



FIRE/RESCUE

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Greenville Fire Rescue Department
Academy Participant Survey
Final Report

Submitted by:
Heather Lee, PhD
Holly Danford, PhD

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About Developmental Associates, LLC

Developmental Associates (DA) has extensive background in human resources, and management consulting for more than twenty-five years with over fifty local governments and with the leading North Carolina universities including Duke, Wake Forest, UNC-Chapel Hill, East Carolina, UNC Asheville, and North Carolina State. Developmental Associates provides cutting edge services that go beyond typical human resource consulting firms at a reasonable cost. We are a fourteen-member organization that combines strong academic and practitioner experiences into the services we provide to public and not-for-profit organizations.

About the Consulting Team

We have assembled a team of subject matter experts to assist the City of Greenville in conducting an organizational analysis of the Greenville Fire and Rescue Department. Dr. Heather Lee is an Industrial Organizational Psychologist who specializes in leadership selection, training and coaching in addition to leading projects related to organizational or departmental assessment. She is the principal consultant.

Subject matter experts working on this project include:

- Chief Greg Grayson, retired from the City of Greensboro Fire Department with more than 35 years of progressive North Carolina local government fire service experience, has served as Fire Chief in three NC municipalities and served as an Assistant Director in the Office of the State Fire Marshal,
- Director Jim Albright of Guilford County Emergency Services started his career in Guilford as a paramedic in 1989, is the immediate past chair of the NC Association of EMS Administrators and is on the Board of the NC Chapter of the National Association of EMS Physicians,
- Mr. Joe Durham, former Wake County Deputy County Manager and now a Senior Consultant with Developmental Associates, brings valuable public management expertise to the project team; and,
- Dr. Holly Danford, Client Services Manager for Developmental Associates, has a doctorate in Public Administration, assisted with survey development, coordinated all aspects of survey deployment, and conducted all data analyses.

Table of Contents

Topic	Page Number
Executive Summary	<u>4</u>
• Project Scope and Goal	<u>4</u>
• About GFRD	<u>5</u>
• Method	<u>5</u>
○ Survey Development and Deployment	<u>5</u>
○ Organization of Report	<u>5</u>
○ Data Analyses	<u>5</u>
○ Content Analyses	<u>5</u>
Section 1: GFRD Academy Participants Survey Results	<u>6</u>
• Summary of Findings	<u>7</u>
• General Description and Overview	<u>7</u>
• Tabular Data and Content Analyses	<u>8</u>
○ Stakeholder Demographic Questions Q1-4	<u>8</u>
○ Career Choice Q5-6	<u>12</u>
○ Why GFRD Q7	<u>14</u>
○ Challenges in Training Q8	<u>15</u>
○ Instructor Evaluation Q9-10	<u>16</u>
○ Employment Retention Q11	<u>18</u>
○ Desired Information Prior to Academy Q12	<u>19</u>
○ Additional Training Needs Q13	<u>20</u>
○ Academy Improvements Recommended Q14	<u>21</u>
○ GFRD Expectations Q15-16	<u>22</u>
○ Other Comments	<u>24</u>
Section 2: Appendices	
Appendix X-Survey Questions	<u>26</u>
• Academy Participant	

EXECUTIVE SUMMARY

Project Scope and Goals

Developmental Associates (DA) was engaged to manage the Organizational Stakeholder Assessment Project for the Greenville Fire Rescue Department (GFRD). GFRD is unique in North Carolina as one of two departments that has merged the delivery of fire and rescue services with ambulance transport. Developmental Associates (DA) serves as an independent, third-party subject matter expert group to provide an assessment of GFRD to identify key issues, opportunities and to propose a plan for action. The project originated from the City Manager's Office following receipt of concerns from current and former employees and evidence of high turnover among tenured Fire/EMS staff. The project elements include:

1. Conducting an overall, high level needs analysis through small groups and targeted interviews.
2. Conducting an employee survey based on the issues identified through the needs analysis that assess strengths, weaknesses, opportunities and threats at the unit, departmental, organizational and community levels.
3. Reviewing data provided by the City, County, past studies, and national benchmarking data to assess vulnerabilities identified in the survey.
4. Reporting on the data and making recommendations to aid the City and department in prioritizing issues and resources.
5. Sharing the results directly with the City Manager's office and active duty participants.

The project expanded to include a survey of former employees and GFRD Academy participants. This report only provides information about the Academy survey.

About GFRD

The GFRD is unique in North Carolina as the only urban combined Fire/Rescue department with ambulance transport. The Chief of GFRD reports directly to the City Manager, who in turn, reports to the City Council. There are 161 roster positions allocated to the department which includes 13 administrative positions and 24 Academy slots. As of April 20, 2018, when the surveys were deployed, the actual census of the department was 133 active duty personnel and 23 Academy¹ participants. GFRD currently operates out of six stations. The GFRD Strategic Plan indicates that call volume in 2016/17 was 13,817 with 83% being EMS related calls². The most recent call volume numbers have GFRD on track for greater than 18,000 responses in 2018. A seventh station has been approved by the City Council and design work is underway with construction slated to begin in the next fiscal year.³ The purpose of this report is to report the data collected from the Academy Survey.

¹ COG – GFRD Roster as of 4/20/2018

² GFRD Strategic Plan - <https://www.greenvillenc.gov/Home/ShowDocument?id=16802>

³ COG: Strategic Plan Goal 8 "Safe Community" related to public safety, Page 6.
<https://www.greenvillenc.gov/home/showdocument?id=6256>

Method:

Survey Development and Deployment: An online survey was sent to Academy participants to specifically address issues related to training. The online and anonymous nature of the surveys allowed for accessibility to all respondents as well as confidentiality for those who may not have been comfortable speaking out in group sessions. The Academy survey was created using the application Survey Monkey. DA deployed the surveys via email for Academy employees on April 20, 2018. There was a response rate of 61% for Academy participants based on enrollment numbers at the time of the survey.

Organization of Report: This report summarizes results for only the Academy Survey. A separate report summarizes the data for the Active Duty and Former Employee surveys. Section 1 contains the results of the survey. Section 2 contains the Appendix.

Data Analyses: We calculated descriptive statistics including frequencies and mean scores. Where possible and relevant, we also conducted cross-tabulation analyses by age, race, education, tenure and position. Where present, we report statistically significant differences, that is, differences that are more likely than just random chance. Tabular and cross-tabulation data for the survey items can be found in the Appendices.

Content Analyses: Content analysis is a technique for systematically describing written, spoken or visual communication. It provides a quantitative (numerical) description of frequency related to how often comments relevant to a particular theme occur. As in all qualitative analyses, the naming of themes and grouping of comments is subjective and could be debated.

