

**DEVELOPING A CODE OF CONDUCT FOR THE  
ARLINGTON COUNTY FIRE DEPARTMENT**

Executive Development

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An applied research project submitted to the National Fire Academy  
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## **ABSTRACT**

The Arlington County Fire Department (ACFD) lacked a comprehensive, up to date, policy statement on general conduct. This deficiency has contributed to problems the ACFD experienced over the last few years, including peer to peer sexual harassment charges and claims of violating equal employment opportunity regulations. This research project analyzed the prevalence and components of, Codes of Conduct used by fire service organizations for the purpose of producing a comprehensive Standard Operating Procedure (SOP) on general conduct for the ACFD.

This project employed both historical and action research to (a) find out what methods are in use for disseminating standards for general conduct, sexual harassment, ethnic and cultural diversity, inclusiveness, and workplace hostility in other similar departments, (b) find out if other similar departments have developed a comprehensive Code of Conduct, and (c) what behavioral elements have other departments placed in their Code of Conduct when they attempted to formulate a comprehensive code.

Principle research procedures included: (a) a review of literature written on the topics of management of government, sexual harassment, and ethnic and cultural diversity; and (b) an analysis of conduct guidelines supplied by fire service leaders.

The literature reviewed supported the development and implementation of a Code of Conduct. Additionally, analysis of other conduct guidelines indicated the elements necessary for the development of a comprehensive code. These elements were: inclusion of the departmental mission or vision, a list of acceptable and unacceptable behaviors, a policy statement on personal ethics, an anti-harassment statement, inclusion of diversity and/or inclusiveness issues, an anti-workplace violence statement and lastly, linkage to a policy on progressive discipline.

Project recommendations include: (a) advocating the adoption of a comprehensive general conduct SOP, (b) training all members on the SOP and the associated background material that led to the SOP, (c) development of guidelines for reporting violations of the SOP, and (d) periodic review of the SOP to insure that the desired results are being achieved.

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## INTRODUCTION

The Arlington County Fire Department (ACFD) has experienced several detrimental incidents related to the conduct of its members while on duty. The particular problem, which is the focus of this research project, is the need to issue guidelines and standards for the general conduct of its members in the area of interpersonal relations. In order to make the work environment for all members, one in which each member feels accepted and able to perform at the highest levels of efficiency, the ACFD needs an up to date policy governing the at-work behavior of its members.

The goal of this research project was to develop a Standard Operating Procedure (SOP) on general conduct for the ACFD. SOPs are the accepted vehicle for the dissemination of policies within the ACFD. This SOP was to consider all aspects of interpersonal relations, including but not limited to general conduct, sexual harassment, ethnic and cultural diversity, inclusiveness, and workplace hostility. Historical and action research methods were used to answer the following questions:

1. What methods are in use for disseminating standards for general conduct, sexual harassment, ethnic and cultural diversity, inclusiveness, and workplace hostility in other similar departments?
2. Have other similar departments developed a comprehensive Code of Conduct that incorporates most, if not all, topics identified in question 1?
3. What behavioral elements have other departments placed in their Code of Conduct when they formulated a comprehensive code?

## **BACKGROUND AND SIGNIFICANCE**

The ACFD serves the County of Arlington and the City of Falls Church, Virginia. These localities are densely populated urban municipalities bordering on the District of Columbia in the northern region of Virginia. The department membership consists of 268 personnel operating from ten stations and provides the following services: fire suppression, emergency medical (including transport), technical rescue, hazardous materials, code enforcement, and fire safety education. The department is viewed in many circles as a “state-of-the-art”, progressive department. Among its many noteworthy achievements was the hiring of the first female professional firefighter in the nation in 1974.

As the department went through phases of change (racial integration during the 1960s, gender integration during the 1970s and 1980s, and multicultural integration during the 1980s and 1990s), one over-riding philosophy regarding general conduct policy seemed to be prevalent. That philosophy, while not directly articulated, was evidenced in its rules and regulations. Those rules and regulations were written when the ACFD was a largely white male heterosexual organization. They were not changed and did not keep pace with the changing demographics of the organization which was now composed of females as well as males; multiracial, multiethnic, multicultural; and now, of varying sexual orientations. Basically, if a person wanted to be an accepted member of the ACFD, one must look and act like your peers and predecessors.

