

HUNTINGTON BEACH FIRE DEPARTMENT



Leadership Intent and Expectations

A collaborative approach to leading our people and providing exceptional service to our community



HUNTINGTON BEACH



FIRE

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HTB



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FIRE DEPARTMENT

Scott M. Haberle
Fire Chief

All Personnel-

I know my transition to our department as your Fire Chief was unconventional at best. The pandemic has presented challenges none of us could have anticipated and has affected everyone in the organization. I am so proud of our innovation, hard work and the incredible service that you provide to our community!

As we continue to move forward and progress as a department, I am pleased with the development of our leadership intent document. It was important that everyone had the opportunity to provide input and work toward shaping the new culture of our organization. I appreciate the involvement, time and effort many of you dedicated to this project.

When I arrived in Huntington Beach, I wanted to take time to learn the organization from the ground up with the goal of developing a framework of leadership, to guide our decisions and department direction. I was pleased to find organizational support to develop this document and foster cultural change together as a team. I value the relationships we have fostered between the Command Staff and labor groups and I am excited to continue to work together as we move our department forward.

- We are ALL leaders, as such; we all have a responsibility to each other while demonstrating respect, moral courage and **Humility**. Our diverse staff and their responsibilities are of value, we will serve them with **Integrity** and equality.
- As ONEHB, we are **Passionate** to serve as members of a progressive and innovative organization that provides **Exceptional** community centered emergency, preventive and life-safety enhancement services to our community.
- We will demonstrate **Social Awareness** by being less concerned about whose responsibility a specific issue falls to and more centered on providing exceptional internal and external customer service to our community, each other, city departments and the visitors who travel to our amazing city.
- Succession planning is our **Legacy** and is vital to maintaining a community focused premier department.

This introduction letter, drafted together with labor, will be reviewed each year to ensure the department is living our adopted values and they are current and relevant to our mission. This document is devoid of rank and/or position and serves as an accountability tool to challenge, inspire and drive us towards the mindset of self-assessment and improvement. The result is an outstanding guideline and accountability document created by all of us, that our department can use to translate our espoused values into organizational decisions.

Sincerely,

Scott M. Haberle

"Smoke Detectors Save Lives"



Humility, as the foundation of other virtues, when this trait is wanting, other virtues become stained and hollow. Humility empowers servant leadership and without it, one cannot hope to turn a collection of individuals into a unified team. Humility puts others above and before self and therefore breeds faithfulness to the mission and loyalty to one another. No team member, or leader, can ultimately be concerned for themselves and for the mission of the team at the same time; one concern will necessarily be penultimate. Humility seeks to listen and understand without demanding to be heard and understood. Humble leaders recognize their limitations and highlight the capabilities of the team. Humility gladly shares authority and welcomes collaboration. Humility readily accepts correction from others as well as the lessons of failure and is glad to share the credit of success. Humility sees and celebrates the strengths and accomplishments of others. Humility is glad to fade into the background for the mission and the team; it promotes the success of the team over personal success or accomplishment.

As leaders, we will all demonstrate Humility by:

- Always extending respect and compassion to those I am called upon to help
- Remaining emotionally invested in our community
- Taking my job seriously, but not taking myself so seriously
- Not thinking too highly of myself, but developing a proper estimate of myself
- Knowing my role and being pleased to serve the mission from that perspective
- Sharing the hard lessons I have learned with others
- Being vulnerable; exposing my weaknesses and asking for help when needed
- Putting the needs and interests of the team first
- Willingness to change my position when there is a better way
- Slowing down to help a teammate in need, even if it hurts me
- Assuming the best of people and listening well
- Noticing the strengths and abilities of others
- Watching carefully for opportunities to encourage and celebrate others
- Watching out for my teammates and helping them succeed
- Not hoarding authority or responsibility that I can share with others
- Helping others surpass my abilities
- Bearing with the missteps and errors of teammates for the sake of unity
- Being nice

"Pride makes us artificial and humility makes us real."

