

Tempe Fire Department Policies and Procedures
Organizational Structure
102.01
Rev 7-27-04

PURPOSE

To provide information to all members in regard to the organizational structure of the Department.

POLICY

The Fire Chief will structure the organization and make assignments of officers and members in an effort to provide the best possible services to Tempe citizens, effectively utilize the time and talents of all members and position the Department to operate in a manner that facilitates change and places maximum emphasis on preparation for the future.

BACKGROUND

The Departments approach to organizational structure and assignment of the Chief Officer Staff was implemented on March 31, 1997. Prior to this the Department was organized in a traditional fire service configuration with some Battalion Chiefs working line assignments on a 56 hour work week and some working staff assignments on a 40 hour week.

The number of programs in which the Department is involved, the amount of emergency response activity and the array of services which the members of the Department deliver to our customers has changed dramatically over the years. The traditional approach had carried the Department about as far as it could and a search for an enhanced organizational model was warranted.

In January of 1995 several staff changes were made in preparation for implementing an organizational structure which required a minimum of seven battalion chiefs to operate effectively.

PROCEDURE

Placement of seven battalion chiefs on a 48 hour work week, with each assigned to work three eight hour days and one 24 hour shift per week.

Each of the seven have a primary staff assignment while also being integrated into emergency response work one shift a week during which eight hours will be directed to the assigned staff function when not responding to emergencies.

Two of the seven battalion chiefs are district managers whose primary responsibility will be supervision and management of fire captains at assigned fire stations and who will report to the assistant fire chief.

Goals of Current Organizational Structure

Improve consistency in applying policies and procedures across shifts as the captain and members of a given company (Example: Engine 271 all three shifts) will have the same district manager.

Provide for full integration of shift work and staff work at battalion chief level.

Defines important program management responsibilities.

Workload of Emergency Services Assistant Chief is reduced in terms of number of functions and direct reports.

Enhance and maintain staff skills and emergency management skills of battalion chiefs previously performing only staff work.

Improves communication departmentally by having all chief officers at work at the same time several days a week.
Reduces the need for chiefs to come in off duty for meetings and/or training.

All chief officers are very familiar with and experienced in operation of the incident management system, thereby strengthening the Department's overall capability to manage large scale incidents.

Assignment of district managers enhances management of the Department's fire company management district system by applying the same approach across the three shifts in managing all of the programs that are delivered through the system city wide.

ORGANIZATIONAL CHART

The attached organization chart depicts a model comprised of the Office of the Fire Chief, two divisions consisting of the Emergency Services Division and the Fire Prevention and Public Safety Education Division and five sections consisting of the Support Services Section, Training and Professional Development Section, Personnel/Safety and Customer Service Section, Medical Services Section, and Special Operations.

The primary distinguishing feature between a Division and a Section is the number of members assigned to that work unit with a Division having significantly more members.

ROLES AND RESPONSIBILITIES

A brief overview of roles and responsibilities is included here in an effort to clarify assignments on the organization chart and define primary job functions for each position. Additional information on this topic can be found in the Policy and Procedure on Job Descriptions.

Fire Chief - Responsible for overall planning and operation of the Department. Advisor to City Management on matters of public safety and fire department operation. Responsible for budget development and management. Responsible for continued development of the Department in terms of service delivery capacity and capability. Member of the City Manager's management team. Responsible for supervision of the Assistant Fire Chief, Fire Marshal, five battalion chiefs serving as section heads, the Senior Management Assistant, and the Executive Assistant. Reports directly to the City Manager.

Assistant Fire Chief - Responsible for management and operation of the Department's Emergency Services Division including all emergency incident operations. Is responsible for the functional areas of Budget and Finance, Project Planning and New Construction. Is responsible for supervision of two District Managers. Reports directly to the Fire Chief.

Fire Marshal - Responsible for management and operation of the Department's Fire Prevention and Public Safety Education Division including fire inspections, public education activities, the fire investigation effort, the overall approach to media and public relations needs and issues, and computers and information management. Supervises fire inspectors, public education safety specialists and an administrative assistant. Reports directly to the Fire Chief.