Due to the volume of comments, we conducted content analyses on open-ended questions within the survey and generally summarize them in relevant sections of the report. In our analyses, we have intentionally tried to be more general with the goal of narrowing the focus on critical areas. The content analyses for survey items are not intended to capture the level of detail associated with each individual comment. More discrete categorization of comments can actually dilute the results and hinder defining clear actions and next steps. The actual comments are provided below the content tables and are not corrected for spelling, grammar or syntax.

Section 1: Academy Participant Survey Results

Summary of Findings

General Description and Overview: The Greenville Fire/Rescue Academy was identified as a source of pride for the department in focus groups. The Academy Participants survey was requested by the Chief as a means to gauge impressions of training and the Academy in order to identify any recommendations for change. The survey responses indicate that there is great pride in becoming a member of GFRD, enthusiasm about joining the Fire/EMS profession, and serving the citizens of Greenville.

Demographic Profile: The majority demographic profile of Academy respondents was of someone who was male, white, and had some college but no degree. This mirrors the active duty roster though greater diversity was represented racially (21% Black or African American, 14% Hispanic). There was no set career or job for respondents though four of 14 indicated they had been students while others reported working in a variety of settings from the military, sales, healthcare, skilled labor, etc.

Satisfaction and Retention Predictors: Consistent with the Active Duty survey, a passion for the work and serving others were the main reasons Academy participants chose a career in Fire/Rescue. As the SHRM job satisfaction predicts⁴, interest in variety of work, career possibilities and growth, relationships with co-workers, and benefits were key factors that make a position in Fire/Rescue more satisfactory than respondents' past jobs. Respondents were asked what would keep them employed at GFRD after graduation from the Academy and personal, professional and career development were the leading responses. Indicating that a clear and individualized career development plan is essential for retention. Additionally, an expectation of strong leadership, good crew morale and access to effective mentors were identified as key retention needs.

Academy Feedback: Asked if there was anything they wished they had known before beginning the Academy, 10 of 14 indicated that they had received a clear orientation and no additional information had been needed. Individual responses were that having a better understanding of department structure, career opportunities, high call volume and the fast pace of the Academy schedule would have been helpful.

Academy Improvements: Additional fire training (e.g. live fire training scenarios) and in particular, hands-on training (e.g. knots, equipment, scenarios, experience with emergency vehicles) was identified by one-third of respondents as a need while a variety of individual responses ranged from a desire for more skill days, changes in class structure (e.g. greater diversity of instructors, smaller classes, longer courses and physical training sessions, combining practicals). A more in-depth review of curriculum, delivery methods and hours spent in delivering content will be undertaken as part of the accreditation process and may provide further information and recommendations.

An email link was administered to all 23 current members of the Academy. Responses were returned from 14 Academy members. Due to the low sample size for this survey (n <30), advanced statistics cannot be completed to analyze statistically significant differences in response patterns among the

⁴ 2016 SHRM Satisfaction Survey

various demographic groups, i.e. education level, race, gender, etc. Data for individual items and content analyses for comments follow

Tabular Data and Content Analyses

Description of Stakeholder Group (Q1-4)

Q1. (Optional) What is the highest level of education you have completed.

Respondents were asked to provide information on the highest level of education that they have completed. Half of the Academy respondents (n=7, 50.00%) have completed some college courses, but have not completed the degree. There were an additional four respondents (28.57%) who have graduated from high school, followed by two respondents (14.29%) who have attained a bachelor’s degree. One respondent (7.14%) has an associate’s degree. There were no respondents who selected that they have completed any graduate level education.

Figure 1: Educational Level of Academy Respondents

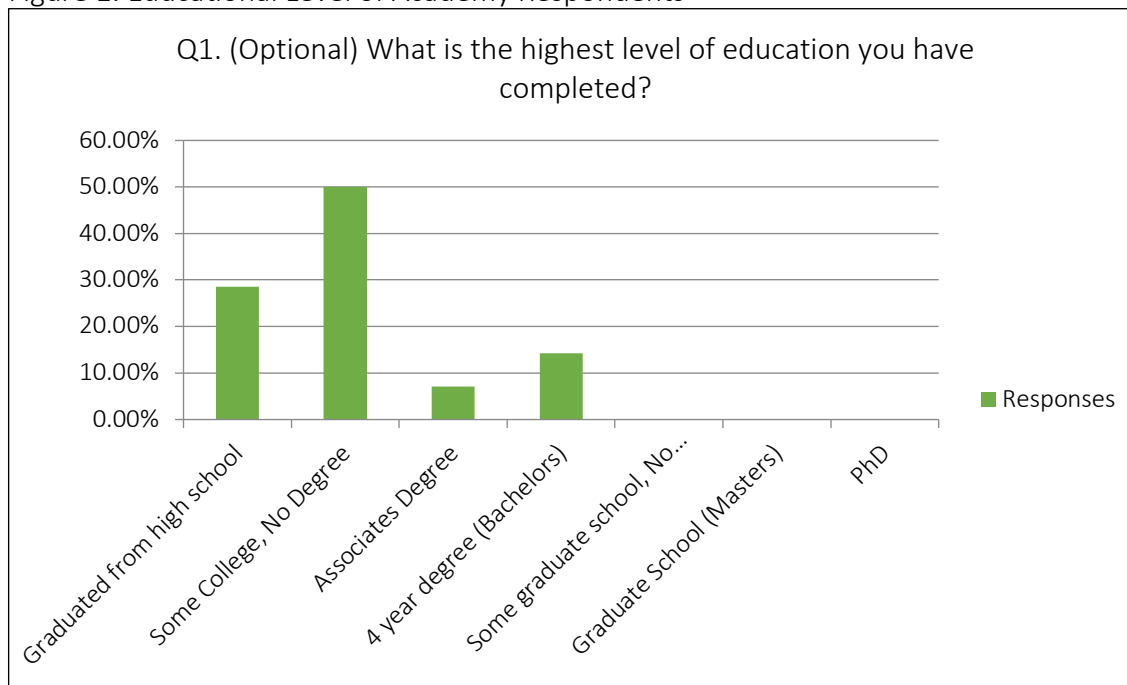


Table 1: Educational Level of Academy Respondents

Q1. (Optional) What is the highest level of education you have completed?		
Answer Choices	Responses	
Graduated from high school	28.57%	4
Some College, No Degree	50.00%	7
Associates Degree	7.14%	1
4 year degree (Bachelors)	14.29%	2

Some graduate school, No Degree	0.00%	0
Graduate School (Masters)	0.00%	0
PhD	0.00%	0

Q2. (Optional) Which race/ethnicity best describes you? (Please choose only one)

Respondents were given the option to provide their race/ethnicity. Over half of Academy respondents (n=9, 64.29%) chose White/Caucasian as their race, followed by three respondents (21.43%) who chose Black/African American as their race. There were an additional two respondents (14.29%) who chose Hispanic and no respondents who chose American Indian/Alaskan Native, Asian/Pacific Islander or Multiple Ethnicity.

