

***THE  
CAPSTONE  
WAY***

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Our Company Culture  
and Philosophy

At Capstone Fire & Safety Management (CFSM) you are not just an employee - you are a member, part of a family and a team. You become a member the day you join the company, in any capacity. We are a family in the sense we spend a considerable amount of time together and must get along. We are a team in the sense we must always pull together to get the job done.

The “Capstone Way” describes the cultural philosophy of our family and our team. It is intended to communicate to existing and new members the expectations of the way members are treated in the system, expectations for individual behavior and performance, guidelines for leadership, and the general approach we use when interacting with each other. This is the “Capstone Fire & Safety Management Way” or The Capstone Way.

The Capstone Way is founded on the fundamental principle our members are the foundation of this company; therefore, the company can be no better or stronger than its membership. Being a member of CFSM is more than a job; it includes a commitment and responsibility to our clients and to the other members of our family and team. This commitment must be backed with individual responsibility and accountability and a commitment to the company’s goals and values.

The Capstone Way is a product of the relationship between individual members, supervisors, managers, investors, and our Board of Directors. It represents the input of all members. It is a dynamic “living” document and will need to be revised periodically.

The Capstone Way is our creed: it defines us. The responsibility to learn and practice The Capstone Way is yours. We are all members of this family and team by choice. Nobody forced us to apply for our membership, nor does anyone internally force us to remain a member.

We are committed to excellence internally and externally. We avoid doing “just good enough to get by,” and avoid actions that are destructive to each other. Our pride in the company and our positive commitment to quality and to each other have made us what we are today and, through constant assessment and change, will sustain us in the future.

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*The Capstone Way is our creed,  
it defines us.*

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# The Capstone Way and Our Culture

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Our members are frequently asked “What do you like about working for CFSM?” The answer to this question is simple; our people and our cultural philosophy. The Capstone Way was developed with the intent to describe our cultural philosophy. Our intent is for The Capstone Way to be a document describing expectations for positive, constructive interaction. It sets forth the standards and expectations we, as a team, are dedicated to achieving, and to be a standard by which to measure our internal behavior as well as our companies health.

Each of us is responsible and accountable for our own attitude and performance. A positive work environment is maintained by commitment and self-discipline. Members are expected to manage their own behavior in a manner that reflects the cultural philosophy of our company.

Each member's stature in the company will be reinforced by his/her conduct and performance. There are some things only you can do for yourself. No system can overcome an individual's lack of personal respect or respect for others. To simplify this statement, you will only receive the respect you earn, no matter what your formal position in the company. Your reputation is one of your most valuable possessions; focus on it, and remember - it starts the day you join the family.

All supervisors, no matter what their level in the Company, are expected to carry out their duties in a considerate, respectful manner. Positive motivation is the preferred method of guiding members to be effective and productive. Positive reinforcement, "catching members doing something right," and citing positive performance as an example for others to follow, has proven to be much more effective than identifying negative behavior or performance,

punishing it, and expecting to serve as the example from which others are to learn. Positive, or in some cases, improved behavior and performance, should be rewarded in some way at every opportunity. Unacceptable behavior or performance should never be rewarded nor overlooked. A positive approach can be a powerful motivating force. It is much more powerful than simply guarding the workforce and punishing the perceived non-conformists.

Effective teams communicate well internally and externally and demonstrate respect and consideration for all members of the company regardless of rank or tenure. Kindness and care must be practiced throughout the entire company, from the top down and from the bottom up. As individuals, we are very important, but never more important than the team itself.

When describing any guiding set of principles or underlying beliefs, concepts or expectations, it is difficult not to sound idealistic. This is just as true in trying to explain our cultural philosophy. We are a group with selective membership and each member has to choose to belong. If individuals choose to belong, there are expectations and standards of behavior that are not optional. We individually and collectively care about the well-being of our fellow members and are concerned with preserving the well-being of our company because it serves the common good of our members and our community.

Internally there are four behaviors which shall be practiced by all members. Remember these behaviors and practice them on a daily basis.

