

**GOAL 3.0 STRENGTHEN MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT**

Promote organizational effectiveness and develop leadership capabilities.

Overview

The Department seeks to provide supervisors and managers with the skills and tools necessary to lead their bureaus and units and facilitate the completion of assigned projects and tasks. Since 2002, the Department has provided the most senior Fire and EMS Chiefs with significant leadership and management training through the FDNY Officers Management Institute (FOMI). The FOMI curriculum was developed and is taught by graduate school professors from Columbia University's School of International and Public Affairs, in conjunction with senior FDNY personnel. The program is administered off-site at General Electric's Jack Welch Training Center in Westchester. The Department also has furnished Fire and EMS Chiefs and Captains with a counter-terrorism leadership course developed and taught by the United States Military Academy at West Point, in conjunction with FDNY leaders. Additionally, each year FDNY Officers participate in the United States Fire Academy Executive Fire Officers Management Program and others are selected to attend the Naval Post Graduate Academy to obtain a Master's Degree in Homeland Security studies.

A key ongoing Department priority is the further development of internal communication strategies. Enhancing internal communications will assist the FDNY in providing accurate and timely information to its work force with an emphasis on improving its message to field supervisors, commanding Officers and managers. Together, Department personnel can promote goal-setting, enhance performance and contribute to overall Department achievements. The Department's Strategic Plan for 2007-2008 will build on its initial successful management development and communication projects and expand its methods and strategies through additional educational opportunities and technological solutions.

Objective 3.1 Implement an enhanced Performance Management System for mission-critical functions.

Background

The FDNY seeks to enhance organizational effectiveness through improved information-gathering, quantitative and qualitative analysis and a system-wide review, which will result in an enhanced Performance-Based Management System. The aim is to provide FDNY managers and uniformed Officers with the management and analytic tools they need to better evaluate how the employees under their supervision perform their job responsibilities, especially mission-critical functions. The Department's current management systems are useful and, in recent years, the Department has increased its focus on organizational development through its management training opportunities. The Department now plans to implement a more comprehensive, internal evaluation process to measure overall agency performance.



Accomplishments

The Department has implemented two initiatives internally to improve management of the agency. First, the FDNY improved its management reporting to produce data on a variety of key performance indicators. This information then is provided to the relevant bureaus throughout the agency. The Department also instituted regular executive staff meetings to discuss the Department's performance, review current standards and expectations and determine necessary actions. The outcome is often a decision to add resources, enhance training or address internal and external factors that may impact the Department's mission and function.

Next Steps and Time Frame

The first phase of this objective includes:

- Delineate and define the Department's mission-critical functions and desired outcomes.
- Identify those direct and indirect supporting tasks necessary to achieve each mission-critical function.
- Establish work groups consisting of operational and support bureaus and units assigned to identify, review and evaluate current processes, performance standards and existing time frames.
- Work groups will recommend modifications to such processes, performance standards and time frames with the aim of improving the effectiveness and efficiency of the delivery of the Department's mission-critical functions.
- The Department will enhance its review and monitoring capabilities through the development of new reporting systems, analysis and improved information-sharing and communication mechanisms.

Lead Bureaus

- Intergovernmental Affairs/Management Initiatives
- Fire Operations
- Technology
- Support Services
- Training
- EMS Command



Objective 3.2 Develop a Battalion Chief Training Day Program to enhance the tactical skills and knowledge of tenured Chief Officers and strengthen Battalion-based capabilities. Create a Deputy Chief Development Program to further strengthen the leadership qualities at this rank and strengthen the Borough Command structure.

Background

The Department's promotional process for Officers routinely includes fundamental training for first-line supervising Lieutenants, Captains and Chiefs. For example, Lieutenants attend a five-week training course that deals with both tactical and administrative responsibilities; Captains participate in a one-week Captains' course; and Battalion Chiefs also are afforded a five-week course. Beyond that, the Department offers no other formal training program for Chief Officers. The Bureau of Training seeks to incrementally expand Officer training to further support professional development for Captains, Battalion Chiefs and Deputy Chiefs. This additional training is designed to improve Officers' performance and leadership skills when responding to an emergency, coordinating with other government or private agencies and in dealing with the public.

Accomplishments

Through recent partnerships with Columbia University, the General Electric Company and U.S. Military Academy, the Department has successfully implemented the FDNY Officers Management Institute and a terrorism awareness training program. Since 2002, 87 Officers have attended FOMI and 123 have benefited from participation in the West Point program. There is keen competition among Officers to be accepted into these two elite training programs. The Bureau of Training recognizes the immediate and ongoing need to expand training opportunities to Officers to further develop supervisory and leadership capabilities Department-wide.