Figure 2: Racial/Ethnic Identity of Academy Respondents

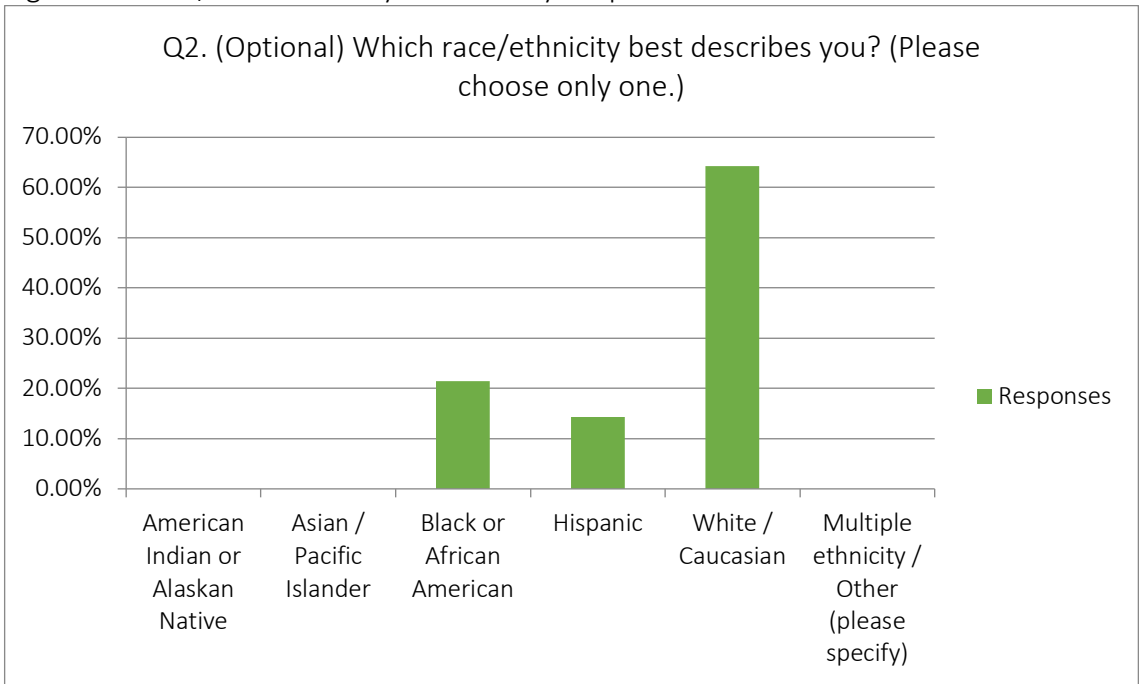


Table 2: Racial/Ethnic Identity of Academy Respondents

Q2. (Optional) Which race/ethnicity best describes you? (Please choose only one.)		
Answer Choices	Responses	
American Indian or Alaskan Native	0.00%	0
Asian / Pacific Islander	0.00%	0
Black or African American	21.43%	3
Hispanic	14.29%	2
White / Caucasian	64.29%	9
Multiple ethnicity / Other (please specify)	0.00%	0

Q3. (Optional) What is your gender?

Respondents were given the opportunity to disclose their gender in optional question 3. There were 12 male respondents (85.71%) and two female respondents (14.29%).

Figure 3: Gender Identification of Academy Respondents

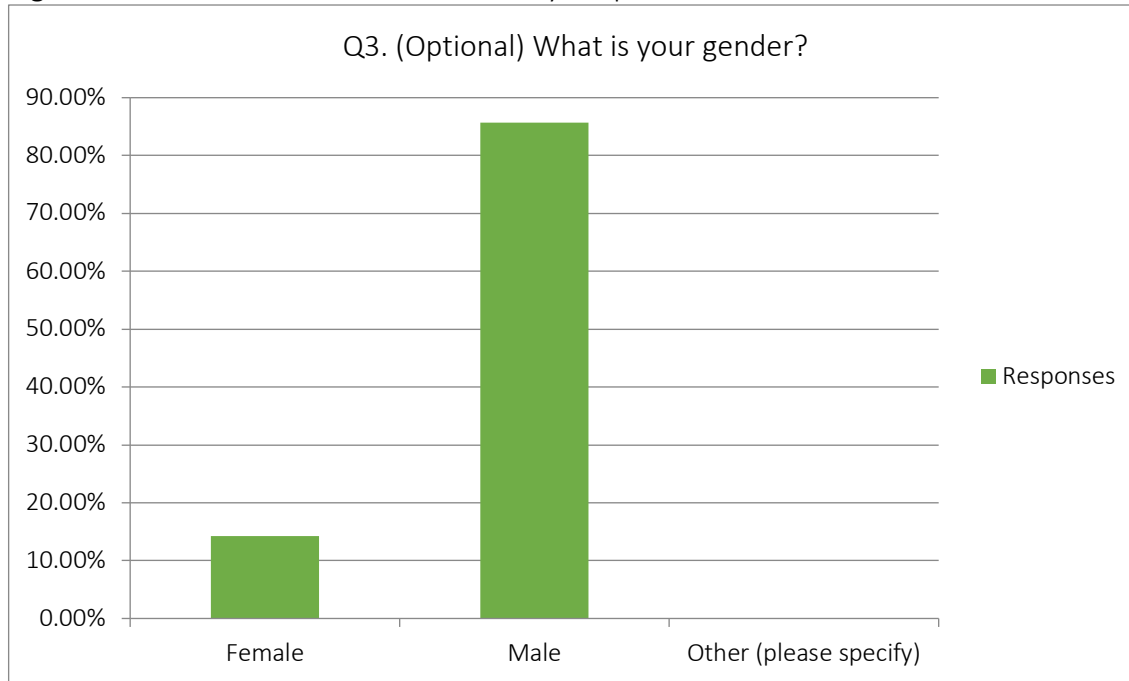


Table 3: Gender Identification of Academy Respondents

Q3. (Optional) What is your gender?		
Answer Choices	Responses	
Female	14.29%	2
Male	85.71%	12
	Answered	14

Q4. (Optional) In what career field did you work prior to enrolling in the Academy?

When asked to select the option that best described the career that they were working in prior to enrolling in the Academy, only four respondents chose from the options that were presented: two respondents (15.38%) chose “student,” one respondent (7.69%) chose “sales,” and one respondent (7.69%) chose manufacturing. The remaining nine respondents chose “other.” The write in careers listed under other included military, security, education, mail courier and healthcare.

