

**The only way
to get effective
administration
is**

to select the most competent man available,
tell him the results he must obtain,
give him a free hand,
hold him absolutely responsible for results,
stand by him until he shows he cannot get the results,
discharge him whenever incompetence becomes evident.

To allow any considerations save those of fitness to influence the appointment of a head of the fire department would be disloyal to the city.

EFFECTIVE CITIZEN CO-OPERATION
WHAT IS EVERYBODY'S BUSINESS SHOULD
BE EACH BODY'S BUSINESS

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Would it not be unwise

1. To put in direct charge of a fire a man not skilled in fire fighting?
2. To put in direct charge of fire prevention a man who does not understand its importance?
3. To put in direct charge of the education and training of firemen a man unskilled in imparting instruction and incapable of instilling discipline?
4. To put in direct charge of the records and accounts of a fire department a man unskilled in recording and accounting?

Would it not be equally unwise

to select as the head of a great department responsible for the safety of the lives and property of 500,000 citizens, a man not skilled in administration or who cannot be trusted to select his subordinates?

An administrator of a large city department cannot personally take direct charge of all its functions, but, if given a free hand, he can select responsible heads who are specialists in their various departments.

Some essential qualifications for head of a Fire Department:

1. Proved ability as a disciplinarian;
2. Proved ability to secure co-operation of all subordinates;
3. Skill in the selection of subordinates;
4. Thorough recognition of the fundamental importance of fire prevention;
5. Physical fitness.