**Consideration:** Be considerate and respectful of one another's values, ideals, family, possessions, and feelings.

**Discretion:** Be discreet in the things we say and do to each other; don't gossip or spread rumors.

**Acceptance:** Accept the differences in one

another. These differences make us stronger as a team and better able to serve the needs of our diverse internal and external community.

**Unity:** Value the unity of the Company, not only in good times, but in difficult times as well.

All members of the Company are expected to practice these behaviors throughout their careers. The effectiveness of the group cannot be jeopardized by petty interpersonal conflicts contributing nothing to the mission of the Company.

All CFSM members are human beings first. Members have a right to be different as long as their behavior, appearance and job performance are not in conflict with the company policies, procedures, and philosophies including The Capstone Way. Honoring and respecting individual and cultural diversity is critical in our company and society in general. Being flexible and non-judgmental are keys to developing heightened levels of acceptance and understanding within the company.

At one time or another life can be a difficult journey for all of us. We have decided in our company we do not want a work atmosphere that contributes to this difficulty. We hire our members with the expectation, barring some unusual set of circumstances, they will remain members for most of their adult work life.

They should be encouraged to devote their energy to improving their performance and the company in general, rather than being overly concerned about the basic security needs of survival.

## Ideals

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The Capstone Way defines the company cultural philosophy and requires all members must:

- Provide their best support to each other.
- Possess the essential attributes exemplifying The Capstone Way.
- Seek opportunities to create change in the company in order to continue to be successful.
- Take responsibility for the health of the company.
- Support, abide by, and promote The Capstone Way.
- Pass on tradition, history, and leave no one behind.
- Take personal responsibility for their own attitude, behavior, and performance.
- Be nice.

*CFSM members provide their best support to other members.*

In situations where self-discipline breaks down, either training or disciplinary action or a combination of both may be imposed. If disciplinary action or job-related failures occur, the Company and its members have a responsibility to support and help those involved "get back in" or "re-enter" the company, as long as the members are willing to admit their failures and put forth a sincere effort to help themselves.

Another critical issue in the overall effectiveness of the Company and the well-being of all members is a sincere concern for one another's welfare. We simply cannot be effective in serving our customers if we cannot cooperate with each other. Verbal and physical abuse, malicious actions, gossiping, and harassment of fellow members have no place at CFSM.

Best possible member support includes the following company and member responsibilities:

- Demonstrating equality, courtesy, and respectful treatment of all members irrespective of rank, status, or tenure.
- Being advocates for all members regardless of seniority or rank.
- Providing opportunities to “get back in” to the company.
- Offering on-going education and training opportunities.
- Providing peer-based management and support.
- Avoid bailing out on other members.
- Continuous honest communications between all levels.

*CFSM members must possess essential attributes exemplifying The Capstone Way*

Each member must accept the responsibility associated with maintaining our environment, delivering quality service, cultivating change, and improvements in the company. This requires a high level of commitment by all involved if it is to be effective. It often demands placing the best interests of the company and the customers we serve first, and our own personal interests or needs second. Personal respect and individual integrity are essential ingredients of a positive, unified work environment, and a healthy company.

CFSM members are:

- Always helpful, respectful, nice to each other, and to our clients.
- Smart, skilled, productive, and self-disciplined.
- Inquisitive but respectful in their demeanor.
- Committed, accountable, loyal, cooperative, and team players.
- Healthy and physically fit.
- Appreciative of Capstone’s benefits, members, and clients.
- Positive, constructive, supportive, and forgiving.

CFSM members are willing to:

- Seek the truth and clarify issues rather than spreading gossip and rumors.
- Admit when they are wrong and take responsibility for their actions.
- Accept it when they don’t get their way and not complain about it.
- Maintain an on-going commitment and sincere desire to be a member.

*Members seek opportunities to create change in the Company in order to continue to be successful*

Companies are not static; they are constantly changing and evolving. We at CFSM have made the decision to commit to making this change a positive and healthy experience for our members and our clients; however, when change becomes controversial, like any healthy family or team, we agree to resolve differences “in-house” and not publicly. The Company provides opportunities for members to provide input, channel concerns, criticisms, suggestions, and complaints within the structure of the company. However, once a decision has been reached, it is the member’s responsibility to support it as if it were their own.

