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Greenville Fire Rescue Department
Organizational Stakeholder Assessment Project
Final Report

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DEVELOPMENTAL
ASSOCIATES LLC

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.

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EXECUTIVE SUMMARY

Developmental Associates (DA) was engaged to manage the Organizational Stakeholder Assessment project for the Greenville Fire Rescue Department (GFRD).   The project elements included:

1. Conducted an overall, high level needs analysis through small groups and targeted interviews.
2. Conducted 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. Reviewed data provided by the City to assess vulnerabilities identified in the survey.
4. Made data-based recommendations to aid the City and department in prioritizing issues and resources.
5. Sharing the results directly with the City Manager's office and GFR staff.

The initial scope of work was to survey active duty employees. The scope was expanded to include former employees and academy participants. Nineteen focus groups were conducted with active duty employees and interviews were conducted with the City Manager, the Fire Chief and Deputy Fire Chief between March 20 and April 1, 2018. The data from these groups and interviews resulted in the creation and deployment of three surveys: active duty employees, former employees who had voluntarily separated since January 1, 2014 and current GFRD Academy participants. These surveys were deployed on April 19, 2018.   Response rates varied across the three surveys from 84% for active duty employees, 39% for former employees and 64% for Academy participants and. The Academy Survey data is provided in a separate report.

In addition to the surveys, the consultants asked the City for documents and data related to policies and procedures, human resource information such as raw turnover data and training records as well as operations and performance data such as CAD reports, shift staffing, Standards of Cover, etc. The survey and operations data were analyzed along with national benchmarking standards from SHRM on employee job satisfaction, the International Association of Fire Chiefs (IAFC), the International Association of Fire Fighters (IAFF), the Association of Public-Safety Communication Officials International, International Association of Emergency Managers (IAEM), and ICMA's Center for Performance Measurement. The consultants also reviewed past studies (e.g. ICMA/CPSM Operational Assessment, Internal Communication Assessment) as well as City of Greenville (COG) data about turnover, policies and procedures, etc., in order to assess what issues and recommendations from those studies had been resolved and which were still ongoing.

Strengths

Comments in the focus groups, survey responses and citizen survey results reflect that the GFRD is delivering essential services to the City of Greenville and that the community perception of those services is quite positive. With an 88% approval rating, the citizens see the staff of GFRD as providing excellent customer service and patient care. Further, employees whether they be current, former or still in the Academy, consistently listed pride in their work, customer service, passion for their career, the cross training of skills for Fire/EMS/USAR, ability to multi-task, and helping others as their calling, as

important strengths of employment at GFRD.   Having an independent Academy does provide a distinct advantage in recruitment and training specific to the organization and the Academy participants feel that the curriculum and program is a strong asset of the GFRD. Another strength of the department is diversity of personnel. The department's goal of striving for its providers to look like the community has resulted in statistics that are higher than the national average for Fire/Rescue departments. Continued attention to expanding diversity is a strategic plan goal that will focus attention on this very important aspect of public safety service delivery.

Since 2013, there have been several opportunities for self-examination and scrutiny about the leadership and operations of GFRD whether they be in the form of internal department surveys, professional operational assessments, citizen surveys, strategic planning, seeking accreditation, or the current study. Ideally, such forms of self-evaluation lead to changes that enhance effectiveness of staff and mission delivery. Indeed, when effectively implemented, the changes from self-evaluation can lead to increased retention, lower turnover and higher citizen satisfaction with services.

It is a strength to undertake self-examination as a department and GFRD should receive credit for the efforts made to assess different aspects of operation. For example, the ICMA/ CPSM Operational Assessment resulted in 25 recommendations, some of which have been fully or partially implemented (e.g. changes in EMS unit staffing from three to two personnel, creating a strategic plan, committing to the accreditation process, enhancements to the Standard of Cover, and attempts at changes intended to reduce committed time and provide more hands at incidents as examples). Of course, changes are only as good as their implementation and evaluation thus, strengths can be double-edged swords if a systematic review is missing and/or if unintended and less desirable consequences result from changes.

The 2017 Strategic Plan and the commitment to the accreditation process yield opportunities for stakeholder involvement and self-assessment against metrics for designated strategic priorities; and in the case of the accreditation study, factors required to be met to earn the accreditation designation. Both the strategic plan and the accreditation self-assessment are vehicles through which many of the results and recommendations in the current study may already be in process and/or can be included and further evaluated.

The current study evaluates perceptions of the department that are wide-ranging and variable in terms of the effectiveness of and satisfaction with working conditions, relationships with colleagues, compensation and benefits, leadership, communications, career development, training, and operations. The recommendations in many cases are very specific and made with the understanding that the Strategic Plan already establishes some of the recommendations as goals or objectives. Where there is overlap between the recommendations in this plan and goals in the Strategic Plan, we hope that the specificity of our recommendations assists in providing additional tactics with which to carry out goals and objectives specified in the action plan.   The study team feels that the strengths of the department can aid in addressing any gaps or deficiencies identified and that any desired changes are feasible to achieve with motivation and commitment to a systematic improvement process from the City Manager, GFRD leadership and employees to ensure that GFRD is consistently seen as an excellent employer for future and current employees and continues its excellence in service delivery.

Overview of Results and Recommendations

Using research on job satisfaction and engagement and a SWOT (strength, weaknesses, opportunities and threats) analysis conducted with 95% of employees in GFRD, this study has assessed multiple factors that contribute to job satisfaction within the department. National benchmark data and years of research on employee job satisfaction indicate that when employees are dissatisfied with certain factors of work, they are less likely to be engaged. Lower employee engagement leads to higher voluntary turnover. While data about the single measures of turnover and morale are reported in this study, the details about job satisfiers and dissatisfiers should be the focus for action because people who have good morale can still have dissatisfaction with factors that should be improved for effective employee engagement.

