



# Fire Officer I Objectives

- Discuss the principles of supervision and basic human resources management.
- Explain the history and principles of scientific management.
- Explain the history and principles of humanistic management.

# Fire Officer I Objectives

- Discuss the function of human resources management.
- Coordinate the completion of assigned tasks and projects.

# Introduction

- Management science: systematic pursuit of practical results, using available resources.
- A fire officer is given responsibility to direct and supervise fire fighters, apparatus, equipment, facilities, and other resources.

# Managing People

- Most fire officers will find that managing people is their greatest challenge.
  - Workers get the job done.
  - Managers direct and coordinate workers' efforts.



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# Managing People

- Human resources management is built from two schools of thought:
  - Scientific management
  - Humanistic management

# Scientific Management

- Developed by Frederick Winslow Taylor
- Based on:
  - Breaking down work tasks
  - Timing each element
  - Fixing compensation based on timing
  - Standardizing work tasks
  - Consolidating a “planning department”

# Taylor's Four Principles of Scientific Management

- Replace “rule-of-thumb” work methods.
- Select, train, and develop each worker.
- Cooperate with workers to ensure methods are being followed.
- Division of work: managers think, workers work.

# Multiphase Fire Fighter Safety and Deployment Study

- Study investigated effects of varying crew size, first apparatus arrival time, and response time on fire fighter safety/overall task completion and interior residential tenability.

# Humanistic Management

- Scientific management considered people as cogs in a production line.
- Humanistic management shifted the focus to pay attention to workers.
  - Hawthorne effect: people being studied improved their performance because of attention they received.

# Humanistic Management

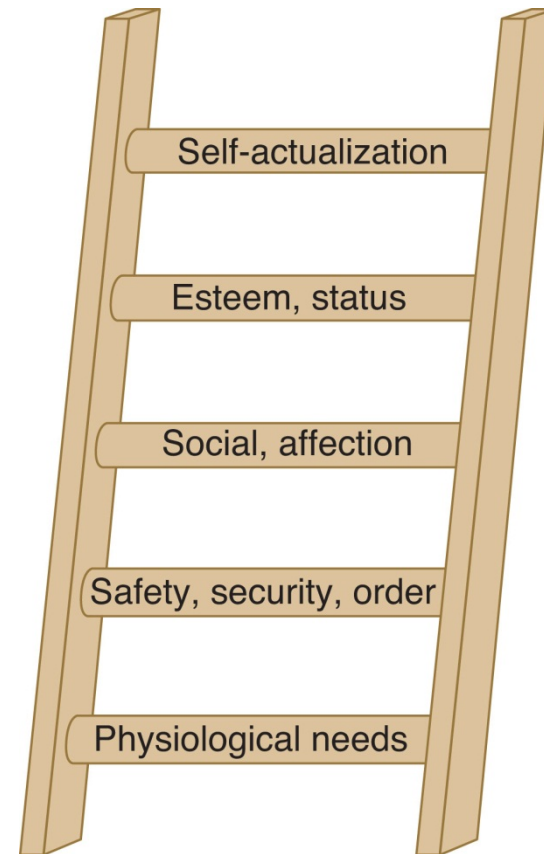
- Two important theorists for humanistic management:
  - Douglas McGregor
  - Abraham H. Maslow

# McGregor: Theory X and Theory Y

- Theory X: People do not like to work.
  - They need to be closely controlled.
- Theory Y: People like to work.
  - They need to be encouraged.
- The fire officer must steer the efforts of the workforce in the right direction.

# Maslow's Hierarchy of Needs

- Human needs are arranged like a ladder or pyramid.



# Maslow's Hierarchy of Needs

- Level 1: physiological needs
- Level 2: safety, security, and order



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# Maslow's Hierarchy of Needs

- Level 3: social needs and affection
- Level 4: esteem and status
- Level 5: self-actualization



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# Blake and Mouton's Managerial Grid

- Grid theory has been adopted as “crew rescue management.”
- Assumes decisions and actions are based on:
  - Concern for people
  - Concern for results

# Blake and Mouton's Managerial Grid

- Five managerial styles:
  - Indifferent: evade and elude
  - Controlling: direct and dominate
  - Accommodating: yield and comply
  - Status quo: balance and compromise
  - Sound: contribute and commit

# Human Resources Management

- Functions:
  - Human resources planning
  - Employee (labor) relations
  - Staffing
  - Human resources development
  - Performance management
  - Compensation and benefits
  - Employee health, safety, and security

# Human Resources Management

- Human resources planning
  - Process of having the right number of people in the right place at the right time
- Employee (labor) relations
  - All activities designed to maintain a rapport with the employees

# Human Resources Management

- Staffing
  - Process of attracting, selecting, and maintaining an adequate supply of labor
- Human resources development
  - All activities to train and educate the employees

# Utilizing Human Resources

- Mission statement
  - The fire officer must know and understand the fire department's mission.
  - The mission statement is designed to guide the actions of all employees.

# Utilizing Human Resources

- Getting assignments completed
  - There are a number of time demands.
  - The fire officer will need to determine:
    - Which activities need to be completed
    - When they must be completed
    - How long they will take

# Utilizing Human Resources

- Getting assignments completed (cont'd)
  - To assist in making sure that activities are accomplished:
    - Place scheduled events on a monthly calendar
    - Create a “daily” file
    - Delegate duties

# Summary

- Management science is the systematic pursuit of practical results, using available resources in a concerted way.
- Scientific management breaks down work tasks into constituent elements.
- Humanistic management shifted the focus to the workers.

# Summary

- A Theory X manager believes that workers need to be closely controlled.
- A Theory Y manager believes that workers need to be encouraged.
- Maslow's hierarchy of needs is a ladder comprising five need levels.
- Grid theory: every decision and action is driven by values, attitudes, and beliefs.

# Summary

- Managing fire fighters requires physical, financial, human, and time resources.
- Human resources planning involves having the right number of people in the right place at the right time.
- One of the greatest demands on the fire officer is ensuring effective use of time.