Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration
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*Words defined in the glossary appear in italic form at first use.
Poudre Fire Authority (PFA) is a multi-faceted entity. As PFA’s Mission and Vision Statements outline, we are an organization, a family, and a community partner. This document attempts to capture the fundamentals of each of these characteristics in more detail, and describes the standards we strive to achieve as individuals and as a team.

The “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” document is based on the broad concepts expressed in our Vision, and its intent is to detail and clarify the Vision’s underlying ideas. It was developed through input from the entire organization and brought together by a group of PFA personnel with a broad diversity of ideas and backgrounds. It is a dynamic document, one that will be an ongoing work-in-progress – because PFA itself will always be changing, evolving, and growing.
In 2009, Poudre Fire Authority established a document that demonstrated how we, as an organization, should actually put our Values, Mission, and Vision into action. This second edition document is our declaration of being a values-driven organization, which in a way is similar to our country’s own Declaration of Independence. This declaration is then, in turn, supported by our constitutional documents consisting of our Rules and Regulations, Policies, and Operational Directives. PFA’s Values, Mission, and Vision are the cultural roadmap to creating and sustaining a values-based organization for generations to come.

My number one goal is to ensure that PFA is a values-driven organization; aligned with our values of Courage, Leadership and Duty. Through the work of PFA members, PFA set out to define its true Values, Mission, and Vision. I believe it is critical that as an organization we treat each other with Unconditional Positive Respect in everything we do. As the Chief of PFA, I have several concepts that I believe are critical to perpetuating an organization built on our values, engagement, and opportunity. These concepts are:

1. **Values-Driven**
   PFA members are driven by the values of Courage, Leadership and Duty in all that is done. We treat each other with courtesy, dignity, and respect at all times. The Authority has no tolerance for triangulation and bullying. Our culture is built on unconditional positive respect. We must continuously focus on our Vision of being a respected values-driven leader in the community and the fire service.

2. **A great place to work**
   Being a firefighter is the greatest occupation I have ever known. It is inherently fun, challenging and rewarding. We don’t offer a job; we offer a career that will shape each one of us for the rest of our lives. The Authority is made up of more than firefighters alone. All PFA members are critical to the delivery of excellent fire protection and emergency services. We must continue to create and sustain PFA as great place to work.

3. **Hire the best**
   It takes a special person to serve, and PFA continues to find the best. Our hiring practice is based on the principle that we “hire hearts and teach them to be firefighters.” In fact, we focus on hiring all PFA members based on their character. We have great members because of an engaged workforce that is involved in the process that hires based on the Authority’s Values. We seek that engagement in all of those we hire to
create and maintain a well-qualified, inclusive, diverse, and safety-conscious workforce, regardless of position.

4. **Engagement**
   Our members are extremely engaged in everything that goes on throughout the Authority. We must always look for ways to create opportunity to engage our entire workforce. We must provide opportunities for all members to be involved in committees, projects and assignments throughout PFA. We must respect all members by valuing their input and work. We have a broad range of experience, education and passion throughout the Authority; we must continuously seek ways to connect to those attributes to continuously improve.

5. **Continuous improvement**
   I agree with the principle that if you’re not moving forward you’re moving backwards. Maintaining the status quo is not a strategy for the future. To truly be a values-driven leader in the community and fire service, we must constantly focus on continuous improvement.

6. **Preparedness**
   It is our responsibility to be mission ready in all that we do. We will foster an organizational learning environment thereby growing PFA, individuals, and the community we serve. I believe that we are all life-long learners and we all have a duty to focus on individual, continuous improvement for our core competencies, professional development and our character. In today’s world we must prepare those in our community to avoid and withstand disasters that may come their way.

7. **Performance measurement**
   It is crucial that we are able to show our stakeholders how well we are performing as an organization. Likewise, our members desire feedback on their skills and professional growth. We shall continuously work to establish performance measures and indicators that not only show our strengths, but also those areas where the Authority can improve.

