

Organizational Philosophy

Introduction

***We proudly serve the changing needs of our communities by providing exceptional emergency and support services.
We pledge a commitment to preserving the quality of life.***

- OCFA Mission Statement

Our mission defines our purpose and the benefits we bring to those we serve. Therefore, everything we do supports our combined efforts to accomplish OCFA's mission. To that end, we are a *mission-driven organization*. We choose priorities based on how well they align with our mission; we apply principles that enable everyone at every level of the organization to do their part to accomplish the mission.

Although OCFA has always had a mission statement, the principles and concepts behind our culture of operations have been communicated informally or in inconsistent ways. For these reasons, *The OCFA Organizational Doctrine* is designed to build a shared understanding among all members of what is expected of them in supporting and aligning with our mission.

The Basis of Our Philosophy

The incentive for this mission-focused mindset is rooted in the requirements of the organization's future. Therefore, we must continue to evolve in our focus on the mission and look for ways to improve how we provide services to better face an increasingly complex world.

The OCFA protects communities in some of the most risk-prone geographies in the U.S. In addition to well-known and increasingly severe natural and man-made threats, large and multi-layered incidents are rising, as illustrated by today's headlines. As a result, the OCFA is responding to more events with growing complexity.

These issues have effects on the entire organization, directly and indirectly. They increase the workload and tempo of our work. They pose challenges that are ever more politicized, and that require a new level of ability in problem-solving skills.

To be successful in these changing conditions, we must aspire to be flexible and adaptable as we deliver our services. We all concentrate on providing our service with speed, accuracy, and consistency. To these ends, we subscribe to a philosophy and culture that is driven by our mission's needs and requirements.

Defining our operational philosophy and culture enables us to achieve the following:

- Improve our ability to be adaptable at a foundational level and build resilience to recover quickly in the face of setbacks.
- Accelerate the speed and enhance the focus of critical decision-making.
- Provide more consistency in the work environment for all our members.
- Most importantly, ensure alignment with our mission at all levels.

Who does this apply to?

The principles described in our organizational philosophy apply to ALL personnel and sections of the OCFA. Each team is accountable for determining how these principles best apply to their section, including “what right looks like” within their department’s duties and responsibilities.

Integrating Our Philosophy

The OCFA Way promotes the qualities that enable our members to serve with enthusiasm, pride, and effectiveness. OCFA encourages us all to internalize personal values and develop the character of successful members. It articulates who we are and what we aspire to be. The values of *The OCFA Way*— Duty, Professionalism, Integrity, Respect, Courage, and Self-Improvement—are personal building blocks, the core foundation that supports our standards and organizational philosophy.

OCFA has also developed a doctrine that describes *HOW we do our work* and to *WHAT standards*.

Collectively, these documents define how the OCFA expects its members to do their work. This overview provides a roadmap for understanding how the different components of the *OCFA Organizational Doctrine* fit together and complement each other.

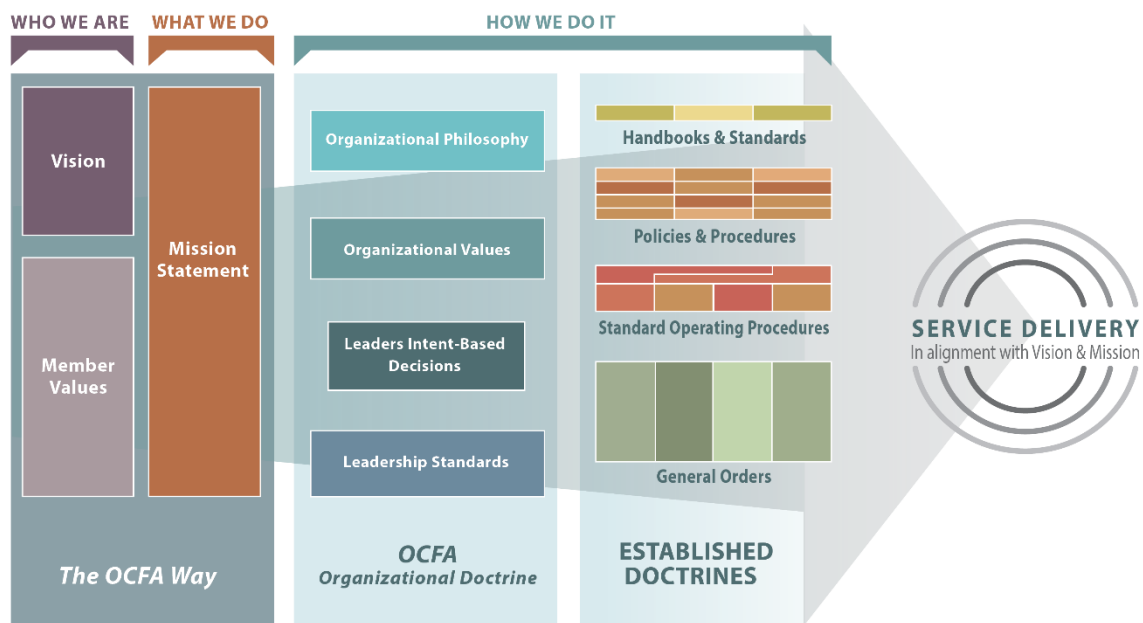
Components

At the core of this evolution is defining how we work with each other. To this end, we have outlined our operational values and to whom and what we are accountable. We also conveyed the principles that reinforce how we move information and situational awareness through our organization, how we lead and make decisions, and how we learn from our experiences. The resulting documents collectively define and provide guidance for implementing the *OCFA Organizational Doctrine*.

The *OCFA Organizational Doctrine* is comprised of the following documents that can be read separately or in order:

1. **Organizational Philosophy**- the document you are reviewing now.
2. **Organizational Values**- a document that describes the core team values that OCFA deems critical for guiding our work.
3. **Leader’s Intent-Based Decisions**- a document that describes the basis for our decision-making standards.
4. **Leadership Standards**- a document that describes the attitudes and behaviors that the OCFA expects from its leaders.

As the *OCFA Organizational Doctrine* continues to be refined and expanded, these documents may be updated, and others may be added, corrected, or revised to align content. For the same reasons, other documents such as General Orders or SOPs, training, and The OCFA Way may be influenced by this evolution.



Relationships among components of OCFA Doctrine