

Chapter 3

EMS SUPERVISOR

PRINCIPLES AND PRACTICE

Building the Team

Objectives

- Discuss the process for hiring the right team member.
- Discuss the process for leading the team.
- Identify and describe management components in building a team.
- Discuss the EMS officer's role in conflict resolution and negotiations.

Objectives

- Explore the use of personality assessment tools in understanding team members.
- Discuss the EMS officer's relationship with the human resources department.
- Describe how to deal with disengaged team members.

Introduction

- Each member of an organization plays an integral role in the success of the organization.
- Building a productive and competent team will help the organization be successful.
- The managerial leader must embrace the fact that the team will often look for direction.
- Therefore, clear goals, expectations, and communications must be established with the team members so they know what is expected of them.

Hiring the Right Team Member

- There is no doubt that as a supervising, managing, or executive officer you will have to hire team members, or at least be part of the hiring process.
- The hiring process is extremely important.
- A lot of time and money are spent on hiring the right person for the job.
- When selecting a team member, try to select someone who will complement the team's existing talents and bring value to the team.

Posting a Position

- One of the most important things you will do as an EMS officer and managerial leader is to ensure that your employees understand what is expected of them at work.
- Therefore, the EMS officer must ensure that all the positions assigned have clearly defined job descriptions.
- A job description provides a foundation for the employee as to what is expected from him or her.

Characteristics of the Class

The EMS Quality Assurance Technician reports directly to the Division Chief of EMS. This position will carry a variety of responsibilities in support of the administrative mission of the EMS Division. Although the Quality Assurance Technician may be assigned any task per the Division Chief of EMS, the primary responsibilities are as follows:

Examples of Duties

(Note: The listed duties are illustrative only and are not intended to describe each and every function that may be performed in the job class. The omission of specific statements does not preclude management from assigning specific duties not listed herein if such duties are a logical assignment to the position.)

EMS Division

- Oversee all EMS quality assurance, quality control, and performance improvement programs.
- Assume the duties of the office manager when needed.
- Research and develop new equipment.
- Coordinate medical legal issues.

Figure 3-1 Sample job description. *(Continues)*

Posting a Position

The content that is included in a job description varies among organizations.

- Coordinate EMS coverage for special events.
- Serve as project manager for new EMS initiatives.
- Serve as the department's Infection Control Officer and be responsible for the management of organizational exposures, vaccinations, and post-exposure prophylaxis (PEP).

Requirements

Education and Experience

- High school diploma or GED
- Associate's degree
- Bachelor's degree (Preferred)
- Quality methodology program certified (Preferred)
- Paramedic with 3 years' minimum field experience as a paramedic
- Minimum 3 years' EMS system quality assurance experience
- Strong skills in using computers, Windows operating system, and most common office software applications
- Excellent interpersonal skills inclusive of the ability to work with diverse groups
- Demonstrated presentation creation and delivery skills
- Proven ability to provide and deliver excellent customer service
- Clean recent driving record

Special Requirements

- Must obtain a valid chauffeur's or noncommercial class "D" driver's license prior to employment
- Must successfully complete a physical ability test
- Must be in good physical condition, as determined by a medical examination given by a licensed physician as prescribed
- Must be able to work irregular schedules
- Certificates from the following list are required based on the area of assignment:
 - Certification in Advanced Life Support and Prehospital Life Support
 - Certification in Emergency Pediatric Care

Figure 3-1 Sample job description (*continued*).

Posting a Position

While the HR team will provide excellent information on organizational requirements, the specific job functions and skill requirements may have to be included within the job description by the EMS officer before the job is posted.

Posting a Position

- Once the job description has been completed and thoroughly reviewed by the HR department and the EMS officer, then the open position can be posted for advertisement.
- Such postings may be found:
 - On most HR department websites
 - Within the HR department
 - In other departments within the organization

Evaluating Applications

- A job advertisement will be posted for a set date—typically for 1 or 2 weeks.
- It may be posted either for internal candidates (organizational members) only or for internal and external candidates.
- Once the job advertisement has closed, the EMS officer will need to evaluate the potential candidates.

Evaluating Applications

- If numerous applicants responded to the posting, you will need to establish a plan of how to prioritize them.
- The first thing to do is to determine which candidates are qualified for the position.
- Second, you may want to consider creating two batches of applications:
 - One batch will contain the applicants who meet the job qualifications.
 - The other batch will contain the applicants who exceed the job qualifications.

Evaluating Applications

- If there is enough time to interview all the applicants, you should make every attempt to do so, as this will:
 - Eliminate any controversy pertaining to preferential hiring
 - Show you were fair and diligent with your assignment

Evaluating Applications

- If there is limited time and the position must be filled immediately, then you may need to narrow the applicant pool by selecting only a few of the most qualified candidates to be interviewed.
- You will need to make sure that you document why those individuals were selected versus the rest of the applicant pool.

Interviewing Candidates

- Before interviewing candidates, check with the HR department to see whether you should use a preset template for scoring each candidate after his or her interview.
- Many organizations will have the interviewers score the candidate based on:
 - How the candidate answered questions
 - How prepared he or she was for the interview

Interviewing Candidates

- Each question may have a numerical value or perhaps a checkmark made under a plus or minus column.
- These marks are tallied after the interview to achieve a final candidate score.
- Depending on the final interview score, each applicant is ranked compared to the other applicants.

Interviewing Candidates

- When conducting an interview, you should make every attempt to have at least two interviewers besides yourself present.
- It is critical that the members on the interview panel know exactly which skills and talent you are looking for in a candidate before the interviews begin.

Interviewing Candidates

- During the interview, the questions asked may be job specific, scenario based, or both.
- They may even already be assigned by the HR department for you to use during the interview.
- As an EMS officer who is assigned to do the hiring, however, you will most likely be required to create the questions yourself.