8. **Labor relations**
   PFA has had a good relationship with IAFF Local 1945 for well over 30 years. We must continue to listen to each other through our Meet and Confer Process to identify important issues affecting the workforce, resolve conflicts, and continuously improve our relationships as well as the Authority.
9. **Culture**
   Culture is a phenomenon that surrounds us all. We must understand how it is created, embedded, developed, managed and changed. Our culture is defined by leadership at all levels of the organization. Thus, our culture is critical. Our work to ensure a values-driven culture must be deliberate, intentional and sustainable.

10. **Leadership**
    Leadership is an action not just a title. Our leaders are predictable, visible, accountable, accessible, approachable, transparent, and humble. PFA leaders are responsible for fostering a values-driven culture through accountability, clearly defined expectations, consistency and fairness. Everyone in the organization is responsible for leadership.

11. **Risk reduction**
    It is important to create and maintain a culture of community risk reduction through education, engineering and enforcement. Our community is growing; opportunities abound to create awareness and behavioral change and to design and build a safe environment that ensures our citizens' safety and security, wherever they may go in our community. We must deliberately find opportunities to create a safe environment through education and prevention.

To maintain a values-driven culture, we all must dedicate ourselves to following PFA’s Values in all that we do. We must be courageous to do what is right, even though the right thing is the hardest thing. We are all leaders, not by our titles but by our actions, which are reflected as we serve the community and each other. It is our duty to work together to squash rumors, thereby preventing triangulation, and to serve with dignity and respect. These Values serve as our compass as we strive towards our Vision of becoming a respected, values-driven leader in the community and in the fire service.

Thomas J. DeMint
PFA Fire Chief
PFA Core Values

Courage  I/we will respectfully communicate, promote and accept the *Highest Moral Action* regardless of outcome or risk to self.

Leadership  I/we will model, promote and inspire; lead by example and demonstrate *Unconditional Positive Respect*.

Duty  I/we will act courageously for what is right.

PFA Mission

To protect life and property by being prompt, skillful and caring. Our actions are anchored in the core values of courage, leadership, and duty.

PFA Vision

To be a respected, values-driven leader in the community and in the fire service.
The “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” is based on the fundamental principle that we as members of Poudre Fire Authority are the foundation of this organization; therefore, the organization can be no better or stronger than we are. Being a part of PFA is more than an occupation; it includes a commitment and responsibility to the public and to the other members of our family and team. This commitment must be backed with individual responsibility and accountability, and a commitment to the organization’s goals and values. The “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” is intended to communicate to existing and new members the expectations for individual behavior and performance, guidelines for leadership, and the guiding principles we all use when respectfully communicating and interacting with each other. The purpose of this document is to ensure every PFA member knows specifically what is expected of us, so we can live the Values, fulfill the Mission and strive for the Vision. As a PFA member, we acknowledge that our actions both on and off duty are a reflection of PFA.

The Mission and Vision statements – created in 2012 and stated elsewhere in this document - define what is important to the Authority. The responsibility to learn and practice the PFA Values, Mission, and Vision is ours. We voluntarily chose to be members of this family and team. We avoid doing “just good enough to get by” and avoid actions that are destructive to each other. Our pride in the organization and our positive commitment to quality and to each other has made us what we are today. Through constant assessment and positive change, these traits will sustain us in the future and guide our conduct at all
times. The philosophy described in the “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” provides in great detail the way we are to perform, behave, treat each other and interact – no matter what rank or title we attain during our careers. Living this philosophy is not easy. It requires a constant, conscious effort on the part of all of us, every day. This document is intended to describe and maintain an environment in which the organization can remain committed to its mission and at the same time, improve the capability of the members, keep us motivated, healthy and productive, and allow all members the opportunity for job satisfaction that exceeds even their own expectations.

