

FIRE LEADERSHIP: CONDUCT TRAINING

Martin Gutierrez

USDA Forest Service

Wildland Fire Human Resources Specialist

NATIONAL HUMAN RESOURCES SPECIALIST PROGRAM

Ana Parada

National HRSP Program Manager

AGParada@fs.fed.us

505-842-3452

Martin M. Gutierrez

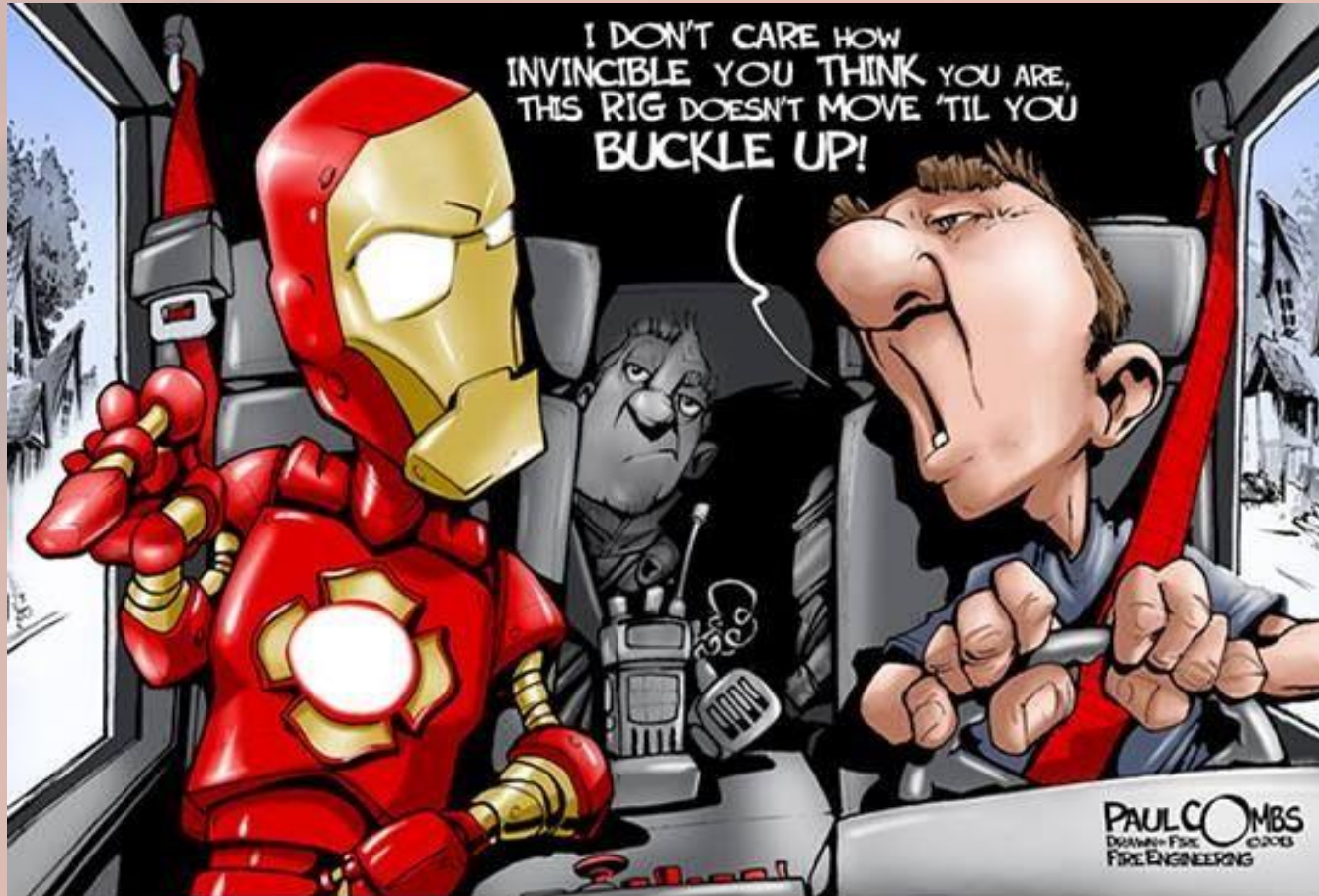
Human Resources Specialist

MMGutierrez@fs.fed.us

505-944-4052



SAFETY MESSAGE:



