



The RFFR Way

Roaring Fork Fire Rescue Authority

Cultural Handbook

THE RFFR WAY

At Roaring Fork Fire Rescue Authority (“Authority” or RFFR”) you are not just an employee, you are part of a passionate, egoless team that is dedicated to a cause bigger than yourself. You become a team member the day you join our organization whether you are a board member, executive staff, operations, prevention, full-time, part-time, or volunteer.

At RFFR we understand that culture happens whether it’s defined or not. This Cultural Handbook outlines and supports the desired RFFR organizational culture. At RFFR we understand culture not only helps recruit exceptional team members, it amplifies their abilities and helps them be the best version of themselves. This work is ongoing and will continue to evolve utilizing input from RFFR members from all ranks and all divisions.

This document provides our RFFR Cultural Framework, including:

- Integral personal attributes for success at RFFR
- RFFR’s Cultural Vision, Mission, and Values
- RFFR Unsatisfactory Performance Standards
- RFFR Cultural Statement and Acknowledgment

The RFFR Cultural Handbook describes the philosophy and cultural identity of our organization. It is intended to communicate to new and existing members the Cultural Vision, Mission, Values, and behavioral Performance Standards of the organization. It includes expectations for individual behavior and performance, guidelines for leadership, and the general approach we all use when interacting with each other and our customers. We call this ***The RFFR Way***.

The RFFR Way is based on the fundamental principle that our members are the foundation of this organization and our greatest asset; therefore, the organization can be no better or stronger than its team members. At RFFR we value and emphasize a healthy work/life balance, understanding that this balance ultimately affects the success of the mission.

It is an expectation that this Cultural Framework defines us, our creed, and our cornerstone, and it is the responsibility of each and every member to learn, understand, live, and practice ***The RFFR Way***.

INTEGRAL PERSONAL ATTRIBUTES FOR SUCCESS AT RFFR

We desire to attract, develop, and maintain members who are selfless, humble, passionate, have coachability, and demonstrate high emotional intelligence. These attributes are defined in the following ways:

- **Selfless** - People who are concerned more about the needs and wishes of others than their own. This is a cornerstone of a healthy organizational culture and successful team members.
- **Humble** - Humility is the single greatest and most indispensable attribute of being a team player.
- **Passionate**- People with passion can motivate and inspire themselves and others to great things.
- **Coachability**- Realizing your continued success requires openness to learning from others, confronting uncomfortable truths, working hard, and amplifying your strengths.
- **Emotionally Intelligent** - It's not just about intellectual capacity and qualification. RFFR values emotionally intelligent people who have the ability to recognize, understand, and manage their own behaviors and emotions and the self-awareness of how they affect others.

A successful RFFR member understands that the path to excellence is one of continual improvement.

RFFR's CULTURAL VISION MISSION AND VALUES

The RFFR organizational vision is to be a trusted and valued community partner, dedicated to the health and safety of our citizens and visitors. We do this through the delivery of professional, caring, and industry-leading emergency response service. This vision provides the foundation for our Cultural Vision.

Our Cultural Vision (Why)

Driven to be better, to serve others

The Cultural Vision for RFFR embraces the concept of continuous improvement with each and every member doing all that he or she can to ensure the organization stays on a pathway of enduring greatness. The Cultural Vision expresses where we are going as an organization.

Our Cultural Mission (What)

RFFR is dedicated to creating a just culture that benefits both internal team members and external stakeholders, through our collective passion for serving others, solving problems, and saving lives.

The Mission for RFFR is specifically carried out through “The THREE S’s”: Serving, Solving, Saving. These three areas are the centerpieces of the organization’s efforts to convey our mission. In essence, the Three S’s express what RFFR is focusing on to accomplish the mission in the most consistent and effective manner possible. An important element of the Three S’s is positional leadership, which is defined as inspiring trust and respect, advocating for personnel and the organization, and acting with high ethical standards.

Our Values (How)

Respect, Trust, Integrity, Accountability, Gratitude, Humility, Team Oriented

Our Core Values are the guiding light for our cultural success. They provide us with the direction to carry out our mission and strive for our vision. RFFR has adopted these values as a benchmark for evaluating the department’s members and the service provided to ensure the desired quality is continually and consistently provided. RFFR culture is built on a foundation of trust and respect for one another and the community we serve. We are committed to upholding our organizational Core Values and they are the guiding principles for all our actions and behaviors.

RFFR is a progressive and forward-thinking organization that recognizes these values are associated with a true, healthy and just culture. We understand that the meaning of values can be ambiguous, so we have provided a definition of what successful behavior or actions look like for each value, on an individual, team, and community level.

Value Definitions for the RFFR Way

Respect

- As an individual you understand respect is earned, and not demanded. You understand respect is a foundational value for all healthy relationships in all aspects of your life
- As a team member, you show due regard for the skill and experience of other members. You recognize others' strengths and weaknesses; abilities, qualities, and achievements.
- As a community member you understand the importance of mutual respect and the effect it has on the health and success of the group of people.

Trust

- As an individual you understand trust is an essential human value that is the foundation for any successful organization and relationship.
- As a team member you are honest, supportive, and empower others by trusting them first. You are respectful of others' time, opinions, and ideas. Knowing that if you show trust, others will trust you in return.
- As a community member you understand that the fire service is built on the tradition of public trust, and you will never do anything to compromise the trust that has been established by those who have come before you.

