



**RECEIVED**  
JUL 10 1986  
**RECEIVED**

AGANA, GUAM

Page \_\_\_\_\_ of \_\_\_\_\_

Date of Issue: 7/9/86	Effective: 7/9/86	No. 86-03
--------------------------	----------------------	--------------

**GENERAL ORDER:**

Reference: General Order No. 86-01, Article VI, Guam Fire Department Organization and Bureau Functions	
Index As: STAFF INSPECTION UNIT FUNCTIONAL RESPONSIBILITIES FUNCTIONAL RESPONSIBILITIES, STAFF INSPECTION UNIT	

**SUBJECT:** Staff Inspection Unit Functional Responsibilities

**PURPOSE:** To provide policy and procedures for staff inspections.

**THIS ORDER CONSISTS OF THE FOLLOWING NUMBERED SECTIONS:**

- I. OBJECTIVE
- II. POLICY
- III. COMPOSITION
- IV. COMMAND
- V. INSPECTION UNIT

**I. OBJECTIVE**

The objective of this Order is to establish guidelines for types and conduct of inspections.

**II. POLICY**

It is the policy of this Department that thorough, yet fair inspections be conducted to ensure compliance with established policy, procedures, and orders.

III. COMPOSITION

The Staff Inspection Unit composed of Inspection Unit, Legal Affairs and Internal Affairs is commanded by a Guam Fire Department Battalion Chief whose title is "Staff Inspector".

IV. COMMAND

- A. The Staff Inspector as OinC of the Staff Inspection Unit reports to and is directly responsible to the Fire Chief for the proper management, supervision, conduct, administration, command, and performance of the Staff Inspection Unit. The Staff Inspector and his staff operate exclusively as personal staff officers. They have no line or command authority, but as the eyes and ears of the Fire Chief, they observe, evaluate, and report. They will take no on-the-spot disciplinary or corrective actions on the discrepancies noted.
- B. The Staff Inspector as OinC of the Staff Inspection Unit does have command authority over all personnel assigned to the Staff Inspection Unit.

V. INSPECTION UNIT

## A. Objective

It is the objective of the Inspection Unit to ensure that through inspections and other administrative devices, the Fire Chief is provided with the information he/she needs to achieve efficient and effective Departmental operations and to enable the Fire Chief to ensure compliance with Departmental policies and procedures.

## B. Types of Inspections

Staff Inspections are those that are conducted outside the normal lines of authority and responsibility. Those involved in the staff inspection process are neither responsible to the supervisors of units and their personnel. Thus, they can conduct their inspections with complete objectivity and without fear of consequences, in effect, they serve as an extension of the office of the Fire Chief, however, only within carefully prescribed limitations and under general circumstances conducive to effective work. All inspections of this type within GFD will be conducted under the direction of the Staff Inspector Unit.

## C. Types of Staff Inspections

1. Annual Inspection - The Staff Inspector and/or his/her team will conduct a thorough and comprehensive inspection of each major organizational element at Bureau level to include Districts. These inspections shall be staggered in time in such a manner that every element receives a complete inspection within the time period of one (1) year. All annual inspections shall be scheduled and announced by written notification at least one (1) week in advance. Such inspections may be accompanied by the concerned Bureau Chief and the concerned Division/Unit OinC and/or designated representatives preferable from the unit being inspected.
2. Request Inspection - Any Division/District OinC may, with the concurrence of his/her Bureau Chief, request an inspection be conducted of his/her organization element at any time when in his/her judgement the situation demands this type of action. The request may be for a comprehensive in-depth inspection or for inspection limited to a specific problem. The request will be routed to the Staff Inspector and he/she must schedule an inspection in accordance with the request to take place in not less than two (2) months from receipt of the request.
3. Special Inspection - This type of Staff Inspection shall be conducted at the direction of the Fire Chief and/or Deputy Fire Chief for the purpose of evaluating a new procedure. During this type of inspection, the Staff Inspector and his staff are directed towards being instructive rather than critical to ensure that the procedure is accomplishing its intended purpose. - If procedural changes or adjustments are indicated as a result of inspection, these changes will be submitted in the form of a recommendation.
4. Unschedule (Unannounced) Inspection - This type of Staff Inspection shall be conducted whenever the Fire Chief and/or Deputy Fire Chief deem it necessary. The purpose of an Unannounced Inspection shall be to discover whether or not units are in compliance with Department policies and procedures, and/or to discover whether or not discrepancies noted in previous inspections have been corrected. -
5. Follow-Up Inspection - A Follow-up Inspection shall be conducted by the Staff Inspector and his/her staff no later than ninety (90) days after each Annual Inspection and each Request Inspection. The Follow-Up Inspection may be either announced or unannounced at the judgement and discretion of the Staff Inspector. - The purpose of a Follow-Up Inspection whether announced or unannounced, is to

discover whether or not discrepancies noted in the previous inspection have been corrected. This service provides one of the greatest benefits to the Fire Chief as it gives him/her the information to ascertain whether progress is being made in achieving the goals of the Department and gives the Fire Chief the ability to ensure mistakes are corrected.