Figure 4: Prior Career Field of Academy Respondents

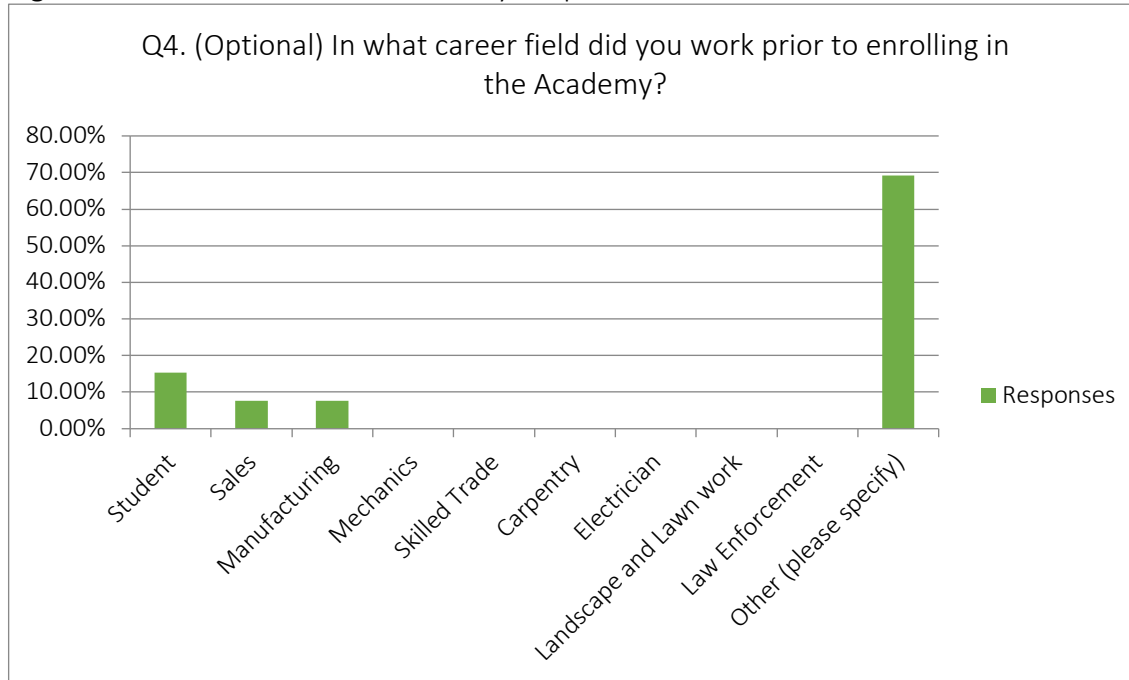


Table 4: Content Analysis - In what career field did you work prior to enrolling in the Academy?

Comment	*Count
Comments	
Student	2
Education	2
Security	2
Supervisor Roles	2
Manufacturing	1
Skilled Labor (carpentry, lawn work, mechanic)	1
Military	1
Sales / Customer Service	1
Healthcare	1

Q5. What was the biggest factor that led you to seek a career in fire rescue?

Table 5: Content Analysis - What was the biggest factor that led you to seek a career in Fire Rescue?

Comment	*Count
Comments	
Helping Others	6
Past Interest in Fire/EMS or Previously a Volunteer Firefighter	4
Rewarding job	4
Passionate about the job	4
Potential for personal and career development	2
Family	2
Camaraderie	1
Strength of departmental leadership	1
City benefits/retirement plan	1
Appealing shift schedule	1

Full Responses (14)

- The special comradery with the Fire/Rescue staff & the career path/opportunities for personal development & promotions
- Family
- Being able to provide something people can benefit from in a time of need
- To be able to help the others in need
- Have always been interest in fire and EMS & has been a dream to work for a city department
- Having past interest in the career but seeing that the department is under great leadership and striving to have a great department
- Wanted to do more for others
- Fulfilling career that I could raise a family and give back to my community
- A strive to want to help people and fighting fire on my volunteer department in Winterville. I enjoy the thrill of the job and this job is very rewarding
- It's been in my heart to work for Greenville Fire Rescue for a few years no but it's mainly I want to help people on their worst days
- It's what I have a passion for, and what I love to do
- I was looking for a job more fulfilling than collecting a paycheck. Working for local government also allows access for good benefits, retirement plans, and GFR also operates on an appealing shift work schedule
- I was a volunteer FF when I was younger and then joined the US Air Force as a FF and fell in love with the field
- It's what I've always had a passion for. No other job has the fulfillment's this job offers

Q6. What makes being in a Fire Rescue job more attractive than your old job?

Table 6: Content Analysis: What makes being in a Fire Rescue Job more attractive than your old job?

Comment	*Count
Comments	
Saving Lives / Helping People	7
Career Potential/Development	4
Passion for the job	4
Camaraderie	2
City benefits	1
Shift work	1
Dynamic nature of the job	1
Ethics	1
Professionalism	1
Learning new skills	1

Full Responses (14)

- Being able to save lives & assist the Greenville community
- I'm still helping people back in the states
- The brotherhood as well as the opportunity to serve the community in a dynamic way
- Ethics, professionalism, discipline, pride
- No day is every the same, each day brings challenges to overcome and I enjoy that
- I don't look at it as a job but I can view it as a career that I can retire from. My old job was and not a career
- Education and training. I also like having the ability to further your career
- Purpose and helping people when they need it the most
- I worked at food lion and did not enjoy the job as much because I couldn't go out and do anything and I was always taught to do what you love and enjoy your job. And Greenville opened these doors for me
- The self satisfaction of helping people in need
- It's what I have always wanted to do
- City benefits, shift work, learning new skills, the opportunity to advance, and helping the public
- We work as a family
- It's my dream job. I don't feel like I'm getting up to work in the mornings just to put food on the table and a roof over my head anymore. I feel that everyday is one more step to finally accomplish my dream and getting something back than just a pay check

Q7. Why did you choose GFRD over other departments?

When asked to select the reason for why they chose GFRD over other departments, response was split between “reputation” (n=4, 28.57%) and “combined EMS/Fire department (n=4, 28.57%). There were an additional two respondents (14.29%) who chose “pay/benefits.” While there were an additional four respondents who chose “other” as their response, some respondents wrote in options that were provided as choices, i.e. pay/benefits, combined EMS/Fire. Other write in responses included “community”.