The previous philosophy has recently been exposed as grossly inadequate. It has also contributed to a downturn in morale within the organization. Incidents of inappropriate conduct and tension within the organization have increased during recent years. This escalation culminated in a 1996 incident where three members were

terminated as a result of sexual misconduct while on duty. This case resulted in the Arlington Civil Service Commission returning one member to duty, due in part, to the fact that the department had no specific rule against having sex while on duty. The Commission saw that the Department had a specific list of non-acceptable behaviors and engaging in sex while on duty was not in the list.

The Commission further recommended that the department revamp its rules and regulations to better address these issues. They concluded that continuing to add lists of additional unacceptable behavior to its regulations was, in and of itself, unacceptable. This might also leave the ACFD vulnerable to additional similar but unforeseen, negative circumstances.

During the same time frame, another member filed racial discrimination charges with the United States Equal Employment Opportunity Commission. This filing led to ACFD being sued in United States District Court for violations of equal employment opportunity laws. Although the ACFD was found not in violation of any law or regulation, the experience further justified the need to address the issue of interpersonal relations in a new approach to policy and procedures.

Organizational culture is a subject of study during the National Fire Academy's *Executive Development* course. In the manual for this course (National Fire Academy, 1998), it states:

“The content of a culture influences the direction of behavior. Ultimately, the content of a culture is derived from two principle sources:

- Assumptions that leaders, founders, and organizational employees bring with them to the organization.

- Actual experience from people within the organization, adapting to the internal and external environments.

Because of this, culture is subject to development and change because of the learning going on within the organization. Because existing basic assumptions do not change readily, such change is normally incremental and evolutionary rather than radical and revolutionary...”

The seeds for this organizational change were planted prior to the events of 1996. Arlington County Government adopted its Principles of Government Service in 1994 and the ACFD adopted its first mission statement in 1995. These two documents articulated the leaderships’ assumptions and values, to which all members of the organization should aspire. The resulting document from this research project is intended to further articulate and inculcate those values in more specific terms related to behaviors and expectations within the ACFD.

## LITERATURE REVIEW

### The Changing Nature of Government Service

During the last portion of this decade, governments of all sizes have had to respond to changes in our world. Osborne & Gaebler (1992, p. *xvii*), in the introduction to their landmark book *Reinventing Government*, stated, “The changes [in government service] have been brought about by an emergence of a postindustrial, knowledge-based, global economy which has undermined old realities, creating wonderful opportunities and frightening problems.” The fire service, as part of government, has had to face these issues as well. Diversity, inclusiveness, sexual harassment, sexual orientation, workplace violence are all societal issues that must be addressed in today’s fire service. Vice



President Gore's National Performance Review, begun in 1993 and based largely on the work of Osborne & Gaebler, promoted the concept that government could learn from the private sector how to be more efficient, productive and "empowered" (as cited in DiIulio, Garvey & Kettl, 1993, p 5). These same methods can also be used by the fire service to revamp outmoded personal conduct guides to help address these new issues and, more importantly, propel fire service organizations to better performance.

Osborne & Gaebler (1992) also advocated for government organizations to be "mission-driven" rather than "rule-driven" bureaucracies. "Being mission-driven allows the organization to be more efficient, more effective, more innovative, more flexible and have higher employee morale than rule-driven organizations" (pp. 113-114). DiIulio, Garvey & Kettl (1993, p 29), in their work *Improving Government Performance: An Owner's Manual*, concurred with Osborne & Gaebler. They said, "Leaders must promote a culture that values proactive, problem-solving attitudes to replace a reactive, problem-avoiding attitude in existing bureaucratic governmental entities."

Blanchard & O'Conner (1997, p. 26) in their recent work *Managing by Values* recommended that the method for organizations to truly become "mission-driven" is a principle they call 'Managing by Values' (MBV). "MBV is an accepted business practice for motivating customers to keep coming back, inspiring employees to be their best every day." "MBV is having your priorities straight." A key connection between MBV, Osborne & Gaebler's *Reinventing Government* and the National Performance Review is a reliance on personal ethics and accountability from the most senior member on through the rank and file.

Trattner (1989) provided ethical guidelines for performance in government service. These five simple guides translate well to the fire service:

- Be aware that standards exist governing your conduct.
- Learn the rules and follow them.
- No precaution is too small or too troublesome.
- Perception is reality.
- If it's in a gray area, don't do it. (p.87)

### **Sexual Harassment**

Steckel (1998), in the most recent issue of *EMS Insider* recommended all fire service leaders should be concerned by two recent U.S. Supreme Court decisions on sexual harassment, *Faragher v. City of Boca Raton* and *Burlington Industries v. Ellerth*.

