

**Presentation to the
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Good Morning

Many who study successful leaders tell us that a key ingredient in leadership is the basic recognition that leadership is not about power or control, **but about influence**

Excellent leaders also understand that they are awarded the **privilege of leadership** by those who we seek to lead

This privilege is re-affirmed each and every day as we are constantly judged by our actions and inactions

Influence requires direct face-to-face contact with people

Listening is one of the most powerful and persuasive things a leader can do

- Listening gives others our most precious resource...our time
- Listening affirms the worth of the individual's thoughts and words
- Listening fulfills two basic human needs
 - To be understood
 - To feel important

Leadership is also about teaching

It is about patience

It is about understanding

In many ways this discussion is about change...changing the way we think, plan, and operate. Many believe that the need to change, to accept new ways of doing things is obvious

How hard can it be for the fire service and the first responder community to change.....to embrace new communications and technology?

Very hard

First.....Budgets.....decision and purchasing cycles.....3-7 years

Second.....Behaviors & thoughts.....policy & doctrine

Embracing new concepts of operation require significant behavior changes

Where do we teach people how to make behavior changes?

Where is that school?

In fact, making policy, doctrine and behavior changes in organizations are the most difficult and challenging changes that any organization can attempt...these are foundational issues which are a key part of the organizational culture

How hard can it be?

What if

- Well informed, authority figure told you that you had
- Difficult decisions and enduring changes in the way you act and think
- If you did not, your life would end sooner rather than it had to
- Could you change when it mattered most?
- Yes
- Try again
- Yes
- You are probably deluding yourself
- You would not change
- Don't believe it?
- Angioplasties & cardiac bypass grafts
- 3 years later 90% of the people have no changed lifestyles
- odds are 9 to 1 against making permanent lifestyle changes

We know the facts, and yet we still do not change

Now we speak in terms of

- C4ISR – command, control, communications, computers, intelligence, surveillance, reconnaissance
- C2 on the move
- Smart sensor networks
- Advanced IR sensors
- Command & control in urban areas
- Decision support systems
- Self-organizing
- Self-configuring
- Synchronized

The first responder community is

- Very complex
- Completely non-standardized
 - No unifying national doctrine or policies
 - Minimal state regulations (esp fire)
 - No national regulations
- the numbers are large
 - 17,000 police departments
 - **3600** sheriff's departments
 - 30,000 fire departments
 - 4500 fully paid
 - 4500 part paid/part volunteer
 - 20,000 fully volunteer

I would like to focus now on Two Points

- Basic Needs
- Human Factors

Basic Needs

- FEMA / NFPA Fire Service needs assessment survey
 - 57% of fire stations do not have backup **power** -- battery recharging, computers / technology that support communication.
 - 45% of Emergency responders on Shift **lacked portable radios**
 - Up to 64% of departments reported “most” or “some” portable **radios lacked water resistance**
 - Up to 76% of departments reported “most” or “some” portable radios **could not operate safety in explosive atmosphere**

- Satellite phones – non existent
- 42% of fire departments **no access to the internet**
- 39% don't have a **backup dispatch facility**
- Yet like that truism – when the only tool you have is a hammer, all problems look like nails – we jump to technology solutions and bypass basic system changes and enhancements that will yield the quickest return in increased system performance and capabilities
- While new technology is needed, first responders need immediate assistance with quick, relatively quick, low-level technical solutions
 - Power – no power – no communications
 - State wide and inter-state mutual aid programs
 - Use existing radio communications
 - Minimal expenditure of funds
 - Significant enhancements of capabilities –upwards of 80% increases in efficiency by better utilization of existing resources

Human Factors

The basic issue is not one of communications technology.....it is about how people accept and use the technology

Even when we have the money to purchase the technology, we under prioritize and under fund the essential focus on how people will relate to, accept, and maximize the use of that technology.

We buy things and then expect people to, with relatively anecdotal and generally minimal training, embrace the new technology

We will accept, utilize, embrace, understand, and integrate technology and communications equipment only as fast as our personnel accept these changes

It is not about technology, it is about **a new way of thinking** about how we accomplish our work and a continual focus on people

We are generally fascinated by new technologies, often trying to force it into our business without understanding and preparing for its impact, identifying and making process changes, then we under budget for maintenance and sustainment costs and under budget for the essential initial and on-going training and integration requirements

We rarely even think about, much less understand, how the technology presents us the opportunity to develop an entirely new concept of operations

Training is the most important factor in the success of new technology being actually used to something approaching 50% of its capability.....given

- Reliability – Must be 100% -- failure is not an option
- Resilience – absorb increased traffic without diminishing reliability
- Flexibility – copes with changing conditions
- Security – robust design maintains system integrity

A well trained but not well equipped fire fighter/law enforcement officer has the knowledge, skills and attitude to figure out a solution to a situation

But, a well equipped, but not well trained fire fighter/law enforcement officer, will not be able to do the same job.

Not about quantity (how many people can talk to each other), but about quality (can the right people talk to each other)

Conclusion

Every day we are reminded why we are here and what kind of business we are in

Last year, our nations citizens called the fire service about 24 million times for fires and emergencies

Responding to numbers like these require leaders who are thinking ahead and are willing to change the way we do our work and understand the importance of keeping focused on the basics

It requires leadership

This isn't just a crucial tactic to carry us over the hard times. It is a necessity for the future.

And, it is possibly the one thing that's most worth learning