Battalion Chief - Support Services - Responsible for management and operation of the Department's Support Services Section, including the fire maintenance apparatus effort and the operation of the maintenance facility, all facility maintenance and required coordination with the City's Facility Maintenance Division, all supply and purchasing activities, SCBA maintenance and repair, and the Department's technical services (radios, telephones, and pagers). Is responsible for supervision of the Senior Fire Mechanic, Fire Mechanic, Inventory Services Specialist, Fire Services Inventory Technician, Fire Support Services Technician and 1 half time service aide. Reports directly to the Fire Chief.

Battalion Chief - Training and Professional Development - Responsible for management and operation of the Department's Training and Professional Development Section, including recruit firefighter training, officer development program, fire company minimum company standards program, incident analysis (critiques of major incidents), driver and apparatus operator training, and management and operation of the training facility. Has functional supervision over training activities extended through the scene support operators. Supervises the Training Captain. Reports directly to the Fire Chief

Battalion Chief - Personnel, Safety and Customer Service - Responsible for management and operation of the Personnel, Safety and Customer Service Section, including the continued development of the physical training and wellness programs, all aspects of member safety including serving as safety officer at major incidents, professional conduct to include investigation and response to significant personnel issues, recruitment and employment efforts and activities, management of the Department's preparation for and involvement in community special events and development and management of promotional processes. Has functional supervision over media relations activities addressed by Fire Inspectors. Reports directly to the Fire Chief.

Battalion Chief - Medical Services - Responsible for management and operation of the Department's Medical Services Section, including the Continuous Quality Improvement Program, all communicable disease infection control efforts, Paramedic and EMT Certification and education issues and activities, contract with emergency ambulance transport provider and managing delivery of citizen CPR instruction. Supervises the EMS Captain and EMS Coordinator. Reports directly to the Fire Chief.

Battalion Chief - Special Operations and Emergency Management - Responsible for management and operation of the Special Operations Section including, city wide emergency management activities such as disaster preparedness and conduct of disaster exercises, all facets of the hazardous materials response program, development, and management of the technical rescue and weapons of mass destruction programs. Supervises the WMD Captain and Hazardous Materials Program Specialist. Reports directly to the Fire Chief.

Battalion Chief - District Manager - Two District Managers share responsibility for management and operation of all fire companies on the three shifts. Working closely with the nine Fire Captains on each shift providing clear expectations, on-going communication and consistent follow up are at the heart of this position. Major areas of program management include the Company Fire Inspection Program, the management of probationary firefighters and evaluations, completion of annual member improvement programs, management and scheduling of multi-company drills, effectiveness of the Departments Physical Training Program, Incident Reporting and Records Management activities and mapping management and distribution. Additionally, each of the two District Manager's is responsible for one of the following areas: Serves as the CAD System Liaison Officer to Phoenix Fire Department dealing with all issues of dispatch and deployment, or serves as the coordinator of the police/fire liaison team. The two share responsibility for supervision of 27 Fire Captains and three Field Incident Technicians. Each reports directly to the Assistant Fire Chief.

Fire Captain Assigned as a Company Officer - One Fire Captain is assigned to each of the Department's nine fire companies on each of the three shifts. Fire Captains serve as first line supervisors and are responsible for management of a major portion of the Department's service delivery programs. These include supervision and management at emergency incidents, company inspections, pre-fire planning, fire company training, physical training, on-going supervision of crew members for a 24 hour shift, incident reporting and records management for their respective fire companies. Officers in these positions work a 56 hour work week and are responsible for supervision of a fire company comprised of three to four members. Reports directly to a District Manager.

Fire Captain Assigned to Staff - Three Fire Captain Assignments are utilized to support the Training and Professional Development Section, the Medical Services Section, and the Special Operations Section respectively. Officers in these positions work a 40 hour work week. These positions include responsibilities for program development and instruction in a broad spectrum of activities including recruit training, on-going member training and minimum company standards in all facets of the Department's operation. One reports to the Training and Professional Development Battalion Chief, one to the Medical Services Battalion Chief, and one to the Special Operations Battalion Chief.

Total Personnel = 157
Sworn Personnel = 137
Civilian Personnel = 20