The Capstone Way is not intended to smother internal disagreement or to stifle individuality. It is intended to describe and maintain an environment in which the Company can remain committed to our mission:

*“Capstone Fire & Safety Management provides fire and life safety solutions with highly qualified management personnel, trained professional firefighters, and specialized equipment. We solve our clients’ unique needs in a collaborative, cost effective and responsive manner and continue to improve the capabilities of the Company and our members.”*

At times we must be willing to subordinate ourselves to the group in order to make the

team successful and to maintain its cohesiveness. We must regard problems and imperfections in our company and our members as opportunities to improve.

The company and members will support Capstone's changing environment by:

- Considering change as a regular event.
- Assuring change is a well- managed problem-solving process.
- Helping other members adapt to change.
- Admitting when change hasn't worked and make the changes necessary for success always striving for common goals and consensus.
- Pursuing change creatively and actively communicating change and ensure the decision to change is inclusive of all effected members.
- Supporting change is best for the company and its clients, not just the individual member or group.

### *CFSM's Health*

We must all accept the responsibility associated with maintaining our company's health. Maintaining a healthy work environment requires a high level of commitment by all members.

If Capstone fails, it will do so from the inside, not the outside. Strife, gossip, and rumors are all internally destructive and cancerous to a company's health. We all lose if the inside atmosphere is negative.

In order to prevent internal failures, members should hold themselves and each other responsible for:

- Avoiding participation in any activity that negatively impacts a member or the company reputation.
- Processing disagreements or complaints internally and appropriately

through the system.

- Creating and maintaining a pleasant and fun work environment.
- Managing and taking responsibility for their own affairs.
- Avoid exploiting negative times, passing on rumors, or gossiping about other members
- Avoiding the "us" vs. "them" mindset. We are them.
- Avoid reinforcing, condoning, or supporting negative attitudes and/or behaviors.
- Stopping inappropriate things from happening by taking immediate appropriate corrective action, in accordance with The Capstone Way.

### *Members support, abide by, and promote The Capstone Way*

The responsibility to learn and practice The Capstone Way lies with each individual. Members make a conscious choice to belong when they join the company. With this membership, a commitment to excellence both internally and externally must come. It is this positive commitment and hard work by our members has made us what we are today, and through constant assessment and change, will sustain us in the future.

Capstone members should remember:

- The Capstone Way works well for us, but members shouldn't be arrogant or self-righteous about it with outsiders.

- Members inherit what previous members produce; don't pass on your problems to others.
- Never take The Capstone Way for granted - good times will only last as long as members continue to work at it.

*Members pass on tradition and history, leaving no one behind*

Every company is strengthened by tangible forms of rituals or "Rites of Passage." Membership at CFSM is given when an individual joins the company but acceptance is earned by completing certain "rites of passage." These rites of passage are a tradition and an important part of our culture and are a celebration of our accomplishments. They are not intended to be punitive or a form of hazing. Our rites of passage are designed to determine a member's ability to fit into the Capstone family, to assess their ability to participate as an effective team member, and to measure their ability to do their job.

If necessary, we must be willing to protect and defend what we have built. The Company has in the past, and will continue in the future, to be periodically challenged for a number of reasons. We are most vulnerable when we believe we are not vulnerable. We each have the responsibility to leave this Company better than we found it.

Capstone members should remember:

- "Rites of Passage" are tradition-based not punitive.
- All members are equally important.

Members protect, direct, mold, nurture, and train the young and the old.

- Members appreciate the contributions of those who came before them; this is our culture.
- Members acknowledge our heritage as Fire Stop and work towards a positive transition to

Capstone.

- Member's current actions establish Capstone's future.

*Personal responsibility for attitude, behavior, and performance*

Each member shall be responsible and accountable for his/her own attitude and behavior. Carrying resentment can only weigh you down and affect your performance. Our success is ultimately measured by our performance. Attitude and behavior can be molded and should be aimed at optimizing our performance.

*Be nice*

"Be nice" is good advice for all members to follow. The golden rule "do unto others as you would have them do unto you," is alive and well in CFSM matters of external customer service and internal member relations. Remember, nice begins with me.