Facebook Search: Drawn By Fire

Paul Combs ArtStudioSeven.com

INTRODUCTIONS & GROUND RULES

Introductions

- ✓ Trainer
- ✓ Trainees

Ground Rules

- ✓ One person speaks at a time
- ✓ Questions held until after we finish speaking
- ✓ Trainer is only person allowed to interrupt speakers
- ✓ Have fun and learn new tools



- ✓ Participate with respect and confidence

SESSION 1: OBJECTIVES

- ✓ Clearly define the terms: inappropriate behavior, harassment, sexual harassment and mutual respect.
- ✓ Recognize responsible behavior and inappropriate behavior.
- ✓ Describe the steps to prevent and correct inappropriate behavior.
- ✓ Determine appropriate resources to utilize when a problem exists or occurs.
- ✓ Identify avenues available to file a complaint or grievance while on an incident.
- ✓ Discuss the consequences for behaving inappropriately.



https://www.google.com/#q=definition+of+inappropri... definition of inappropriate ... x



definition of inappropriate



All

News

Images

Shopping

Videos

More ▾

Search tools

About 275,000,000 results (0.32 seconds)

in·ap·pro·pri·ate

/,inə'prōprēət/

adjective

not suitable or proper in the circumstances.

"there are penalties for inappropriate behavior"

synonyms: unsuitable, unfitting, unseemly, unbecoming, unbecoming, improper, impolite; More



Translations, word origin, and more definitions



https://www.google.com/#q=definition+of+Behavior



definition of Behavior - Go... x



definition of Behavior



All

Books

Shopping

Images

News

More ▾

Search tools

About 301,000,000 results (0.39 seconds)

be·hav·ior

/bəˈhāvyər/

noun

the way in which one acts or conducts oneself, especially toward others.
"good behavior"

synonyms: [conduct](#), [deportment](#), [bearing](#), actions, doings; [More](#)

- the way in which an animal or person acts in response to a particular situation or stimulus.

plural noun: behaviours; plural noun: behaviors

"the feeding behavior of predators"

- the way in which a natural phenomenon or a machine works or functions.
"the erratic behavior of the old car"

synonyms: functioning, [action](#), [performance](#), [operation](#), [working](#), [reaction](#), [response](#)

"the behavior of these organisms"

HARASSMENT

- Harassment is defined as any unwelcome conduct that is deliberate or repeated which is not asked for and not returned. Harassment may be verbal, non-verbal, or physical.
- Sexual Harassment is defined as deliberate or repeated unsolicited sexual advances such as verbal comments or gestures.
- Harassment is considered unwelcome conduct that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

MUTUAL RESPECT EQUATION



Discussion Points:

- What are the differences between your right to dignity and respect and your responsibility to treat people with dignity and respect?
- How does your right to be treated with dignity and respect and responsibility to treat others with dignity and respect relate to Mutual Respect?
- Can we have Mutual Respect without the right to be treated with dignity and respect and responsibility to treat others with dignity and respect?

WHAT IS MUTUAL RESPECT?

Entitlement

A screenshot of a Google search for "definition of entitlement". The search bar contains the text "definition of entitlement". Below the search bar, the results show "About 18,300,000 results (0.35 seconds)". The main result is for the word "en·ti·tle·ment" with the phonetic transcription "/inˈtɪdlmənt, enˈtɪdlmənt/". It is identified as a noun and defined as "the fact of having a right to something." with the example "full entitlement to fees and maintenance should be offered". Synonyms listed are "right, prerogative, claim; More". Two bullet points are provided: "the amount to which a person has a right." with the example "annual leave entitlement", and "the belief that one is inherently deserving of privileges or special treatment." with the example "no wonder your kids have a sense of entitlement". A dropdown arrow at the bottom indicates "Translations, word origin, and more definitions".

vs.

