

EXPECTATIONS OF MANAGERS



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CAL FIRE



Chief's Expectations of Managers

- Understanding the role of the Manager within the organization
- Understand and support the department's organizational values
- Understand and support State values
- Understand the culture of the organization



Chief's Expectations of Managers

- Be responsible
- Communicate (up and down)
- Become a trainer
- Manage your time well
- Plan effectively



Chief's Expectations of Managers

- Be innovative
- Be clear about expectations
- Understand the politics
- Be supportive in difficult times
- Understand the responsibility and liability of the Manager



Chief's Expectations of Managers

- Be visible and available
- Be a positive influence
- Listen
- Know when to be "one of the troops" and when not to be
- Pursue the highest standards of ethical behavior



Chief's Expectations of Managers

- Understanding the Interests and Perspectives of the Chief
- 4 Key Questions on the Mind of the Chief
- Strategies for Winning the Chief's Support



The Big Issues of the Day

- Customer Service
- Employee Development
- Finances
- Community Relations
- Labor Relations
- Governor / Legislator Relations



Ruben's Unique Values and Perspectives

- Bias for action
- Obsessed with customer care
- Commitment to safety
- Prevention and education oriented
- Bias toward experimentation, innovation, and entrepreneurship



4 Questions on the Mind of the Chief

1. Are we efficiently providing fire & life safety related services?
2. Is the department providing quality services in a customer-sensitive manner?



4 Questions on the Mind of the Chief

3. Are we avoiding unnecessary controversies, especially labor unrest?
4. Are we getting added value from department resources?



Strategies for Winning Chief Support

- Legal Impacts
- Operational Impacts
- Financial Impacts
- Labor Impacts
- Social Impacts
 - External
 - Internal



Strategies for Winning Chief Support

- Be "a positive influence"
- Stop rumors
- Be a team player
- Take on assignments that benefit the whole organization
- Be a true leader!

