud of their profession and District. When we identify ourselves as members of the Cordelia Fire Protection District in a social media profile, that site now becomes an extension of the workplace, not solely a personal site. It is not the CFPD Way to engage in negative political discussion or brag about unbecoming activities via social media. Consider if the post will reflect well on the owner and the District, or if it will be misinterpreted. Be aware of the impact of the social media footprint, as well as the ripple effects – both positive and negative. As members of the Cordelia Fire Protection District we have a duty to post responsibly.

Section Four – The Supervisor’s Role

Supervisors play an important role in the effectiveness of the district. They are the facilitators and motivators that must set examples which formulate positive work ethics.

To promote the values of our organization’s principles on supervision, it is expected that they will adhere to the intent of the commissioning creed when promoted. Each acquired rank demands one to be willing to give more than they receive with regard to supporting our response mission.

CFPD COMMISSIONING CREED
HONOR THOSE YOU WORK FOR
RESPECT THOSE YOU WORK WITH
SERVE THOSE WHO WORK FOR YOU

Honor Those You Work For.

By choosing a career in public service, it is important to remember that we have a responsibility to those we serve; no matter what. There are times that we may feel like they are treating us unfairly, but it doesn’t matter; we accept that in turn for the ones who appreciate and value our efforts. As a paramilitary organization, the honoring of rank is imperative to both controlling chaos and assuring safety. Again, at times you may not like your boss or a decision made, but it is up to you to refuse to allow the command chain to be jeopardized.

If you jeopardize the rank above or below you, you are sacrificing yours as well. If you carry out honoring those you work for, you should expect the same from those who work for you.

Respect Those You Work With.

Respect is about how you treat other people. You must value and listen to others’ opinions no matter how different they might be from your own. If someone is treating others with disrespect, it is up to the leader to halt it. Protect the morale of the organization. Respect is about getting what you give. If you are giving it, then you have the right to expect the same.

Serve Those Who Work For You.

It is your responsibility to use your rank to assure that those working for you have what they need to do their job. It means making it easy for them to do the right thing. It means having the resilience to take hits for them when in the interest of what is right. It is the reverent ability to rise above every situation, see the big picture and make decisions based on what is best for the majority while being as compassionate as possible. Before ever accusing anyone of forgetting where they came from, first consider if you have ever been in their shoes. If serving those who work for you, you should expect the same.

All supervisors, no matter what their level in the District, are expected to carry out their duties in a considerate, respectful manner. Positive motivation is the preferred method of guiding members to be effective and more productive. Positive reinforcement, “catching members doing the right thing,” and citing positive performance as an example for others to follow, has proven to be much more effective than identifying negative behavior or performance, punishing it, and expecting that to serve as the example from which others are to learn.

Positive, or in some cases improved behavior and performance, should be rewarded in some way at every opportunity. Unacceptable behavior or performance should never be rewarded.

This approach can be a powerful and motivating force, much more powerful than simply guarding the workforce and punishing the perceived non-conformists. A member's self-image (positive or negative) has a direct impact on productivity, and supervisors are responsible for improving productivity within the District

In order for supervisors to consistently solve problems in a positive manner, they must take a very flexible approach to problem solving, keeping the goal of their actions in mind at all times.

When dealing with problems involving the behavior or performance of members, the supervisor's success will many times depend on his or her ability to put the responsibility for the solution back on the member...then help them. It is important that supervisors have excellent listening skills, display empathy when listening and carrying out their duties, and by all means, avoid being self-righteous when evaluating problems involving the conduct of others. Supervisors are expected to turn negative situations into positive ones whenever possible, keep problems in perspective, and address them at the proper level in the district. Effectively dealing with the negative can create loyalty and commitment from the member in the future.

All District supervisors must remember that punishment, in and of itself, will not usually modify behavior. If you are going to punish a member, but not dismiss him/her, take appropriate action to be positive after the event and help manage and direct the member's re-entry into the District. This concept and responsibility is very important in the system. If a particular member is going to be retrained after a problem has occurred, which is usually the case; there should be a defined process to provide a "way back," a way to be whole again. Supervisors should make this issue a regular consideration in the problem-solving process, and provide whatever guidance and/or counseling that is required to make this re-entry a success for all concerned, so that the system and the individuals involved can put the situation behind them and move on. Not doing so may plant, "organizational cancers" throughout the District over a period of time.

In most organizations it is common for supervisors to avoid problem people. This is poor practice. In fact, supervisors should make a point of spending time with problem people. When dealing with those delicate situations, attempt to address the "under line" issues and you'll get to the root of the real problems that stand in the way of effective relationships. A supervisor who attempts to be diagnostic with the work group in order to head-off problems before they occur will find that very few situations will get to the point where formal supervisory action is required. At times, upper-level supervisors may have to dictate an absolute solution to a personnel problem to a lower-level supervisor who is handling the situation. In most situations, if an absolute course of action is being dictated from above, regardless of the supervisor's recommendations, the upper-level supervisor should strongly consider handling it personally or getting directly involved with the problem. This helps minimize supervisors appearing to simply be messengers from above, rather than decision-makers. Also, these types of decisions are usually most effective if, whenever possible, all levels of supervision are kept fully informed.