Figure 5: Reasons for Choosing GFRD

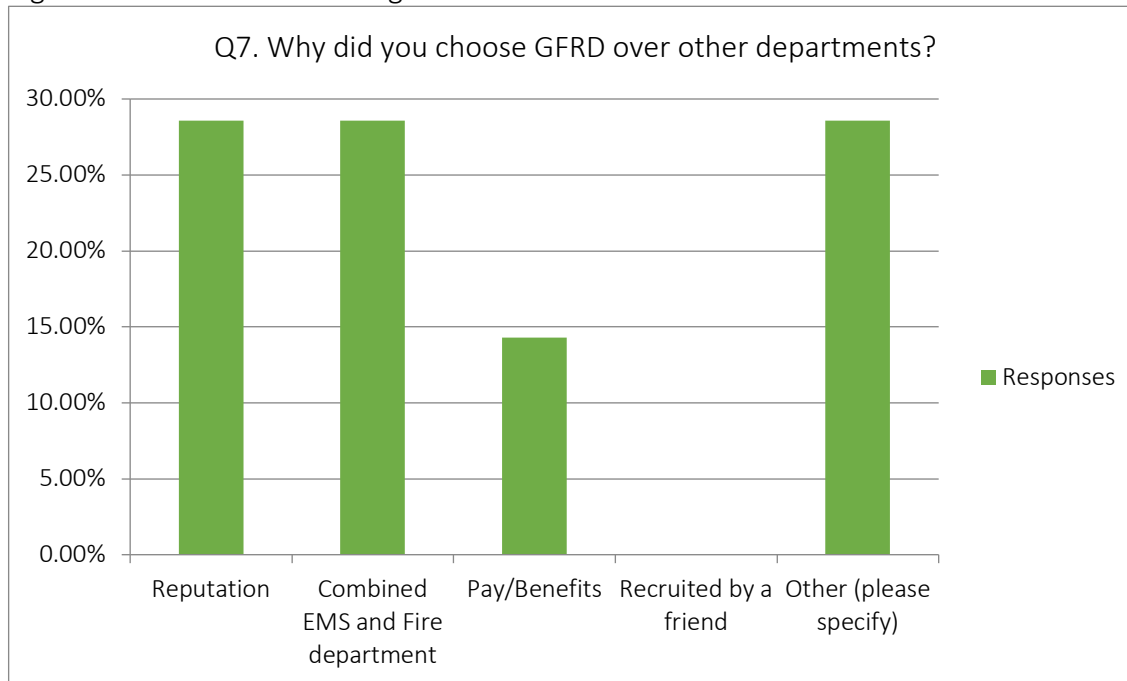


Table 7: Reasons for Choosing GFRD

Why did you choose GFRD over other departments?		
Answer Choices	Responses	
Reputation	28.57%	4
Combined EMS and Fire department	28.57%	4
Pay/Benefits	14.29%	2
Recruited by a friend	0.00%	0
Other (please specify)	28.57%	4

Other Specified:

- Combined EMS & Fire, pay/benefits,
- The community I plan on raising my family in.
- Large department in a larger city, with chances for advancement
- I want to protect the city in which i live

Q8. What is the hardest part of your training?

When asked to select the hardest part of their training, just over 20% of respondents (n=3, 21.43%) selected “physical demands” as the hardest part of training. Another two respondents (14.29%) selected “skills training” and one respondent each (7.14%) selected “studying” and “tests” as the hardest parts of training. Half of respondents (50%) selected “other” in lieu of choosing a given option. The write in comments included the following: “nothing in life comes easy,” “everything has challenges, but I am able to overcome them,” and “some things are more demanding than others but nothing is truly hard.” One respondent wrote in that English is not their “main language.”

Figure 6: Hardest Part of Training

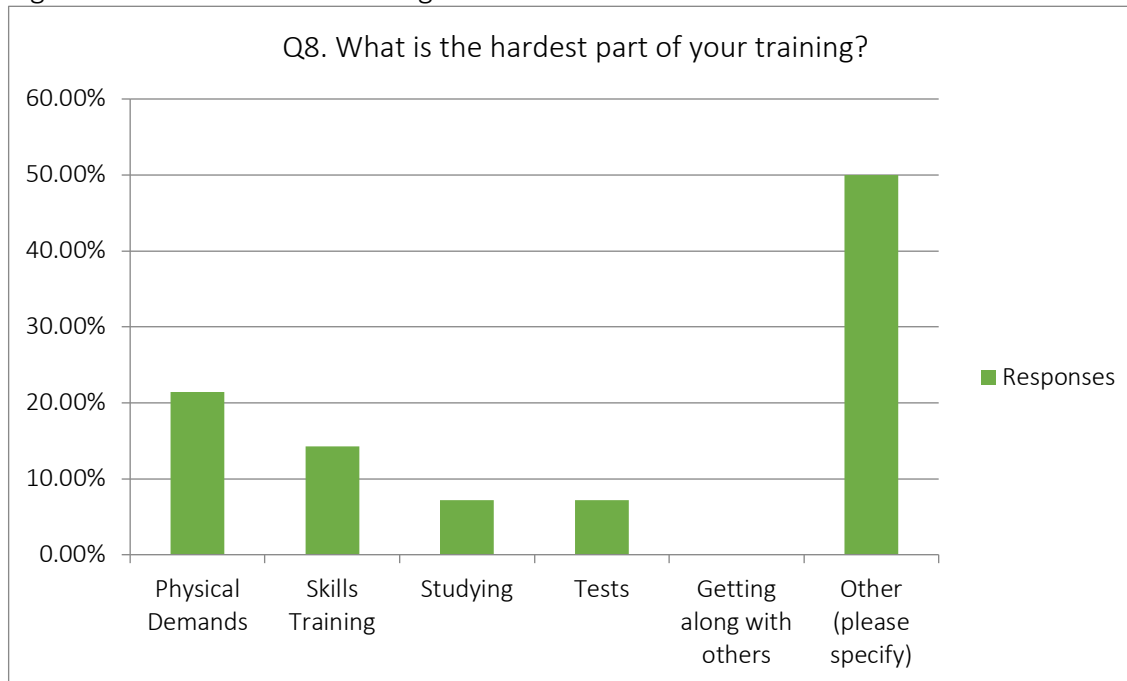


Table 8: Hardest Part of Training

What is the hardest part of your training?		
Answer Choices	Responses	
Physical Demands	21.43%	3
Skills Training	14.29%	2
Studying	7.14%	1
Tests	7.14%	1
Getting along with others	0.00%	0
Other (please specify)	50.00%	7

Other Specified:

- Nothing life comes easy!
- Everything has there challenges but I am able to overcome them.

- non main language
- It's worrying about passing test even after already having the certs, your nervous about passing them again
- Some things are more demanding than others but nothing is truly hard

Q9. How satisfied were you with your ability to access your instructors to ask questions and receive feedback?

When asked to rate their satisfaction levels with access to instructors to ask questions and receive feedback, 100% of respondents expressed levels of satisfaction, with over ¾ of respondents (n=11, 78.57%) selecting “very satisfied” and three respondents (21.43%) selecting “satisfied.”

Figure 7: Satisfaction- Ability to Access Instructors



Table 9: Satisfaction: Ability to Access Instructors

How satisfied were you with your ability to access your instructors to ask questions and receive feedback?		
Answer Choices	Responses	
Very satisfied	78.57%	11
Satisfied	21.43%	3
Neither satisfied nor dissatisfied	0.00%	0
Dissatisfied	0.00%	0
Very dissatisfied	0.00%	0

Q10. How satisfied were you with receiving feedback from instructors in a timely way?

