

Los Alamos Fire Department  
Administrative Services Team (AST)

# Playbook



# Administrative Services Team Workflow

**Accreditation**

Norma Jean Valdez  
662-8306  
8:00 am to 5:00 pm

- FCDs
- LAFD Dashboard Coordinator
- Monthly Progress Report to NNSA
- Data Analysis and Performance Tracking – Incident Report QA
- ISO POC
- Accreditation Manager
  - Standard of Cover
  - Self-Assessment
  - Annual Appraisals
  - Annual Compliance Reporting
  - Performance Measurements
  - Strategic Plan
  - Goals / Recommendation Progress Tracking
- Contributor to Internet, Intranet content for areas of responsibility
- Accreditation Lead for documentation and exhibit collection for Category 3 Goals & Objectives and Category 10 External Relationships
- LAFD/LAPD Dispatch CQI Team Lead
- Notary Public
- **Supervisor for Heather Garcia, Beverly Purtymun and their functions**

**Finance/  
Budget**

Heather Garcia  
662-8328  
8:30 am to 5:30 pm

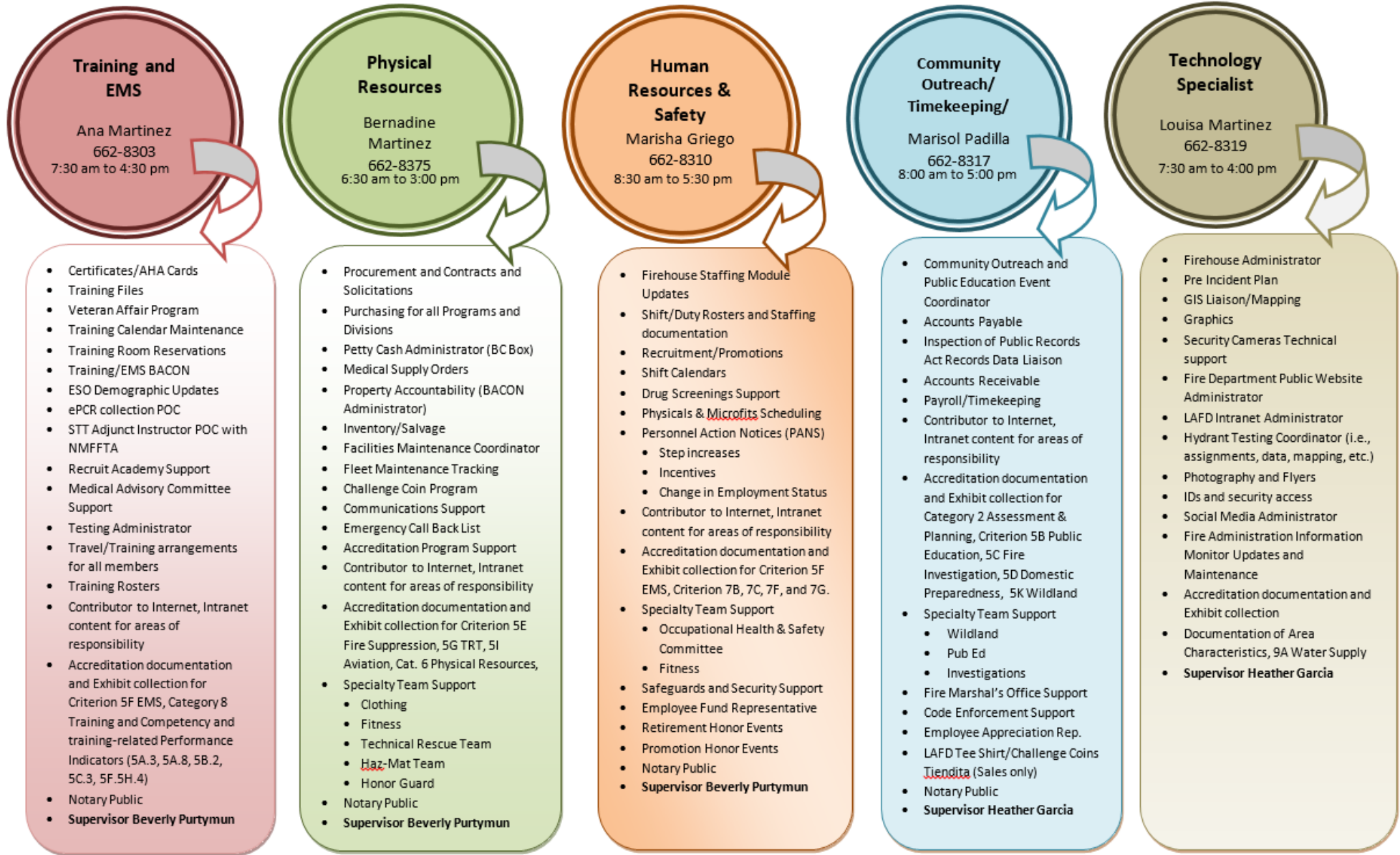
- Budget Development and Tracking
- Fire Bill (Invoice to NNSA)
- P.R.I.M.E. Team Leader
- Data Mining for all Programs
- Development of Performance Tracking Tools
- Grant Management
- MDT Project
- Contributor to Internet, Intranet content for areas of responsibility
- Accreditation Lead for documentation and Exhibit collection for Category 4 Financial Resources
- Specialty Team Support
  - Investigations
  - Pre Incident Plan Program
  - Community Outreach/Public Relations
  - Wildland
  - Shift Training Team
- Notary Public
- **Supervisor for Marisol Padilla and Louisa Martinez and their functions**

