

# Do What's Right: Leadership and Professionalism



## Facilitator Guide

Prepared by:

**Bureau of Land Management**

**National Training Center – Phoenix, Arizona**

**Office of Fire and Aviation – Boise, Idaho**

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## Facilitator's Welcome Remarks to the Class

SAY

I would like to welcome you today, explain why we are here and explain what we will do in order to complete this course.

This course will run about 2 hours.

We will watch and hear some straightforward messages from colleagues in the Fire Community. We will watch four scenarios that we will talk about during the course.

I will be starting and stopping the video at various points to ask you some questions about what you have just seen. You'll have an opportunity to write down your thoughts in your Participant Guide. I will be asking for your reactions so we can discuss the issues.

I can't do this alone. I need your responses so we can have a dialogue.

Your Participant Guide is organized so you can take notes and follow along with me. Let's take a few minutes to look at the guide and read pages 2 and 3. They are absolutely essential to what you are going to learn today. (Give students a few minutes to read the material on pages 2 & 3.) Any questions? (State goals and objectives. Discuss rights, responsibilities, and consequences for employees.)

Notice the theme of this course – leadership and professionalism that are embodied by duty, integrity and respect. We didn't pull these words out of the air.

START THE  
VIDEOTAPE.

STOP THE TAPE  
WHEN INSTRUCTED

**Note:** The text of the seasonal-orientation remarks given by the FMO are included in Appendix F.

(You will see a  
"STOP TAPE"  
direction as a part of  
the video.)

## Scenario One

### Week 2: A crew goes out on one of their first dispatches of the season.

SAY

Turn to page 4 in your guide. You may want to take notes.

**Note:** *This video follows a crew from the beginning of the season to the end. Before each scenario, a short clip of an everyday occurrence will play. This can be discussed during the scenario debriefs along with local policies or practices on the topics.*

LEAD DISCUSSION

**Discussion:**

Is there anything that Mark, the FMO, said that we want to discuss?

Is there anything that the FMO said that sounds inconsistent with what you've heard in the past?

Is there anything that the FMO didn't say that you believe needs to be said?

How important is it for any supervisor to lay out expectations at the start of the season?

**Question 1.** What is the public perception of a good fire season compared to how fire fighters perceive one?

ENSURE THESE POINTS ARE MADE DURING THE DISCUSSION

- *The public can take comments the wrong way— "great" fire season means something different to different people.*
- *You need to be respectful to the public—not judgmental.*
- *In this case, the ranchers' livelihoods are at stake—be sensitive to the situation.*
- *You must keep in mind why we're there—to protect the public lands.*

ENSURE THESE POINTS ARE MADE DURING THE DISCUSSION

**Question 2.** What should be the expectation of the public?

- *We put in an honest day's work for an honest day's pay.*
- *That we will always work on a positive relationship with the public—when the fires end, our relationship with them doesn't end.*
- *We'll consider the issues from their perspective.*



## Scenario Two

### Week 6: Outside the ready room.

SAY

Turn to page 5 in your guide. You may want to take notes.

*The tendency will be for the conversation to move toward what is appropriate and what is not, getting deep into the weeds on this. Focus instead on behaviors that affect crew cohesion because that is a measure everyone can relate to.*

*If management or a supervisor becomes aware that comments are offensive they must take prompt corrective remedial action reasonably calculated to stop the harassing behavior and prevent other employees from engaging in similar behavior.*

LEAD DISCUSSION.

**Discussion:**

**Question 1.** How do you know when behaviors become inappropriate and begin to compromise crew cohesion?

ENSURE THESE POINTS ARE MADE DURING THE DISCUSSION

- *Even just one person who feels offended or hurt affects group cohesion. To restore group cohesion someone's behavior needs to be reconsidered or changed. It needs to be dealt with.*
- *Everyone's tolerance to joking is different. Resolve inappropriate behavior early and at the lowest level.*
- *We all have an obligation and responsibility to say something, if we see inappropriate behavior.*
- *If your comments are potentially destructive, don't say them.*
- *Behaviors are inappropriate as soon as they have the potential of adversely affecting crew cohesion.*

ENSURE THESE POINTS ARE MADE DURING THE DISCUSSION

**Question 2.** What does being professional mean?

- *Fostering a positive work environment.*
- *Representing yourself in a manner that can't be questioned.*
- *Having the courage to be a leader and address issues.*

**Note:** *if it is appropriate create a definition of professionalism for your group. Then Turn to page 6, which has definitions of professionalism from fellow firefighters.*



## Scenario Two & Introduction to Scenario Three

ENSURE THESE  
POINTS ARE MADE  
DURING THE  
DISCUSSION

**Question 3.** What about Kayla's advice that Justin should say something?

- *Speak to the offender.*
- *Go to the crew boss or supervisor.*
- *Go to HR or EEO.*

**Optional Discussion Items:**

**Question:** Did Jen display leadership in this instance?

- Jen shows leadership by letting folks know their behavior is inappropriate.