When asked to rate their levels of satisfaction with receiving feedback from instructors in a timely way, just under 100% of respondents expressed levels of satisfaction with almost ¾ of respondents (n=10, 71.43%) selecting “very satisfied” and three respondents (21.43%) selecting satisfied. One respondent (7.14%) expressed levels of dissatisfaction by selecting “very dissatisfied.”

Figure 8: Satisfaction- Timely Feedback

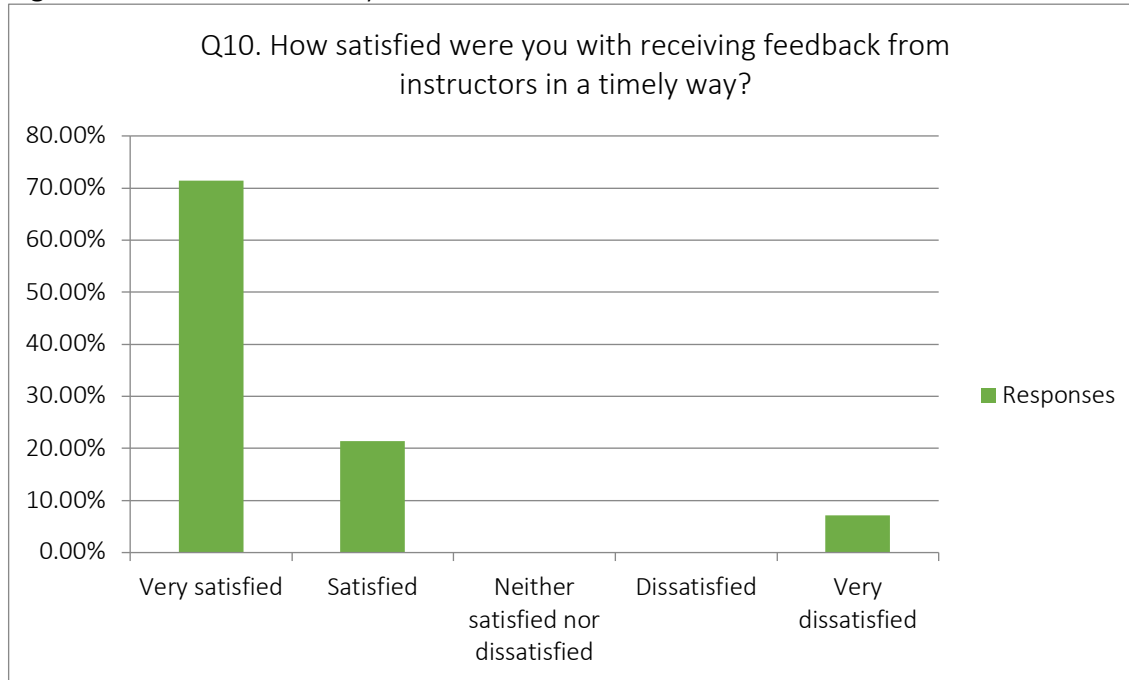


Table 10: Timely Feedback

How satisfied were you with receiving feedback from instructors in a timely way?		
Answer Choices	Responses	
Very satisfied	71.43%	10
Satisfied	21.43%	3
Neither satisfied nor dissatisfied	0.00%	0
Dissatisfied	0.00%	0
Very dissatisfied	7.14%	1

Q11. What are important factors in keeping you employed at GFRD after you graduate from the Academy?

Table 11: Factors- Continuing Employment at GFRD after graduation

Comment	*Count
Comments	
Personal/professional development	7
Promotions/career growth opportunities	5
Passion	3
Strong leadership/mentors	3
Camaraderie	2
Progressive department	1
Diversity	1
Balanced schedule between Fire and EMS	1
Mentorship	1

Full Responses (14)

- Personal development, promotions & comradery between my fire-rescue brothers and sisters
- Advancing up the ladder as far as rank
- Being dependable, nice, and trustworthy
- This is what I love to do. I am going to get pay anyway. My main purpose is to treat civilians as much high quality service as possible. Representing GFR and to my own satisfaction
- Good crew morale, and good leadership is a must. Someone to teach me more stuff on what I've learned from the Academy
- Want to keep learning and want to work around good people that I can learn from so that I can be the best employee that I can be
- Continuous training and opportunities to advance
- Performing the skills I have learned and excuting them in a professional and timely manner
- I need guys to look up to, and people who are willing to work with me when I want to train on something or learn something I never new. I need motivation and I don't need to be around people who are always negative about there job
- Mainly the training I want and the certs I want too, I wish to be a hazmat tech and wild land fire suppression because they don't have anyone in that are (wild land I mean) but I also would like to move up in the department in a timely manner like as a driver because I already have training in it
- Diverse area to work, with a progressive department
- Working around passionate people the opportunity to work hard and advance, and receiving continuous training
- The motivation and dedication I see in the GFRD from bottom to the top of the department
- Have a balanced schedule with fire and ems. They can work cohesive with each other but to much of one can burn someone to the point they don't enjoy coming to work anymore

Q12. What if anything, do you wish you had been told prior to or since starting with the Academy?

Table 12: Desired Prior Knowledge before starting at the academy

Comment	*Count
Comments	
No additional information needed	10
More information about department structure	1
More information about specialties	1
High call volume	1
“run way early”	1
How quickly the Academy would progress	1
Overall schedule of topics	1

Full Responses (14)

- Everything was clear like water
- Not that I can think of
- N/A
- No complains
- Honestly nothing, GFR had an orientation and gave us a run down of everything and covered everything in my opinion
- We was pretty much aware of everything that was gonna be expected
- Some of the structural parts within the department and what all you can specialize in
- N/A
- Well I new the Academy would go by fast and I could adjust to it with prior experience. But these fresh of the street trainees are not going to retain any of this information because everything was so fast paced. You learned something then forgot about it then you had to come back to it later in the Academy which led you to forgot a lot of things. And I see Academy members not confident in themselves and struggling to do physical and mental activities
- Run way early
- High call volume
- I research GFR well enough to have an idea of the field and department I was getting in to
- I was totally aware of what was and is to come
- No I would rather have a schedule and a surprise in the day to day basis

Q13. In what skill areas or job areas do you feel you need more training to be successful?

Table 13: Areas where more training is needed

Comment	*Count
Comments	
Fire Training	5
Hands on training	4
EMT	2
More overall training	2
No changes to current training	2
Always room for more training	1

Full Responses (14)

- The more hands on training the better (Equipment, scene size up, driving/training with emergency vehicles)
- Fire control
- In order to be successful as an entry level employee I feel that the Academy is designed very well in order to prepare me for that
- The cont. educ. practice is the right environment that will take me to victory
- Search and hose advancement
- I need to continue to work on fire training as far as hands on
- A little more in everything because it's a lot to learn in a short amount of time and be sufficient in it
- Hands on skills. For example knots and how to apply them
- I think I will need more training in EMT. It's a 5 or 6 week course and that just won't be enough time for me to retain anything. People say "it's an ems department" well yea but I want to be confident in myself when I get on shift and not just barely get by in my emt classes
- Emt
- Actually being on shift and the experience that comes with it
- Live fire training scenarios
- I have yet to come across anything
- I feel like I'm good at the stuff we have done but there's always room for more training and improving. There is something new every day to learn about the job

Q14. What changes or improvements would you recommend for Academy training?