Next Steps and Time Frame

- Develop a Battalion Chief Training Day program to enhance the tactical skills and knowledge of tenured Chief Officers and strengthen Battalion-based capabilities City-wide. This program will enhance skills and knowledge in the following areas: new building construction and anticipated fire problems, anticipating and handling building collapse operations, handling *mayday* transmissions from trapped Firefighters, increasing the training in FAST unit operations and the removal of downed Firefighters, solving common problems on the fireground and transitioning to multiple alarms.
- Provide a Deputy Chief Development Program aimed at enhancing leadership capabilities and strengthening the Department's Borough Command structure. This program will enhance skills and knowledge on the following topics: project management, utilization of performance standards, computer proficiencies, public speaking and vigilant safety management, as well as handling community and local political issues.

Lead Bureau

- Training



Objective 3.3 Continue to develop a Department-wide internal communication strategy and programs through restructuring and utilizing new technologies.

Background

An organization as large as the FDNY can face extraordinary challenges in trying to develop effective internal and external communications. This is especially true, considering the Department has almost 16,000 employees spread throughout the five boroughs and operates in a City of more than 8.1 million people. The primary mission of the FDNY Office of Public Information (OPI) is to provide information to external entities, including the press and other media. But OPI also concerns itself with developing effective internal communication with the FDNY work force. As a result of the 2004-2005 Strategic Plan, OPI has made improvements in carrying out both of these important functions.

In recognition of the importance of effective communication with a work force of nearly 16,000, OPI has focused on developing a Department-wide internal communication strategy that takes into account the different roles and responsibilities of various bureaus, units and locations that include both uniformed and civilian personnel. The Department has initiated some modest restructuring, added personnel and devoted new technologies to improve both external and internal communications. It is anticipated that further enhancing internal communications will benefit the Department in numerous ways. The delivery of timely, quality and accurate information to all FDNY personnel on the status of specific initiatives and the repeated emphasis of an overall vision of the Department's direction, priorities and accomplishments will further strengthen the organization. A coherent message is extremely important to the continued success of the organization.

As highlighted below, the Department has undertaken a number of initiatives that have improved communications within the Department. The Department will strengthen its efforts to implement additional communication strategies, including using new technologies, enlisting the assistance of field Officers to relay accurate information to subordinates, identifying internal communication liaisons from various Bureaus to OPI and considering augmenting OPI staffing to establish a unit devoted exclusively to internal communications.

Accomplishments

During the past two years, OPI has utilized three electronic media resources that are in various phases of implementation: the public City government web site, the FDNY Intranet and the new FDNY Insider web site. The City government FDNY web site is used primarily by the public as an informational tool. It provides basic information about the FDNY, such as recent events, recent rescues, fire safety tips, press releases and contact information. Among the Department's chief accomplishments is the successful development of its newest web site, "Inside the FDNY" (www.nyc.gov/fdnyregister) which is targeted specifically to active and retired members who register on-line to receive this service. This is a more exclusive web site and is designed to be the "inside track" for information about the FDNY. It includes advisories on upcoming events, information on issues that directly affect Department members, *WNYF* on-line (With New York Firefighters – the FDNY official training publication) and current action photos from the FDNY audio-visual/photo units. Access to the Intranet is available to all FDNY members--both uniformed and civilian--and



every Bureau of the Department can post information here. OPI staff regularly posts news on upcoming events and the daily digital news digest. OPI reconfigured its staffing and assignments and appointed liaisons to a new technology group to monitor the Department's electronic sites and post information on a regular basis.

In recent years, OPI has enhanced both its personnel and capabilities with the addition of writers, photographers and video specialists to expand communications within headquarters and with the field. The Department revamped the Fire Commissioner's monthly newsletter, expanding it to cover high-profile topics of interest to all FDNY personnel. Most recently, OPI purchased and implemented "blast fax" capabilities and disseminated to the field monthly, current-event DVD news and training packages.

The Department also initiated Division Conferences with the Commissioner, Chief of Department and Chief of Operations and, in collaboration with the Bureau of Communications, has acquired three 1-800 hot lines to report future activities and information of interest to the field.

Next Steps and Time Frame

The Department will:

- Continue to utilize all three web sites to improve communication with the public and active and retired members by posting daily fire activity, special events and activities.
- OPI will work with the Department's web team to improve posting content on the web by creating a self-publishing application.
- Expand communication with FDNY members via postcards, blast faxes, e-mail blasts and newsletters.
- Further improve internal communications with more staff dedicated to Department-wide communication issues and creating an internal communications work group with representatives from key Bureaus.
- Continue to research and implement new technologies aimed at reaching all field personnel and those Bureau/Unit staff not located at headquarters.
- Expand the development of special DVD training packages and highlight high-profile projects and FDNY achievements.
- Collaborate with the City's Department of Information Technology and Telecommunications (DOITT) to explore additional options using cable TV, including NYCTV and NY1.
- All Bureaus will provide a liaison to OPI to assist in developing relevant information on a daily basis to be distributed to the field.

Lead Bureaus

- Public Information
- Fire Operations
- EMS Command
- Technology