The first case found that employers could be held legally responsible for “hostile environment” harassment actions of a supervisor, even if the employee did not use the employer’s internal complaint process (Faragher, 1997). The second case found that a supervisor created a “severe and pervasive hostile work environment” by making numerous sexual related comments that were tied to threats against Ellerth’s employment benefits. This case found the employer responsible, even though the female employee never suffered any actual denial of job benefit or promotion (Burlington Industries, 1997). Steckel further advises that employers follow seven steps to protect themselves against sexual harassment litigation and, more importantly, to provide a safe and productive work environment in the context of sexual harassment. Those points are:

- Have a written policy stating that harassment of any kind will not be tolerated.
- Distribute and explain the anti-harassment policy to all employees.

- Provide a user-friendly reporting procedure.
- Keep good records.
- Train supervisors and employees.
- Discipline offenders.
- Hold supervisors accountable.

These prevention guidelines are consistent with those previously reported by McQueen (1982, p. 57), Baridon and Eyler (1994, p. 175), Bingham (1995, p. 59) and Gordan (1998, p. 2). Additionally, as shown by the U. S. Supreme Court's ruling in *Oncale v. Sundowner* in 1996, even male-only or female-only employment environments spawn sexual harassment -- and same-gender harassment violates federal law. To be on the safe side, employers should comply with current regulations and have a strong anti-harassment policy in place (Baridon and Eyler, 1994, p. 175; Gordan, 1998, p. 2).

### **Diversity / Inclusiveness**

A diverse organization brings value to a government and enhances existing organizational initiatives. "Diversity also helps managers understand who are [*sic.*] customers/residents are, and our workforces should reflect those residents and community members" (Carlton, et.al., 1997, p. 19). An inclusive organization then, takes every opportunity to use the advantage of its diversity. "Building effective relationships... among those diverse workers, or the breakdown of those relationships, is at the heart of all diversity issues and is a bottom-line economic concern of business, government, industry and academia" (Griggs and Louw, 1995, p.136). "Diversity is the reflection of the creativity of human beings"(Albertson, 1997, p. 40).

Gordon Graham, speaking at the California fire service's first E Pluribus Unum Conference in 1996 (as cited in Albertson, 1997, p. 38) warned fire service leaders to be on guard and recognize in advance the potential for personnel conflicts within the diverse workforce that is the modern fire service. He further stated that by pre-establishing codes of conduct between employees, training employees in these policies, ensuring adequate supervision of their enactment and being consistent in disciplining employees who violate the policy, risk to the organization can be minimized and service to the public can be maximized.

Powers and Ellis (1995) recommended similar pre-establishment of roles and responsibilities with regard to issues of sexual orientation within the workforce. "Clarity of roles and responsibilities is key to attaining desired performance results and is the key to the establishment of performance expectations" (p. 85).

A related question when discussing the issues of diversity and inclusiveness within the fire service: Should the fire service be a 'melting pot' similar in the ways the United States was characterized earlier in this century or not? Albertson (1997) argues that the fire service should strive for a common goal, not a common people. He further states that it is confusing to ask for inclusion on one hand and exclusivity with the other.

Thomas (1996, P. 13) in his latest work, *Redefining Diversity*, summarized the objectives of managing the diversity/inclusiveness segment of this issue by stating that the leader faces these fundamental questions:

- How do I create an environment in which all employees and team members, with their diverse backgrounds and work/family parameters, can contribute to their full potential?

- How can I weave...partners into one effective organization?
- Without inappropriately or unnecessarily compromising the integrity of each function, how do I secure the required collaboration and unity of efforts?

His answer was to propose a Diversity Management process that, among other things, identified a new Diversity Paradigm. Thomas uses the definition of paradigm previously defined by Joel Arthur Baker, as, "...a set of rules and regulations (written or unwritten) that does two things: (1) it establishes or defines boundaries; and (2) it tells you how to behave inside the boundaries in order to be successful."

### **Summary**

It is clear from the literature that a code of conduct is helpful in producing an efficient and effective workforce (Albertson, 1997; Powers & Ellis, 1995). Additionally, this code should be related specifically to the mission, vision and values of the organization (Osborne & Gaebler, 1992; Blanchard & O'Conner, 1997). This code can be the basis from which employees can derive the parameters of acceptable interpersonal conduct. Furthermore, and probably more important, employees will see how their conduct fits into the larger picture of the mission of the organization. With a clear picture of the target trying to be reached by the organization (mission), the parameters of conduct (values and code of conduct) with appropriate accountability and discipline; the workforce can be effective at achieving its goals.