Section Five – Being Responsible Leaders

Leadership is the critical element in maintaining the high standards of performance and the positive image of the District within the community and the fire service.

There are many leaders in the Cordelia Fire Protection District. Some are formal leaders who have the responsibility not only because of their structured positions in the District, but also because of their demonstrated ability. Others are informal leaders who do not hold structured positions of leadership in the district, but viewed by the members as leaders just the same.

This leadership responsibility, whether formal or informal, is one of the most critical elements in the overall effectiveness and well-being of the district. In a leadership role, you are always setting an example, whether intentionally or not. Leaders should periodically ask themselves whether their words or actions at a given time are undermining their ability to address future situations or problems that they may encounter with members of the District. As a leader, your actions will speak much louder than anything you say.

All supervisors and leaders in the District should share their expectations up front with people for whom they are responsible and stress the accountability of each member. Those expectations need to be realistic and in concurrence with the overall expectations of the District. There should be no doubt as to what is expected regarding behavior and performance. Leaders must remember that if they condone a particular unacceptable act or substandard performance, they will most likely see it again in the future. **"IF YOU CONDONE IT YOU OWN IT."** Turning heads to problems does not solve them and will cause respect to be lost for the supervisor and lead to moral problems within the district.

Leaders must avoid taking every problem they encounter personally. True leaders, when faced with problems involving people, which most problems do, use an approach that is directed not only toward solving the immediate problem, but also improving the situation for the future. This not only helps improve the particular situation encountered, but also teaches other current (and future) leaders in the Districts positive approach to their problem solving.

Authority is dynamic and complex, and is viewed as the ability to influence a person/s behavior or performance without the apparent exertion of force. Effective authority is supported with genuine respect by balancing leadership with performance. Superior leaders are both humble and able to focus on safety and goals. They accept responsibility for the missteps of their direct reports, while giving credit to them for any recognition.

Leaders are agents of mentorship, positive change, personal growth and development. They are responsible for developing and instructing the next cadre of capable future leaders that live and practice the CFPD Way.

It is an inherent responsibility of current Cordelia Fire Protection District leaders to develop and instruct a capable cadre of leaders for the future. After a leader has been involved in resolving a problem, he/she should attempt to objectively evaluate his/her effectiveness and apply what was learned from the experience to other situations in the future. It has been said that a leader's performance in a given situation will fall into one of three categories.

They are:

1. **POSITIVE:** The leader's involvement contributed to a positive, effective outcome.
2. **NEUTRAL:** The leader's involvement had no effect on the outcome.
3. **NEGATIVE:** The leader's involvement actually made the situation worse.

Obviously, whenever possible, the leader would like to be rated in the "POSITIVE" category. This should be the performance goal for leaders throughout the District.

Another important element of effective leadership in the District is effective "followership." Every leader is a follower in some other departmental group, function, or relationship. It is hard to sustain a reputation as an effective leader when you are an ineffective follower. **Place a high level of importance on followership, and don't do things to your boss or leaders that you wouldn't want people you are responsible for (your followers) to do to you.**

Protect the integrity of the command structure – ALWAYS!

Section Six – Maintaining the Environment

We must all accept the responsibility associated with maintaining our **positive environment, delivering quality service, and for cultivating change and improvement in the future.**

The organization's approach to achieving results is very important in the motivation of the members. We tend to take an exceptional approach to managing our members, because our members are exceptional people. The assumption that most of the members of the District require close supervision and control is not accurate, and if acted out, can diminish the performance of highly motivated, self-starting individuals and groups within the system.

District philosophy is to involve the workforce in the planning of new programs and other operational changes. By doing so, problem areas are discovered early in the process and solutions identified, and the parties can proceed toward agreement. This is not to say that personnel and management will always agree on every issue that comes along. In fact, a sign of mature leadership in the Personnel/Management relationship has been our ability to agree to disagree on certain issues, while continuing to process and resolve other unrelated issues on which there is agreement.

A good guideline has become, **"Process the issues on which there is agreement, and continue to work on the others."** The key to our continued success is our ability to identify the need for change and adapt to it organizationally and individually. Not all changes will work out, but if we are afraid or unwilling to try new ideas, our organization will diminish over time.

One thing is for sure, if we are going to enjoy the good times that come with being a Cordelia Fire Protection District member, then we must come together and endure the bad times that also come with the affiliation. We must also remember to celebrate the good times associated with our district.

When we become members, we, for the most part, give up our ability to behave in an independent manner. We may all suffer in the community for the actions of one of us. Remembering this should help guide our conduct at all times.

Authority is recognized as “the ability to influence a person’s behavior or performance without the apparent exertion of force.” It has become evident in our District that the amount of respect a particular leader and/or supervisor is able to gain and sustain from the members is directly proportionate to his/her ability to understand and balance the issues of authority, influence and leadership when carrying out his/her responsibilities, and performing within his/her designated roles.