— Thomas Merton





Social Awareness is the ability to comprehend and appropriately react to both broad problems of society and interpersonal struggles. This means that being socially aware relates to being aware of your environment, what's around you, as well as being able to accurately interpret the emotions of people with whom you interact.

Social awareness requires competency in areas such as emotional intelligence and empathy, encompassing the interworking of sensitivity, insight, and communication. Don't ever forget how powerful our non-verbal communication can be and the impacts it can have. When wearing the uniform, we are expected to adhere to this higher standard.

We expect our members to be non-judgmental and to be empathetic while providing exceptional service to all customers and co-workers. We must recognize that each individual has unique qualities that make them an asset to our organization and we shall commit to fostering a supportive work environment. This will evolve into being attentive to the needs of our people, keeping them well-versed on the leader's intent and task at hand.

It is impossible to operate with empathy, compassion, and understanding if we fail to understand the priorities, needs, and concerns of others. We need to engage as active listeners and put effort into knowing the story of those around us.

Leadership flexibility and intuition enables comprehensive growth. Self-awareness, self-management, and relationship skills are the building blocks of social awareness.

As leaders, we will demonstrate Social Awareness through:

- Recognize appropriate and professional ways of relating to others
- Know your environment and aggressively recognize and integrate change
- Build relationships and be sincere
- Be appropriately vulnerable to yourself
- Be inclusive to seek opportunities to accomplish common goals and objectives
- Keep the team informed and involved
- Practice active listening and engage with what others are saying
- Anticipate needs
- Take time to discover value in everyone

"No one cares how much you know, until they know how much you care."

— Theodore Roosevelt



Passion is an internal catalyst to succeed originating from a deep moral drive and work ethic to always do your best while supporting others around you. Passion is supporting others who have a common objective, while being supportive to alternative ideas and methods. The fire service is a team-oriented profession focused on service delivery, and we will focus on delivering nothing less than the ultimate customer service to our residents and businesses. We all have individual reasons for choosing our career, however, the one commonality amongst every member should be an unending desire to serve fueled by dedication and enthusiasm. Be excited about coming to work, embrace whatever challenges you face, and always strive to perform at your best. Don't see your job as a means to an end; look at it as an incredible achievement that you worked hard to obtain and are proud to hold. Never lose sight of how fortunate you are to be able to work in this incredible city doing what you love; every day provides opportunities to demonstrate your commitment to the organization, the community, and the profession.

As leaders, we will all demonstrate Passion through:

- Being dedicated and loyal to the citizens, the City, the Department, and you.
- Being enthusiastic about our profession and our efforts to continually improve it.
- Being committed to the success, health, and wellness of the organization and its members.
- Being focused on positivity and the strengths of the organization while not neglecting any areas where improvement is needed.

*"Working hard for something we don't care about is called stress;
working hard for something we love is called passion."*

— Simon Sinek





Exceptionality is recognized as behavior and actions that exceed standard expectations to deliver outstanding results to the community we serve. It involves going above and beyond to deliver what is possible not just what would be acceptable. As a fire department we can never rest on our past achievements, we can never be completely satisfied with where we are at and we always should be striving to improve. Exceptional leaders recognize that they must take the initiative with their team members and facilitate a spirit of collaboration in order to develop exceptional people and deliver exceptional work product.

As leaders, we will all demonstrate Exceptionality through:

- Striving to be the best in everything that we do and the service we provide.
- Continuing to learn and improve every day that we come to work.
- Seeking out feedback from our leaders as well as those we lead and be open to that feedback even if it is critical. Use this feedback to learn and grow.
- Being adaptable to different environments and circumstances.
- Discipline and high standards.
- Taking initiative in all things we do.
- Hard work; give all-out effort in everything that we do.
- Building relationships with your people and be supportive of their ideas.

"Perfection is not attainable, but if we chase perfection, we can catch excellence."