The perceptions reported in the focus group resulted in a survey where the results show a variance of opinion about GFRD leadership behaviors and operational activities. The biggest satisfiers are with specific working conditions, benefits, work with colleagues and relationships with immediate supervisors and Station Officers. While passion for work is often cited as a significant retention factor, the results do confirm that nearly half or more of employees are reporting dissatisfaction in important areas that predict turnover such as overall morale, incentives for acquiring new skills, leadership behaviors such as employee recognition, feedback on performance, communication and consistent application of policies and procedures, clear and transparent promotional processes and training. On the other hand, it is important to note that perceptions were mixed about leadership behaviors regarding fear of retaliation, communication, employee appreciation, transparency and better internal customer service. Not all employees have the same experience with leadership which creates an opportunity to look further into the differences between those employees who are satisfied and those who are not.

The survey findings of higher rates of dissatisfaction than satisfaction in key areas drove the need to review available City and benchmark data in staffing, retention, training and pay/incentives as well as operational areas. Therefore, addressing these concerns requires an approach, driven by City values and goals, that is a combination of making clear what the City Manager's expectations are for how all City department heads will manage and lead employees, the availability of leadership training, leadership performance measures that evaluate individual performance against expectations, and accountability for both leadership and operational deviations from those expectations

Recommendations are divided into 11 sections, each of which has several suggested strategies or tactics for GFRD to consider in moving forward. The full detail of the recommendations can be found in Section 4 of this report. The recommendations are based on focus group perceptions, evaluation of the responses from two surveys, thousands of comments, records from GFRD, external data, and a review of best practices from professional associations.

1) **Approach to Tackling Recommendations** – It is strongly recommended that the City Manager authorize the Chief to create a process for responding to each recommendation in this report using multiple levels of stakeholders.
2) **Turnover**–GFRD has experienced a significant increase in voluntary turnover from 2015-2017 with an increase in retirements from 4 in 2015 to 8 in 2017 and from 8 resignations in 2015 to 21

resignations in 2017.   As the economy improves, the employment market is increasingly more favorable to applicants and to organizations with successful retention programs. If core issues for turnover are not addressed systematically, more turnover is likely on the horizon.

3) **Recruitment of New or Former Staff** - The Strategic Plan addresses the need to "Direct the Development of Employment Pool" to increase workplace diversity. The objective of ensuring that the workforce looks like the City of Greenville is laudable and must also include strategies for increasing staff in general.

4) **Retention of Current Staff** – The reasons for an individual staying with an organization are numerous and personal; however, job satisfaction with key factors has been found to be predictive of higher retention among employees.   In addition to addressing staffing challenges as noted above, the strategies identified in Section 4 could enhance several sources of job satisfaction and ensure a systematic response to turnover.

5) **Compensation and Incentives** – The 2017 SHRM survey of job satisfaction and engagement reports that compensation is the number one factor in both turnover and retention.[1] The current practice of promotion being the only method of increasing pay other than cost of living or merit increases, is a major source of dissatisfaction of many current and former GFR employees.   Evaluation of additional models of compensation that are used with success in other Fire/Rescue departments is strongly recommended.

6) **Leadership** – There is a high level of dissatisfaction with leadership by many but not all in the department. While not uniform across employees, dissatisfaction crosses shifts, age and position. Effective leadership is essential for creating a culture of high morale which influences retention. Training, coaching and accountability are key aspects of improvement that are needed going forward.

7) **Communication** – There is a need to Increase opportunities and channels for two-way internal communication among all levels of leadership, line employees and City departments that adheres to values of transparency and consistency.

8) **Career Development** - The Strategic Plan goal of establishing a progressive career development process is an important step towards improving a key aspect of job satisfaction. The development of this plan should ensure that it rewards employees for acquiring new skills, creates clear succession planning and establishes a promotional process using an objective system.

9) **Training** - The Strategic Plan provides an action of "Create a Comprehensive Training Plan" which indicates it was completed December 2017. Standards for type of training and number of hours are included in this plan.

10) **Deployment Model** – There is a need to undertake a formal analysis of call volume demands and performance to develop a data-based evaluation of the deployment model (i.e. dispatch procedures) that ensures effective allocation of resources, evaluation of workload, and response. This process should involve a committee review from members across stations, ranks and shifts, as well as the 911 Communications system.

11) **Operations Recommendations** – There are multiple operations recommendations that fall into the following categories. See Section 4 for strategies within each category.
    a) Workload
    b) Response Technology and Personnel Accountability

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[1] SHRM (2017) – Research Report: Employee Job Satisfaction and Engagement. The Doors of Opportunity are Open.

c) Standard of Cover

INTRODUCTION

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 was expanded to include a survey of former employees and GFRD Academy participants. This report only provides information about the Active Duty and Former Employee surveys. The results of the Academy survey are provided in a separate report. The project also follows an evaluation of the department operations conducted by The ICMA Center for Public Safety Management in 2014 where 20 recommendations were made. While that study focused on operations, the current study will focus on identifying perceived strengths, weaknesses, opportunities and threats by employees and using operational data to verify and validate concerns.

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 Academy[2] 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 calls[3]. The most recent call volume numbers have

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[2] COG – GFRD Roster as of 4/20/2018
[3] GFRD Strategic Plan - https://www.greenvillenc.gov/Home/ShowDocument?id=16802

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.[4] Figure 1 represents the City organizational chart and Figure 2 represents the GFRD organizational chart.