## **PROCEDURES**

### **Definition of Terms**

Sexual Harassment. A body of behaviors of a sexual nature, found as a result of case law, to violate Title VII of the Civil Rights Act of 1964. These behaviors include,

but are not limited to advances; flirtations; propositions; jokes; remarks; criticisms; innuendoes; verbal abuse; displays of sexual objects, materials and pictures; and unwelcome physical contact (Bingham, 1995). During 1998, case law expanded the definition to include same-sex harassment, reduced requirements for proving *quid-pro-quo* interactions between employers and employees, and relaxed the requirement for “injury” to occur to prove that a “hostile work environment” exists (Steckel, 1998).

Inclusiveness. A concept employed by organizations to increase effectiveness and productivity by valuing all people and the perspective from which they approach the issue or situation at hand. Inclusive organizations value the diversity (racial, cultural, gender, etc.) of their employees and believe that more and better things and decisions are made because of that diversity (Powers & Ellis, 1995).

## **Research Methodology**

The end result of this research project was the proffering of a SOP governing general conduct of members of the ACFD. Historical research procedures were used, in that a literature review was conducted, to determine the context of general conduct guidelines for fire departments. This literature search was also used to substantiate the researcher’s assertion that a single collection of standards and guidelines is a preferred method for dissemination of these expected behaviors.

Additionally, documents (e.g. SOPs, rules and regulations, etc.) were requested to determine how other similar departments around the United States deal with this issue. Letters were sent to 1,983 members of the International Association of Fire Chiefs (IAFC). The demographic parameters of these members were chief level officers of career departments serving populations of 100,000 or larger. The letter requested

existing written policies or SOPs relating to general conduct, sexual harassment, ethnic and cultural diversity, equal employment opportunity, and workplace hostility. A copy of the request letter appears as Appendix A.

Information obtained from the responding IAFC members was compiled and reviewed for elements that meet the needs identified by the ACFD. The list of the departments represented by the responders is contained in Appendix B. Responses that were viewed as “comprehensive” were separated for further analysis. The “comprehensive” rating was given to responses that presented a single document which incorporated the following minimum items: a mission, vision, or equivalent statement; a general list of behavioral item to be encouraged or avoided; and, the general list of behavioral items. These behavior lists had to include either an anti-harassment statement or linkage to an anti-harassment policy. Responses viewed in this manner equaled 17. These responses were then further analyzed with regard to the means and methods of incorporation of the desired elements into their submitted document. This analysis is shown in Appendix C.

The analysis of the “comprehensive” responses was used to ensure that the recommended SOP for the ACFD included the necessary elements. All documents submitted as part of this project, both comprehensive and non-comprehensive, were reviewed for inclusion as part of the final SOP. Many items within the SOP came from existing Arlington County documents found in various other products. Others were redacted from the submitted responses. These items were edited to ensure that the final SOP met the requirement for being comprehensive and fit within the customs and style in use in Arlington County. The resultant draft SOP for the ACFD is found as Appendix E.

## **Assumptions and Limitations**

The request for SOPs was sent to individual leaders in fire departments around the United States. This effort produced both a benefit and also resulted in a limitation. First, multiple members of some departments were canvassed. Each of these had equal standing with the IAFC and therefore, was included in the mailing list. This resulted in multiple sets of SOPs from the same department being received, some with differing components. The converse benefit to this was that some respondents from the same departments sent different items in their response. Those responses were merged together rendering a more complete representation for that department. In hindsight, a count of the number of departments represented in the original list should have been made. A percentage of those queried to those responding could have been made with this count.

This solicitation was not intended to result in a representative sample in scientific or statistical terms. A broad approach, canvassing as many similar departments as possible, was selected as the preferred method for determining how those departments approached governing their personnel's conduct. Departments representing 27 states responded, with most regions of the United States being represented. However, there were no responses received from the New England region.

No literary sources were found advocating an opposing view. Also, no empirical data could be located to rate the effectiveness or efficiency of the departments submitting comprehensive codes of conduct. Discussions reported by Albertson (1997, p. 48) during the 1996 E Pluribus Unum conference in California came close to arguing against a unified code. He reported that some attendees advocated recognition for various racial, ethnic and gender groups within the fire service. This recognition, however, did not



translate into separate standards for these groups as the conferees recommended a unified code.