Interviewing Candidates

- If you are interviewing many candidates, make sure:
 - That you allow enough time to meet with each candidate
 - To answer any questions the applicant may have
- It is difficult to make a decision during a 30-minute interview.
 - You may want to consider implementing an internship period in which the top three or five candidates participate in a one-day hands-on evaluation.

Interviewing Candidates

- Tips for the interview process:
 - Set the date for the interview and let the candidate know that he or she has been chosen for an interview.
 - The interview panel should consist of the section head and selected senior team members.
 - Make sure that credit for their special assets is given to those who are eligible.
 - Prior to beginning the interview:
 - Introduce the panel to the candidate
 - Offer a little history about the organization
 - Explain what the position entails
 - Discuss expected performance outcomes

Interviewing Candidates

- Tips for the interview process (continued):
 - Ask questions that will place the candidate in different scenarios pertaining to the current organizational processes and systems.
 - Find out what the candidate knows about the organization.
 - Upon completing the interview process, ask the candidate if he or she has any questions and convey a time frame as to when a decision is expected to be made.
 - Be professional at all times and be prepared to answer the candidate's questions.

Choosing the Best Candidate

- When hiring a new employee, it makes sense to hire the candidate with the most talent.
- To help with this decision, consider the following:
 - Does the candidate have the skills to add value to the organization's processes and systems?
 - Does the candidate have the potential—and is he or she motivated—to grow within the organization?
 - Does the candidate have the personality to fit with the organization's culture?
 - What stresses the candidate and how would he or she handle these pressures?

Choosing the Best Candidate

- Spend the time and money upfront conducting a thorough interview and selecting the right candidate.
- Do not be too quick to hire someone just to fill a position.
- It will be more expensive and time consuming in the long run to hire the wrong person.
- Go beyond the resume, the job description, and the interview.
- Get to know the candidates and make a serious commitment to hiring the right person from the start.

Leading the Team

- Establish a Plan
 - The newly promoted EMS officer must first establish a clear direction, expectations, and distinct plan for the team.
 - In doing so, the EMS officer must ensure that all team members understand the vision and mission of the organization and division (if applicable).
 - As the EMS officer, you must promote a positive working culture that fits your organization and division.
 - In addition, every team member must know how important it is to support the positive working culture.

Leading the Team

- Understand Your Team Members
 - The EMS officer must also make every attempt to learn the strengths and weaknesses of his or her employees.
 - Once the officer has a good understanding as to where team members can make significant contributions using their strengths, the organization will begin to see positive outcomes.

Leading the Team

- Understand Your Team Members
 - Because weaknesses can hold back employees from performing at their very best, the EMS officer must work to remedy any weaknesses in team members to help them, and by extension the entire team, succeed.
 - If the team member demonstrates continuous underperformance in one area, however, adjusting the team member's responsibilities may help that individual achieve the desired outcomes.

Leading the Team

- Get Buy-in from the Team
 - As the EMS officer, you must seek buy-in from the team members and listen to what they have to say.
 - Team members need to know that what they say matters and need to understand where they fit into the big picture.
 - If the team members do not feel that they are part of the team, their participation and enthusiasm will wane.

Leading the Team

- Research Other Organizations' Methods
 - It is paramount that as an EMS officer you look at how other EMS and non-EMS organizations build winning teams.
 - Seek out organizations that are considered benchmark, gold standard, or industry-leading organizations.
 - The lessons learned from this research can yield valuable insights about building winning teams.

Management Components

- As an EMS officer, there is no doubt that you will be responsible for the oversight of your team at work.
- One of the biggest mistakes new EMS officers make is believing that their team does not need nurturing and support from the managerial leader.

Management Components

- There are five components to managing teams:
 - Coach and mentor the team.
 - Empower the team (avoid micromanagement at all costs).
 - Have confidence in the team.
 - Collaborate and communicate with the team.
 - Be available for the team (be a managerial leader).

Management Components

- As an EMS officer, your goal must be to:
 - Achieve high-quality outcomes
 - Exceed every expectation set by the organization's leadership team and your customers
- But how do you go about accomplishing this task?

Management Components

- First, you continue to ensure that the five business priorities (5 BPs) are being addressed.
 - The first business priority is “people.”
 - You and your organization will not be successful without excellent support from the people who perform the day-to-day operational and administrative duties.

Management Components

- You as the EMS officer must create a plan that conveys a message to your team about:
 - The organization's culture, vision, and mission
 - Your own commitment to helping the team members all succeed
- All members of the team must:
 - Understand the importance of what you are trying to accomplish
 - Appreciate how every member's role is important to the success of the team

Management Components

- Seek out organizations that have proven track records, such as:
 - The Walt Disney Company
 - Google, Inc.
 - Southwest Airlines
 - Zappos
- Learn what they are doing to build and keep a winning team performing at a high level.

Coach and Mentor the Team

- Coaching:
 - As an EMS officer, you will certainly be a coach as you direct your team in day-to-day operational and administrative assignments.
 - When coaching, the EMS officer is primarily focusing on tasks, usually for short periods of time, and is performance driven.

Coach and Mentor the Team

- Mentoring:
 - Mentoring, in comparison, goes beyond coaching and deals with a broader scope of influence.
 - A mentor works with a mentee and establishes a relationship to improve the mentee's personal growth, professional development, and related needs.
 - As a mentor, the EMS officer will be more closely involved with the team member's personal, long-term growth.



Coach and Mentor the Team

An EMS officer should make every attempt to serve as a mentor and/or a coach for his or her team members.