Figure 1: City of Greenville Organization Chart[5]

Updated 11/1/17

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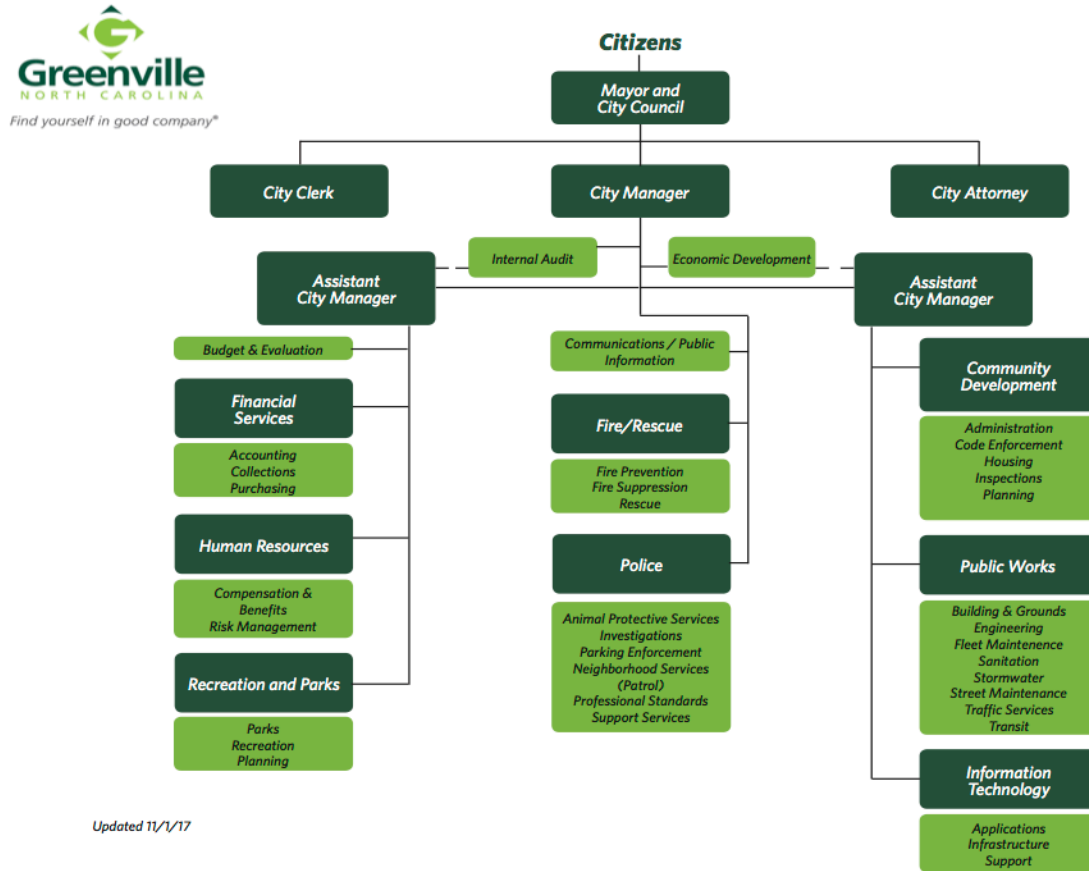
[4] COG: Strategic Plan Goal 8 "Safe Community" related to public safety, Page 6.
https://www.greenvillenc.gov/home/showdocument?id=6256
[5] City Organization Chart: https://www.greenvillenc.gov/home/showdocument?id=11476

Figure 2: GFRD Organizational Chart[6]
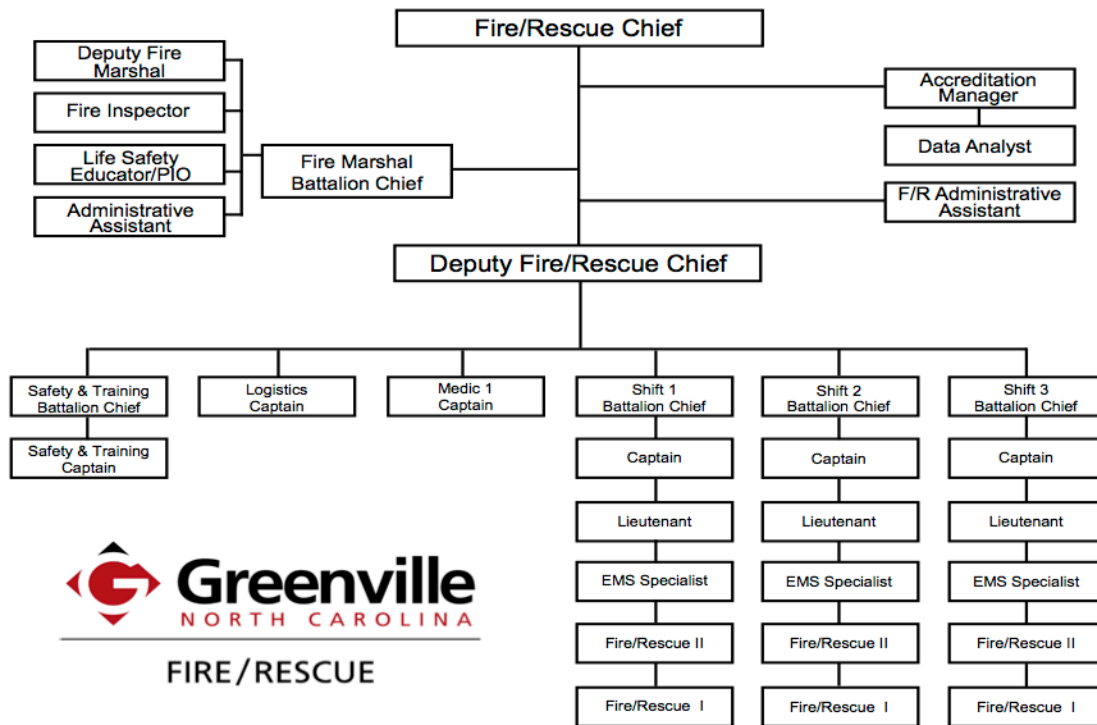
In the absence of other similarly-sized, combined Fire/EMS departments in North Carolina, GFRD must look to national examples of combined departments as well as separate Fire and EMS best practice strategies for benchmarks. The City of Greenville and/or GFRD have undertaken evaluations over the last five years to gather information about internal and external perceptions and operations. Recent studies about or referencing GFRD include an internal survey of Fire/Rescue Communication by the GFR Communication Committee (2013)[7], an analysis of data and operations by ICMA/CPSM (2014)[8], and the ETC Institute (2016) Community Survey[9] about satisfaction with City of Greenville departments and services.