The “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” compels us to treat each other and our customers with the utmost respect and professionalism. Every one of us plays a crucial role in this great organization. A foundation of quality core values provides a solid platform for us to build a strong team and family. The citizens we serve and protect need to be able to depend on us, both individually and as a team, every second of every day. In order to accomplish the PFA Mission and attain the PFA Vision, it will take all of us working together as a team. Thus, the “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” is a product of the relationships among individual members, and the unique contributions of each member of PFA.
This section of the “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” describes values that encourage Unconditional Positive Respect, Courageous Communications, and promoting the Highest Moral Action. It sets forth the standards and expectations we are dedicated to achieving, willing to accept, and is intended to be a standard by which to measure our internal behavior and our organizational health.

Effective teams communicate well internally and externally and demonstrate respect and consideration for all members of the organization regardless of rank or tenure. There are generally very few organizational secrets and creating unnecessary intrigue over an issue can result in triangulation, which can lead to distrust in the system. While sometimes challenging, it is best to keep issues in the organization out in the open for discussion. Care, compassion and consideration must be practiced throughout the organization, from the top down and from the bottom up. As individuals, we are very important, but never more important than the team itself.

When describing any guiding set of principles or underlying beliefs, it is difficult not to sound idealistic. We are a group in which each member has to choose to belong and in doing so, agrees to adhere to certain expectations and standards of behavior that are not optional. We individually and collectively care about the well-being of our fellow members and are concerned with preserving the well-being of our organization because it serves the common good of the citizens we protect. To accomplish this, the following behaviors are to be practiced on a daily basis by all members:
**The Golden Rule:** Do unto others as you would have them do unto you.

**Honesty/Integrity:** Being honest means being truthful and upright at all times, despite pressures to do otherwise. People of integrity are those who possess high ethical standards, are honest in word and deed, and true to themselves. We present ourselves only as we truly are.

**Courage:** Having courage goes beyond bravery; it is promoting and accepting the Highest Moral Action regardless of outcome or risk to self.

**Leadership:** All members at PFA are in a leadership position meaning that each member will model, promote and inspire others, thereby leading by example. All this will be done while demonstrating Unconditional Positive Respect.

**Duty:** This means that we will act courageously for what is right.

**Respectful:** This means recognizing and appreciating the inherent dignity and worth of all people. Honor everyone’s individual worth by treating all people with equal dignity and respect (Unconditional Positive Respect).

**Mentor:** Promote the interests of others. Work hard to help others in the development and achievement of their personal and professional goals.

**Tolerant/Accepting:** Respecting and honoring diversity is critical in our organization and society in general. Accept the differences in one another, as these differences make us stronger as a team and better able to serve the needs of our diverse internal and external community. Being flexible and non-judgmental are keys to developing heightened levels of acceptance and understanding within the organization. All members have the responsibility to continue moving this organization forward, and that includes a culture of inclusion and acceptance.

**Ideals**

This document defines the organization’s cultural philosophy and encourages members to provide their best support toward each other. PFA members should:

- Possess the essential attributes that exemplify PFA’s Values, Mission, and Vision.
- Seek opportunities to create change in the organization in order to continue to be successful.
- Take responsibility for the health of the organization.
- Support, abide by and promote the PFA Values, Mission, and Vision.
- Take personal responsibility and accountability for attitude, behavior and performance.
Supporting Each Other
All members have an inherent responsibility to reach out and support those who have somehow lost their way. Remember that, “the standard you walk past is the standard you accept” (Morrison, 2013); view video at http://www.youtube.com/watch?v=QaqpoeVgr8U. If job-related failures occur or disciplinary action is needed, PFA and its members have a responsibility to support and help those involved to “re-enter” the organization so long as those members are willing to put forth a sincere effort to help themselves.

Each of us is responsible and accountable for our own attitude and performance. Consequently, each of us is expected to manage our own behavior in a manner that reflects the Values of our organization. The respect that PFA gives you is your responsibility to maintain. This internal level of respect is what builds our reputation in the community. This is a cherished gift. PFA’s reputation is one of our most valuable possessions; focus on it, remember it, live it. It starts the day you join PFA.