Accountability

A screenshot of a Google search for "definition of accountability". The search bar contains the text "definition of accountability". Below the search bar, the results show "About 63,000,000 results (0.35 seconds)". The main result is for the word "ac·count·a·bil·i·ty" with the phonetic transcription "/əˌkʌn(t)əˈbɪlədē/". It is identified as a noun and defined as "the fact or condition of being accountable; responsibility." with the example "their lack of accountability has corroded public respect". Synonyms listed are "responsibility, liability, answerability" with the example "there must be accountability for the expenditure of every public cent". A dropdown arrow at the bottom indicates "Translations, word origin, and more definitions".

Discussion Points:

- Is *respect* given or earned?
- How are you entitled to Mutual Respect?
- How will you hold yourself accountable for giving Mutual Respect?

EXAMPLES OF MUTUAL RESPECT

- Awareness of your team and their needs
- Manage your time and duties in harmony with your team
- Speak kindly: Do not interrupt conversations use: “please,” “thank you,” “excuse me”
- Be true to your word – fulfill your promises
- Make your actions and location known to your team – no surprises or vanishing
- Include everyone on your team in discussions and decisions
- Encourage your team and other folks on the incident.



WORK BEHAVIOR

Actions & behaviors necessary to accomplish the job

- Digging fire line
- Mopping up
- Sharpening tools
- Giving and receiving direction
- Communicating with others clearly and respectfully if conflict or differences of opinion occur.



SOCIAL BEHAVIOR

Actions or behaviors that are not necessary to get the job done, however, they either make the job more enjoyable or they can make the job miserable.

- Talking
- Laughing
- Story telling
- Singing
- Taking pictures



POSITIVE SOCIAL BEHAVIOR

Positive social behaviors are those actions that make the job more enjoyable

- Developing friendships
- Showing interest in someone as a person
- Discussing common interests such as family, sports, hobbies, music etc.
- Supportive comments
- Positive Behavior = Appropriate Behavior



NEGATIVE SOCIAL BEHAVIOR

Negative social behaviors are those actions that make the job less enjoyable

- Blatant harassment
- All forms of discrimination
- Put down humor / sarcasm
- Arguing (fighting + quick tempers)
- Inappropriate joking (teasing + hazing)
- Negative Behavior = Inappropriate Behavior



BULLYING

Bullying is the use of force, threat, or coercion to abuse, intimidate, or aggressively dominate others.

- Repeated and persistent negative actions toward one or more individual(s), which can involve a perceived power imbalance and create a hostile work environment.
- A form of interpersonal aggression or hostile, anti-social behavior in the workplace.



PREJUDICE + BIAS = DISASTERS

These behaviors stem from discrimination, racism, sexism, and other forms of judgments which are prohibited on fire incidents

- Prejudice
Preconceived opinion that is not based on reason or actual experience
- Bias
Prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair



THE LADDER OF DISRESPECT

Negative Behavior

- *Rude comments*
- *Insensitive actions*
- *Complaining*
- *Gossip/rumors*
- *Cultural bias*
- *Crude jokes*
- *Profanity*

Verbal Aggression

- *Yelling / loud voice*
- *Belittling comments*
- *Intimidation*
- *Threats*
- *Discriminatory comments*
- *Cursing at someone*
- *Humiliation*
- *Dehumanizing*

Physical or Sexual Aggression

- *Assault / Battery*
- *Throwing objects*
- *Violent outbursts (e.g., hitting the wall)*
- *Inappropriate touching*
- *Harassment*

HOW DO WE DISRESPECT ONE ANOTHER?

Disrespect can happen in many ways, here are instances where offense can be brought on by behavior that can be controlled and changed.

- Put others down
- Lash out
- Teasing + Sarcasm
- Opinion driven arguments
- Making it all about you
- Invade comfort zones
- Gossip
- Humiliating and embarrassing comments





THE RED FLAGS



When people are mistreated they may...

- **Withdraw**
 - Removing themselves from the group, attempting to make themselves look less attractive, becoming moody, sensitive and/or serious.