The most recent citizen survey as of 2016,[10] reflects that the community has confidence in GFRD as demonstrated by an overall satisfaction rate of 88% and growth in satisfaction from 2013 to 2016 in "Provision of EMS services," "City efforts to prevent fires" and "Enforcement of Fire Codes" (7%, 6% and 5% respectively). In identifying the most important City provided services, Citizens identified Fire/EMS second only to Police.

The results of these internal and external studies paint a mixed picture of satisfaction with service and delivery between internal stakeholders (staff) and external stakeholders (citizens). While the

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[6] GFRD Organization Figure, Page 6. https://www.greenvillenc.gov/Home/ShowDocument?id=16802

[7] 2013 Fire/ Rescue Communication Survey Results

[8] 2014 Fire and Emergency Medical Services Operations and Data Analysis

[9] 2016 City of Greenville Citizen's Survey. https://www.greenvillenc.gov/government/city-manager-s-office/citizens-survey

[10] Ibid

department enjoys high levels of trust and satisfaction from the community, increasing internal stakeholder levels of satisfaction on key contributors to job satisfaction is important to ensure continued delivery of effective and sustainable high-quality services to the community.

The unique combination of skills sets needed to support the combined services of Fire and EMS requires innovative and frequent evaluation of personnel and operational protocols to ensure that GFRD meets its mission to "educate, protect and serve our community." Recent feedback from current and former employees, coupled with a high turnover rate in the last three years, confirm the City Manager's directive for an evaluation of the department in order to 1) determine the facts behind stated concerns, 2) identify causes where possible, 3) make recommendations for next steps in order to maintain the high level of service that Greenville citizens are accustomed to receiving, and 4) provide additional data for continuous improvement efforts. The purpose of this report is to describe the data collected from the Active Duty, Former Employee surveys, and from supplemental sources in order to reach evidence-based conclusions and recommendations.

<h1 style="text-align:center">Method:</h1>

Overall Needs Analysis Approach

Developmental Associates conducted the departmental and organizational analyses using a systematic approach that included:

- meeting with multiple stakeholder groups to identify strengths, weaknesses, opportunities and threats,
- development, deployment and analyses of three surveys to assess perceptions of current, former and Academy employees; and,
- a review of operational documents and data from the department and the City, review of relevant statutes, regulations, and industry standards as well as the utilization of subject matter experts to analyze and integrate the data from all sources.

To identify key issue and trends, to formulate recommendations, and to assist the City in establishing priorities, our team conducted group meetings, interviews, surveys of current and a sample of former employees; and reviewed departmental, organizational and professional standards data.

Group Meetings and Interviews with Active Duty Staff

Consultants from Developmental Associates offered group interview sessions to every active duty member of the Greenville Fire and Rescue Department excluding Academy staff. Nineteen sessions were offered shift by shift and station by station. One session was held for the Command Staff, one for the Administrative Staff, and two make-up sessions were held. Consultants also interviewed the City Manager, and separately, the Fire Chief and Deputy Fire Chief. In addition, a dedicated email was created to enable employees who could not attend the meeting to offer their insights as well as for employees who may have wanted to provide additional information outside of the group format.[11] Through these discussions, we asked four questions of each group:

1. What are GFRD's greatest strengths? At what are we the very best?
2. What does GFRD need to work on the most as an organization? Where are our greatest areas for needed improvement?
3. What external opportunities are out there that we are not currently taking advantage of that could make us a better organization?
4. What dynamics present threats to us as an organization that could hold us back from being all that we could be for the people that we serve and protect?

The questions were sent to staff in advance of the meetings and all responses collected during the meeting were recorded on flip figure pages so that participants could see the responses. Participants were then allowed to each confidentially rank their priorities for improvements (question #2 above).

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[11] Feedback from employees sent by email has been reflected in the report related to data received in the Focus groups and Surveys (Appendices 1-3). Additionally, logistical questions about the timing of the survey and receipt of the survey were also answered via the dedicated email.

These improvement areas were content analyzed for all groups and then reduced to themes. Figure 3 below, identifies these themes and priorities from highest to lowest across the focus groups.

Figure 3: Focus Group Prioritization of GFRD Improvement Areas

Prioritization of Improvement Areas across Focus Groups

Improvement Area	Value
Deployment Model	~57
Staffing	~52
Retention	~43
Training	~40
Inconsistency in Policies and Procedures- to...	~28
Pay Incentives	~23
Morale	~23
Career Development Plan	~23
Leadership/Micromanagement	~20
Employee Appreciation	~17
Internal Customer Service	~16
Communication	~13
Lack of Transparency	~11
Fear of Retaliation	~9

Of the 133 non-academy staff members employed at the time of the group meetings, 126 staff attended a group session or interview[12]. Thus, 95% of active duty employees provided early feedback that would be used to shape the surveys later deployed to over 240 people.

Survey Development

Based on the small group sessions and targeted interviews, we developed and administered three unique stakeholder surveys: 1) an active duty employee survey gauging what issues Fire Department demand priority attention within the department as well as the department's strengths, weaknesses, opportunities and perceived threats, 2) a survey developed for former employees who had voluntarily separated since January 2014 to solicit their reasons for leaving and perceptions about key issues identified in the focus groups, and 3) a survey sent to Academy participants to specifically address issues related to training. The Academy survey data is provided in a separate report.

While there were common overlapping questions across surveys, a combination of unique multiple choice and open-ended questions in each survey provided rich and complex information about the

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[12] Focus groups and interviews were conducted between March 20 – April 2, 2018. Participant data was obtained through headcount collected at the time of the meetings and an employee census report from GFRD of employees as of 4/20/2018.

differences across the stakeholder groups. 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.