Moral Imperatives
Moral imperatives are principled ideals that compel an organization or individual into action. These actions, founded in our core Values, must occur because they are the right thing to do for our citizens, members, and organization. Embracing these moral imperatives is what makes us a values-driven organization.

- **First Moral Imperative:**
  Act courageously for what is right, at all times, in all circumstances, regardless of outcome or risk to self.

- **Second Moral Imperative:**
  Intentionally develop courageous leaders at all levels of the organization. We will mentor individuals who do not act courageously or do not align with PFA Values, Mission and Vision; Rules and Regulations; and PFA policies.

- **Third Moral Imperative:**
  PFA will strive to provide security in employment for those individuals who follow the first and second moral imperatives. However, we are responsible for disciplining, demoting and even dismissing those who resist opportunities for change when that behavior does not adhere to PFA policies and Rules and Regulations.

Essential Attributes that Exemplify PFA Values, Mission, and Vision
Each member must accept the responsibility associated with maintaining our Values, delivering quality service, cultivating change and improving the
organization. This requires a high level of commitment by all involved if it is to be effective. It often demands placing the best interests of the public we serve and the organization first, and our own personal interests or needs second. Unconditional positive respect and individual integrity are essential ingredients of a positive, unified work environment, and a healthy organization.

PFA members strive to be:
- Always helpful and respectful to each other and the public.
- Intelligent, skilled, productive and self-disciplined.
- Inquisitive but respectful in their demeanor.
- Committed, engaged, accountable, loyal team players.
- Healthy and physically fit.
- Appreciative of other PFA members and the PFA Community.
- Positive, supportive and forgiving.
- Committed to continuous, honest communications between all levels of the organization.

PFA members will:
- Seek the truth and clarify issues by being professional, rather than spreading gossip and rumors.
- Admit when they are wrong and take responsibility for their actions.
- Look beyond personal wants and needs, when necessary, for the greater good of the organization.
- Coordinate, lead and take responsibility at every level, everywhere and at any time.
- Maintain an on-going commitment and sincere desire to be a member.
- Provide a success-oriented environment for all members.
- Provide peer-based leadership and support.

PFA members display teamwork through:
- Unity - identifying themselves with the goals of the team and organization.
- Cooperation - agreeing to work together to achieve common solutions to challenges.
- Ownership - accepting and sharing collective responsibility for success or failure.
- Organizational diversity – recognizing we’re a diverse family of members and there is often more than one idea, perspective or point of view on a given issue.
In conjunction with PFA’s Personnel Rules and Regulations, this section of the “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” document provides a guideline for how we, as members of Poudre Fire Authority, strive to treat each other, members of other agencies, and our external customers on a daily basis.

Webster’s Third New International Dictionary defines ethical as “being in accord with approved standards of behavior or a socially or professionally accepted code.” As ethical members of PFA, we will:

- Be accountable for reading, understanding, and following PFA policies and Rules and Regulations.
- Always strive to conduct ourselves in a manner that reflects favorably on PFA.
- Conduct ourselves in a manner that is ethically and legally above reproach.
- Keep ourselves informed so that we may do our jobs effectively.
- Operate safely and encourage others to do so as well by creating a culture of safety.
- Be mission ready from the moment we put our gear on the rig until our shift ends.
- Treat each other with respect, courtesy and dignity.
- Treat our customers with empathy.

As ethical members of PFA, we will not:

- Use our position within the department for personal gain or influence.
- Seek or accept special favors from anyone as a result of our position.
- Expect someone else to do our work for us.
- Be disrespectful to each other, other agencies or customers.
- Leave one of our own behind, in any situation, literally or figuratively.

Each of us has a responsibility to each other whether on or off duty.
Respectful, courageous communications is not confrontational; rather it is based on relationship. In order to build principled relationships, we must have trust. Principled relationships are necessary in order to solve problems.