**Local Discussion Items:**

**Note:** Here is an opportunity to bring in local perspectives, procedures, policies or issues.

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SAY

We are going back to the videotape now to hear a few summary comments and watch Scenario Three.

START THE  
VIDEOTAPE

STOP THE  
VIDEOTAPE WHEN  
INSTRUCTED

## Thoughts from some wildland fire professionals on the definition of “professionalism”

*Professionalism means: doing the best you can, by living the values of Duty, Respect and Integrity each day and having motivation and vision to improve the organization.*

*Professionalism is a representation of personal integrity, credibility, loyalty, and respect that is bestowed by others. It is earned through tangible actions and not just words.*

*Professionalism is a blend of skills and traits: Leading by example. Doing the right thing—choosing the harder right over the easier wrong. Setting a good example at all times in behavior, attitude, tact, diplomacy, courtesy, and respect. A relentless commitment to honesty and integrity. Putting the overall good of the organization over your own personal good. Taking care of your people, listening to them, supporting them, encouraging them, giving them clear direction.*

*Professionalism is what shows when someone is walking away from an interaction with you, and thinks “Wow—that guy has got it together.” It means knowing your job, striving to improve your performance, and taking pride in what you do. It means conducting yourself with duty, respect and integrity.*

*It's doing the right thing, holding to the highest standard, developing best practices, when nobody else is looking. Doing those things because they're right, not because you're told to do them or afraid you'll get caught if you don't.*

*I'm thinking about some of the best folks I've worked with out on the line, who've gone the extra mile on line prep to make sure it will hold. Who not only taken weather readings on the line and transmitted them over the radio, but checked to assure people are understanding them and paying attention to the changing weather around them. The folks who've stood up in a briefing and said, “That information you just gave us is wrong; the situation has changed and we all need to hold up until we get better info and develop another plan.” The guys who, after their engine comes in off a long and filthy assignment with mud caked all over it, spend hours and hours cleaning diamond-plate, brake lines, etc. even with a toothbrush. Not to waste time or make their engine “pretty”, but to thoroughly go over it and assure it's not only clean, but there are no rocks between the chassis and brake lines, and no other mechanical problems that could get them or their buddies hurt on the next call.*

## Scenario Three

### Week 8: Last night of crew assignment off district.

SAY

Turn to page 7 in your guide. You may want to take notes.

LEAD DISCUSSION.

**Discussion:**

ENSURE THESE POINTS ARE MADE DURING THE DISCUSSION

**Question 1.** Do you think these employees are fit for duty?

- *If anyone brought alcohol for someone under 21, there's a legal issue also.*
- *Employees must be able to perform their duties at a satisfactory level.*
- *Reporting to work while under the influence of alcohol or drugs can result in a written reprimand or removal from your job.*
- *Firefighting is an inherently dangerous job where each firefighter depends on the other. Reporting to work unfit is a huge safety issue.*

ENSURE THESE POINTS ARE MADE DURING THE DISCUSSION

**Question 2.** If you were the supervisor what points would you bring out when you met with the crew?

- *impact on the unit's professional reputation*
- *safety and fitness for duty*
- *public perception*
- *destruction of property and breaking the law*
- *off-duty misconduct unbecoming a federal employee can result in disciplinary action.*

ENSURE THESE POINTS ARE MADE DURING THE DISCUSSION

**Question 3.** How difficult will it be to overcome the disapproval of those who witnessed or heard about the behavior?

- *One bad incident can affect the reputation of an entire state.*
- *Nobody talks about the crews that didn't get in trouble. "Hey, did you hear about that crew that went to \_\_\_\_\_ and did a great job?"*
- *Must always act in a way that will strengthen public confidence in your role as a public servant and an employee of the Federal Government.*
- *Treat other's property with respect.*

## Scenario Three & Introduction to Scenario Four

### Optional Discussion Items:

- *Discuss local policy for behavior on details, alcohol use while on detail.*

### Local Discussion Items:

**Note:** *Here is an opportunity to bring in local perspectives, procedures, policies or issues.*

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SAY

We are going back to the videotape now to hear a few summary comments and watch Scenario Four.