Survey Deployment and Response Rates - The surveys were created using the application Survey Monkey. DA deployed the surveys via email for active duty and Academy employees on April 20, 2018. Due to North Carolina Statutes on employee confidentiality, the City Manager's office mailed letters to former employees who had voluntarily left GFRD since January 2014. The letters to former employees, which were mailed to the employee address on file as of April 20, 2018, each contained a unique survey link for the survey. Reminders were sent to active duty employees via email on three different occasions. No reminders were sent to former employees as these were mailed by the City and Developmental Associates did not have access to names and address of whom were mailed surveys. All responses were anonymous and were returned online using DA's Survey Monkey account. Table 1 indicates the two stakeholder groups discussed in this report, number of invitations sent, and responses received along with the response rate. The response rate is calculated based on the census at the time of the survey.   An average response rate of 30-40% is typical for online surveys. There was a response rate of 84% for the active duty employees and former employees had a response rate of 39%.   Within the surveys, not all respondents answered every question therefore there are varying numbers of responses represented across items.

Table 1: Response Rates by Survey

Stakeholder Group	Responses Received/ Invitations Sent*	Response Rate
Active Duty Employees	112/133	84%
Former Employees (voluntary separations since 01/2014)	31/79	39%

*Invitations sent based on number of active duty employees on roster as of April 20, 2018

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 across the two surveys, we conducted content analyses on open-ended questions from each 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 content analysis tables and the individual comments are provided in the Appendices.[13]

Review of Operational Documents

The survey results include personal opinions about the working conditions and leadership of the department but also about factors for which there are policies, procedures, and data.   The review of additional documents allows for a means of validating perceptions reported in the surveys as well as comparisons against national benchmarks. The consultants requested documents and reports from the City to understand existing policies and procedures, operational processes and performance data. Additional information was also requested from the County and the Medical Director related to provision of EMS services.

Organization of Report

This report summarizes results for the active duty and former employee surveys. Data was requested from GFRD and the City of Greenville related to human resources practices, policies, and employee statistical data as well as operational information to assess strengths and vulnerabilities identified in the survey.   Section 1 contains the results of the Active Duty Survey, Section 2 contains a review of operational data that was undertaken once the Active Duty results were reviewed, Section 3 contains the results of the Former Employee Survey, Section 4 includes the report summary and recommendations, and Section 5 includes multiple appendices.

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[13] Names and identifying information have been redacted from comments to ensure confidentiality of respondents. Errors in spelling and grammar were not corrected in raw comments.

Section 1: Active Duty Employee Survey Results

<u>General Description of Survey Organization:</u>
As described in Table 1, there were 112 responses to the Active Duty survey. Please note that not all respondents answered all questions thus the number of responses varies by survey item. The tables below describe employees based on age, education, race, title/rank, and shift.

Demographic Data of Active Duty Employees (Qs 1-6)

The GFRD Active Duty survey contained six optional questions that asked about various demographic information. This information included the respondents age, highest level of education completed, race, title or rank, years with the department and the shift in which they work. We made answers to the demographic questions optional in the survey, as some respondents might feel that demographic data has the opportunity to comprise anonymity or are an invasion of privacy.

Demographic information allows researchers to analyze responses by subgroups in order to look for patterns of response based on certain characteristics; i.e. education level, years at the department, etc. With this data, cross tabulations can be used to compare survey responses across multiple demographic groups. Cross-tabulation tables that are statistically significant can be found in Appendix 3.

In general, the GFRD demographic profile of the respondents for this survey reflect that over 50% are of the millennial generation, nearly half (44%) have a college degree of at least an associate's degree or higher, 83% are White, of various positions in the department, Fire Officer 1 and EMS Specialists were most likely to respond, and the largest number of respondents fell into a tenure range of 1-10 years. Data for each demographic category follow.

Age:
One-half of respondents self-identify as millennials, born between 1980-2000 (n=55, 50.93%); followed by generation X, born between 1965-1979 (n=49, 45.47%). The least represented generation was the baby boom generation, born between 1946-1964, with only four respondents representing 3.70% of respondents. Four employees declined to answer this question. GFRD's age profile is a younger department than the national average as published by the National Fire Protection Association (NFPA) 2015 report of the typical US Fire Department[14] where 24% of firefighters are millennials, 51% are Generation X and 25% are Baby Boomers.

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[14] NFPA – US Fire Department Profile Through 2015 Fact Sheet https://www.nfpa.org/News-and-Research/Fire-statistics-and-reports/Fire-statistics/The-fire-service/Administration/US-fire-department-profile

Figure 4: Generation of Active Duty Respondents

Birth year (We are asking about birth year in order to identify percentage of employees by generation (Millennials (1980-2000) Gen X (1965-1979)/ Baby Boom 1946-1964)
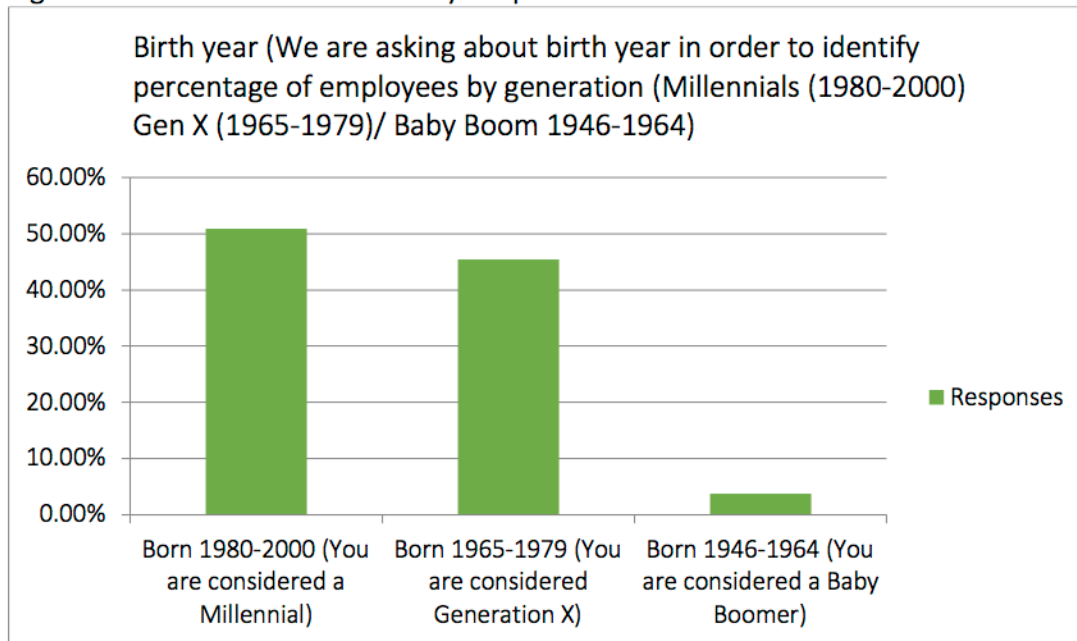
Level of Education:

Level of education is the demographic that most respondents were comfortable sharing with 98% of respondents completing this question (n=110). The majority of respondents have an associate's degree or higher (n=49, 44%) followed by those who have some college training but do not hold a degree (n=40, 36.36%). While about a quarter of respondents have an associate's degree (n=27, 24.55%), the least represented group are those that have a graduate degree (n=5, 4.55%). Fourteen employees (12.73% of respondents) have a high school diploma, 17 employees (15.45% of respondents) have a 4-year degree, and seven employees (6.36% of respondents) have completed some graduate school but do not have a graduate degree. The data are represented in Figure 5 below.

Figure 5: Highest Level of Education of Active Duty Respondents

What is the highest level of education you have completed?
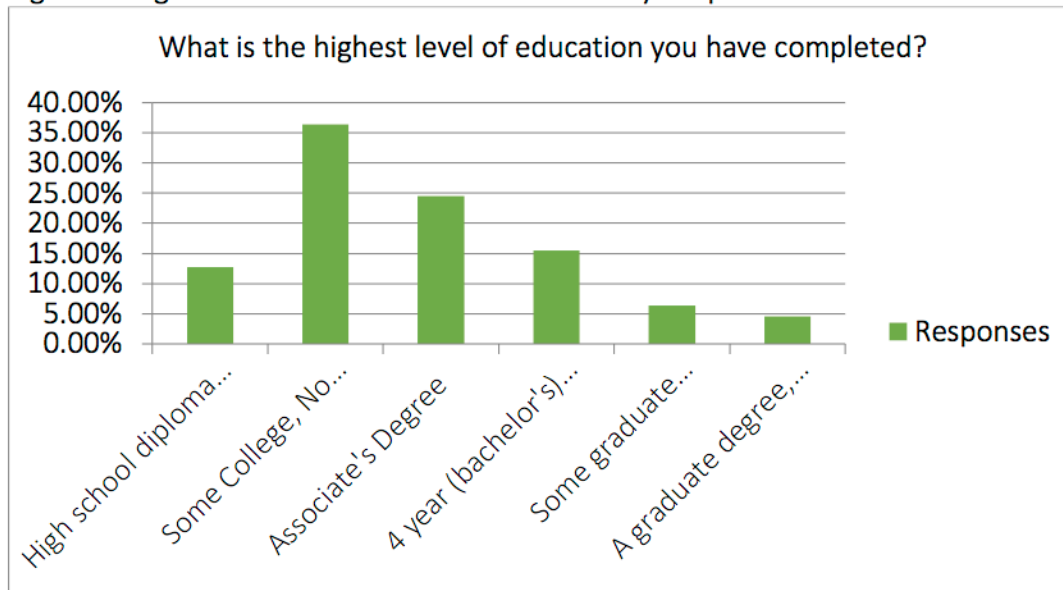
Race:

The majority of respondents identified as being White or Caucasian (n= 88, 83%). A smaller group identified as being Black or African American (n=11, 10.38%). Three other racial groups are identified by respondents to the survey: Hispanic or Latino (n=3, 2.83%), Asian or Asian American (n=1, .94%) and Mixed Race (n=3, 2.83%). No respondents selected the options for American Indian or Alaska Native or Native Hawaiian or other Pacific Islander.

The overall department race statistics are White or Caucasian (76%), Black or African American (20%), Hispanic or Latino (5%). The department did not provide data for other racial categories. Thus, the survey respondent profile is higher than the department for White or Caucasian and lower for Black or African American and Hispanic employees. By comparison, the National Fire Protection Association (NFPA) published that the national percentage of career firefighters who identified as Black in 2016 was 7.9% and Hispanic was 9%[15]. It is unclear why there was an overrepresentation in the survey of White or Caucasian respondents and an underrepresentation of Black or African American and Hispanic respondents by about 50%. Despite the difference in numbers between the survey and department census, cross-tabulation analyses found no statistically significant differences.

How does this information compare to the City of Greenville? The 2010 census data for the City of Greenville are: 60.1% White, 32.14% African American and 5.06% Hispanic with less than 1.82% Asian American and 1.20% two or more races. GFRD has a higher representation of White or Caucasian employees than the community and lower representation of Black or African American and Hispanic employees than the community. The current census of Black or African American employees is greater than the national statistics provided in NFPA data and lower than the City of Greenville community statistics. Based on a SWOT analysis with community stakeholders, the GFRD Strategic Plan has a

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[15] NFPA https://www.nfpa.org/News-and-Research/Fire-statistics-and-reports/Fire-statistics/The-fire-service/Administration/Firefighting-occupations-by-women-and-race

specific goal and strategies to "Direct the development of the employment pool to increase workforce diversity and professional development."[16] The data are represented in Figure 6 below.

