



General Order

Department of Fire & EMS

G.O. 1-2-25

Subject: Division of Labor for Station Lieutenants

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Division of Labor for Station Lieutenants

As our department continues to grow, balancing the workload across all on-duty operational officers has become increasingly crucial. Currently, the responsibilities of the Shift Commander have become overwhelming, encompassing the management of VTI, EMS equipment and supplies, uniform issues, personnel matters, call volume, daily projects, and covering the vast geographic size of the county. To ensure continued efficiency and effectiveness, we must address this growing workload. Therefore, we will assign additional administrative responsibilities to Station Lieutenants to alleviate the burden on the Shift Commander and improve overall departmental performance.

By redistributing these duties, Station Lieutenants will not only assist the Shift Commander but will also gain valuable experience, enhance their skill sets, and develop as well-rounded leaders. This redistribution will increase the department's capacity, promote growth, and contribute to improved operations.

Division of Stations:

- **Lieutenant 1** Mt Airy - Winfield, and New Windsor (13 Personnel)
- **Lieutenant 3** Westminster – Pleasant Valley, and Manchester (13 Personnel)
- **Lieutenant 12** Sykesville - Gamber and Reese (12 Personnel)
- **Shift Commander**- Taneytown and Hampstead (7 Personnel)
 - As Union Bridge and Lineboro are staffed, they will fall under the Shift Commander

Objective:

The goal is to reduce the Shift Commander's administrative load by assigning several key administrative functions to Station Lieutenants, particularly those overseeing stations without a career supervisor. This shift will allow each Lieutenant to focus on specific functions within their assigned

stations, ensuring better management of resources, personnel, and day-to-day operations.

Role Clarification:

While the chain of command isn't as always clear cut as everyone would like it to be in a system such as ours, it is important to define the roles of both Station Lieutenants and Volunteer Chiefs. The Station Volunteer Chiefs will continue to lead and oversee station-level operations, managing daily expectations and making operational decisions for their stations. However, Station Lieutenants will assume responsibility for personnel related administrative tasks. Both parties will need to collaborate closely, and in cases of ambiguity, clear communication is essential to ensure alignment and effectiveness.

First Step in the Chain of Command:

1. **Leave Issues:** All leave requests will be reported to and handled by Station Lieutenants.
2. **Time Cards:** Station Lieutenants will oversee the completion and accuracy of timecards for their assigned personnel.
3. **Vehicle Issues:** Any concerns, maintenance requests, or damage reports related to DFEMS owned vehicles will be directed to the Station Lieutenant for resolution along with the proper notification to the appropriate volunteer station officer. Volunteer owned apparatus repair notifications shall be directed to the appropriate volunteer station officer with the exception of accident/damage reports where the volunteer company officer will be notified, and the report will be sent to the DFEMS direct supervisor.
4. **Annual Evaluations:** Station Lieutenants will ensure that annual performance evaluations are completed in a timely and efficient manner.
5. **Training Compliance:** Station Lieutenants will monitor the status of required training and certifications, ensuring personnel compliance with all training requirements.
6. **Rookie Book Completion:** They will oversee the progress of rookie book completion and ensure it remains on track.
7. **Low-Level Issue Reporting:** Station Lieutenants will address and document minor operational or staffing issues, including equipment malfunctions or interpersonal concerns.
8. **Personnel Issues:** For low-level personnel issues, such as performance or interpersonal conflicts, Station Lieutenants will be the first point of contact for reporting and resolution.
9. **Coaching and Mentoring:** Station Lieutenants will be responsible for providing guidance and mentorship to on-duty personnel, fostering professional growth and skill development.

It is important to clarify that this policy is not intended to have the DFEMS Lieutenant manage daily operations in a workplace where they are not physically assigned. The Volunteer Chief Officers will continue to oversee the daily operations and expectations at their stations. Volunteer Chief Officers are encouraged to collaborate with the designated DFEMS Officer to address any ongoing compliance issues, such as incomplete tasks (e.g., housework, preventative maintenance, etc.).

Description of Duties:

Station Lieutenants will serve as the first point of contact for all administrative functions outlined

above. Their role is not to directly supervise personnel—since they will not be physically present at the station—but rather to manage the flow of administrative tasks, ensuring they are documented, communicated, and tracked appropriately. This system allows for better oversight, effective task management, and a clear point of accountability.

In stations without a designated Lieutenant, the Fire Apparatus Driver Operator (FADO) will assume these responsibilities as the primary contact for administrative matters.

Expectations for FADOs:

In stations where no Lieutenant is assigned, FADOs will take on the following responsibilities:

1. **Print and Review Daily Briefing:** FADOs will print the daily briefing, review it with station personnel, and ensure that everyone is aligned on tasks and expectations for the day.
2. **Coordinate Daily Activities:** FADOs will coordinate daily tasks to ensure smooth operations at the station.
3. **Ensure Completion of Reports/Tasks:** All reports and tasks assigned to station personnel must be tracked, completed, and submitted in a timely manner.
4. **Report Issues Up the Chain of Command:** Any concerns, whether operational or personnel-related, will be communicated promptly through the chain of command to ensure quick resolution.

By redistributing these administrative responsibilities to Station Lieutenants, we aim to improve departmental efficiency, employee development, and overall operational effectiveness. This division of labor will ensure that the Shift Commander's workload is more manageable, allowing for more focused and effective leadership across all areas of the department. Ultimately, this approach will help the department remain fluid, responsive, and capable of providing high-quality service to the community.