- **Deny**
 - Denying behavior that is inappropriate due to misunderstanding or misperceptions

- **Assume responsibility**
 - Person may blame themselves for what is happening

- **Become Embarrassed**
 - Unusually quiet or sad





THE RED FLAGS



When people mistreat others they may...

- **Invalidate Claims by Victim**
 - Saying that they can't take a joke or don't have a sense of humor
- **Provide Excuses**
 - Saying that they were just joking or trying to offer a compliment
- **Defend Themselves**
 - Saying that they didn't do anything wrong
- **Blame Others**
 - Saying that everyone was joking or they invited the behavior



HOW DO WE DISRESPECT ONE ANOTHER?

Discussion Points:

- What does it mean to you to be disrespectful?
- Are there multiple ways of disrespecting others?
- How does disrespect cause a trigger to be pulled or change in someone else's behavior?



KNOW YOUR BEHAVIOR

Conduct yourself in a manner that treats others with dignity and respect

- Does my behavior go towards getting the work done?
- Is this work behavior?
 - Is it helping my team get the work done?
- Is this social behavior?
 - Positive or negative?
 - Making work fun for everyone or uncomfortable for others?



KNOW YOUR BEHAVIOR

Conduct yourself in a manner that treats others with dignity and respect.

- How is my behavior affecting my team?
 - Is this behavior making people withdraw?
 - Is your behavior making people deny you are being inappropriate?
 - Is this behavior making people assume responsibility?
 - Is this behavior making people embarrassed?
- ✓ If you answer **yes** to the above questions or in doubt **do not engage in the behavior**



INAPPROPRIATE BEHAVIOR

When addressing someone who is behaving inappropriate you want to...

- **Respond clearly**
 - Repeat the behavior they did that you are not comfortable with.
- **Be direct and to the point**
 - Communicate to them it is not OK for them to repeat or continue with their behavior.
- **Get a commitment**
 - Explain to them that no explanation is needed, just a commitment that it will not happen again.

INAPPROPRIATE BEHAVIOR

Become comfortable with responding to requests for you to stop behaving in an inappropriate manner by...

- Not providing explanations.
- Not offering reasons or excuses.
- Acknowledging that what you said or did bothered the person and that you will not do it again.
- Regardless of the intent, when you realize the behavior is unwelcome, the behavior must STOP.
 - If the behavior continues or is repeated, it becomes harassment.

REPORTING INAPPROPRIATE BEHAVIOR AT THE FIRE

- **Crew Leader & Supervisor**
 - Notify your crew leader and or supervisor
- **Human Resources Specialist**
 - Person responsible for addressing, ending, documenting and reporting the behavior
- **Incident Commander**
 - If you do not feel comfortable notifying anyone the IC is in charge of the incident and will address the situation



REPORTING INAPPROPRIATE BEHAVIOR AFTER THE FIRE

- **Employee Relations**
 - Initiates investigations and issues disciplinary advice
- **Equal Employment Opportunity (EEO) Counselor**
 - Responsible for Civil Rights violations and allegations of rights abuses
- **Any Supervisor / Manager**
 - All supervisors and managers regardless if you report to them are responsible for conduct issues



CONSEQUENCES OF INAPPROPRIATE BEHAVIOR

- Consequences on an incident may include:
 - Written or verbal direction
 - Written or verbal warnings
 - Removal from the incident
- Consequences on your Home Unit
 - If behavior on the incident is serious enough, a package of documentation around the circumstances will be sent to your home unit.
 - Your home unit may choose to take adverse action against an employee.