Coach and Mentor the Team

- Being a coach and mentor is essential in building winning teams.
 - The EMS officer has an opportunity to promote the division's culture and vision with the team members.
 - In addition, by serving as a coach and a mentor, the EMS officer:
 - Will be able to convey a clear message for all team members to follow
 - May also serve as an advisor for the team members

Coach and Mentor the Team

- Your team is a clear reflection of your expectations as an EMS officer, so be open to coaching and/or mentoring as you begin laying the framework for your division to become a high-performing team.
- You must take the time to know your team members and understand who they really are.

Coach and Mentor the Team

- Coaching a team in an office environment is very similar to a football coach's work during a football game.
 - The quarterback calls the plays in the huddle.
 - However, the actual play calling is most likely performed by a coach on the sideline who has a broader picture of the game.
 - This is where you, as a managerial leader and coach, need to use a wide-angle lens versus a narrow lens.

Coach and Mentor the Team

- As a coach, it is your responsibility to get your employees to a level where they can succeed.
 - Your goal as a coach is to get your players playing at the positions where they do best and to provide them with every opportunity to succeed.
 - Many team members are let go or demoted for underperforming, yet when placed in another role they may very well blossom.
 - Get each employee in the right position.

Coach and Mentor the Team

- Identifying your team's strengths and weaknesses offers an opportunity for you to:
 - Shape the team
 - Begin to mold team members for future leadership roles
 - Reinforce the notion that you care about their future
- It is also an opportunity to provide candid feedback and seek input from the team members.

Coach and Mentor the Team

- When a managerial leader has been asked to serve as a mentor by a team member, this opportunity is:
 - A great honor and extremely rewarding
 - Comes with an enormous amount of responsibility
- You should make every effort to learn from the mentee, just as that individual will be learning from you.

Coach and Mentor the Team

- The first step for the mentor and the mentee is to develop a relationship where both mentor and mentee acknowledge that being candid with each other is a top priority and feedback is encouraged.
- Second, develop a plan that will establish a foundation for the guidance the mentee hopes to receive from the mentor.

Coach and Mentor the Team

- Third, when agreeing to be a mentor, make sure that you are truly committed to helping the mentee as long as he or she needs it.
- Fourth, being a mentor means that you must be a role model; therefore, be sure to act accordingly.
- Fifth, remember that the relationship is all about the mentee.

Coach and Mentor the Team

- Open communication and candidness must always be encouraged.
 - Your team members are the ones in the trenches doing the work, so if you listen to what they have to say, you will likely be rewarded with successful outcomes.
 - To grow professionally and get to the root of any issue, both parties must be honest with each other or the relationship will ultimately fail.

Coach and Mentor the Team

- As a coach or mentor, you will need to keep things interesting and fun to keep the team members engaged.
 - If the team members have been doing the same tasks for several years, they may lose interest in their current work assignment.
 - Ask team members if they would be interested in doing some different types of projects or assignments.
 - The key is to change things up and keep the team engaged.

Coach and Mentor the Team

- It is important that you get everyone involved and provide options for the team members, either professionally or personally, so they can decide what works best for them and to help them achieve their full potential.

Empower the Team

- Avoid micromanagement at all costs.
- As the coach and mentor for your team, you must make sure that you provide the necessary tools and information that will allow each team member to perform at his or her very best.

Empower the Team

- Empowering the team members to do what it takes to perform at their very best and allowing them to make decisions that will exceed the expected outcomes will:
 - Add value to the customer service delivery
 - Build a sense of confidence among the team members

Empower the Team

- The team members need to feel that they are part of the organization and not just collecting a paycheck.
- If they believe their contributions to the organization are making a difference, they will have ownership of their performed duties.

Empower the Team

- As the coach and mentor, you must be available for the team members to assist them and answer their questions.
- At the same time, you should not get in their way.
- Micromanaging your team may:
 - Demoralize the team members
 - Lead to frustration and underperformance

Empower the Team

- New leaders may have a difficult time taking a step back and allowing their teams to execute the tasks that have been assigned to them.
- This micromanagement:
 - Creates frustration among the employees
 - Ties up the leader with specific tasks versus focusing on the bigger organizational picture

Empower the Team

- Having the freedom to work autonomously is great—but in order to permit this, you must make sure that:
 - Individuals are doing what they feel passionate about.
 - They are knowledgeable about the work assigned to them.
 - Having a team member who is not skilled for a position work autonomously is a recipe for disaster.

Empower the Team

- Promoting a culture of inclusiveness and letting team members know that their contributions are vital to the success of the organization:
 - Provides some ownership to the team members
 - Serves as a great motivator
- The team members will maintain a sense of purpose toward the organization if they feel as if they are part of the team.

Empower the Team

- You should get to know your team members and their aspirations.
 - Find out what their dream jobs would be both within the current organization and outside the organization.
 - You might be surprised by the answers, but these answers could lead to improvements in the organization and the division of duties.

Empower the Team

- The feeling of being empowered to do a job is a tremendous boost to an employee's confidence and serves as a great motivator.
- Provide your team with the tools they need to complete the project asked of them, give them support, and let your team take charge of their success.

Empower the Team

- To empower your employees, you must first establish a rapport with your team and listen to what they have to say about the business and its processes.
 - Listen to their concerns.
 - Find out what gets them fired up and piques their interest.
- It is your job as a managerial leader to find ways to energize your team.
- Therefore, you need to make every attempt to identify what motivates them.

Empower the Team

- Basic steps that the EMS officer can take to empower a team:
 - Keep the team informed of the operation so they can make the appropriate decisions when dealing with customers.
 - Promote constant communication among all team members, including yourself.
 - Once your team understands what is expected of them, leave them alone to do their job.

Empower the Team

- Basic steps the EMS officer can take (cont.):
 - Treat your employees with respect.
 - Give recognition when earned.
 - If your team is meeting its full potential, see what you can do to take them to the next level.

