Portland Fire & Rescue
Professional Standards Office
Values and Goals

1. Clear Expectations.
    a. Definition.
        i. "Expectations" are the standards which all employees of the Bureau are required to conform in terms of personal conduct and job performance. Expectations are set by City rules and policies, General Orders, Rules and Regulations, and law.
    b. Value.
        i. Clear expectations allow employees to know the benchmarks of appropriate conduct and performance, and to have a full understanding of when their conduct or others' conduct might fall short of those benchmarks. Clear expectations hold everyone to consistent standards and avoid favoritism or the appearance of favoritism.
    c. Goals.
        i. All employees of the Bureau understand the expectations for professional, ethical, and proficient performance.
        ii. Both managers and employees understand their roles in maintaining these professional standards within the Bureau, including reporting misconduct and ensuring fair, impartial, and timely investigations.
        iii. A bargained Accountability Rubric sets clear and fair expectations around the level of discipline received for different types of misconduct.
2. Resources for Success.
    a. Definition.
        i. "Resources for success" are tools to ensure all employees can meet the expectations set for them by the Bureau and the City and be successful in their roles.
    b. Value.
        i. The Bureau recognizes that, while consistent standards are key, a one-size-fits-all approach to accountability does not meet the needs of a diverse workforce. Providing resources for success ensures all employees are provided the tools they need to perform to the Bureau's expectations and allows for custom-tailored responses to complaints.
    c. Goals.
        i. Training on expectations for professional, ethical, and proficient conduct is provided in a timely and efficient manner.
        ii. The process for making complaints is clear and user-friendly.

iii. Professional standards do not end at an investigation and discipline; resources are offered for mediation, reconciliation, continued education, and personal help.

3. Transparency.
    a. Definition.
        i. Transparency is clarity around accountability values, goals, and processes, while protecting the need for confidentiality to preserve the integrity of investigations and the privacy of individuals involved. While transparency invites openness and understanding to the accountability process, it does not mean all details of investigations will be openly shared.
    b. Value.
        i. Transparency builds faith in an accountability system by visibly demonstrating that the system is fair, impartial, and equitable. Transparency also encourages critical analysis of processes and outcomes to work towards continuous improvement.
    c. Goals.
        i. Investigation processes are set out in a clear, understandable format so that both Bureau and community employees know how investigations and discipline proceed.
        ii. Complainants receive timely and appropriate notifications concerning the investigation.
        iii. The Bureau is dedicated to visible accountability: to the extent possible, changes made as a part of the accountability process are shared with employees.
4. Results-Driven Outcomes.
    a. Definition.
        i. Results-driven outcomes focuses on creating action plans and processes to achieve goals and values, rather than focusing on process alone.
    b. Value.
        i. Results-driven outcomes ensure that the accountability process achieves results in line with PF&R's accountability values and goals and encourages creative, proactive, and flexible thinking over rigidly applying processes which may not serve end goals.
    c. Goals.
        i. Discipline and remediation are designed to correct behavior or performance when possible, improve understanding of expectations, and ensure repeat offenses do not occur.
        ii. Investigations, by and through record-keeping and strong analytics, are also used to identify areas of Bureau-wide proactive improvement, such

as policy revision, addressing trends of behavior, and understanding training needs.

5. Fostering Trust.
    a. Definition.
        i. Trust is the belief that a system is fair, honest, impartial, and operates with integrity.
    b. Value.
        i. Trust fosters improved morale and a sense of agency and ownership in one's work and own accountability.
    c. Goals.
        i. All Bureau employees act with integrity, honesty, and compassion in all matters.
        ii. Bureau and community employees know they can expect a fair, impartial investigation without fear of reprisal or retaliation.
        iii. Those engaged in accountability are consciously mindful of marginalized groups, both within the City and the community, and actively work to not perpetuate harm in our actions.