START THE  
VIDEOTAPE

*Scenario Four is presented on videotape.*

STOP THE  
VIDEOTAPE WHEN  
INSTRUCTED

## Scenario Four

### Week 10: Kayla meets with her bosses.

SAY

Turn to page 8 in your guide. You may want to take notes.

LEAD DISCUSSION.

**Discussion:**

**Question 1.** Ideally, how could this have been resolved earlier in the season? Could her crew members have played a role in an early resolution?

ENSURE THESE POINTS ARE MADE DURING THE DISCUSSION

- *All parties could have seen this behavior earlier and done something about it.*
  - *Talk to Matt and/or Kayla*
  - *Advise Matt and/or Kayla*
  - *Talk to Glenn*
  - *Don't appear to condone any inappropriate behaviors.*
  - *Model the leadership values of duty, integrity and respect.*
- *This situation could affect crew cohesion and safety.*
- *If there is a problem, let someone know. Resolve the problem as early as possible and at the lowest level.*
- *A leader or supervisor must set the tone for behaviors. "That which you know; you condone."*

ENSURE THIS POINT IS MADE DURING THE DISCUSSION

**Question 2.** Is there anything Kayla could have done differently?

- *Let someone know early when you see or experience inappropriate behavior.*

## Scenario Four & Summary

ENSURE THESE  
POINTS ARE MADE  
DURING THE  
DISCUSSION

### Optional Discussion Items:

**Question:** What should be the FMO's next step?

- *FMO consults with EEO.*
- *All supervisors should cultivate a good relationship with HR, ER, and EEO professionals. If there are specific processes in your state for handling these issues, please share. When a situation like this arises, call a professional you feel can help and provide the advice you need.*

### Local Discussion Items:

**Note:** *Here is an opportunity to bring in local perspectives, procedures, policies or issues.*

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SAY

We are going back to the videotape now to hear a few summary comments.

START THE  
VIDEOTAPE

STOP THE  
VIDEOTAPE WHEN  
INSTRUCTED







Managers, supervisors, and employees, as well as our contractors, cooperators, and volunteers, have the responsibility to work for and maintain a discrimination-free environment for everyone and prevent harassment in the workplace, in all of its various forms. The work environment includes Government buildings and offices and field sites-anywhere that work-related activities occur. It also includes vehicles or other conveyances used for travel while on duty.

Any employee who believes he/she has been subjected to discrimination or harassment based on their race, religion, age, national origin, color, sex, sexual orientation, mental or physical disability, genetic information, marital status, and/or parental status should immediately report it to a supervisor or manager for a prompt, thorough and impartial investigation and appropriate corrective action. Managers and supervisors will keep these matters confidential to the extent possible. Also, an employee has the right to have his/her discriminatory concerns address through the EEO process. To use the EEO process, Federal regulations mandate the aggrieved to bring the matter to the attention of an EEO Counselor, EEO Specialist, or EEO Manager within 45 days of the incident. In either case, appropriate management officials will take immediate action to stop the harassing activities.

Retaliation and reprisal directed at employees who make complaints of harassment or provide information related to such complaints will not be tolerated. You should be aware that an employee can be held personally liable for harassment and such conduct could cost an individual their job. Managers and supervisors particularly will be held responsible and accountable for promoting and ensuring equal opportunity in the BLM's policies, programs and practices. Accordingly, managers and supervisors must be alert to issues which might result in allegations of unlawful discrimination and harassment and deter such acts. Discrimination has no place in the BLM.

Any questions related to this policy should be addressed to Bobbie A. Moore, Deputy Assistant Director of Equal Employment Opportunity, at (202) 208-1577.

Signed by:  
Lawrence E. Benna  
Acting, Director

Authenticated by:  
Robert M. Williams  
Policy and Records Group, WO-560

## Appendix B – Key Contacts

### Human Resources and EEO Managers:

#### **Alaska State Office:**

Jack Busted, Human Resources Officer (907) 271-3170  
Sandra Martinez, EEO Manager (907) 271-5545

#### **Arizona State Office:**

Charles Molden, Human Resources Officer (602) 417-9270  
Ceci Andrews, EEO Manager (602) 417-9218

#### **California State Office:**

Sherian Long, Human Resources Officer (916) 978-4461  
Mario Gonzalez, EEO Manager (916) 978-4492

#### **Colorado State Office:**

Melissa Dukes, Human Resources Officer (303) 239-3920  
Enrico David, EEO Manager (303) 239-3616

