



# POLICY MANUAL

## Personnel - Standards

### Guidelines

Code: 1 – 6 – 2

Book Chapter Subject

Revised: 07-21-95

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2.0 Purpose: Set Guidelines For Interpersonal Relationships.

2.01 Scope: All Fire Department Personnel.

#### 2.02 **GOAL**

The purpose of the following guidelines are to correct misinformation, reduce negativity in the work place, and facilitate the handling of problems between employees, crews, and/or different shifts.

These guidelines should be used to facilitate straight forward interpersonal relationships. Common courtesy, common sense, and good judgment should be the overriding factor in handling any perceived problem. Not every problem needs to be addressed by the aggravated party. Some can be simply handled without the need for any further action.

#### 2.03 **SOMETHING SEEN**

1. Approach the individual about the perceived problems. If not resolved and it is deemed necessary, have your supervisor handle it.
2. If the direct approach seems inappropriate, ask your supervisor for advice on how to handle. It may be better for him to handle this.
3. Do not discuss it with anybody other than the individual involved and/or your supervisor.
4. To have problems resolved at your level will require employees to remain approachable and to keep a spirit of cooperation.

#### 2.04 **SOMETHING HEARD**

1. Take note of who you heard it from.
2. Determine, if possible, if the individual you heard it from has taken the appropriate steps to try to resolve the issue. If not, advise him to do so.
3. If it is deemed appropriate and necessary, forward the above information to your supervisor for further clarifications, taking in mind that the individual that you heard it from should be made aware of the correct information when it is known.
4. Do not discuss it with anybody other than the individual involved and/or your supervisor.



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#### 2.05 SOMETHING FOUND

1. Correct any deficiencies found if the individual responsible is unavailable to do so.
2. If it is a repeated problem, discuss it one on one with the individual involved. If the problem is not resolved, ask your supervisor to handle it.
3. If the problem affects operational readiness, make sure the individual involved is informed.
4. Do not discuss it with anybody other than the individual involved and/or your supervisor.

#### 2.06 SOMETHING FELT

1. If you perceive an operational deficiency, a problem with a policy or the way a policy is being applied, ask your supervisor for clarifications.
2. If your supervisor doesn't have the answer, the supervisor, not the employee, will check on it further.
3. Should your supervisor be unable to get a satisfactory answer, you may:
  - a. Ask to discuss it with the next higher supervisor. Before doing so, you need your supervisor's approval.
  - b. Initiate the grievance procedure individually, if applicable.
  - c. Ask for assistance from your labor representative, if appropriate.
  - d. Accept the decision as it stands.

#### 2.07 SUPERVISOR'S ROLE

1. Solve as many problems as possible at the shift or company level.
2. Maintain the chain of command.
3. Accept the responsibility for saying no. Employees do not always need to hear it from the Chief Officer's level. If a supervisor knows the answer, then there may be no need to allow it to go beyond that level simply because the employee is not happy with it.
4. Set an example for subordinates to follow.