— *Vince Lombardi*



Integrity, the structure of success is built upon the foundation of integrity. It is the footing of integrity that supports humility, exceptionality, passion and social awareness. Purity of intention, followed by consistency in actions, will pave roads that lead to prosperity and enable each of us to explore the benefits that our chosen pillars of success can produce. Integrity generates simplicity. Time is spent moving forward without the need to look back or question the motivation to make a decision.

The core value of core values, integrity delivers the power to bring people together, strengthen the ties that bond and shield us from chaos by doing the right thing. Integrity is a perpetual challenge. Integrity demands grit. Integrity is subject to a continuous stream of turbulent waters with temptation, seduction and intimidation all floating at the surface. The ability to be true to oneself, coupled with a belief system centered on the goodness of humanity, will be a lifelong pledge. Self-esteem, respect, trust and courage flow from those that truly embrace the hallmarks of integrity. Our community has entrusted the members of our profession because of the manner in which we conduct ourselves and the purity of our duty. That honor and responsibility to serve with integrity is mission essential and implicit to preserve this most sacred of service core values.

As leaders we will demonstrate Integrity through:

- Doing the right thing
- Being honest with yourself, being honest with others
- Welcoming diversity of opinions, while remaining capable of making the tough decision
- Being consistent and fair
- Feeling the power of the truth, especially when it is challenging to do so
- Delivering on promises, following-through with commitments
- Demonstrating respect through authenticity and representing yourself in a genuine way
- Supporting those that counter groupthink in the name of integrity
- Being nice

"The time is always right to do the right thing"

— *Martin Luther King Jr.*



Legacy is not a word that encompasses who you were and what you did, but instead, who you inspired and how you did it. The bonds that are created, the trust that is built, and the skill that is acquired when one team is dedicated to systemic improvement is unbeatable. Legacy is selfless. The ability that each of us have to leave this department and this City better than we found it is an incredible responsibility. We will demonstrate our legacy through our performance, our attitudes and the service that we provide to our community and visitors. As leaders, we will all demonstrate Legacy through:

- Develop a winning team through communication, training and mentorship at all levels.
- Lead by example, live by the golden rule, and accept responsibility for failures as a tool to learn from and grow.
- As leaders, invest in our team so that our team can invest in the people that we serve.
- Give employees the space to learn and give them the opportunity to teach what they have.
- Transparency and communication are essential to teamwork and legacy.
- Our legacy is founded on how well we can empower the next generation to thrive.
- Share the organizational vision, invest in other's growth and embrace change.
- Stop answering questions with "We have always done it that way".
- Leave the organization healthier, safer and more efficient than we found it.
- Accept responsibility. Never blame your team for a failure. As a leader you carry that burden.
- Every single member of this department has the ability to lead in some capacity.
- The desire to promote in this organization must be based on a desire to lead and serve and be void from any ego or desire for status.
- Bugles on a collar do not make you a leader.
- Servant leadership will be will be embraced at every level of the organization.
- Character will always triumph over talent.

"The true meaning of life is to plant trees, under whose shade you do not expect to sit."

— Nelson Henderson



As a unified team, it is important to commit ourselves each day to operating within this leader's intent. This document is much more than a set of words placed on paper, it is a way of life within this organization and it is portrayed in the ways that we treat each other, the ways that we treat our customers and legacy that we build as a Fire Department.

As a symbol of our dedication to this document and the values that are contained within it, we are committing to a partnership between the Huntington Beach Fire Department personnel and the Command Staff to live these values on a daily basis and use them to guide our interactions and decisions as we go about our daily activities.

Scott M. Haberele, Fire Chief

Mark Daggett, Division Chief

Tim Andre, Division Chief

Eric McCoy, Division Chief

Dave McBride, Battalion Chief

Jeff Lopez, Battalion Chief

Marty Ortiz, Battalion Chief

Darrin Witt, Battalion Chief

Eric Dieterman, Marine Safety Battalion Chief

Greg Crow, Marine Safety Battalion Chief

Doug Leach, Marine Safety Battalion Chief

Justin Fleming, Battalion Chief



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