#### **Eastern States Office:**

Donna Jordan, Human Resources Officer (703) 440-1504  
Lynda Nix, EEO Manager (703) 440-1593

#### **Office of Fire and Aviation:**

Jim Knox, Human Resources Officer (208) 387-5514  
Debie Chivers, EEO Manager (208) 387-5454

#### **Idaho State Office:**

Bill Kelley, Human Resources Officer (208) 373-3920  
Rani Simmons, EEO Manager (208) 373-4011

#### **Montana State Office:**

Diane Friez, Human Resources Officer (406) 896-5002  
Sara Romero-Minkoff, EEO Manager (406) 896-5180

#### **Nevada State Office:**

Dennis Williamson, Human Resources Officer (775) 861-6433  
Francisco Lujan, EEO Manager (775) 861-6584



## Appendix C – The EEO Process

### EEO Counseling

If you are an employee or job applicant, you are protected by law from discrimination based on race, color, national origin, sex (including sexual harassment), religion, age (40 years old or older), mental or physical handicap, or reprisal for your participation in the EEO process. Federal statutes and regulations—Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, the Rehabilitation Act, the Fair Labor Standards Act (Equal Pay Act), and 29 C.F.R. Part 1614—are in place to offer relief, if you are the victim of discrimination. Additionally, in the Department of the Interior, sexual orientation discrimination is counseled under the EEO process.

An allegation of discrimination may result from any employment issue or action—hiring, promotion, time and attendance, work environment, training, appraisal, discipline, firing, layoffs, or other terms, privileges, conditions, and benefits of employment.

#### What You Have To Do

If you believe you have been discriminated against, you must first contact an EEO Counselor in order to try to resolve the matter, informally. EEO Counseling provides channels of communication through which you may raise questions, discuss allegations, get timely information, and seek solutions. You have **45** calendar days following alleged discriminatory action or, if the matter concerns a personnel action, from the effective date of the action contact an EEO Counselor.

#### What Counselors Do

- Determine the issue (actions the agency has taken that cause you to believe you have been discriminated against) and the basis (race, color, sex, religion, national origin, age, sexual orientation, handicap or reprisal) of the matter.
- Conduct an inquiry in the **30** calendar days following the initial interview.
- Seek resolution. A reasonable and timely solution acceptable to both you and management is the best outcome of the counseling process.
- Document the resolution or advise you of your right to file a formal discrimination complaint.

#### What Counselors Do Not Do

- Act as advocates either for you or for management.
- Determine if discrimination has occurred.

#### Alternative Dispute Resolution

The counseling period may be extended up to an additional 60 days, if you have agreed in writing to participate in an established agency alternative dispute resolution procedures.

## **When Counseling Doesn't Resolve the Matter**

If the problem has not been resolved by the end of the counseling period, the Counselor must hold a final interview with you and issue a Notice of Final Interview. The Notice provides information on how to file a formal complaint along with the names and addresses of persons authorized to receive complaints. You then have **15** days to file a written formal complaint with the appropriate official.

## **Alternative Dispute Resolution – Mediation**

There are times when people have honest disagreements. These disagreements can generate more heat than light and cause tension and bad feelings to escalate. Confrontations often produce more losers than winners; they can be a waste of everyone's time and money. They can damage important, ongoing relationships.

Alternative Dispute Resolution (ADR), an umbrella term for any one of several approaches to settling disputes without going to court, is a strategy for producing winners on both sides of a conflict. Anytime people find themselves in conflict, ADR can help bring them together to create a sensible outcome.

In the BLM, ADR can be used, with a few exceptions, to resolve both informal and formal EEO matters. You should know that when you choose ADR, your rights to traditional administrative redress and due process systems are preserved, if ADR fails.

### **Why Choose ADR**

- It promotes the early resolution of EEO disputes;
- It reduces disruptions resulting from interpersonal conflicts the work place;
- It promotes lasting solutions and reducing the potential for future conflict, by facilitating the active participation of the parties to the conflict in the problem solving process;
- It fosters an environment of teamwork and cooperation among employees, supervisors, and managers.

### **What ADR Can NOT Be Use For:**

- Allegations of discrimination involving removal from Federal Service.
- Allegations of discrimination involving a class of employees or applicants, i.e., a Class Complaint.

### **Mediation**

Mediation is a type of Alternative Dispute Resolution, is a confidential problem-solving process conducted in a neutral environment. Mediators are trained to facilitate communication and address difficult issues. They guide individuals in reaching mutually-agreeable solutions to disputes using a process which ensures that the concerns of all parties are understood and considered.