## The Capstone Way and Customer Service

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Some customers only have contact with CFSM once, so every contact counts. Being a member of CFSM is more than just a job, it includes a commitment to the clients.

Take every opportunity availed to you to make someone's day. CFSM is made up of members from various economic and social backgrounds. We have, in common, the sincere desire to serve our clients. We are a family of professionals, dedicated to excellence in meeting our mission. We have all committed ourselves to using our training, education and experience to under promise and over deliver our professional services to our customers.

Providing exceptional service is a far cry from accepting "good enough" performance. We

strive for excellence in literally every contact with our customers, whether inside or outside the company.

We achieve our mission by constantly providing the excellent service to the clients of the Company. We believe the key to providing excellent service is through the empowerment of our members. The philosophy described in this document is intended to maximize our ability to consistently achieve this mission.

*Capstone Fire & Safety Management Members Will Provide the Best Possible Service to Our Customers*

Members do this by adopting the following guiding principles:

- We are committed to provide fire and life safety solutions with highly qualified management personnel, trained professional firefighters, and specialized equipment.
- We believe the clients are the reason for our presence.
- We will foster and sustain the trust of our clients, and will protect confidence through our attitude, conduct, and actions.
- We solve our clients' unique needs in a collaborative, cost effective, and responsive manner.
- We will strive for excellence in everything we do.
- We will serve our clients with honesty, fairness, and integrity.
- We will pursue safe, effective, timely, and economical solutions.
- We will provide professional, skilled, and courteous customer service at all times.
- We will be sensitive to the diverse and changing needs of our clients.

## Ethics of The Capstone Way

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The Capstone Way serves as an outstanding compass for how we treat each other internally as a family, how we treat the public, and the community we serve. This section defines how we treat those we meet in the performance of our job, ethically.

Ethics is defined as the discipline dealing with what is good and bad and with moral duty and obligation, or a set of moral principles or values; a theory or system of moral values; the principles of conduct governing an individual or group.

As a member of CFSM, your ethics, your crew's ethics and company's ethics affect how you deliver quality service. The public demands the ethics of its firefighting and support personnel be above reproach. The dishonesty of a single member may impair public confidence and cast suspicion upon the entire group.

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*If it appears to be unethical,  
assume it is.*

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Ethics is the essence of your self-worth. It determines how you present yourself. It affects how you are perceived. It determines how you are respected and is a measurement of your character.

*Capstone members will:*

- Follow all laws and use information gained from our positions only for the benefit of those we are entrusted to serve.
- Assure requests for information made by the public, media, other agencies and elected officials be responded to by the proper authority promptly and accurately.
- Conduct ourselves in a manner that is legally and morally above reproach.

### *Capstone members will not:*

- Use confidential information gained from our positions for our own gain or the gain of others.
- Seek special favors from the public for ourselves or groups we represent.
- Have a material or financial interest in any private business or professional activity that is, or appears to be, in conflict with job responsibilities.
- Have a material or financial interest in any private business or professional activity that would tend to impair independent judgment or actions in the performance of duties.

## Supervision and Leadership

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The company's approach to achieving results is very important in the motivation of the members. We tend to take management by exception approach to managing our members because our members are exceptional people. The assumption most of the members of the Company require close supervision and control is not accurate, and if acted upon, could diminish the performance of highly motivated, self-starting individuals. This is not to say some control is not needed, but carried to the extreme, it is not effective in CFSM.

Leaders and supervisors must personify this philosophy. Positive motivation and coaching is much more effective in motivating members to be productive than simply identifying and punishing negative behavior or performance.

Leadership is critical in maintaining the high standards of performance and the positive image of the Company within the community and the fire service in general. Leadership responsibility, whether formal or informal, is a determining factor in the overall effectiveness and well-being of the Company and our members. All of our leaders must share their expectations up front with people for whom

they are responsible, in a success oriented manner and stress the individual accountability of each member. Those expectations need to be realistic and in concert with the overall expectations and philosophy of the Company. It is an inherent responsibility of all Capstone Fire & Safety Management leaders to develop and instruct a capable cadre of leaders for the future who live and practice The Capstone Way.

