

Tempe Fire Department Policies and Procedures
Organizational Structure
102.01
Rev 7-4-11

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 deputy 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 deputy chiefs to operate effectively.

PROCEDURE

Placement of seven deputy 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.

Three of the seven deputy 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 of the Emergency Services Division.

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 the Deputy 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 deputy 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, four divisions consisting of Management Support Division, the Emergency Services Division, Administrative Services Division, and the Fire Prevention and Public Safety Education Division and five sections consisting of the district managers, Support Services Section, Training and Professional Development Section, Medical Services Section, and Emergency Management/Special Operations Section.

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 Administrative Services Assistant Fire Chief, Emergency Services Assistant Chief, and the Assistant Chief/Fire Marshal, the Fire Budget Finance Supervisor, and the Executive Assistant. Reports directly to the City Manager.

Assistant Fire Chief Administrative Services Division – Responsible for the management and operations of the Department's Administrative Services Division, including personal and professional conduct, recruitment and hiring, planning and construction projects, new apparatus, and policies and procedures. Is responsible for the supervision of the Medical Service Section, Emergency Management/Special Operations Section and Support Services Section. Reports directly to the Fire Chief.

Assistant Fire Chief Emergency Services Division - Responsible for management and operation of the Department's Emergency Services Division including all emergency incident operations, safety, risk management, personal and professional conduct, recruitment and hiring and primary liaison with the police and other outside agencies. Is responsible for the supervision of three district managers and the Training and Professional Development section. Reports directly to the Fire Chief.

Assistant Chief/Fire Marshal - Responsible for management and operation of the Department's Fire Prevention and Public Safety Education Division including personal and professional conduct, recruitment and hiring, 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, mapping interns, and an administrative assistant. Reports directly to the Fire Chief.

Management Support-Fire Budget/Finance Supervisor-Supervise, prepare, administer and monitor the Fire Department's operating and capital improvement budgets; maintain and monitor budget controls for the department; monitor major contracts; prepare cost estimates for budget recommendations; participate in contract negotiations; supervise staff; monitor major contracts, track contract revenue proceeds; administers external customer satisfaction survey; grant reconciliation. Advise managers and other administrative personnel problems, policies, and procedures. Assist with strategic planning, provide oversight with Accreditation. Reports directly to the Fire Chief.

Deputy 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, firefighter protective clothing and equipment. Supervises the Senior Fire Mechanic, Fire Mechanic, Inventory Services Specialists, and Fire Services Inventory Technicians. Reports directly to the Assistant Chief of Administrative Services.

Deputy 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 simulation lab and the training facility. Has functional supervision over training activities extended through the scene support operators. Supervises the Training Captain. Reports directly to the Assistant Chief of Emergency Services.

Deputy 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, Medical Support Unit, special events, and managing delivery of citizen CPR instruction. Supervises the EMS Captain and EMS Coordinator. Reports directly to the Assistant Fire Chief of Administrative Services.

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

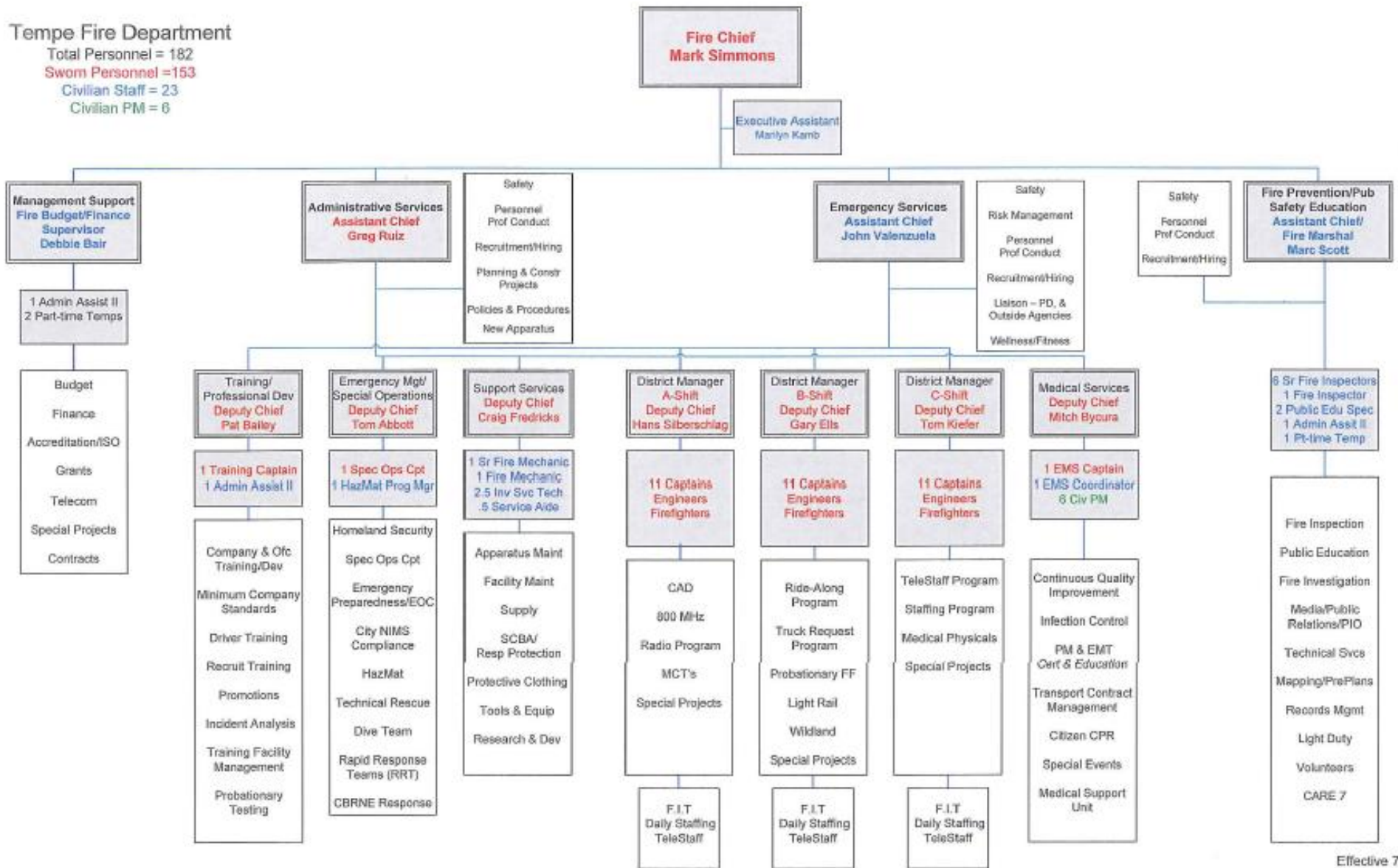
Deputy Chief - District Manager – Three District Managers share responsibility for management and operation of all fire companies on the three shifts. Working closely with the eleven Fire Captains on each shift providing clear expectations, on-going communication and consistent follow up are at the heart 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 District Manager is responsible for numerous other programs directly related to service delivery.

Fire Captain Assigned as a Company Officer - One fire captain is assigned to each of the Department's eleven ~~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, with the approval of the Fire Chief, 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 Deputy Chief, one to the Medical Services Deputy Chief, and one to the Special Operations Deputy Chief.

Tempe Fire Department

Total Personnel = 182
 Sworn Personnel = 153
 Civilian Staff = 23
 Civilian PM = 6



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