Figure 6: Racial or Ethnic Identify of Active Duty Respondents
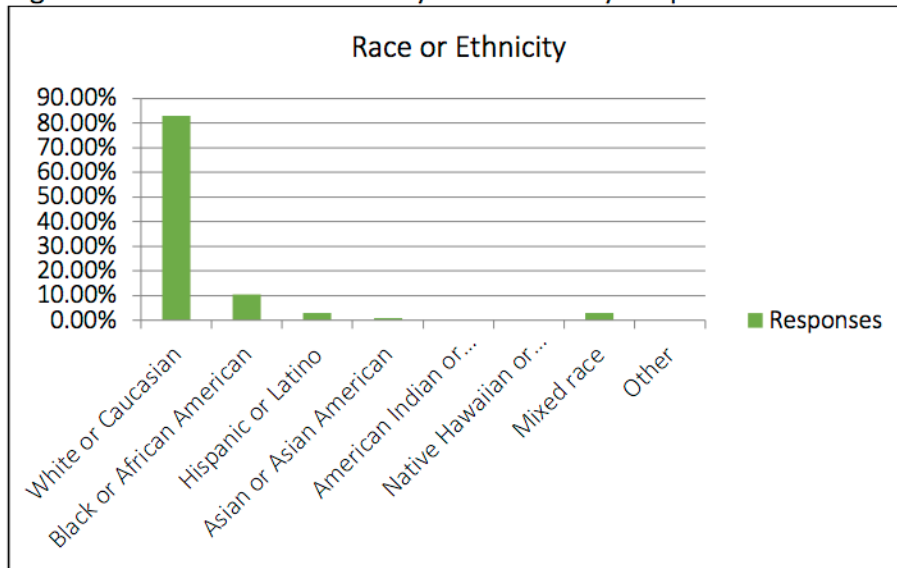
Title/Rank:
Just over half of all respondents represent non-supervisory titles/ranks: Fire Rescue Officer 1 (n=34,34.00%), Fire Rescue Officer 2 (n=16,16.00%) and EMS Specialist (n=22, 22.00%). Fewer respondents are represented by the Officer title/ranks: F/R Lieutenant's (n=17, 17.00%) F/R Captain's (n=2, 2.00%), Fire Marshal (n= 1, 1.00%), Battalion Chief's or EMS Manager's (n= 4, 4.00%). The ranks of Deputy Chief or Chief were identified by two employees (2.00%). Two respondents (2.00%) identified as "other" with the titles Administrative Assistant and Firefighter 1, EMT. The data are represented in Figure 7 below.

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[16] Greenville Fire/Rescue 2017 Strategic Plan, page 18.

Figure 7: Title/ Rank of Active Duty Respondents

Title/ Rank
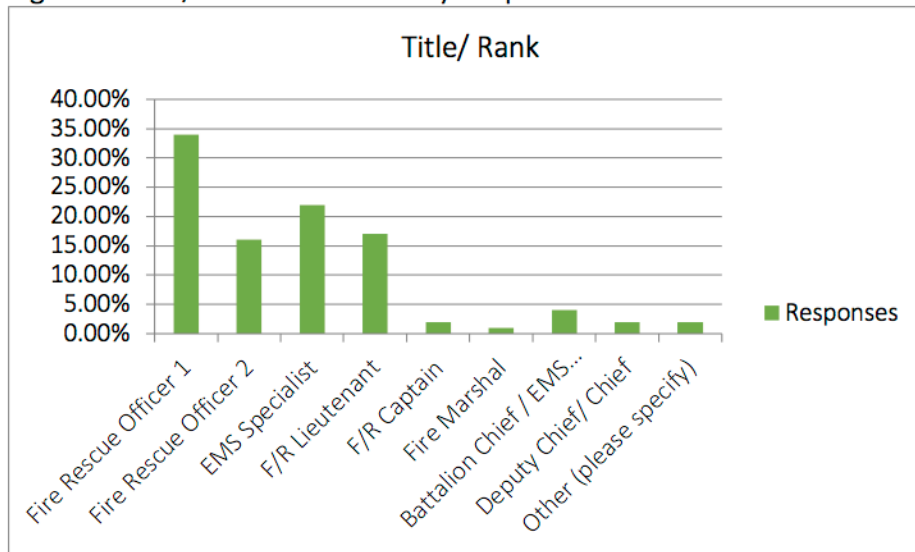
Tenure:

Response patterns for the demographic question "tenure" were varied across the given categories. The lowest response rates were seen in the "less than 1 year" (n=2, 1.87%), "21-25 years" (n=8, 7.48%) and "greater than 25 years" (n=8, 7.48%) categories. There were 21 respondents with 11-15 years at the department (19.63%), followed by 20 respondents with only 1-2 years at the department (18.69%). The other categories, "3-5 years" and "6-10 years" had similar response rates; (n=17, 15.89%) and (n=19, 17.76%), respectively. The data are represented in Figure 8 below.

Figure 8: Tenure within GFRD of Active Duty Respondents

Years of Service at GFRD
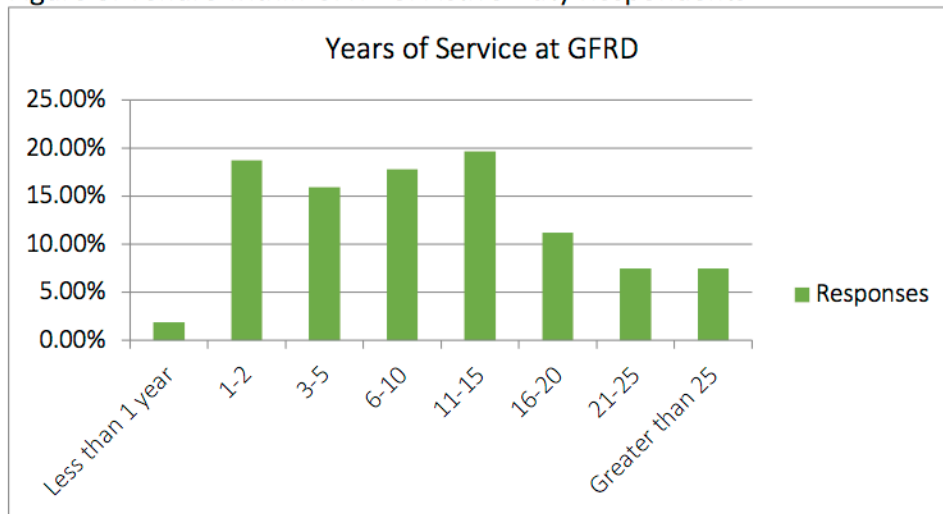
Shift:

The final optional demographic question asked respondents to identify the shift in which they currently work. While only 84 employees completed this question (the lowest of all demographic questions),

responses were fairly evenly distributed among the three shift choices: Shift 1 (n=27, 32.14%), Shift 2 (n=28, 33.33%), and Shift 3 (n=29, 34.52%). The data are represented in Figure 9 below.