Table 14: Recommended Academy Training Improvements

Comment	*Count
Comments	
No changes or improvements	3
More skill days	2
Smaller classes	2
Physical training in the morning	1
Use track or 5 th St. Greenway for running	1
Greater diversity of instructors	1
Lighter PT on day before studying	1
More hands on training	1
Stricter qualifications in hiring (for character and personality types)	1
Set performance base in order to continue with training	1
Longer courses (especially EMT)	1
Bigger fires in fire control training	1
Add in free weights to break up cardio sessions	1
Longer PT sessions	1
Combine practicals to see skills in action	1
Reduction of downtime during classes	

Full Responses (14)

- Physical training be performed in mornings before class starts & running on a track or 5th street greenway it will be a lot softer in knees/ankles. Also, diversity in GFR cadre/instructors
- Keep it how it is going now
- More skill days to give us opportunities to go back and refresh our memories on some of the skills we learned in the past and put everything together
- Physical training should be lighter the day before studying
- Maybe less people, its hard to get the most our of each practical with a big class
- More hands on training
- Longer PT so those who struggle can work on skills and proper technique. The practicals are redundant and need to be factored together so some can see how things work during a call
- Possible a more strict qualification in the hiring process such as character traits and personality types. Skills and classroom performance base as far as being allowed continuing in the training program
- Not wasting as much time as we did the first two weeks of the Academy and lengthening a lot of the courses, especially EMT.
- Fire control could have bigger fires so the Academy can feel the heat as it will be in a house
- None, great Academy
- As a whole, the Academy has been very productive. Because of the large size of the class, there was been some excessive down time during certain blocks of the class

- To ensure that the needs of the instructors are met and what they need to give us the best training available
- I would add free weights to the pt to give a break between cardio

Q15. GFRD is the organization I expected it to be, Why or why not?

When asked whether they agree or disagree that GFRD is the organization that they expected it to be, over ¾ of respondents expressed agreement with seven respondents (50%) selecting “strongly agree” and four respondents (28.57%) selecting “agree.” An additional three respondents (21.43%) selected “neither agree nor disagree.” When asked to write in why or why not, responses included pride in the organization, good leadership, knowledgeable staff, good role models, and qualified instructors.

Figure 9: Organization Expectations

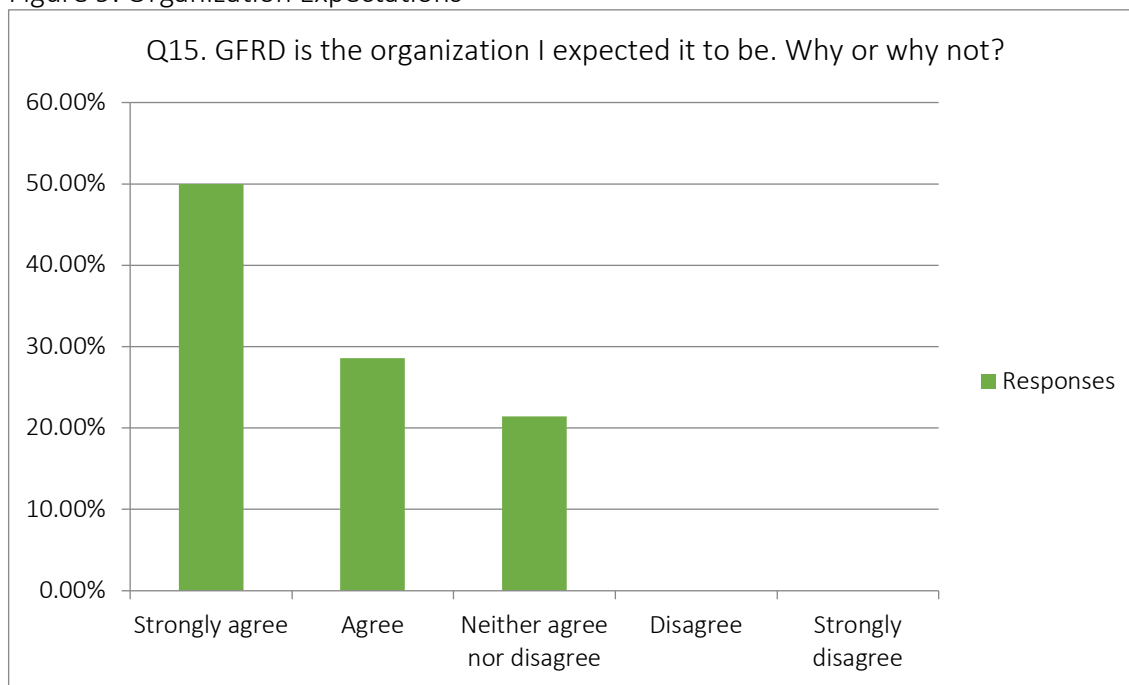


Table 15: Organization Expectations

GFRD is the organization I expected it to be. Why or why not?		
Answer Choices	Responses	
Strongly agree	50.00%	7
Agree	28.57%	4
Neither agree nor disagree	21.43%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0

Full Responses (10)

- I am proud of what the GFR organization represents around the Greenville community. I am proud to be part of it.
- Everyone I have encountered in the Academy has done everything they can to make sure that I understand my skills.
- Getting pay for service community, studying, training, exercise, etc is wonderful. Best job ever.
- It was what I expected because its under good leadership and overall it's a great department
- Everyone has been knowledgeable and timely. They have worked with each of us to the best of their ability
- Good role models and qualified personnel and instructors
- I am not on shift yet so I do not KNOW Greenville fire department enough to give any sort of feedback on this question
- Only experienced the department through the Academy
- I am new to the fire service and have not been placed on shift yet. It wouldn't be fair to assess the department at this point
- I did not have any preconception of the department before I joined

Q16. I am confident that I will be successful as a GFRD fire Academy recruit.