Instill Confidence in the Team

- Instilling confidence in your team is one of the greatest things that you can do as a managerial leader.
- Displaying a sense of confidence in yourself, too, will help convey a message to the team that you are in control and can handle whatever issues arise.

Instill Confidence in the Team

- There is no doubt that your team will face difficult decisions.
 - Part of your role is to prepare them for times like these.
 - If a team member makes a mistake, take the time to support the individual and not tear him or her down.
 - Take that opportunity to let the individual know how he or she can improve.
 - Remember to point out the positive aspects of the situation and build from there.

Instill Confidence in the Team

- Confidence is gained through action.
 - Therefore, the sooner you set the stage for your team to succeed, the more quickly their confidence will begin to grow.
 - The team members will become more confident as they begin to tackle issues together and start to see the positive results.
 - Celebrate your team's winning accomplishments and acknowledge their losses, but do not let the losses set the team back.
 - Encourage the team to regroup and continue to move forward toward your goal.

Promote Collaboration and Communication

- Promoting collaboration and ongoing communication among all team members is one of the key ingredients in building a winning team.
 - As the EMS officer, you must encourage maximization of work performance from all team members.
 - This can certainly be achieved through collaboration.

Promote Collaboration and Communication

- You will foster cohesiveness among the members of the team if you maintain open lines of communication:
 - Throughout all phases of an assignment
 - On an ongoing basis for day-to-day operational and administrative duties

Promote Collaboration and Communication

- It can be very difficult to reach a consensus when team members are trying to make a decision.
 - This is where the power of collaboration and communication plays such a critical role.
- As a managerial leader, you must make every attempt to:
 - Become an effective communicator
 - Support the concept of collaboration
 - Promote a state of being in control

Promote Collaboration and Communication

- If a team member does not know his or her role, it will be difficult for that person to work efficiently and contribute in a way that moves the team or the organization in the desired direction.
- If a team member knows his or her role and chooses not to follow it, you must make every effort to determine why the team member is choosing to underperform.

Promote Collaboration and Communication

- If you have a winning team, celebrate your accomplishments and let your team know that they are the reason for the success.
- If your team falls prey to a losing streak, it is your responsibility to get them back on track.

Promote Collaboration and Communication

Table 3-1 Avoiding Negative Attitudes	
Attitude	How to Avoid It
Point the finger	Don't jump to say, "It's not my fault we are doing so poorly." Promote the philosophy that you win as a team and lose as a team. There is no time for pointing fingers, and doing so will simply create a divide among team members. The team needs to learn from its losses and move on. It is your responsibility to get the team on the right path and to keep moving forward. Don't forget: You are the leader, so it all starts and ends with you.
That's not my job.	If you are a member of the organization, then regardless of your role it is your responsibility to help move the team and the organization forward to the set goal. It is not uncommon for someone in a managerial leadership role to acquire a sense of entitlement—that is, the attitude that as the "Boss," the individual is not required to assist with any of the day-to-day operational or administrative duties. This approach is completely opposite of how and what a managerial leader should be doing within the organization. Certainly, EMS officers will have many assigned responsibilities; however, they need to set a good example when they are asked for help and take the time to assist a co-worker. They must make every attempt either personally to assist or to find another way to get the work done. Neglecting to assist will send a message across the organization that the EMS officer is not a team player. This, in turn, will create discontent among the team members and they will be hesitant to support any future initiatives.
I don't have time.	Make time. When you are at work, nothing else matters except helping your team and making sure the organization is successful.
I'm a great leader and that's why we succeed.	If you can do it better, great. Don't advertise that fact, but show the team how to get the job done. Promote collaboration, confidence, and a winning environment. Although you may be a great leader and very well informed on how to get things done, nothing will happen without your team. They will make it happen for you.
I don't want to do this job anymore.	No one says you have to do the same job for a lifetime, but don't quit in the middle of a project. This kind of behavior is not good for you, the team, or the organization. How you carry yourself as a managerial leader and set the tone for the team will go a long way toward getting things done. As with any position, there is a high probability that at some point the EMS officer will want to be promoted and move up the chain of command. This process is important for the organization because it allows for a fresh perspective and ideas to fill the position, while also enabling the former EMS officer to learn new skills and expand his or her role within the organization. These opportunities must be encouraged and supported by the senior leadership staff. If the EMS officer is seeking to be promoted within the organization into another role, he or she must also make sure not to abandon the team in the midst of a project or other large commitment. If the EMS officer must assume the other position in a short amount of time, then that individual must appoint a project coordinator who is well informed about the current project and the desired outcome. The exiting EMS officer must also make every attempt to inform the new EMS officer of which projects are in process and be available if any questions should arise. The former EMS officer must also inform his or her new boss of the current projects he or she is leaving behind and ask for some flexibility in assisting the new EMS officer if the need arises.

Be Available for the Team

- You will not be a successful managerial leader if you are not available to your team.
- The team needs to know that you are always there for them.
- If you will be out of the office for an extended time, make sure you:
 - Set aside some time to meet with your team
 - Let them know you will be out of the office
 - Let them know if someone will be covering for you
 - Inform them how they can reach you in case of an emergency

Be Available for the Team

- Your presence is also important when you are assigning a project to your team.
 - You need to be available to:
 - Answer questions
 - Work through problems that are holding back the team
 - Demonstrate to the team that you are there with them every step of the way
 - If you are not available, your absence will simply create tension and frustration among the team members.

Be Available for the Team

- Do not wait until it is time to complete your team's annual performance evaluation to spend time with the team members.
- Make it a point to meet with your team members individually as often as you can.

Commitment to the Team

- Understanding that your team is the most important asset is paramount in achieving organizational business success.
- As a new managerial leader, establishing a healthy relationship with your team members should be one of your first priorities.