*The Supervisor's Role* - Supervisors play an important role in the overall scheme of things in the Company. They are effective based solely upon the way they carry out their responsibilities and their style of managing others. The fire service began and evolved as a paramilitary organization.

This means a great emphasis was placed on rank. It was designed in this fashion because the occupation is dangerous and someone had to be firmly in charge. The emergency scene is an appropriate arena for autocratic management, after all everyone can't be in charge of a life-threatening emergency, decisions must be made quickly.

All Supervisors, no matter what their level in the Company, are expected to carry out their duties in a considerate, respectful manner.

This approach can be a powerful motivating force. It is much more powerful than simply guarding the workforce and punishing the perceived non-conformists. There is documented evidence structured, positive programs designed to improve the performance of one or more members of the company are usually effective.

Supervisors will understand and support the standards established by the Company and hold their members accountable. Supervisors will not disqualify members who meet Company standards but do not meet the supervisor's personal standards. If supervisors feel the Company's standards are too low they will strive to raise the standards before disqualifying the member. Supervisors must be consistent with

their subordinates and within themselves, someone else is always watching.

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*Positive motivation will guide members to be effective and more productive.*

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It is important to understand supervisors are paid to solve problems, and when they don't, problems get exaggerated. In order for supervisors to consistently solve problems in a positive manner, they must take a very flexible approach to problem solving, keeping the goal of their actions in mind at all times. When dealing with problems involving the behavior or performance of members, the supervisor's success will many times depend on his/her ability to put the responsibility for the solution back on the member....then help them. It is important supervisors have excellent listening skills, display empathy when listening and carrying out their duties, and by all means, avoid being self-righteous when evaluating problems involving the conduct of others. Supervisors are expected to turn negative situations into positive ones whenever possible, keep problems in perspective and address them at the proper level in the company.

All company supervisors must remember punishment in and of itself will not usually modify behavior. If you are going to punish a member take appropriate action to be positive after the event and help manage and direct the members' reentry into the company. This concept and responsibility is very important in the system.

If a particular member is going to be retrained after a problem has occurred, which is usually the case, there should be a defined process to provide a "way back," a way to be whole again. This "way back" may be a little different each time, but will usually require not only empathy and acceptance by the leaders and other members of the Company, but a behavioral change on the part of the particular member

trying to "get back in."

In most companies it is common for supervisors to avoid problem people. This is a poor practice. In fact, supervisors should make a point of spending time with problem people. You have to supervise people who you don't like and people who you do like. When dealing with these delicate situations, attempt to address the "bottom line" issues and you'll get to the root of the real problems standing in the way of effective relationships. A supervisor who attempts to be diagnostic with the work group in order to head-off problems before they occur will find very few situations will get to the point where formal supervisory action is required.

At times, upper-level supervisors, although striving to be inclusive, may have to dictate an absolute solution to a personnel problem to a lower-level supervisor who is handling the situation.

In most situations, if an absolute course of action is being dictated from above, regardless of the supervisor's recommendations, the upper-level supervisor should strongly consider handling it personally or getting directly involved in the problem. This helps minimize supervisors appearing to simply be messengers from above, rather than decision makers.

*Being responsible leaders* - Leadership is the critical element in maintaining the high standards of performance and the positive image of the Company within our company and the fire service. Leaders respect each other and the members of the Company. Leaders don't take credit for things they didn't do or for the ideas of others. Leaders give praise and credit at every opportunity. Leaders work in a spirit of cooperation not competition. Leaders share information with other leaders not withhold it for their own advantage.

Leaders are sensitive to the overall good of the company and do not circumvent the chain of command for personal gain. Responsible leaders are concerned about the impacts of their actions

and how they will affect the company and the members.

Leaders understand the most effective change occurs from the bottom up, not the top down. Effective leaders coach, relay good news and bad, and give positive feedback that works. Leaders demonstrate self-awareness and a willingness to accept feedback and continuously develop.