## **RESULTS**

A draft Standard Operating Procedure that delineates, among other things, a Code of Conduct for the Arlington County Fire Department, is contained in Appendix E.

### **Answers to Research Questions**

Research Question 1. Based on the responses, other similar departments (17 of 78 or 22%) are using some form of a comprehensive Code of Conduct. However, also based on only these responses, most departments (61 of 78 or 78%) do not implement a comprehensive code. All but two sent one or more separate sections of their regulations governing specific segments of conduct. In addition to the 17 who sent comprehensive codes, 40 sent rules or regulations governing on-duty and/or off-duty conduct and 36 submitted sexual harassment policies that were separate from their conduct guidelines. Also received were 15 policies on diversity and eight on workplace violence. It should be noted that of the 15 policies on diversity, the vast majority (13 of 15) were strictly Equal Employment Opportunity plans, rather than conduct guidelines.

Research Question 2. Due to the nature of the solicitation, the responses should not be considered as official responses of fire service agencies. They should be viewed; however, as items that the respondents thought met the request. Appendix B shows that 78 departments were represented in the documents sent by those who replied to the original solicitation. 17 of those departments provided evidence that their methodology for conveying conduct expectations to their members was both comprehensive and integrated.

Research Question 3. The 17 responses regarded as comprehensive under question 2 were further analyzed for content. This analysis is depicted in Appendix D. The names of the departments were removed in this table so that no individual or department would be referenced, given that these were not official departmental responses. In addition to the required items, 59% included a non-discrimination statement, 53% included an ethics requirement, 59% included a statement on diversity or inclusiveness, 71% linked their code to their policy on progressive discipline, and 82% included an anti-workplace violence statement. Lastly, 53% included their actual departmental Mission Statement within their document. No other behavioral elements were found in any of these responses.

## **DISCUSSION**

The SOP on General Conduct, which represents the result of this project, is a compilation of the many recommendations found in the literature. The sections were developed around the guidelines for components. The details of those components were drawn from components of codes and other material supplied by the respondents. The importance of placing all the components in one document was supported in the literature and advocated by Graham (as cited in Albertson, 1997, pp. 38-39). Graham stated that an employee's productivity to the public could be optimized through a "code of proper conduct". He goes on to state that if an organization fails to enforce proper conduct, there will be consequences for the department, namely outside intrusion and scrutiny by others including attorneys. These consequences were realized by the ACFD during 1995 and 1996.

The SOP begins with the purpose statement that was derived from the source literature (viz., Albertson, 1997; McQueen 1982; Steckel, 1998). Existing Arlington

County documents or statements were cited as references to give the basis from which the remainder of the document derived its authority. The ACFD mission was cited, as well as the vision and leadership philosophy statements of the Arlington County Board and the Arlington County Employees. The final reference was the statement of the principles of Arlington County government service. All of these were deemed necessary to fulfill recommendations supported by various authors (viz., Blanchard & O'Conner, 1997; DiIulio, Garvey & Kettl, 1993; Osborne & Gaebler 1992).

The Code of Ethics section was added due to the many recommendations that ethics was at the center of effective government service (viz., Trattner, 1989; Blanchard & O'Conner, 1997). The basis for the Code of Ethics came from the City of Columbus, Ohio, Division of Fire. Editorial changes were made to better reflect the work environment in Arlington County.

Conduct parameters were set as expectations, rather than as rules, to coincide with a positive approach that is also consistent with Arlington County practices. The base list of expectations came from the Henrico County, Virginia, Division of Fire. Additions were made to cover topics deemed important to this project and to 'round-out' the list.

## **RECOMMENDATIONS**

The ACFD should adopt the SOP on General Conduct as a replacement for its current code. Additionally, and equally important, the Department should conduct mandatory training on the SOP for members, both uniformed and civilian, and from recruit level through the Chief of Department. The training should include elements on general conduct, ethics, sexual harassment, workplace violence, and diversity/inclusiveness. Excellent examples of training programs were sent as part of

response packages for this project. Baltimore County, Maryland and Port Everglades/Broward County, Florida submitted comprehensive training packages that did a superb job in explaining the concepts included in their policies on conduct. These should be used as templates for the development of this training.

Guidelines for reporting violations of this SOP should also be reviewed to ensure that issues arising from violations can be swiftly and completely addressed. These reporting guidelines also need to be included in the training recommended for the implementation of the SOP.

The adopted SOP should be reviewed periodically. The frequency of review should not be greater than every 24 months, and it should be reviewed each time a major violation occurs. This review should look into whether the behavior involved in the violation was adequately addressed in both the SOP and the required training. Adjustments should be made based on the review.