Commitment to the Team

- As a managerial leader, you must also create an environment where your team members believe in you and begin to gain confidence in your decision-making ability.
- This will set the stage for guiding the organization and/or division in the right direction.

Commitment to the Team

- If your team has never worked with you, they may be reluctant to follow you as an EMS officer/managerial leader immediately.
- They will likely do what you say because you are their new boss, but you do not want robots working for you.
- Instead, you want team members who remain engaged and believe in what you tell them.

Commitment to the Team

- You will be able to move toward setting a plan for a culture of communication once you have demonstrated to your team that you:
 - Are a managerial leader of high standards
 - Are knowledgeable with the current business operations

Commitment to the Team

- Since inspiring confidence and implementing a new culture will require some time, you need to work on it every day by:
 - Showing respect
 - Listening and providing feedback
 - Eliminating noise
 - Knowing your team
 - Working hard

Showing Respect

- Always be respectful to those with whom you speak.
- Get to know your employees.
- Show them that you care about both their personal and their professional lives.
- Ask them for input.
- You must always make time to listen to your employees.
- Mutual respect is critical when communicating.

Listening and Providing Feedback

- Listen to what the other person is telling you and provide feedback.
- When a team member is speaking to you, *don't*:
 - Answer a telephone call
 - Write an e-mail
 - Engage in conversation with another person walking by
 - Become preoccupied when a team member is speaking with you

Listening and Providing Feedback

- When providing feedback, offer it in a positive tone, be specific, and make sure that the individual understands what you expect.
- If you are providing negative feedback, it will be your responsibility to work with the team member and to give him or her every possible opportunity to get back on track.
- Each team member deserves a chance to grow within the organization.

Eliminating Noise

- Eliminate noise from the background.
- When distracting events are going on around you, it will be extremely difficult to communicate effectively.
- You must try to avoid getting involved in lengthy, important conversations when in a noisy environment.

Eliminating Noise

- Noise can also come in the form of the participants' emotions or biases.
- It may be difficult to speak with a team member when that person (or you) is upset or distracted.
- This is where you must apply your skills to diffuse the situation or bring the focus back to the situation at hand.
- During these situations, it is critical to let the speaker know that what he or she has to say is important to you.

Promoting Open Communication

- A team member may listen to what you are saying, yet may not understand how to accomplish the task being asked.
- Make sure that everyone understands what you are saying.
- Always encourage the team members to ask questions, especially when they do not understand what is being asked of them.

Promoting Open Communication

- Encourage team members to participate and engage with one another.
- Such actions will foster great relations and solid communication among the team members.

Rolling Up Your Sleeves

- If you roll up your sleeves and demonstrate to your team that you are not afraid to get your hands dirty, they will be more likely to accept you as one of them.
- This will foster good relations with the team members, which will lead to healthy communication among all members.

Rolling Up Your Sleeves

- Furthermore, being in the trenches with your team members allows you to:
 - Observe their work—together and as individuals
 - Provide feedback about their performance
- This will make any feedback you may have, good or bad, easier to accept on their part, as long as you avoid micromanagement.

Rolling Up Your Sleeves

- Many managerial leaders lose respect from their team members because they become disconnected from the team and are unsure which role each team member is responsible for fulfilling.
- As the managerial leader, you must understand which tasks your team members are responsible for and be able to offer support if the need arises.

Meetings

- If you ask most employees to name the one thing that sets them back in their workday, their answer is usually “a waste of time.”
- Unnecessary or poorly run meetings can kill morale and dampen passion for the job.
- Although regular meetings with your team are important and provide a great opportunity to ensure that everyone is on the same page, these meetings must be productive and efficient.

Meetings

- When planning a meeting, you must be prepared with all the materials and information necessary so that the meeting runs smoothly and on schedule.
- Make sure there is a reason to have the meeting.
- Create an agenda and share it with the team prior to the meeting.

Meetings

- Make sure you announce speaking time limits to ensure that there is enough time to cover each topic in the agenda and to give all the participants ample time to speak.
- Attempt to keep the meeting short, or at least no longer than it has to be.

Meetings

- Make sure everyone at the meeting has had an opportunity to speak and knows what is expected of them at the conclusion of the meeting.
- If the meeting will go beyond the scheduled time, make sure you take breaks.

Meetings

- When holding a meeting, try to involve everyone at the table.
- At the end of the meeting, be sure to go around the table and ask those attending the meeting if they have any questions or if they would like to discuss any particular issues prior to the conclusion of the meeting.

Meetings

- As an EMS officer, you will most likely be attending meetings with organizational staff members, customers, hospital personnel, vendors, and so on.
 - If meetings conflict, it may be necessary for someone to attend one of the meetings on your behalf.
 - Always be considerate of others when asking for assistance.

Conflict Resolution and Negotiations

- As a manager you will undoubtedly have to deal with conflict.
 - When thinking about the root cause of a conflict, the matter really boils down to a disagreement between at least two parties.
 - Regardless of who is involved, you must demonstrate the exceptional qualities of a managerial leader and make every attempt to negotiate a win-win solution for both parties.

Conflict Resolution and Negotiations

- The following guidelines will help resolve conflicts:
 - Get to the root of the disagreement by conducting a thorough interview of everyone involved.
 - Listen to both parties.
 - Encourage both sides to be open and candid.
 - Find a positive point in each party's position.
 - Ask what it would take to find common ground.

Conflict Resolution and Negotiations

- Guidelines that will help resolve conflicts (cont.):
 - Seek the parties' input on how to resolve the conflict.
 - Understanding that this conflict is important to both parties, be sensitive when supporting one side.
 - Always remain professional.
 - If mediation by an EMS officer is proving ineffective, the organization's HR department may have an employee relations officer assigned to assist in resolving conflicts between personnel.