## Appendix D – Administrative Grievance Procedures

### DOI Administrative Grievance Procedure, Part 370 DM, Chapter 771

**Applicability** – the grievance procedure is available to non-bargaining unit employees of the Department of the Interior and those bargaining unit employees who are not covered by a negotiated procedure or contract. Bargaining unit employees who are represented by a Union and covered under negotiated procedures should follow the grievance process contained within their respective contract.

**Grievance** – a request by an employee for personal relief in a matter of concern or dissatisfaction relative to their employment and which is subject to the control of management.

**Procedure** – with certain limited exceptions, employees must first seek informal adjustment or resolution via supervisory channels prior to filing a formal grievance.

**Informal Procedure** – employees must submit an informal grievance **within 15** days (all references to “days” means calendar days) of the particular act or occurrence giving rise to the grievance, or **15** days from the employee gaining knowledge of the event. An informal grievance may be oral or written and is usually submitted to the immediate supervisor. Within 7 days of receipt of an informal grievance, a supervisor or manager is required to issue, in writing, a summary of the grievance and their decision on the matter, i.e., to grant, deny, or partially grant the personal relief requested.

**Formal Procedure** – If an employee is not satisfied with the response provided during the informal grievance stage, they may elect to initiate/file a formal grievance. The formal grievance must be filed within 5 days of receipt of the informal grievance response. A formal grievance must be filed in writing, contain the signature of the grievant, be of specific and sufficient detail as to identify the basis of the grievance, and request relief that is specific and personal to the grievant.

Formal grievances are submitted to the servicing Human Resources (HR) Office for a determination of acceptability and, if accepted, referral to a deciding official. The HR Office will make the acceptability determination and referral within 7 days of receipt of the formal grievance. The assigned deciding official is generally an official in the next higher organizational level than that level which provided the informal grievance response.

A deciding official is allotted 20 days from their receipt of the referred formal grievance to determine the appropriate action on the grieved matter and to communicate, in writing, their decision to the grievant. A deciding official may conclude that the appropriate action is to grant full relief, partial relief, proposal of an alternative remedy, or a denial of all relief requested. In any case, the decision must be transmitted to the grievant within 20 days of the deciding official’s receipt of the formal grievance.

If the deciding official concludes that no adjustment, or relief requested, is possible, a written “negative determination” is issued and the grievant is provided further appeal rights consisting of requesting that the matter be referred to a Hearings Examiner from the Department of the Interior’s Office of Hearings and Appeals (OHA). Employees must request this review from OHA within 7 days of their receipt of a negative determination.

If requested, the matter is referred to the DOI Office of Hearings and Appeals and a Hearings Examiner is assigned the case. From this point, a Hearings Examiner will schedule a hearing, after which a recommended decision will be provided for consideration by the Agency.



## Appendix E – Sexual Harassment Quick Reference Guide

If you are a victim of sexually harassing behavior, you have several courses of action:

- Indicate to the harasser that the behavior is unwelcome.
- Ask co-workers if they observed the behavior or are aware of similar behavior.
- Indicate to your supervisor that the behavior is unwelcome.
- Keep a record of any instances of harassment and follow-up actions.
- Talk to your supervisor, someone in the chain of command, an EEO Counselor or the EEO Manager in your office about the behavior and courses of action available to you.

If you are an observer of questionable behavior:

- Ask the affected employee if it is a problem.
- Mention the incident or situation to your supervisor.
- Talk to the harasser about any behavior that bothers you personally.

Is it or isn't it sexual harassment? Here's an easy guideline. It is sexual harassment when:

- It goes beyond the point of comfort and is pervasive and severe.
- It is unwelcome and repeated.
- It interferes with a person's ability to work.
- It creates a hostile environment for an employee whether the harasser agrees or not.
- It includes same sex harassment and non-employee harassment.
- Employment opportunities or benefits are granted because of submission to requests for sexual favors.





Appendix G

**Do What's Right: Leadership and Professionalism  
Course Roster**

The people listed below attended this course and completed the course exercises.

Page \_\_\_\_ of \_\_\_\_

|    | NAME (PLEASE PRINT) | SIGNATURE | JOB TITLE | AGENCY/OFFICE | SUPERVISOR |
|----|---------------------|-----------|-----------|---------------|------------|
| 1  |                     |           |           |               |            |
| 2  |                     |           |           |               |            |
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Facilitated by: \_\_\_\_\_ Date: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Location: \_\_\_\_\_

Note: Please fax this completed form to Debie Chivers at 208-387-5452 and retain a copy with each employee's training record.