There are many leaders in CFSM. Some are formal leaders who have this responsibility because of their structured positions in the Company, as well as demonstrated ability. Others are informal leaders who do not hold structured positions of leadership in the Company, but are viewed by the members as leaders just the same. This leadership responsibility, whether formal or informal, is one of the biggest responsibilities and most critical elements in the overall effectiveness and well-being of the Company.

As a leader, you are always setting an example, whether intentionally or not. This example may be good or bad, but it's always there. Formal and informal leaders should periodically ask themselves whether their words or actions at a given time are undermining their ability to address future situations or problems they may encounter with members of the Company. As a leader, your actions will speak much louder than anything you say and your actions will be constantly reviewed by your peers.

It is much easier to lead because you are respected than to lead with the badge. Respect and trust must be earned and the process begins the day you are hired.

All supervisors and leaders in the Company should share their expectations up front, in a non-confrontational and non-threatening manner, with people for whom they are responsible and stress the importance of accountability of each member. This sharing of expectations and accountability must be a dialog not a monologue between the supervisor and

the subordinate. Those expectations need to be realistic and in concert with the overall expectations of the Company.

There should be no doubt as to what is expected regarding behavior and performance. Everyone should be well aware of what is allowed and what is not allowed in the system. Leaders must remember if they condone a particular unacceptable act or substandard performance, they will most likely see it again in the future. CFSM supervisors never pass a behavior or performance problem on to another supervisor. As leaders, we must be consistent.

Leaders must avoid taking every problem they encounter personally. This will usually serve no purpose other than to make a positive solution almost impossible to achieve and to make young, healthy leaders old and sick before their time. True leaders, when faced with problems involving people, which most problems do, use an approach directed not only towards solving the immediate problem, but also improving the situation and the company for the future. This not only helps improve the particular situation encountered, but also teaches other current (and future) leaders in the Company a positive approach to problem solving. Problem solving techniques are hereditary. It is an inherent responsibility of current CFSM leaders to develop and instruct a capable cadre of leaders for the future. After a leader has been involved in resolving a problem, he/she should attempt to objectively evaluate his/her effectiveness and apply what was learned from the experience to other situations in the future. It has been said a leader's performance in a given situation will fall into one of three categories. They are:

- *Positive* - The leader's involvement contributed to a positive, effective outcome.
- *Neutral* - The leader's involvement had no effect on the outcome.
- *Negative* - The leader's involvement actually made the situation worse.

Obviously, whenever possible, the leader would like to be rated in the "positive" category. This should be a performance goal for leaders throughout the Company.

Another important element of effective leadership in the Company is effective "followership." Every leader is a follower in some other company group, function, or relationship. It is hard to sustain a reputation as an effective leader when you are an ineffective follower. Place a high level of importance on followership, and don't do things to your boss or leaders you wouldn't want people you're responsible for (your followers) to do to you. As was previously said, these roles are extremely important in the overall scheme of things, and should not be taken lightly, or for granted.

## Employee/Member Performance

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Some companies define authority as a measure of how much you can punish somebody or how much pain you can inflict on a person who has misbehaved or is determined to be out of step with the company.

In fact, authority is recognized as "the ability to influence a person's behavior or performance without the apparent exertion of force." It has become evident in our Company the amount of respect a particular leader and/or supervisor is able to gain and sustain from the members is directly proportionate to his/her ability to understand and balance the issues of authority, influence and leadership when carrying out his/her responsibilities and performing within his/her designated roles.

If we seriously damage the spirit of a member at any level of the company, we may never get his/her commitment back. People have feelings, and their feelings must be taken into consideration when making decisions on their employment status. On the other hand, members must not mistake or misinterpret this

compassionate, empathetic approach as weakness on the part of the supervisors. The environment is fragile, and is at risk when dealing with people problems within the Company.

Supervisor's recommendations for disciplinary action should match the company's expectations, and their approach should follow the established discipline procedure. Our supervisors are to use disciplinary action only when absolutely necessary to solve the problem. Disciplinary action should only be used for isolated, serious violations, or for a series of problems in which other tools have not been effective. A distinction should be made between malicious/intentional acts and mistakes or accidents. Also, disciplinary action should only be used in conjunction with other corrective measures designed to resolve the problem. In those situations where self-discipline breaks down and discipline must be imposed, the system will either improve, based upon the corrective action taken, or will be damaged by the scars left upon the members involved in the ordeal.