Further research into this topic is necessary. As stated previously, empirical data could not be located to rate the effectiveness or efficiency of the departments submitting comprehensive Codes of Conduct. The ACFD should review disciplinary actions over the 12 to 24 months following the adoption of the SOP and the completion of associated training. A decrease in behavioral violations of the SOP could be attributed to these changes. Also, a pre-adoption and post-adoption analysis of the morale of the Department could be used to help quantify the benefit of the SOP.

Lastly, time needs to be invested in this process. As Griggs and Louw (1995, p. 137) stated, “Organizations striving to have more productive and rewarding work

environments for all their employees must spend time creating an organizational culture that is conducive to these goals.”

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**APPENDIX A**

**LETTER REQUESTING POLICIES OR  
STANDARD OPERATING PROCEDURES**





EDWARD P. PLAUGHER  
FIRE CHIEF

**ARLINGTON COUNTY, VIRGINIA  
FIRE DEPARTMENT**

#1 COURTHOUSE PLAZA, SUITE 400  
2100 CLARENDON BOULEVARD  
ARLINGTON, VIRGINIA 22201  
(703) 228-3362  
FAX (703) 228-7097 • TTY (703) 228-4610



July 15, 1998

TO WHOM IT MAY CONCERN:

The Arlington County Fire Department is in the process of creating an up-to-date Standard Operating Procedure (SOP) governing the general behavior of our personnel while on-duty. It is our desire that this SOP takes into account all aspects of interpersonal relations, including but not limited to general conduct, sexual harassment, ethnic and cultural diversity, equal employment opportunity, and workplace hostility.

If your Department has existing written policies or SOPs relating to the above or any other related topic, we would be interested in reviewing them for inclusion in our SOP. Battalion Chief John J. White will be coordinating this process for our Department as part of the National Fire Academy's Executive Fire Officer Program. Please send any relevant documents to:

Battalion Chief John J. White  
Arlington County Fire Department  
1020 North Hudson Street  
Arlington, Virginia 22201

If you would like to fax these documents, please fax to (703) 228-4669 or you may e-mail them to Chief White. His e-mail address is [jwhite@co.arlington.va.us](mailto:jwhite@co.arlington.va.us). Replies by August 15, 1998 would be greatly appreciated.

Thank you for your assistance in this project we would be happy to share the results of this project with you. Please indicate that you like a copy of our SOP when you transmit yours.

If you are interested in additional information on the Arlington County Fire Department, please visit our web site at [www.co.arlington.va.us/fire](http://www.co.arlington.va.us/fire).

Sincerely,

Edward P. Plaugh  
Fire Chief

*The mission of the Arlington County Fire Department is to provide essential emergency and non-emergency services.*

*We are a quality organization dedicated to answering the needs of the Community with highly skilled people who care. We are committed to eliminating threats to life safety and property through education, prevention, and effective response to fire, medical and environmental emergencies. We will achieve our mission through teamwork, professionalism and a commitment to the people we serve.*

**APPENDIX B**

**DEPARTMENTS REPRESENTED  
BY RESPONSES**

## APPENDIX B

### DEPARTMENTS REPRESENTED BY RESPONDENTS

City of Mesa, Arizona	City of Greensboro, North Carolina
City of Logan, Utah	City of Cincinnati, Ohio
Montgomery County, Maryland	City of San Bernardino, California
City of Phoenix, Arizona	City of Glendale, California
Seminole County, Florida	City of Dothan, Alabama
City of Dayton, Ohio	Baltimore County, Maryland
City of Pittsburgh, Pennsylvania	City of San Diego, California
City of New York, New York	City of Eugene, Oregon
City of Salt Lake, Utah	City of Fort Worth, Texas
City of Abilene, Texas	Henrico County, Virginia
City of Garland, Texas	City of Memphis, Tennessee
City of Madison, Wisconsin	City of Fort Lauderdale, Florida
City of Montgomery, Alabama	City of Colorado Springs, Colorado
City of Kent, Washington	City of Oakland, California
City of Dallas, Texas	City of Boise, Idaho
West Metro/Lakewood, Colorado	City of Anchorage, Alaska
City of Fremont, California	City of Sioux Falls, Idaho
City of Gainesville, Florida	City of Naperville, Illinois
City of Orlando, Florida	City of Birmingham, Alabama
Santa Clara County, California	City of Aurora, Illinois
City of Beaumont, Texas	City of Huntington Beach, California
City of Corpus Christi, Texas	City of Reno, Nevada
City of San Ramon Valley, California	City of Charlotte, North Carolina
City of Daly City, California	City of Durham, North Carolina
City of Port Everglades, Florida	City of Chicago, Illinois
City of Tulsa, Oklahoma	City of Abilene, Texas
City of Salem, Oregon	City of Houston, Texas
Howard County, Maryland	City of Seattle, Washington
Ventura County, California	City of Lincoln, Nebraska
City of Pasadena, California	Tualatin Valley, Oregon
City of Honolulu, Hawaii	Fairfax County, Virginia
City of Indianapolis, Indiana	City of Saint Petersburg, Florida
City of Tampa, Florida	City of Gainesville, Georgia
Kansas City, Missouri	Hall County, Georgia
City of Spokane, Washington	City of Columbus, Ohio
City of Tempe, Arizona	City of Bristol, Virginia
City of El Paso, Texas	City of Cedar Rapids, Iowa
City of Plano, Texas	City of Mesquite, Texas
City of Long Beach, California	DeKalb County, Georgia