**Business  
Operations**

Beverly Purtymun  
662-8318  
7:00 am to 4:00 pm

- Procurement
- Contracts (i.e., Wildland)
- Accounts Payable
- EMS Programs
- Ambulance Billing
- P-Card Administration
- Travel
- Power DMS Project
- Contributor to Internet, Intranet content for areas of responsibility
- Accreditation Lead for documentation and Exhibit collection for Category 2, Criterion 9C Administrative Support Services and Office Systems
- Specialty Team Support
  - Safety/Clothing
  - Bike Team
  - Honor Guard
  - TRT
  - HazMat
- Station Alerting Project
- Notary Public
- **Supervisor for Ana Martinez, Marisha Griego and Bernadine Martinez and their functions.**

# Administrative Services Team Workflow



# Los Alamos Fire Department Administrative Services Team (AST) Playbook

The goal of the LAFD-AST is to exceed customer expectations by assisting the members of the LAFD with the resources and tools they need to deliver exceptional services. This *LAFD-AST Playbook* is created from internal customer feedback:

*“Once you replace negative thoughts with positive ones, you’ll start having positive results”. – Willie Nelson*

## ***Customer Service***

- Recognize that the LAFD has a lot of talent within the Administrative Services Team (AST).
- Have a “Can-Do” positive attitude
- Strive to exceed customer expectations
- Represent LAFD proudly and professionally.

## ***Consistency***

- Provide predictable, reliable results to customers every time we do business with them.
- Consistency creates a reputation that the organization is built on.
- Learn from mistakes. When something doesn’t work, look back on what happened and ask questions.
- Be consistent in the way the team treats customers.
- Keep promises – but don’t make promises that can’t be kept.
- Identify standard and consistent expectations that the team will be held to.

## ***Accountability***

- All team members should be personally accountable. Do what you promise.
- Take ownership – be proactive, have foresight.
- Anticipate the needs of the customer or colleague.
- Take responsibility for what happens – good or bad.

- Do your best to make things right - don't blame others when things go wrong or make excuses.
- Understand that accountability is not just about fessing up to mistakes or how discipline is handled. It is also taking ownership of tasks and projects. Keeping with deadlines as promised timelines.
- Follow up and have a positive attitude.
- How to be more accountable:
  - Know your role
  - Be honest
  - Say sorry
  - Be at work on time. Timeliness is paramount.
  - Use time wisely
  - Don't overcommit
  - Make changes

### ***Be a Team***

- Be a team even when working with members outside of the team.
- Value and solicit the expertise of others – both from within and outside of the Team.
- Acknowledge the knowledge, skills, and abilities of the team – respect each other's strengths.
- Work together to accomplish goals.
- Be on the same page. Ask questions to clarify. Seek to understand.
- Give praise/kudos and thanks when warranted.
- Trust each other
- Let go of control. Trust each other to do a task – even if it is different than you would have done. Make sure the specifications and expectations are clear and step back. Often, you'll find a better product results from collaborative efforts and a different perspective/approach.
- Support one-another
- Respect processes
- Follow through on commitments, assignments.
- Be on time. The team and your customers are counting on you.