Unconditional positive respect is the courageous behavior of honoring all persons regardless of our feelings or emotional reactivity. Respect is a leadership discipline and is the first behavior of leadership. Disrespect is inconsistent with courage and character, and the disrespectful individual degrades humans, principles, leadership and teamwork. Courageous leaders are responsible for building enduring teams; few things disrupt a team more quickly than disrespect. Respect is neither the same as trust or merit, both of which must be earned. In a courageous organization, respect is universal and unconditional, and all members are expected to be a part of the team and align their behaviors with PFA’s core values: Courage, Leadership, Duty.

Following are dialog models (tools) to help us solve problems with unconditional positive respect:

1. Reflect Back – This tool is a way to dissipate the heat in the conversation. This requires active and attentive listening thereby capturing the meaning and feeling of the heated person, while controlling defensiveness and judgment; maintaining neutrality is key. The message is then reflected-back with similar intensity in your own words. Using this tool will allow us to lead, not react out of emotion. This is not “I hear you”, rather an acknowledgement or understanding tool.

2. CLEAR (Collegiality, listen, empathy, ask questions, relationship) – This tool is used when there is no basic conversation model; open on collegiality (a warm, open welcoming), listen and empathy (see it from the other side), ask questions (ask to understand), and close on relationship (appreciation, next steps, close on a positive note).
3. **State Encouragement/Ask Challenges** – This tool is used when there is no effective verbal problem solving occurring. State encouragement can be done at any time – great to use when we see someone doing the highest moral, most principled action. Ask Challenges when others err or say the wrong thing; this can also be called a “buddy check” and is done by asking open-ended questions to understand the other and to encourage the other to self-assess the problem or challenge.

4. **Action-emotional Reaction** – This tool is for providing particularly effective feedback, both for positive and negative actions. “When you said "X", I felt “Z””. This tool delivers pinpoint and undeniable feedback in important situations.
As a courageous organization, PFA strives to pursue the highest moral action in every decision that is made. To this end, PFA members consciously consider each decision as it relates to the chart below. Tier I decisions are those that are made to benefit the individual making the decision. This benefit may include political expediency, personal gain, and popularity; often such decisions are made out of fear. Tier I decisions are actively avoided by courageous and values-driven organizations.

Tier II decisions are not as self-serving as Tier I, however they are still often made due to a lack of courage. A Tier II decision is one made mainly for the expediency of the issue. This is characterized by short-term, results-oriented choices that ignore the long-term benefits to our community, often at the detriment to our customers and members.

PFA believes that all decisions must be based on not just critical thinking, but rather a careful discernment of what is the right thing to do to benefit those that we serve. Only by moving to the discernment required of Tier III decisions, do we begin to truly become a values-based organization, willing to make the courageous choices that result in principled and highly moral actions.
Poudre Fire Authority will deliver the best customer service possible. Customer service is generally defined as “the ability of an organization to consistently give its customers what they want.” Our goal is to exceed our customer’s expectations by being prompt, skillful and caring. Exceptional customer service results when the organization empowers us to deliver quality service. It requires a personal commitment from each of us, as well as organizational support and leadership.

The term customer within Poudre Fire Authority does not apply just to those citizens who receive our formal service delivery. We have expanded our definition to include all persons both internal and external. A customer is anyone who receives our services or with whom our members have dealings. This includes each other! Some examples of this expanded definition include:

- The actual service recipient
- Anyone who knows or is closely related to the service recipient (e.g., family, friends, neighbors, pets, etc.)
- People we encounter directly or indirectly during our workday (e.g., members of agencies with whom we do business, residents and tourists who visit our workplace, those who see us at work and even those we pass on the road). Every interaction with our customers is an opportunity to solve their problem and leave a positive impression of PFA and its members
- Each person associated and employed with PFA

Guidelines for Exceptional Customer Service

Exceptional customer service is added value to the customer. It is the result of PFA having a philosophy where members are empowered by the organization
to provide a caring service with both quality and value. **Member empowerment** means the organization delegates official authority to its members and trusts them to make appropriate decisions regarding customer service. To determine if they are empowered to perform a task as a needed customer service, members should ask themselves:

- Is it the right thing for the customer?
- Is it the right thing for PFA?
- Is it safe, legal, ethical and nice?
- Is it something that would look appropriate to others?
- Is it at your organizational level?
- Is it something for which you are willing to be accountable?
- Is it consistent with our values, mission, and policies?
- Does it need to be done?