Conflict Resolution and Negotiations

- Resolving conflicts between team members becomes significantly easier if you have already taken the time to know your team members on an individual basis, both personally and professionally.

Personality Assessment Tools

- A personality assessment tool:
 - Can provide important behavior information to the EMS officer about the team members
 - Provide information about an individual's behavior pattern or key personal and professional strengths, depending on the tool used
 - Help when dealing with conflict resolution

Personality Assessment Tools

- After the team member or members complete the assessment tool, the EMS officer can review the outcome profile from the assessment to gain better insight into:
 - How the employee perceives key elements of behavior
 - What the employee's personalized strengths are
- This will help the EMS officer be better prepared when dealing with team members during different situations.
- It will also ensure that the EMS officer has a thorough understanding of how best to help each team member succeed.

Personality Assessment Tools

- Some behavior assessment tools provide specific behavioral style or personal strength information about the individual taking the assessment.
- These results can offer insight valuable for understanding team members, colleagues, and those around you better.

Personality Assessment Tools

- When deciding to implement an assessment tool, contact the organization's HR representative and ask for guidance as to which behavioral assessment tool to use.
- Regardless of which assessment tool is used, it is highly recommended that the EMS officer make every effort to:
 - Learn what makes individual employees perform at their very best
 - Manage conflict effectively by understanding the team members' behavioral styles

DISC Profile Assessment Tool

- The DISC profile assessment tool uses four dimensions—dominance, influence, steadiness, and conscientiousness—to describe the employee's behavioral pattern.
- The information gathered in the DISC profile assessment can help you address each individual in the manner to which he or she will respond most effectively.

DISC Profile Assessment Tool

- How It Works
 - After a participant completes the DISC assessment, the participant is provided with a report that:
 - Shows his or her DISC dimensions
 - Explains how they represent the participant's behavioral patterns according to that person's responses during the online assessment

DISC Profile Assessment Tool

- How It Works

- The report will also include the participant's strengths, weaknesses, tendencies, needs, and preferred environment.
- The report not only shows the participant's highest-rated dimensions, but also provides information regarding how the participant uses each of the dimensions (dominance, influence, steadiness, conscientiousness).

DISC Profile Assessment Tool

- Interpreting Results
 - Evaluating only the highest-rated dimensions will provide only a partial picture of the team member.
 - The EMS officer, when evaluating employees' DISC dimensions, must look at all four behavior styles and consider how they relate to the employee.

DISC Profile Assessment Tool

- Interpreting Results
 - It is not uncommon for those individuals in authoritative roles to have a high “D” (dominance) dimension.
 - Someone who strives to be a leader may score a high “I” (influence).
 - An employee with years of seniority may be a high “S” (steadiness).
 - A person involved with quality measurements and outcomes may score a high “C” (conscientiousness) dimension.

DISC Profile Assessment Tool

- In addition to identifying the participant's behavioral patterns, the DISC assessment provides:
 - Other reports that offer the participant a greater understanding of his or her leading dimensions
 - Information about how the person is likely to use the nonprominent dimensions

Other Profile Assessment Tools

- Other assessment tools that can prove helpful include:
 - Myers-Briggs Type Indicator (MBTI)
 - The Emotional Intelligence Appraisal
 - The Clifton Strength Finder
- While all of these assessment tools can be helpful to the manager in learning about the employees, they may also be helpful to the employees in learning about themselves.

Other Profile Assessment Tools

- Once the employee has completed taking the assessment, the managerial leader should:
 - Review the outcome with him or her individually
 - Establish a path that will build on the strengths identified in the assessment screening
- This will allow the leader to understand the employee's strengths, weaknesses, and behaviors on a professional level.
- It will also demonstrate to the employee that the leader is genuinely involved with that individual's personal growth within the organization.

When the Manager is Part of the Conflict

- Conflict resolution is something that, as a managerial leader, you should expect to address regularly.
- Conflict may arise between subordinates or between external customers and members of the organization.
- Conflict resolution can become much more difficult, however, when you are one of the parties involved in the conflict.

When the Manager is Part of the Conflict

- As a managerial leader, you should make every attempt to resolve the conflict as you would with any other conflict—by seeking a win-win outcome for both you and the other individual.
 - You must make every effort to understand the other individual's point of view and to place yourself in his or her position.
 - Depending on the situation, however, you as the EMS officer may need to resolve the conflict by issuing a direct order.

When the Manager is Part of the Conflict

- If the conflict cannot be resolved between you and the individual, it will then be time to step back and allow someone else to assist with the conflict resolution.
 - This scenario poses a significant challenge not only because it involves you, but also because it will be difficult for you to remain neutral.
 - Therefore, it is important to ask for assistance in resolving the conflict immediately.

When the Manager is Part of the Conflict

- When an EMS officer is engaged in a conflict with someone and there are no signs of the dispute being resolved, it is important to seek a neutral party (mediator) to help resolve the conflict.
- The mediator must be someone who does not have ties to either party.
- If the conflict is between you and a direct report, after the conflict is resolved you will need to continue working with this employee.

Working with the Human Resources Department

- The HR department is a common organizational spoke in EMS and other organizations.
- It consists of a variety of trained professionals whose primary goal is to:
 - Be fair advocates for the members of the organization
 - Provide employment resources
 - Ensure no discrimination occurs in the workplace

Working with the Human Resources Department

- In addition to addressing employee issues, managerial leaders should use the resources provided by the HR department to assist in the development and growth of their employees.

Working with the Human Resources Department

- The HR functional working team will work closely with the organization's leadership team to ensure that all employment advertisements and job descriptions have been thoroughly reviewed before posting them for the public to see.
- The HR department can also assist in employee development by offering courses and resources geared toward both managers and employees.

