



GOAL 3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

Promote organizational effectiveness and develop leadership capabilities.

Overview

Beginning in January 2002, the Department conducted a comprehensive review of its management and organizational structure. As a result, the Department modified its organizational structure to strengthen both uniformed and civilian management expertise.

For example, the Department strengthened its overall command structure by increasing the number of Staff Chiefs from 12 to 18, through promotions of key members overseeing Fire and EMS Operations, SOC and Operational Planning and Logistics. In September 2002, the Department also implemented a Borough Command structure within the Bureau of Fire Operations, consisting of an Assistant Chief, a Deputy Assistant Chief and staff functions, to decentralize command and control operations. This restructuring of the most Senior Chiefs has significantly improved the Department's management capacity.

Objective 3.1 Determine how EMS and Fire Operations' functions can be more efficiently managed to improve overall system performance and service delivery.

Background

At the time of the merger of EMS and FDNY in 1996, the New York City Fire Department was the largest fire department in the country. After the merger, it became the largest fire department-based emergency medical service and the primary provider of pre-hospital emergency care in the country.

Accomplishments

This merger brought about many improvements in pre-hospital medical care during the past few years, including decreased response times and an enhanced quality of care. For example, implementation of the Certified First Responder-Defibrillator (CFR-D) program has helped create a three-tiered emergency response system in New York City. CFR-D is the first and most basic level of training, followed by Basic Life Support (BLS) Emergency Medical Technicians (EMTs) and Advanced Life Support (ALS) Paramedics. The merger has made this tiered response more effective, generating shorter response times and saving the lives of countless New Yorkers every year.

Next Steps and Time Frames

- In recognition of increased responsibilities related to the merger, the current administration has established an executive task force to evaluate how EMS and Fire Operations can be more efficiently managed. After researching various organizational models nationally, the task force has reviewed the complex management and restructuring issues that the Department has faced since September 11th.



The aim of the task force, chaired by the Chief of Department and comprised of Staff Chiefs from EMS and Fire Operations, is to maximize the Department's overall effectiveness in providing pre-hospital care and emergency services. By January 10th, an interim report will be submitted to the Fire Commissioner for review and comment.

- By February 1, 2004, a modified CFR-D policy will be implemented to improve and better coordinate response to cardiac arrest assignments.
- By June 1, 2004, the task force is expected to make additional recommendations.

Lead Bureaus

- Chief of Department
- Fire and EMS Operations

Objective 3.2 Increase the managerial capabilities and expertise of Fire and EMS personnel by providing enhanced opportunities for advanced leadership development.

Background

The Department has sought to strengthen its management and planning capabilities by providing its most senior Fire and EMS Officers with additional training in management principles, knowledge and skills. Through a partnership with the private and academic sectors, the Department established the custom-designed FDNY Officers Management Institute (FOMI). This management-focused training is provided by the Columbia University School of International and Public Affairs and hosted by General Electric's Jack Welch Management Training Center. FOMI is an important training program that continued in Fall 2003, when a second class of Chiefs began attending classes.

To better understand terrorism threats to New York City and the nation, the FDNY is partnering with the United States Military Academy's (USMA) Combating Terrorism Center at West Point to develop a leadership-training program. This program will be given to Battalion Chiefs, Captains, Supervising Fire Marshals and EMS Deputy Chiefs and Captains, as future leaders of the Department. The Combating Terrorism Leadership Program will bring together an elite group of FDNY Officers to attend a series of seminars, taught by military experts in the field of terrorism. This important joint venture will assist FDNY by developing networks with other agencies that deal with homeland security issues and provide a vital link with the military sector and local first responders. Also, the program will offer West Point Cadets internship opportunities at FDNY.

Accomplishments

Twenty-four Staff Chiefs and EMS Division Chiefs completed the FOMI course in April 2003. The training program met four days each month for a total of four months. A FOMI advisory committee has been established to provide oversight for continuation of the program.



The Department has finalized its plans with the USMA Combating Terrorism Center for the Combating Terrorism Leadership Program. The course started in January 2004 and is comprised of 14 three-hour weekly seminars. Approximately 32 FDNY Officers have been selected through an internal Department application process.

Next Steps and Time Frames

FDNY Officers Management Institute

- The second FOMI class, comprised of 15 Deputy Chiefs and EMS Division Chiefs, began on November 3, 2003. The course has been expanded to meet four days each month for eight months and will conclude June 30, 2004.
- Each participant will complete and present a project to the Commissioner and Chief of Department by June 30, 2004.
- FDNY will obtain private funding to institutionalize FOMI by December 31, 2004.

USMA Combating Terrorism Leadership Program

- Conduct the first course of the USMA Combating Terrorism Leadership Program from January through April 30, 2004.
- Participants will complete and present team projects to the Commissioner and Chief of Department by May 31, 2004.
- Develop a comprehensive course evaluation prior to completion of the first 14-week session by May 31, 2004.

Lead Bureaus

- Fire and EMS Operations
- Intergovernmental Affairs

Objective 3.3 Provide more comprehensive support services to FDNY families and members.

Background

Fire and EMS members face dangers and risks every day in the performance of their duties. The FDNY takes pride in its close-knit culture as it supports its members and their families with sincerity and dignity. Before September 11, 2001, the Department was well-prepared to notify families about members who might be injured, missing or killed while performing their duties and provide counseling services to their families and affected colleagues. However, the World Trade Center attacks made clear that an expanded management approach was needed to effectively respond to a potential large-scale incident.

*Accomplishments*

To better serve families and members in the event of another incident involving one or a significant number of FDNY casualties, the Department has created a new Family Assistance Unit (FAU), under the direction of an Assistant Commissioner. This Unit is responsible for providing guidance to the families of fallen and injured or seriously ill members and for improving communications with members and their families. To that end, the Unit has developed a Family Information Call Center (FICC) at FDNY Headquarters. The FICC will be activated as needed, at the recommendation of the newly established Support Services Committee, which is comprised of representatives from Fire Operations, EMS Operations, Bureau of Health Services, Counseling Services Unit, FAU, Personnel and the Commissioner's Office.

Next Steps and Time Frames

By March 15, 2004, the FAU will complete the FICC. When needed, the FICC will be activated to perform the following functions:

- Provide a central point of contact for internal and external inquiries following a large-scale event or a smaller incident that injures FDNY members
- Respond to private inquiries from FDNY family members, friends and other individuals related to FDNY personnel
- Provide reliable, accurate, timely information about members
- Provide referrals to peer and family counseling
- Maintain information flow to firehouses, EMS units and families
- Redirect questions from the general public about volunteering and donations
- Redirect questions from the media
- Finalize procedural guidelines and training curricula for assigned FICC staff

Lead Bureau

- Intergovernmental Affairs
Family Assistance Unit