If the answer is “yes” to these questions, members don’t need to ask permission; they are empowered by the organization to do it!

Membership in the PFA Family is a privilege and carries with it responsibilities and expectations. Understanding them will ensure the success of our organization and fulfill PFA’s Mission. This begins with viewing everyone as a customer and knowing it is our job to respond to the customer’s needs. Those who need our services at any level cannot be viewed as interruptions to our work; they are our work. On occasions when we don’t feel nice, we must still strive to offer the highest levels of customer service. If members in our organization struggle, it is our responsibility to help them. “We” are PFA and “We” are only as strong as our weakest members.
Leadership is critical in order for us to achieve our Mission and Vision. Without solid and clear leadership, the Mission and Vision will be merely words on paper or plaques without meaning, purpose or direction. We have a responsibility to ensure that we are always meeting benchmarks and customer expectations, both internal (us) and external (citizens, other fire departments, city and county departments, and whoever needs our leadership). Leadership, along with followership, makes up the foundation upon which the organization is built.

Some leaders are formally recognized with rank and organizational structure. Some are informally respected and viewed as leaders by their demonstrated ability on the fire ground, in the firehouse, Community Safety and Service, Administration, Training, the mechanic’s bay, and in their families and the community. It is not easy to define what leadership actually means to everyone. But it is important to mention certain characteristics that are necessary to possess and display in order to be regarded as a leader. This document presents a definition, an expectation, and puts forth a standard of leadership for this organization. Poudre Fire Authority’s definition of leadership is:

“Leadership is influencing people by providing purpose, direction and inspiration while operating within PFA’s Core Values to accomplish PFA’s Mission and Vision; always striving to improve the organization.”

Leadership Principles and Attributes

Four principles are required to be considered a leader: Character, Competence and Vision all linked together with Trust. Character and competence build trust among those who are being led. Competence and character must co-exist in a leader; the concept of trustworthiness is the art of setting the example on both counts. Vision is seeing the end state or where you want to go/be and followers trusting in that vision. These principles have stood the test of time and are essential for leadership to take place.
Trust
Trust is the most critical leadership principle. Leadership is based on trust - trust in the leader's vision, trust in the leader's competence and character, trust in the leader's respect and care for those under his/her supervision. It is gained through character and competence, and through a coherent vision and programs designed to achieve the objectives and accomplish the Mission. Only when people trust their leaders will they follow them voluntarily. Trustworthiness combines the ability and willingness to act in good faith, regardless of circumstances, toward the right purpose. In order for someone to be regarded as a leader, the followers have to respect and trust them.

Treating others with dignity, having a sense of humility, understanding the importance of people's contributions, and letting everyone know they are valued members of the organization add to a leader's trustworthiness. Every effective bond between people has trust as its bedrock. Every failed relationship is ultimately an actual or perceived breech of that trust. Successful leaders earn the trust of others and in doing so, inspire their spirit and the act of following.

Character
What people believe and how they act make up their character. Character helps us know and do what is right, all the time and whatever the cost. A leader must have the foundation in character to distinguish right from wrong and have the fundamental courage to do what is right, regardless of the circumstances or the consequences. An informed, ethical conscience, consistent with good values, steels a person for making the right choices when faced with tough questions and hard decisions. Be a person of character. Character is made up of these values: respect, integrity, duty, caring, and humility.