Working with the Human Resources Department

- Most human resources departments offer the following standard resources:
 - Diversity training
 - Americans with Disabilities Act (ADA) information
 - Training to prevent sexual harassment
 - Recruitment of potential employees to fill vacant positions throughout the organization
 - Risk management guidance
 - Workers' compensation
 - Family Medical Leave Act information

Working with the Human Resources Department

- Standard resources (cont.):
 - Performance evaluation resources
 - Health insurance information
 - Employee assistance programs
 - Workplace safety information
 - Employee training and development programs
 - Employee privacy information
 - Training to prevent discrimination

Union and Contract Relationships

- If the organization has a union, the HR team will also work with the organization's management and the collective bargaining team.
- There will be a labor contract that managers must consider when making decisions that impact the members of the organization.
- The collective bargaining team and the management team negotiate to create a labor agreement contract.

Union and Contract Relationships

- The following items are commonly negotiated:
 - Wages
 - Staffing profile
 - Drug testing
 - Certification requirements
 - Holidays
 - Overtime
 - Discipline
 - Grievances
 - Jury duty
 - Management rights
 - ADA issues
 - Probation

Union and Contract Relationships

- According to the concept of management's right, management has the right to make management decisions outside of the negotiated union contract to meet the needs of the organization, but only in extreme operational circumstances.
- Going outside the negotiated labor agreement can happen only if there is an immediate need or potential negative impact to the organization or its employees.

Union and Contract Relationships

- For example, the union contract might state that once an employee wins a bid into a station, management cannot reassign that employee to report to another station during that shift.
- However, if management needs to staff a position at a certain station and that employee is the only one qualified to fill that role, then management may need to reassign that employee for that one shift.

Union and Contract Relationships

- As another example, the union contract may include language that precludes lower-ranking officers from filling certain positions, such as a district chief's position.
 - However, if there are no districts chiefs immediately available to fill an open district chief position, management might consider staffing the position with a lower-ranking officer to cover for the day or until a district chief agrees to work the shift.
 - This action, no matter how justified, could easily trigger a grievance from the district chiefs.

Union and Contract Relationships

- These are just a few of many examples of union–management issues that you may encounter as an EMS officer.
- Management must:
 - Have a clear justification as to why the actions were taken
 - Understand what is considered management rights versus what has been agreed upon within the labor management agreement contract

Grievances

- Filing of a grievance is the next step once a violation of the contract has occurred.
- If an employee believes that a disciplinary action has been wrongfully meted out to him or her according to the labor agreement, that individual will likely initiate the grievance process.
- Therefore, if the EMS officer is authorized to discipline employees, the officer should take several steps to ensure resolution of a grievance is handled correctly and does not violate any article of the labor agreement.

Grievances

- How a potential disciplinary issue might be addressed after an employee allegedly commits a serious workplace infraction:
 - The department's internal affairs department or a senior leadership member assigned to the case completes a formal investigation to ensure that all the facts have been gathered.
 - Once all the facts have been collected and reviewed by the organization's assigned internal affairs investigator, the investigator determines whether, in fact, the employee has committed a workplace infraction.
 - If there is enough evidence to find the employee guilty of the charges, then a hearing panel is assembled to review the case.
 - If the employee does not agree with the discipline, he or she may choose to issue a grievance against the disciplinary motion.

Grievances

- Discipline is just one component over which an employee may initiate a grievance if the disciplinary action has violated the labor agreement.
- As the EMS officer, before initiating any discipline to an employee, you are responsible for:
 - Investigating the allegations thoroughly
 - Determining whether the employee has violated the labor agreement
- The goal is to be fair and diligent with the issues presented to you as the EMS officer.

Grievances

- Every organization has its own policies pertaining to discipline and how it is included in the labor agreement.
- Therefore, it is important that you are aware of the grievance and disciplinary process within your organization.
- When a disciplinary hearing is called for, it is critical that the process be fair to the employee(s) and that all parties are addressed with respect.

Disengaged Team Members

- As an EMS officer, your role will be to encourage your team members to perform at their very best, work collaboratively to achieve the organization's performance goals, and promote a culture of inclusiveness.
- However, the EMS officer must always be alert for those individuals who are disengaged or who choose to work in unproductive silos.

Disengaged Team Members

- The disengaged employee will try to do as little as possible and is minimally committed to the organization and to completing his or her assigned work duties.
- In addition, the disengaged employee will not go out of his or her way to exceed organizational goals or expectations.
- The EMS officer must make every effort to identify these individuals before they become actively disengaged.

Disengaged Team Members

- Actively disengaged employees will resist change, often find a reason not to agree with the leadership team, and make an effort to make things difficult for the organization.
 - They may consider themselves to be informal leaders because they disagree with the organization's culture and its perception of how the employees are being treated.
 - This form of behavior can be extremely distracting to other employees.
 - The EMS officer must find a way to detect this form of behavior early and prevent it from spreading throughout the organization.

Disengaged Team Members

- When faced with a disengaged or actively disengaged team member, it is important to consider how that individual became disengaged.
- As an EMS officer, you must attempt to get to the root of the issue if you plan to help the team member and prevent his or her attitude from impacting other employees.
- If the team member is considered actively disengaged, there is a possibility that you may not be able to reverse the situation; the team member is likely ready to move on from the organization.

Disengaged Team Members

- The following interventions may prevent an engaged employee from becoming disengaged or actively disengaged:
 - Say “thank you.”
 - Provide clear direction and maintain open lines of communication.
 - Ensure that team members know what is expected of them.
 - Ensure that team members have the necessary tools to get their job done.
 - Seek input from the team and let the members know that what they say matters.
 - Do not lie to the team.

Disengaged Team Members

- Interventions (cont.):
 - Celebrate achievements.
 - If there is an issue, roll up your sleeves and help.
 - Discuss the organization's culture with team members and find out what it means to them, to ensure that everyone is on the same page.
 - Input on employee performance must be ongoing and not limited to performance reviews.
 - When a team member appears to be disengaged, address the issue immediately and let the team member know that you are there to support him or her.