**APPENDIX C**  
**ANALYSIS OF RESPONSES**

## APPENDIX C

ANALYSIS OF JURISDICTIONAL RESPONSES					
Department	Rules	Sexual Harassment	Diversity	Violence	Comprehensive
1	YES	YES			
2					YES
3					YES
4					YES
5					YES
6	YES	YES	YES		
7		YES	YES		
8		YES	YES		
9	YES				
10	YES	YES			
11					YES
12		YES	YES		
13	YES	YES	YES		
14	YES	YES	YES		
15					YES
16		YES	YES		
17		YES		YES	
18	YES	YES			
19	YES	YES	YES		
20	YES	YES	YES		
21	YES				
22					YES
23					YES
24		YES			
25		YES	YES		
26	YES				
27		YES			
28	YES				
29	YES	YES			
30	YES	YES	YES		
31	YES	YES			
32	YES	YES			
33					YES
34		YES			
35		YES			
36		YES			
37	YES				
38					YES
39	YES	YES	YES		
40				YES	
41	YES	YES		YES	
42	YES				
43	YES				
44	YES	YES			
45					YES
46				YES	
47					YES

Department	Rules	Sexual Harassment	Diversity	Violence	Comprehensive
48	YES				
49	YES				
50	YES	YES			
51	YES	YES		YES	
52					YES
53		YES	YES		
54					
55	YES				
56		YES			
57	YES			YES	
58		YES			
59	YES				
60	YES				
61	YES	YES			
62	YES	YES	YES		
63					YES
64					YES
65	YES				
66					
67					YES
68	YES	YES			
69				YES	
70	YES	YES	YES		
71	YES	YES		YES	
72					
73	YES				
74					YES
75	YES				
76	YES				
77					
78	YES				
Total	40	36	15	8	17

**APPENDIX D**

**ANALYSIS OF COMPREHENSIVE RESPONSES**

## APPENDIX D


### ANALYSIS OF COMPREHENSIVE RESPONSES

Department	Mission / Vision Statement	Code of Conduct – On Duty	Code of Conduct – Off Duty	Non-Discrimination	Ethics Requirement	Diversity / Inclusion	Sexual Harassment	Workplace Violence	Progressive Discipline
1		X	X				X	X	X
2		X	X	X		X	X	X	X
3	X	X	X	X	X	X	X	X	X
4	X	X	X	X	X		X		
5		X	X			X	X		
6		X	X			X	X	X	
7	X	X	X	X	X		X	X	X
8	X	X	X				X	X	
9	X	X	X	X	X	X	X	X	X
10	X	X	X		X	X	X	X	X
11	X	X	X	X	X	X	X	X	X
12		X	X	X			X		X
13	X	X	X	X	X	X	X	X	X
14		X	X			X	X	X	X
15		X	X	X	X		X	X	X
16	X	X	X	X	X	X	X	X	X
17		X	X				X	X	
<b>TOTAL</b>	9	17	17	10	9	10	17	14	12



**APPENDIX E**

**DRAFT STANDARD OPERATING PROCEDURE**

	<b>ARLINGTON COUNTY FIRE DEPARTMENT STANDARD OPERATING PROCEDURE</b>		
	<b>OFFICE OF THE FIRE CHIEF</b>		
	<b>SUBJECT:</b>	General Conduct – All Members	<b>SOP# DRAFT</b>
	<b>APPROVED:</b>		<b>Previous</b>
	<b>APPROVED:</b>	<b>Edward P. Plaughter Fire Chief</b>	<b>Revised</b>

**A. PURPOSE:**

To provide a basis for the orderly, efficient and disciplined performance of duty and to establish expected behaviors to be displayed toward the public and other Department personnel.