Respect
Respect is the genuine regard a leader shows for others. Mutual respect and a genuine sense of caring add fiber to the culture of trust and thereby solidify the relationship between leaders and their team, as well as among peers. Mutual respect involves actions such as:

- Seeking to understand people's background, seeing things from their perspective and appreciating what's important to them.
- Fostering a climate in which everyone is treated with dignity and respect regardless of race, gender, creed or religious belief.
- Creating an environment in which members of your team can develop and reach their full potential.
- Taking the time to learn what your team members want to accomplish.
• Taking the time and making the effort to advise people on how they can grow, personally and professionally.

**Integrity**
Leaders of integrity make their principles known and consistently act in accordance with them. This organization needs leaders of integrity who possess high ethical standards and are honest in word and deed. Leadership involves:
- Being honest, truthful and upright all the time, despite pressures to do otherwise.
- Maintaining high ethical standards and being true to oneself.
- Presenting oneself only as he/she truly is.
- Saying what you mean and doing what you say.
- Doing the right thing, not because it's convenient or because there is no other choice, but because character permits no less.
- Always acting according to what is right, even at personal cost.

**Duty**
The spirit of selfless service and duty is built on personal trust and regard for fellow co-workers. Duty begins with fulfilling obligations professionally, legally and ethically. Devotion to duty includes:
- Doing work to the very best of one's ability, not just the minimum standard.
- Committing to excellence in all aspects of professional responsibility.
- Taking the initiative, figuring out what needs to be done before being told.
- Taking full responsibility for individual and team actions.
- Never shading the truth and always doing what is ethically correct.
- Being proficient in one's job, both technically and as a leader.
- Making sound and timely decisions.
- Ensuring that tasks are understood, supervised and accomplished (don't micro-manage).
- Mentoring others for the future.
- Acting courageously for what is right.

**Caring**
A leader is the human caretaker whose duty is to provide for the needs of others over the needs of self. Everything a leader does must demonstrate to co-workers a constant, ongoing concern for their welfare and commitment to their benefit. Those who are well-looked-after turn out to be grateful and grow in their loyalty. Caring is the art of doing what is best for those whom the leader serves.
Humility
A leader with humility respects the worth of all persons, has the ability to keep his/her accomplishments and talents in perspective, and realizes that he/she may not have all the answers. A leader modeling humility does not boast, sets up successors for success, and listens to the advice of others.

Competence
A leader demonstrates the skill and competence necessary to instill confidence in others. Competence means much more than being well-trained. It links character (knowing the right thing to do) and leadership (doing or influencing your people to do the right thing). Leaders are responsible for being personally competent, but even that isn’t enough; leaders are responsible for their people’s competence. Leaders need to combine interpersonal, conceptual, technical and tactical skills to accomplish the Mission.

- Use interpersonal skills to communicate intent and effectively motivate others
- Apply conceptual skills to determine viable plans, make the right decisions, execute, assess and accomplish the Mission, and then discuss lessons learned and ways to improve.
- Possess the technical skills and expertise to accomplish all tasks and functions.
- Employ sound tactical skills to seize control of the situation and lead the crew/team to mission accomplishment.

Vision
The concept of vision is also a part of trustworthiness. People will follow the person who knows what needs to be done and can communicate that intention in a practical and meaningful way. The leader embodies the vision at the individual level by demonstrating what one ought to be, leading by example. A leader of an organization, however, is more than just an individual mentor. A vision for an organization requires the discovery and articulation of an idea that infuses all with a common spirit and direction or goal. Vision tells an organization “why” and “where.” It defines our obligatory duty.

Leading by Example

A leader must demonstrate through action. Deeds are more important than words. What you say and do will be constantly analyzed by your co-workers. A leader is always setting an example, whether intentionally or not.

Leaders 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 concert with the overall expectations of the organization. There should be no doubt as to what is expected regarding behavior and performance. Everyone should be well aware of what is allowed and what is not allowed. Leaders must remember that if they condone a particular unacceptable act or substandard performance, they will most likely see it again in the future.