- To work
- To meetings
- For deliverables/deadlines.
- Participate/engage in morning huddle and other staff meetings.

### ***Trust***

- All team members should feel confident that someone on the AST will be there to help us up if we try and fail. Know that the Chiefs have our backs.
- Success in life only comes when you're completely honest with yourself and with others.
- Set aside pride and admit when you've made a mistake.
- Learn to ask for help if you're struggling, so you don't let others down.
- Build greater trust between employees – avoid finger pointing, rumor mill and power struggles.
- Acknowledge the knowledge, skills, and abilities that team members possess. Have confidence in each other. Trust that constructive feedback is given to make improvements and not to criticize the efforts.

### ***Change***

- Always seek to be better. Don't do what you've always done. There may be a better way; don't let the fear of failure stop you from trying new ways. Accountability can open up powerful learning opportunities. When something hasn't gone to plan, ask for feedback and look for ways to do things differently in the future.

### ***Focus on the Good***

- Don't dwell on failure. Fix it and tackle the next challenge with the new knowledge you just learned from the most recent failure.
- Understand the differences in professional styles and capitalize on the knowledge each individual brings to the organization.

## ***Balance***

- Work hard, but make sure you take some time to celebrate successes and have fun.
- Be aware of work surroundings; be courteous of each other's space and time.

## ***Listen and Learn***

- Create an environment where every AST member feels comfortable sharing their opinions and ideas. This may require some extra one-on-one time with those uncomfortable speaking up in larger groups.
- Stay informed.

## ***Inspire***

- Be open to all ideas.
- Have/Be a mentor.
- Inspire others by expecting the most in them.
- Challenge each other.
- Take a stand for what you believe in.
- Have the courage to change course.
- Be a good example. People watch what you do more than they listen to what you say. Be someone worth emulating.
- Care about others. Ask questions. Take a genuine interest in people.
- Encourage. When you support people and encourage them through difficult times, you can inspire them to see the best in themselves and their situation.
- Be inspired. Look for people, ideas, environments and knowledge you find motivating.

## ***Communication***

- Face-to-face is the preferred method of communication (when practical).
- Email etiquette – Use effective communication when using email. Take time to include all relevant information. Doing so, shows the recipient that their time is important. Have the courtesy to read through the entire email and ask clarifying questions.
- Anticipate the need for information. Provide all critical information up front. Set clear expectations.
- Seek to understand.
- Openly communicate ideas and concerns.
- Share information as a team – what may seem insignificant to one person, may be important to another.
- Respect what each team member has to offer. Don't down grade someone when they communicate to the group or another team member; doing so may cause them to become reserved and prevent future sharing opportunities.

## ***Use Positive/Affirmative words***

- Definitely
- Surely
- Absolutely
- Gladly
- Certainly
- Great
- Will
- Understand

## ***Positive words or phrases that can be added to enhance almost any customer service experience***

- How can I help?
- What can I do to help?



- How may I help you?
- If the customer says, “Thank you” when closing a customer encounter, avoid using phrases like, “No Problem” or “It was nothing”.
- Instead, close with a positive phrase to express to the customer that you are glad to have served.
  - “It’s been a pleasure...”;
  - “It’s my pleasure...”;
  - “With pleasure”;
  - “It would be my pleasure”; or
  - “You’re very welcome”.
- End with “Is there anything else I can help you with?”
- “I’m sorry, she isn’t available, but how I can I help you?”

## ***Employ the department's Core Values in each interaction with one another with PRIDE***

- **Professionalism** will be the foundation of our overall culture and, enhanced through our commitment to public relations and external communications initiatives, ensuring an enhanced interaction with the community we are honored to serve.
- **Readiness** will be demonstrated by continued improvements to the community's emergency communication system supported by contemporary technology solutions and a complete range of updated physical resources.
- **Involvement** will be clearly established in the internal communications processes that, when institutionalized, will support our members and work toward greater accountability and development.
- **Discipline** will be demonstrated as we hold one another accountable for fulfilling our mission and actively demonstrating our values through our empathetic awareness of others, as we develop better quality human resource management practices.
- **Excellence** is at the heart of our individual and department goals, recognized by steadfast efforts to be continuously known as an internationally accredited fire service agency, recognizing we are entrusted with the safety and welfare of our community which drives us to ensure this vision becomes reality.

***We Walk With P.R.I.D.E.***