**B. REFERENCES:**

1. MISSION

The mission of the Arlington County Fire Department is to provide essential emergency and non-emergency services.

We are a quality organization dedicated to answering the needs of the Community with highly skilled people who care. We are committed to eliminating threats to life safety and property through education, prevention, and effective response to fire, medical, and environmental emergencies. We will achieve our mission through teamwork, professionalism, and a commitment to the people we serve.

2. VISION

a. Arlington County Board

Arlington County is a diverse community of dynamic, secure residential and commercial neighborhoods; a learning, caring, participating community in which each person is important.

b. Arlington County Employees

We, the employees, are committed to developing a far-sighted, responsive organization which will build partnerships with all people of the community to create an environment which enables Arlington residents, businesses, employees and visitors to achieve their individual and collective goals and aspirations.

3. LEADERSHIP PHILOSOPHY

We believe that people want to do the best job possible. When all of us share responsibility for creating a work environment with clear goals, mutual support and opportunities for continuous learning, Arlington County can best achieve its goals. We will realize our full potential through teamwork, respect for each other, sharing information, and support for individual creative and initiative.

#### 4. ARLINGTON COUNTY PRINCIPLES OF GOVERNMENT SERVICE

- High Quality Service
- Commitment to Employees
- Diversity
- Empowerment
- Teamwork
- Leadership

#### C. CODE OF ETHICS

As a professional firefighter and a member of the Arlington County Fire Department, my fundamental duty is that of service. I accept the responsibility of striving to safeguard and preserve life and property, and of maintaining proficiency in my chosen profession. I will uphold the standards of my profession, constantly search for new and improved methods, and disseminate and share my knowledge and skills with my contemporaries and descendants.

I will never allow personal feelings, nor danger to self, deter me from the faithful performance of my duties as a firefighter. I will, at all times, respect the property and rights of all people, the laws of my community and my country, and the chosen way of life of my fellow citizens.

I recognize the badge of my office to be a symbol of public faith, and I accept it, as a public trust to be held so long as I am true to the ethics of the fire and emergency medical service.

I will endeavor to keep my life as an example to all; maintain courageous calm in the face of danger; develop self-restraint and be constantly mindful of the welfare of others. I will be honest in thought and deed. Confidence entrusted to me will be zealously guarded unless revelation is necessary in the performance of my duties. I also realize that what I do and how I do my job determines the public's perception of the Department and Arlington County.

I will constantly strive to achieve these objectives and ideals, dedicating myself to my chosen profession and to the pursuit of the noble goals it projects.

#### E. EXPECTATIONS OF MEMBERS

- Honesty
- Good Listener
- Communicate openly with staff, both up and down the chain-of-command
- Be open to suggestions and follow through with commitments
- Be willing to accept responsibility
- Hold self and personnel accountable for decisions and actions

- Provide excellent fireground/EMS operations and competent fireground/emergency managers
- Use employee suggestions, input, and participation when appropriate
- Work to resolve problems at the lowest possible level
- Use discipline as a corrective and learning tool
- Make decisions and accept responsibility
- Safety will be a continuous priority in all activities
- Be aware of the need and role of CISM and actively support personnel in maintaining positive mental well being
- Actively train and develop self and others
- Be fair, consistent, and not vindictive
- Strive for professional appearance in all activities
- Continually strive for improvement and new methods to enhance self, station, and Department
- Be a role model for other members and the community
- Be actively involved in community programs and welcome citizens and visitors into our stations
- Provide excellent customer service, to include service of all types to our community
- Ask, “why we shouldn’t, NOT, “why should we?”
- DON’T threaten employees with retaliation
- DON’T harass, haze or otherwise demean other members or the public
- DON’T use negative reinforcement
- DON’T stifle creativity, suggestions and initiative
- DON’T look for someone to blame when decisions go bad
- DON’T take things personally
- DON’T pre-judge others or act in a prejudicial manner toward others
- DON’T take advantage of my position, or the trust of the public, for my personal benefit
- Be constantly aware that we may be judged by the perception of our words or actions
- Recognize that our job is more than getting up for the ‘big one’. It is the routine call, shift after shift, which separates the professional from the amateur.