Leadership is developed. One must build a base through education and experience. This includes studying leadership and seeking mentors who are great leaders and leave a lasting legacy. Leaders demonstrate the lessons learned, by applying them in their life and profession. This is experiential learning, where knowledge becomes intuition (sound judgment) and wisdom. Finally, leaders must invest in others, what they know. Leaders at PFA have an obligation to mentor, coach, counsel, teach and train the next generation of leaders. This continues to develop leaders at all levels of the organization and ensures a healthy future for the organization.

Leaders must be the very best leader they can possibly be; their people deserve nothing less. Leaders are entrusted with the most valuable resource: our people. Take care of them and give them competent leadership.

**The Importance of Followership**

There cannot be leaders without followers, those who are moved and inspired by the character and behavior of others. Therefore, the real authority on leadership rests with those who are led. Since leadership is based on trust and respect, the only reliable assessment of a leader comes from the followers.

An important element of effective leadership in PFA is effective followership. Followership is the willingness to cooperate in the accomplishment of the mission and exhibit a high degree of teamwork and cohesion. Every leader is a follower in some other departmental group, function or relationship. It is hard to sustain a reputation as an effective leader if someone is an ineffective follower. We must place a high level of importance on followership and not do things to our boss or leaders that we wouldn’t want people we are responsible for, to do to us.
Now that you are familiar with the “PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration” choose to make every day that you come to work a great day by having a positive attitude; by respecting and honoring the people with whom you work; by creating an environment of trust, empathy and acceptance; and by striving to find ways to improve the organization on every level.

It is critical to remember that to be an exceptional team, everyone must take care of everyone else. Being respectful to one another is absolutely necessary to sustain the level of service that our customers have come to expect. It is our positive commitment to quality service and to each other that has made PFA what it is today and through constant assessment and change, will sustain us in the future.
Core Values - Principles that guide an organization’s internal conduct as well as its relationship with the external world. PFA’s Core Values are Courage, Leadership, Duty.

Customer Service - Customer service is generally defined as “the ability of an organization to consistently give its customers what they want.” Our goal is to exceed our customer’s expectations by being prompt, skillful and caring. Exceptional customer service results when the organization empowers us to deliver quality service; this requires a personal commitment from each of us, as well as organizational support and leadership.

Highest Moral Action – The most principled action, or doing the highest right; made by using discernment, conscience, and accountability partners.
- Discernment – moral reasoning to do the highest right. By using discernment we avoid making decisions based on expediency, political correctness, popularity, conflict-avoidance, covering-up, and short-term thinking (pay, status, and appearances).
- Conscience – be still and listen to the inner voice; it is small but powerful.
- Accountability Partner – When in doubt, consult people of wisdom. And, when you have concerns do not walk past your values, rather provide an accountability check.

Member – Someone that belongs to or is a part of a group or organization. All employees and volunteers of Poudre Fire Authority are members of the PFA family.

Mission – A statement of purpose of an organization; its reason for existing.

Triangulation – Derogatory statements made to others about another person; otherwise known as gossip and the rumor mill. This does not lead to problem solving, does not show unconditional positive respect, and does not create good communication.

Unconditional Positive Respect – The concept that everyone deserves to be heard non-judgmentally. This builds relationships and improves communication and performance. Honor the person, not the behavior.

Values – Form the foundation of the organization’s overall behavior.

Vision – The idealized goal of an organization which is many years in the future.
PFA Values, Mission, and Vision: Our Cultural Philosophy and Moral Declaration
— Leadership

Reference

The following resources were used when creating this document:

Army Field Manual (FM) 22-100, "Army Leadership Be, Know, Do" (Aug 1999).


"Leadership: The Warrior's Art" by Christopher Kolenda (2001).

Navato Fire Department's "Navato Way".

Phoenix Fire Department's "Phoenix Way".