Decisions relating to disciplinary actions are high-risk decisions and are subject to criticism internally and externally. They are reviewed by the members directly involved; other members of the Company who are not involved at all, peers, supervisors above the level who are taking the action, boards and tribunals, and perhaps the media and the public.

Sometimes members, especially supervisors, complain about this, but it is reality and cannot be avoided. These are tough decisions, and must be treated as such. Mitigating circumstances should always be considered before a final decision is made on a disciplinary matter. As a supervisor, you may as well consider them, because everyone else reviews your decision will.

Taking short-cuts in the disciplinary process usually insures a negative result. A standard problem-solving approach can be taken in most situations involving misconduct or poor

performance, and in doing so, the problem should be identified before a solution is developed.

The Company owes it to its members to admit when it makes mistakes and should make every effort to make amends to its members. Members will understand mistakes are made and accept the Company's efforts to amend the situation and vice versa.

The Company owes it to its members to keep disciplinary proceedings confidential. This can avoid unnecessary embarrassment to the member and the Company. Confidential in this sense does not mean nobody will ever find out about the incident, but only investigators and supervisors will not be the ones who originally disclose it. The only promise the Company can make along these lines, as previously mentioned, is the initial disclosure can come from the member involved, a friend, or the media, but not the leaders handling the problem. It is important within our environment we attempt to protect the confidentiality of the process and the integrity and self-esteem of the member.

There are really very few company secrets, and creating unnecessary intrigue over an issue can result in distrust in the system. Other than personal problems, disciplinary actions, confidential client agreements, issues involving litigation, and perhaps politically sensitive issues requiring appropriate timing to be effective, it is best to keep issues in the company out in the open for discussion.

## The Capstone Way Summary

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It seems many members judge the company by how they personally are treated during bad times. In fact, in some companies it was said when a member is in trouble, they find out how the company really feels about them. It can also be said when the company is in trouble, it may find out how the members really feel about it.

One thing is for sure, if we are going to enjoy the good times that come with being a CFSM Member, then we must come together and endure the bad times that also come with the affiliation. When we became members, we, for the most part, gave up our ability to misbehave in an independent manner. We may all suffer in the business world for the actions of one of us. Remembering this should help guide our conduct at all times.

The cultural philosophy described in The Capstone Way provides in great detail the way our members are to perform, behave, treat each other and interact, no matter what level they attain during their careers. Living this philosophy is not easy. In fact, it is extremely difficult and requires a constant, conscious effort on the part of all of us, each and every day of our lives. This philosophy does not intend to establish a "secret society" or smother internal disagreement within the company. It is intended to describe and maintain an environment in which the company can remain committed to its mission, and at the same time, improve the capability of the members, keeping them motivated, healthy, and productive.

CFSM is not perfect, and nobody said it was. However, it will only be as good as we commit to making it. Company imperfections will always exist in our company. In fact, sometimes they can provide the clues we need to direct change and create improvement in the system. If we dwell on these imperfections and place them above all the exceptional things occurring in the company, then we will all wallow in the down side of living, whether at work or in other aspects of our lives. But if we recognize imperfections as opportunities to improve, then we can keep them in perspective and continue to move the company forward.

Athletic teams have mascots, churches have rituals, commercial enterprises have slogans, and countless private companies, who have chosen to belong for any variety of reasons, have statements of philosophy defining and expressing their beliefs. The Capstone Way

reminds each of us of our creed and our code of behavior. Since it is something every member has in common, it helps bond us, providing part of the glue holding us together. After all, the way we treat one another is the starting point and the indispensable quality of healthy families, productive teams, and lasting friendships.

As a member of our company, choose to make every day you come to work a great day by choosing to have a positive attitude. Your team members, customers, and you will be thankful. Find ways to have fun and celebrate your accomplishments and the accomplishments of others. Be serious about your work without being overly serious about yourself. Stay focused in order to be present when the community and your team need you.

You now know the Capstone Fire & Safety Management Way -- make a commitment to live it!

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