When asked to rate their confidence in success as a GFRD Academy recruit, 100% of respondents expressed levels of confidence with 85.71% (n=12) selecting "extremely confident" and 14.29% (n=2) selecting "very confident." Additional comments:

Figure 10: Confidence in Success

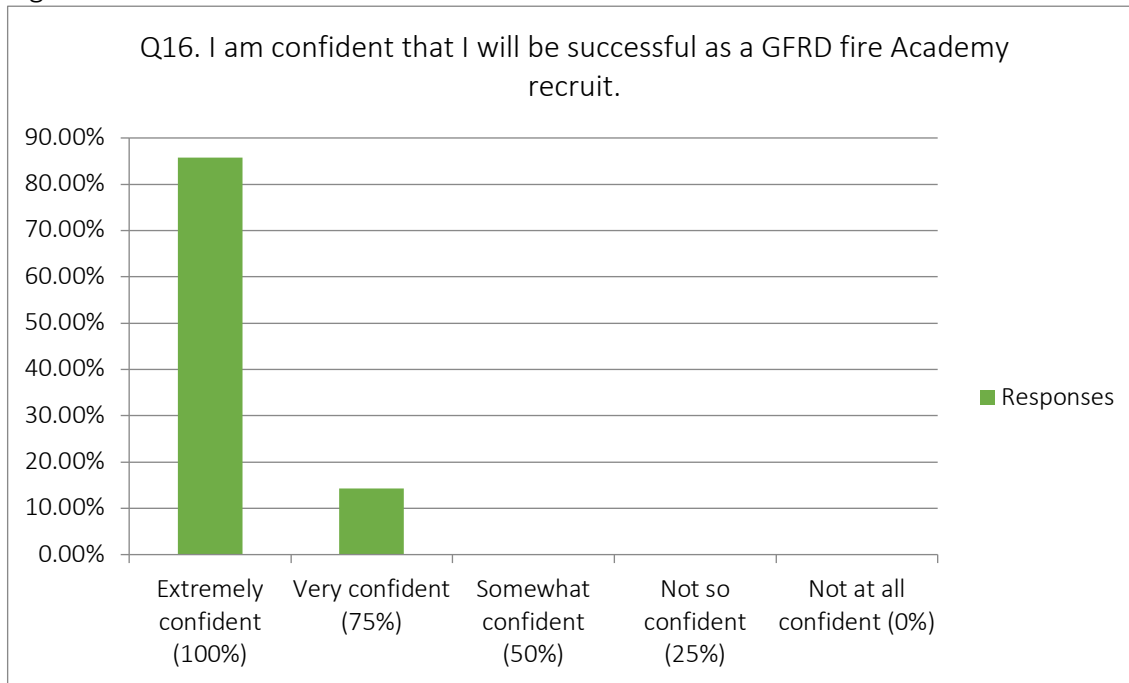


Table 16: Confidence in Success

I am confident that I will be successful as a GFRD fire Academy recruit.		
Answer Choices	Responses	
Extremely confident (100%)	85.71%	12
Very confident (75%)	14.29%	2
Somewhat confident (50%)	0.00%	0
Not so confident (25%)	0.00%	0
Not at all confident (0%)	0.00%	0

Additional comments:

- My personality is already to be a nice, kind, generous, gentleman, and available to service person. treating others with positive principles without discrimination.
- I feel if I apply myself and take what I learned will benefit me.
- It has been my goal to prove myself academically and physically. I do not believe I've fallen short at this time.
- This is what I want as a career and I am passionate about it
- I am sufficient in most areas but I will ask questions to learn as much as possible.
- Because mainly I have the heart but I also actually want to be at this department and make it to a Battalion Chief one day.

Q17. Other comments?

- Lieutenant [REDACTED] has done a superb job keeping us motivated & on task. He is true leader
- I'm very grateful for the opportunity
- Over all good program
- The instructors for our Academy have been good teachers and very personable. I am pleased with how things have gone.

Appendix X: Academy Participants Survey

GFRD Fire and Rescue Academy Survey

INTRODUCTION: Developmental Associates, a North Carolina based consulting firm specializing in local government has been hired by Ann Wall, Greenville City Manager, to evaluate the Greenville Fire Rescue Department. Ms. Wall and Chief Griffin are asking for your assistance in gathering important information about the effectiveness of the Academy program.

Responses to the following questions are completely anonymous and cannot be tracked back to any individual. You can take the survey one time and then the link will be disabled. Optional questions will only be used to conduct data analyses and reporting will only be done at the group, not individual level. We hope you will take about 10-15 minutes to complete this brief survey and give us your candid and constructive feedback. *Please complete the survey by April 30th to ensure that your responses will be included in the final report*

If you have any questions about the evaluation of the department, please contact us at greenvillefrd@developmentalassociates.com. If you have any technical questions, please contact Holly Danford at hdanford@developmentalassociates.com.

Thank you.

Heather Lee, Ph.D.,

Senior Partner

Developmental Associates

Optional Questions - To be used only in group data analyses

1. (Optional) What is the highest level of education you have completed?

2. (Optional) Which race/ethnicity best describes you? (Please choose only one.)

- American Indian or Alaskan Native
- Asian / Pacific Islander
- Black or African American
- Multiple ethnicity / Other (please specify)
- Hispanic
- White / Caucasian

3. (Optional) What is your gender?

- Female
- Male
- Other (please specify)

4. (Optional) In what career field did you work prior to enrolling in the Academy?

- Student
- Sales
- Manufacturing
- Mechanics
- Skilled Trade
- Other (please specify)
- Carpentry
- Electrician
- Landscape and Lawn work
- Law Enforcement



Fire/Rescue and Academy Questions

* 5. What was the biggest factor that led you to seek a career in Fire Rescue?

* 6. What makes being in a Fire Rescue job more attractive than your old job?

* 7. Why did you choose GFRD over other departments?

- Reputation
- Combined EMS and Fire department
- Recruited by a friend
- Pay/Benefits
- Other (please specify)

* 8. What is the hardest part of your training?

- Physical Demands
- Skills Training
- Studying
- Other (please specify)
- Tests
- Getting along with others
- Other

* 9. How satisfied were you with your ability to access your instructors to ask questions and receive feedback?

- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied

Why or why not?

* 10. How satisfied were you with receiving feedback from instructors in a timely way?

Very dissatisfied

Satisfied

Dissatisfied

Very satisfied

Neither satisfied nor dissatisfied

Why or why not?

* 11. What are important factors in keeping you employed at GFRD after you graduate from the academy?

* 12. What if anything, do you wish you had been told prior to or since starting with the Academy?

* 13. In what skill areas or job areas do you feel you need more training to be successful?

* 14. What changes or improvements would you recommend for Academy training?

* 15. GFRD is the organization I expected it to be. Why or why not?

Strongly disagree

Agree

Disagree

Strongly agree

Neither agree nor disagree

Why or why not?

* 16. I am confident that I will be successful as a GFRD fire academy recruit.

Not at all confident (0%)

Very confident (75%)

Not so confident (25%)

Extremely confident (100%)

Somewhat confident (50%)

Why or why not?

17. Other Comments?

Thank you for completing the survey. All results will be analyzed and become part of a larger report about the department. Results will be shared once the report is completed. If you have any questions, please email greenvillefrd@developmentalassociates.com.