D. Pre-Inspection Briefings

- a. Pre-Inspection Staff Briefing - Prior to any inspection, the Staff Inspector will fully brief his/her inspection team as to the type of inspection to be conducted, inspectional policies and procedures, and a general view of the unit which is to be inspected.
2. Pre-Inspection Unit Briefing - After the Pre-Inspection Staff Briefing and prior to commencing the actual inspection, the Staff Inspector and his/her staff will brief the Bureau Chief of the organizational unit to be inspected. The purpose of this briefing is to outline inspectional policies, allay any misgivings, reasonably assure cooperation, and generally provide for a more harmonious, cooperative operation.

E. General Conduct of Inspections

1. All Staff Inspections will be broad in scope and detailed in its observation, inquiry and reporting.
2. All inspections will be based on comprehensive, detailed checklists that are specifically designed for the organizational element to be inspected. An example of some of the items that a checklist should contain are listed in Attachment 1.
3. All violations of Departmental policy, rules and regulations, will be noted in writing. However, during the inspection, inspectors will call deficiencies to the attention of the OinC and seek their correction. If the deficiency is of such a nature that it can be corrected on the spot and the OinC immediately takes action to correct the deficiency, then the write-up of the deficiency will contain the words "Corrected on the spot".

F. Staff Inspection Reports

1. Results/Findings of all Staff Inspections will be reduced to writing. The original copy will be forwarded to the Fire Chief and a copy will be retained for file by the Staff Inspector. After the Fire Chief's review, copies will be forwarded to the Deputy Fire Chief and Chief, Administrative Services Bureau for information. The Chief of the respective organizational unit shall respond in

writing within ten (10) days to the Fire Chief on actions taken on discrepancies noted.

2. The Staff Inspector will ensure that all Staff Inspection Reports are completed and distributed no later than fifteen (15) days following the conclusion of the inspection, unless an extension is approved by the Fire Chief and/or Deputy Fire Chief.
3. Staff Inspection Reports will evaluate each sub-division or major area of operation within each organizational element inspected and give one of the following ratings:

Unsatisfactory

Marginal

Satisfactory

Outstanding

According to how each sub-division is rated and its importance, the Staff Inspection Report will give an overall rating to each organizational element using the choices of ratings as listed above.

4. Each Staff Inspection Report will contain an understandable and useful documentation of the organizational unit's condition written primarily with the view of constructive criticism in mind. Each deficiency noted will be written up citing the authority (G.O./S.O./regulation/etc.) that causes the matter to be a deficiency. Likewise, incidents of outstanding performance shall also be noted in writing.

  
F. S. N. TALJERON  
Fire Chief

Attachment

ATTACHMENT 1

All inspections should be based on comprehensive, detailed checklists. Although each list will be designed for the unit to be inspected, all will have certain common features. An example of some of the items/areas to be included for developing a checklist for fire personnel element would include, but not necessarily be limited to the following:

A. Personnel

1. Absences
2. Appearance
3. Attrition
4. Authorized complement (all ranks)
5. Awards and commendations
6. Job knowledge, all ranks (should be a test developed to answer this)
7. Integrity
8. Morale
9. Reports and records
10. Vacation and relief schedules

B. Operations

1. Accident frequency (Fire Apparatus and ther official vehicles)
2. Citizen interviews
3. Communications discipline
4. Enforcement indicies
5. Incident response time
6. Quality of on-the-scene investigation
7. Report preparation and records
8. Roll calls
9. Scheduling of court Fire Prevention and EMT's appearances
10. Selectivity of enforcement
11. Special assignments
12. Supervision and command
13. Utilization and control overtime
14. Utilization of automotive and other equipment
15. Utilization of tactics
16. Work schedule in relation to need

C. Administration

1. Cooperation, other elements and agencies
2. Discipline
3. Hosekeeping
4. Leadership
5. Personnel development
6. Staff meetings
7. Supervision

It must be emphasized that the above is not a checklist, but a list of areas to

GENERAL ORDER NO. 86-01

be covered in developing a comprehensive checklist. For each of the items mentioned above there are many items to be inspected. For example, taking the area of appearance which is listed under the heading of personnel, the following might be considered an example of a checklist for this area:

Appearance

Hat - Clean. Dirty. Worn correctly. Signs of wear and tear. Proper emblems attached.

Uniform Shirt - Name Tag. Badge. Shoulder Patches.

Uniform Pants - Belt.

Following a properly made-up checklist, an inspector will easily be able to cover all aspects of personnel appearance by simply checking the appropriate response.

In addition, it must be emphasized that in order to properly and objectively inspect certain functions, the inspector must conduct simulated situations and must observe certain functions in the field. For example, in order to inspect proper response and tactics to an armed robbery alarm, a simulated exercise watched by the inspector will allow him/her to evaluate many items such as the response time, correct method of approach, etc.