Disengaged Team Members

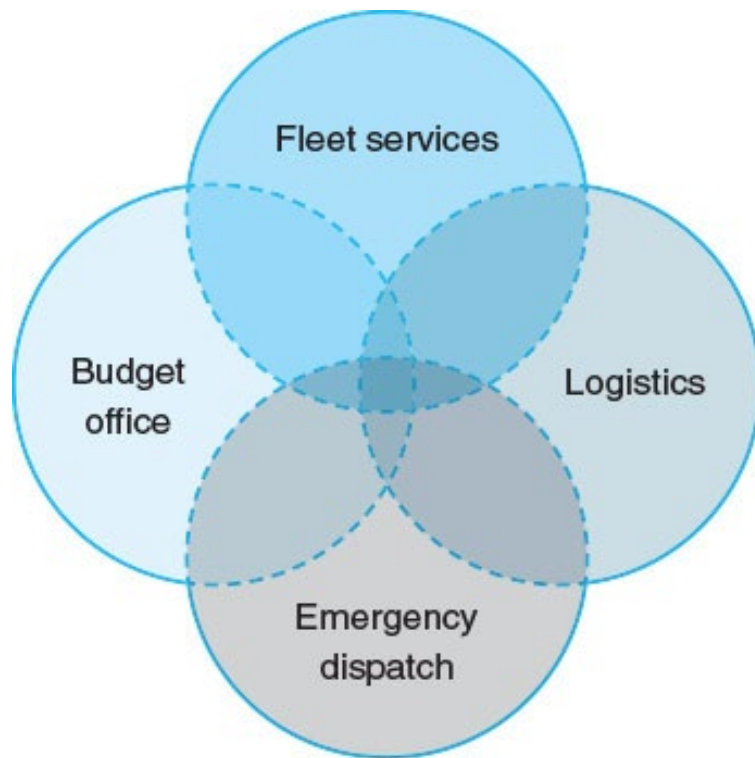
- The goal must always be to find ways of ensuring that the team members remain focused and engaged.
- As the EMS officer, however, you must also make the difficult decision of when to terminate an actively disengaged employee.
- When doing so, you must think about the other employees and the greater good of the organization.

Organizational Silos

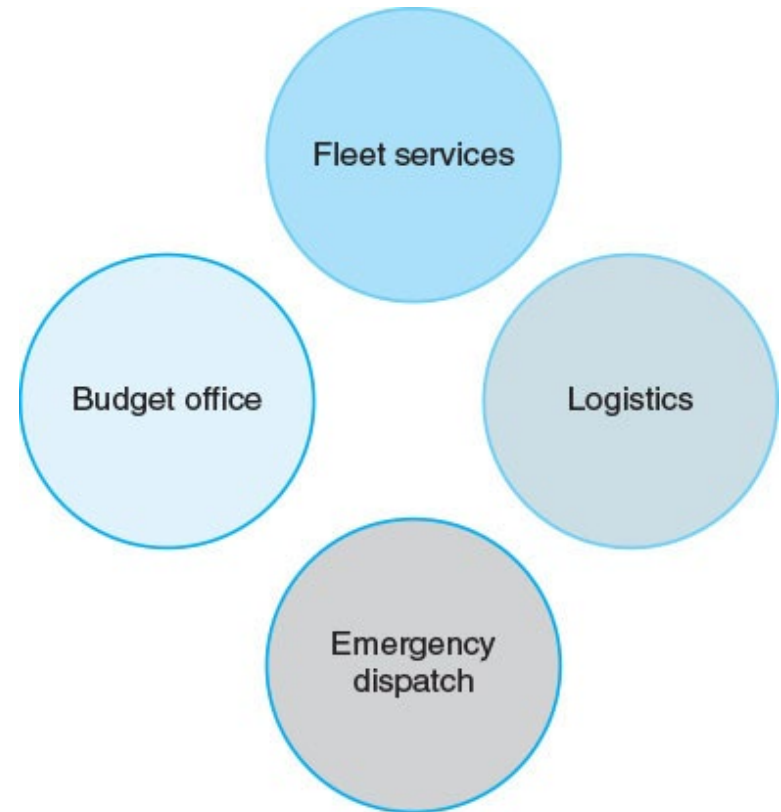
- As the managerial leader, one of your many responsibilities must be to promote a culture of inclusiveness where input is welcomed and encouraged.
- If, as the managerial leader, you give the impression that you do not believe in promoting this type of culture:
 - Your employees will want to stay away from you.
 - You run the risk of creating organizational unproductive silos.

Organizational Silos

- Organizational silos are groups of individuals within an organization who are assigned to work in a specific division or department—for example, logistics division, EMS division, finance division.
- When assessing the effectiveness of a silo within the organization, the managerial leader must determine whether the silo is productive or unproductive.



(A)



(B)

Organizational Silos

A. Productive organizational silos work well independently but also with the rest of the organization. B. Unproductive organizational silos work independently and do not collaborate or communicate well with other facets of the organization.

Organizational Silos

- As an EMS officer, there are several things you can do to prevent unproductive silos from forming within your organization.
 - Promote a culture of inclusiveness and set a clear goal that every team member understands.
 - Make it your responsibility to set up meetings with other functional working teams and begin to share ideas and projects.

Organizational Silos

- If the employees are working in silos because they fear or are resistant to change:
 - Explain why change is taking place
 - Compare the current situation with the proposed change
 - Explain the role they will be playing once the change is implemented

Organizational Silos

- Silos are expected to be part of most organizations.
- As the EMS officer, you must promote a culture where silos remain highly productive and add value to the organization's service delivery outcomes.