Figure 9: Current Assigned Shift of Active Duty Respondents

Employee Satisfaction with Work (Qs 7-16)

In the focus groups we learned that some employees were very satisfied with certain aspects of their work and dissatisfied with others. Across focus groups, employees also talked about low morale as a separate concept from job satisfaction. For the purpose of this study, we have broken down the concept of job satisfaction[17] into facets such as work conditions (e.g. having necessary equipment), leadership, communication, training, etc. Respondents were also asked about morale in general, which is defined here as an overall attitude of confidence and enthusiasm and loyalty towards work or an organization that is best predicted by meaningful work, confidence in unit functioning and leadership.[18]

In addition to employee satisfaction with work and morale, retention rates were a frequently cited concern among participants of the GFRD focus groups (the third most mentioned improvement, just below the current deployment model and staffing trends). Since extensive research finds a strong relationship between job satisfaction and turnover, this section will also review City Data related to turnover.

Job Satisfaction Contributors - The Society for Human Resource Management (SHRM) conducts research about job satisfaction and surveys United States (US) employers on a regular basis. There studies represent a comprehensive annual review of job satisfaction across multiple industries. In the SHRM 2017 study, *Employee Job Satisfaction and Engagement: The Doors of Opportunity are Open[19]*, the 600 respondents were randomly selected to demographically represent the US profile of employees across industries in the United States. This is a comprehensive and statistically valid sample of adults in the workplace. SHRM Research which conducts the survey annually, reports that based on their sampling and statistical analysis methods, they are "95% confident that responses given by responding employees can be applied to all U.S. employees, in general, with a margin of error of approximately 2%." Thus, the SHRM study is one an appropriate benchmark for employee satisfaction within GFRD.

Employees in the SHRM 2017 Job Satisfaction and Engagement Study identified five factors as the leading contributors to job satisfaction:

1. Respectful treatment of all employees at all levels;
2. Compensation/pay;
3. Trust between employees and senior management;
4. Job security; and
5. Opportunities to use their skills and abilities at work"

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[17] Robbins, Stephen (2014). Values, Attitudes and Job Satisfaction. In Organizational Behavior 11th Edition. Prentice Hall.
[18] Britt, T. W., Dickinson, J. M., Moore, D., Castro, C. A., & Adler, A. B. (2007). Correlates and consequences of morale versus depression under stressful conditions. *Journal of Occupational Health Psychology, 12*(1), 34-47. http://dx.doi.org/10.1037/1076-8998.12.1.34
[19] SHRM (2017). Employee Job Satisfaction and Engagement: The Doors to Opportunity are Open. A Research Report by the Society of Human Resource Management. (https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2017-Employee-Job-Satisfaction-and-Engagement-Executive-Summary.pdf).

This GFRD Active Duty Survey addresses various work conditions including questions that assess the SHRM job satisfaction factor of "opportunities to use their skills and abilities at work" which is addressed in this section of the report. The SHRM factors of "compensation/ pay", "respectful treatment..." and "trust..." are measured across various items in the survey and are discussed in the compensation and benefits and leadership sections of the report.

Work Conditions –Questions in this section assessed employee's current level of job satisfaction related to work conditions such as resource availability, goal setting, perceptions of autonomy and levels of passion and excitement about work. A summary of results about satisfaction with work indicate that the majority of survey respondents reported that they are generally satisfied with specific areas of their work conditions such as range of work tasks, access to Fire and EMS equipment, having access to a supervisor when there are questions, understanding their work goals, confidence in meeting goals, ability to focus on work projects and duties, and being able to put all of their effort into their jobs. Results were mixed about satisfaction with independence and there were higher levels of job dissatisfaction than satisfaction with regard to perceptions of getting enough sleep, being backed by experienced colleagues when faced with a challenge, and autonomy. We recommend that the City explore these concerns more fully as all relevant objective data (e.g. related to sleep time) was not able to be reviewed by the consulting team. Comments in the focus group and in the survey raise the concern that there are times when very junior personnel do not have experienced personnel backing them – this is a separate issue from being able to access a supervisor to answer questions but instead refers to having someone physically available to them. It will be important for the City to confirm that newer and younger employees are indeed backed by experience personnel.

Given the perceptions about sleep deprivation, we encourage the City to further evaluate this concern by station and call volume using objective data. There are several national studies [20] on this topic[21] and it has been resolved that firefighters cannot function effectively, efficiently or safely when they have not received proper rest. This creates a service delivery issue as well as liability issue for the City, but more importantly a safety issue for both firefighters and residents.

Although City policy includes an option of utilizing sleep time agreements as permitted by the Fair Labor Standards Act (FLSA 7(k)), in application of policy, this provision is not routinely exercised.[22] Similar to the practice in GFRD, larger, urban fire departments have moved away from these types of optional agreements in past years as call volume has increased. Given the size and complexity of GFRD, it may be appropriate to sync policy and practice with sleep time agreements and subsequently improve employee understanding and clarity about policy versus practice.

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[20] P. Daniel Patterson, Matthew D. Weaver, David Hostler, Francis X. Guyette, Clifton W. