1. Purpose:
   1.1. The purpose of this SOP is to define No-Fault Management (NFM), describe the indications and contraindications for its use, and qualify its adoption by the FLSI-16FD.

2. Revision History
   2.1. New SOP January 2012

3. Personnel Affected
   3.1. All staff and line emergency responders

4. Policy
   4.1. It is the policy of the FLSI-16 FD to invest time, training, education, and other resources into fire and emergency services personnel and expect professional attitudes at all times. It’s also understood that many decisions made by emergency personnel are made with limited information, under significant stress, and in compressed time. As a result, it can be expected that decisions made while carrying out official duties may not always be optimal for a given situation. Therefore, the FLSI-16 FD adopts NFM as a core principle, as outlined in Section 7 of this procedure.

5. Definitions
   5.1. No Fault Management (NFM)—A theory that assumes that a failure of any member of a team is a failure of management, and that mistakes can be expected. NFM assures that mistakes that meet certain criteria will not be punished in an effort to make safety and customer service flourish.

   5.2. Event—Any occurrence that had the potential, or did cause injury (to a member of the department, other emergency agency, or the general public), or damage to equipment, vehicles, or station (public or private).
5.3. System Failure—An event that occurs due to a root cause and contributing factors.

6. Responsibilities

6.1. It is the responsibility for all officers to understand this policy and its intent, as well as its application to foreseeable and unforeseeable events.

6.2. It is the responsibility of all members to understand the intent and procedures included in Section 7.

6.3. All members are responsible for safety, and to communicate any observable, imminent hazards.

7. Procedures.

7.1. Intent

7.1.1. The intent of this procedure is to produce a work environment that encourages personnel to make the best possible decisions under uncertain circumstances without fear of disciplinary actions.

7.1.2. Officers must recognize that mistakes or questionable situations can lead to further mistakes and worse situations unless acted on immediately.

7.1.3. Members must recognize that ignoring warning signs or attempting to hide undesirable effects, results, or outcomes of a decision has the potential to create safety hazards and impeded customer service.

7.1.4. Properly used NFM will concentrate on investigating the event in an effort to identify the root cause and all contributing factors, and initiate changes to reduce the chance of similar events occurring in the future.

7.2. Indications

7.2.1. Any of the following or similar conditions are acceptable indications of applying NFM, provided no contraindications listed in 7.3 are involved.

7.2.1.1. Any loss to equipment such as vehicle damage, station damage, or portable equipment damage.

7.3. Contraindications

7.3.1. NFM will not be used when any of the following apply:

7.3.1.1. When mistakes or actions are covered up, or an attempt is made to hide the event or hinder the investigation.

7.3.1.2. When the event is the result of dereliction of duty.

7.3.1.3. When the individual involved is under the influence of drugs or alcohol.

7.3.1.4. When the individual knowingly violated safe practices or chose to not use safety equipment.

7.3.1.5. When there is a pattern of unsafe acts, infractions or events.
7.4. Fact-Finding Phase

7.4.1. The following steps shall be taken when an event occurs:

7.4.1.1. Immediately notify your supervisor, who will notify the department safety officer (DSO), the safety committee, and fire chief within 24 hours.

7.4.1.2. If the event will cause a delay in response, immediately notify dispatch and ensure response coverage is available.

7.4.1.3. If the event involves personal injury, ensure that medical needs are addressed per SOP-123.

7.4.1.4. Remove the equipment involved in the event from service if there is any question about its safety, mark it, and secure it.

7.4.1.5. Ensure that everyone involved completes a NFM-Event Statement Form as soon as possible after the event. Forms will be assembled and forwarded to the fire chief for review by the safety committee.

7.4.1.6. System failures will be identified by the fire chief and safety committee, and used in the solution-developing phase.

7.5. Solution-Developing Phase

7.5.1. Training Issues—The training officer will review the results of the investigation and make changes for implementation into an educational or training program.

7.5.2. Procedure Issues—The fire chief will review the results of the investigation and make changes to the SOPs if it is determined that changes are needed.

7.5.3. Equipment Issues—The equipment committee will review the results of the investigation and make suggestions for changes as needed.

7.6. Completion

7.6.1. The fire chief and safety committee will ensure that all solutions have been implemented and are evaluated on an annual basis.

7.6.2. The members involved in the event will not be disciplined unless conditions in 7.3 were noted, but a copy of the final report will be kept in their personnel files if the action is a pattern, as described in Section 7.3.1.5.