Our system recognizes that people are not “loose leaf” as our procedures, and people may not be as easy to revise as a procedure. If we seriously damage the spirit of a member at any level of the District, we may never get his/her commitment back. On the other hand, members must not mistake or misinterpret this compassionate, empathetic approach as weakness on the part of the supervisor. The environment is fragile and is at risk when dealing with people problems within the District.

Section Seven – Establishing Individual Expectations and Roles

The Cordelia Fire Protection District will only be as good as we commit to making it. And so we have it. A philosophy that describes in great detail the way Cordelia Fire Protection District members are to perform, behave, treat each other and interact, no matter what level they are at during their careers. Living this philosophy is not easy. As a matter of fact, it is extremely difficult and requires constant, conscious effort on the part of all of us each and every day of our lives. This philosophy is intended to describe and maintain an environment in which the district can remain committed to its mission and at the same time improve the capability of the members, keeping them motivated, healthy, positive and productive.

“Organizational imperfections” will always exist in our District. In fact, sometimes they can provide the clues we need to direct change and create improvements in the system. Life is not perfect, and neither are we.

We need to recognize imperfections as opportunities to continue to improve, so we can keep them in perspective and continue to positively move the organization along.

The Cordelia Fire Protection District has outlined our behaviors that are to be practiced by all members. Remember these behaviors and practice them on a daily basis. They are:

1. **Consideration:** Be considerate of one another’s values, ideals, possessions, feelings, etc. Respect yourself, your colleagues and our customers.
2. **Discretion:** Be discreet regarding personal information. If something is shared in confidence, keep it confident unless it jeopardizes someone’s safety or well-being. Don’t talk about members behind their backs.
3. **Acceptance:** Accept our cultural, ethnic and gender differences. Diversity makes us stronger and better prepared to serve the needs of our diverse community.
4. **Unity:** Value the unity of the District. Our members are committed to each other. Our strength comes from the ability to work together and take care of one another.

You are not just an employee here, you are a member. Whether performing a line function, or as a staff support person, we rely on each other to be successful. It is critical to remember that to really be an exceptional team; everyone must take care of everyone else. **Being nice** to one another is absolutely required to sustain the level of service to our customers that we have caused them to expect and that they deserve. Hazing new members or being disrespectful towards older, more senior members is damaging and tends to diminish the feeling of quality.

There are no District secrets (intrigue and gossip over an issue resulting in distrust in the system). Other than personnel disciplinary actions, issues involving litigation, and politically sensitive matters, the District is dedicated to transparency and accountability.

We are self-disciplined, highly motivated and skilled employees dedicated to providing superior service to the public and to each other.

We each have the responsibility to leave this organization better in some way other than we found it:

We have the responsibility to pass along to future generations the traditions, values, knowledge and determination that have moved our District forward, and to personally give back to an organization that has given each member so much over the years, and continues to do so.

The responsibility to learn and practice this philosophy is yours.

To a great extent, it is that voluntary entry into a membership, a family, which attracts people to our District. We are committed to excellence internally and externally. It is our positive commitment to quality service and to each other that has made up what we are today, and through constant assessment and change, will sustain us in the future.

You now know the Cordelia Fire Protection District “Way.”

Make a commitment to live it!

Basic Conduct Standards:

The following represents the basic conduct standards for members of the Cordelia Fire Protection District. Along with these directives, the district, as well as the Cordelia Fire Protection District, has Standard Operating Procedures and other policies that concern conduct and operations.

Every member of the Cordelia Fire Protection District is expected to operate in a highly self-disciplined manner and is responsible to regulate his/her own conduct in a positive manner, productive and mature way. Failure to do so impacts the member, the team, the district and the community.

ALL MEMBERS SHALL:

1. Follow Operation Manuals, policies and other written directives of the District.
2. Use your training and capabilities to protect the public at all times, both on and off duty.
3. Work competently in your position to cause all district programs to operate effectively.
4. Always conduct yourself to reflect positive credit on the Fire District.
5. Supervisors will manage in an effective, considerate manner, and all will follow instructions.
6. Always conduct yourself in a manner that creates good order inside the district
7. Keep yourself informed to do your job effectively.
8. Be concerned and protective of each member's welfare (respect).
9. Operate safely and use good judgment.
10. Keep yourself physically and psychologically fit.
11. Observe and honor the work hours of your position.
12. Obey the law, be honest and ethical.
13. Be careful of District equipment and property (protect our investment).
14. Constantly strive to improve.
15. Refrain from discrediting or harming the fire district with negative criticism and malicious statements to the public and/or press.

We are members of the Cordelia Fire Protection District by choice - both our own and the District's. We are committed to superior service. It is this commitment to service and to each other that has made us what we are today, and will sustain us in the future through frequent assessment and positive change.

This is the CFPD Way!



Keith E. Martin, Fire Chief

Date: _____

“The CFPD Way”

Service and Commitment Philosophies of the Cordelia Fire Protection District

Organizational Values

Service

Ethical

Teamwork

Integrity

Opportunity