CONSEQUENCES OF INAPPROPRIATE BEHAVIOR

- Consequences when you return to your Home Unit may include:
 - Written or verbal direction
 - Verbal warnings
 - Letters of warning or reprimand
 - Up to and including termination of employment



GROUP SCENARIOS

- ✓ Scenario #1
Coloring with colorful words
- ✓ Scenario #2
Facebook – Twitter – Instagram madness
- ✓ Scenario #3
Thirsty for more?
- ✓ Scenario #4
Something smells funny here
- ✓ Scenario #5
Showing off @ the shower unit

SCENARIO #1

COLORING WITH COLORFUL WORDS

It is day 7 on your team assignment and a new base camp crew arrives replacing the Job Corps crew that was on the incident for 21 days. Your team notices that the new crew is made up of folks who appear to be older and more experienced. The crew is spread out among the different sections: Supply, Ground Support, Food Unit. On day 9 folks under your supervision are overheard laughing at jokes at Ground Support. The subject of the jokes is unclear but someone overheard inappropriate language being repeated by your team. As you visit the Supply Unit you notice that there are not many folks stopping by for morning supplies and then you are asked by one of the crew members if you need a good laugh this morning...

SCENARIO #2

FACEBOOK – TWITTER – INSTAGRAM MADNESS

It is day 13 on your team assignment and you hear that the team may extend the full 21 days. Your section leader visits you and suggests you take two days to rest since you have been out on assignment back-to-back for the past month. As you pack a few items up before you leave camp you receive a text message from your spouse to check your facebook when you get to the hotel. As you arrive at your destination you stop in a café to eat some non-camp food and you overhear from the server that the fire must be out of control according to Twitter. You finish up your meal and head to the motel for a long shower and good night sleep. As you wind down you check your phone and remember the message from your spouse. You log on to your facebook account and see that members of your unit have been posting your stories online and even a few video clips on Twitter and Instagram...

SCENARIO #3

THIRSTY FOR MORE?

It is day 11 on your team assignment and you hear that the team is getting ready to break camp down and roll to another assignment. This assignment has been intense and the remaining days have been longer than expected. You get some free time before dinner to tend to a few personal items on your checklist. You head to the t-shirt stand to grab some shirts for your family before the smaller ones are gone. You leave camp by walking across the street to make your purchases. You notice two individuals who are being louder and more animated than is normal interacting with the vender. As you approach one individual remarks that you are cute. You politely thank them for the compliment and begin sorting through the shirts. The other individual comments that you should retreat with them after this and party with them likes its 1999. You smell the odor of alcohol on their breath, notice their eyes are glossy was they pass a water bottle back and forth...

SCENARIO #4

SOMETHING SMELLS FUNNY HERE

It is day 2 on your assignment in Region 3 and new crews are arriving by the droves as the fire went from a Type 3 to a Type 1 in less than 48 hours. You are visiting your rig moving supplies to your yurt. You notice a Hot Shot buggy roll by your rig and it says: Mescalero Nation Hot Shots. As they drive by you smell an unfamiliar odor. You pause for a moment to reflect (smells like college). You do not make assumptions about the odor and return to your yurt with the supplies. While standing in line for dinner you see the team walk up and begin washing their hands. Once their hands are washed they line up with the crew boss standing right behind you. The odor returns and you turn around to notice that the team is uncharacteristically animated, loud, and more relaxed than you are used to seeing Hot Shots....

SCENARIO #5

SHOWING OFF @ THE SHOWER UNIT

It is day 10 on your assignment and groundhog day is finally coming to an end. You have been spiked out since day 2 and finally got a break to take a shower and clean up. The shower unit is fairly empty with a few folks from base camp taking advantage of the down time. As you sit down to remove your boots and change into your shower shoes you notice the shower unit cleaner wearing questionable clothing. The employee is wearing tight spandex running shorts, no shirt, and flip-flops. As you walk up to the shower unit you overhear a few folks comment on how they visit the shower unit at this time to get a good look at the new guy running the showers and wondered why he does not cover the evening shift...

SESSION 1

REVIEW OF OBJECTIVES:

- ✓ Clearly define the terms: inappropriate behavior, harassment, sexual harassment and mutual respect.
- ✓ Recognize responsible behavior and inappropriate behavior.
- ✓ Describe the steps to prevent and correct inappropriate behavior.
- ✓ Determine appropriate resources to utilize when a problem exists or occurs.
- ✓ Identify avenues available to file a complaint or grievance while on an incident.
- ✓ Discuss the consequences for behaving inappropriately.

QUESTIONS & COMMENTS