Integrity

- As an individual you act with honesty, honor, and truthfulness and do the right thing knowing this will build your reputation as a reliable member.
- As a team member you understand team integrity is a direct result of individual integrity, and is the foundation on which coworkers build relationships and trust.
- As a community member you understand that if we are not able to be honest with and trusted by the people we serve, we will not be effective guardians of our community.

Accountability

- As an individual you understand each of us is responsible for our words, our actions, and our results. You understand that accountability centers around personal responsibility and reliability.
- As a team member you take ownership of your actions, both successes and failures. You understand that providing clear expectations is the foundation for success in a team environment and supports the structure of a high-functioning chain of command.
- As a community member you strive for global accountability. We understand the difference between accountability and blame;

Qualities of Accountability

Respect, Trust, Inquiry, Moderation, Curiosity,

vs.

Qualities of Blame

Judgment, Anger, Fear, Punishment, Self-righteousness

Gratitude

- As an individual, you understand gratitude keeps you grounded and moving forward.
- As team members we understand gratitude can create contagious optimism. The more often you express gratitude, the more likely people are going to want to work with you and help you out
- As a community member it allows you to appreciate the opportunity to serve this community while representing the RFFR organization.

Humility

- As an individual, a humble approach is an investment in your personal and professional growth; humility allows you to transform a mistake into learning.
- As a member of the RFFR team, collective humility provides the opportunity for each individual to embrace the role they are best suited for.
- As a community member, humility is not self-effacement or weakness. It is the practice of understanding strengths and weaknesses and allowing others to do the same.

Team Oriented

- As an individual your words and actions should contribute to the success of any team you are a part of; are you creating complexity or reducing it?
- RFFR is a team made of many teams. Serving, solving, and saving is best accomplished through respect and collaboration.
- As a community member, you understand every human has strengths and experiences that are necessary to create a high-performing team.

RFFR Unsatisfactory Performance Standards

Each day we have the opportunity to make choices and decisions that may affect the organizational and cultural mission and we recognize in healthy and just cultures, there is no place for ego, personal agenda and personal biases “*Is this what's best for the organization?*” should be the framework in which all decisions are made, actions considered, and behaviors formed.

Values are of little importance unless they are enshrined in an organization’s practices. As an RFFR member, you acknowledge and accept the Vision, Mission, and Values. You understand deviating from these are actions/behaviors that reflect poorly on the organization and degrade the success of the Mission.

The following are examples of behaviors that undermine The RFFR Way, for a more in-depth list please refer to the RFFR Policy Manual, Policy R-5, Code of Conduct.

- Avoid decision-making that conflicts with the mission and is driven by ego, personal agenda, and personal biases that are obstructive attributes that keep the organization from being high achieving.
- Avoid communicating either verbally or non-verbally in a manner that misleads or intends to cause harm.
- Avoid belittling, bullying, and intimidation of team members or external customers that erode trust and respect.
- Avoiding blame without investigation that leads to reactionary decision-making and ill-founded punitive action.

Each member at RFFR is expected to hold to these behavioral performance standards. Professionalism demands the implementation of values and the resolution of conflict starting at the lowest level. If a violation of a behavioral performance standard is witnessed it should be reported or addressed one on one.

RFFR CULTURAL STATEMENT AND SIGNED ACKNOWLEDGMENT

RFFR is a team-based culture dedicated to the organizational mission. The foundation of this culture is the identified personal attributes for success, our shared values, and non-negotiable behaviors. As an organization, we hold all accountable to these, and they are the foundational blocks for our just culture, and the pillars for us to achieve our organizational mission.

RFFR is determined to attract, develop, and maintain members who are selfless, humble, passionate, have coachability, and demonstrate high emotional intelligence. These personal attributes are the foundation of a successful RFFR Member.

RFFR is a value-driven organization. As an organization, we understand the importance of shared values and how they correlate to organizational success. We are committed to upholding our organizational Cultural Values and they are the guiding principles for all our actions and behaviors. These are the core values at RFFR that are the guiding light for our cultural success:

Respect, Trust, Integrity, Team Oriented, Accountability, Humility, Gratitude

It is imperative to understand that value alignment helps the organization as a whole achieve its core mission. Value alignment leads to better teamwork and working relationships, increased productivity and commitment, and greater personal and organizational success. It is important, to be honest with yourself and ask yourself, do my values align with ***The RFFR Way?***

ACKNOWLEDGEMENT

- I hereby acknowledge receipt of the Authority's RFFR Way Cultural Handbook (Handbook).
- I further acknowledge that I have received, read, understand, and have had an opportunity to ask questions about the material contained in the Handbook.
- I agree to adhere to the expectations for individual behavior and performance, guidelines for leadership, and the general approach for interacting with other members of the RFFR, the Authority's customers, as set forth in the Handbook.
- I understand that the Handbook may be modified, amended, revoked, or suspended at any time at the sole discretion of the Authority.
- I understand the Handbook is to be read and followed in conjunction with the Authority Policy Manual and other policies, procedures, rules, and regulations of the Authority.

Employee Print Name: _____

Signature: _____

Date: _____

* A copy of this signed page will be placed in your personnel file.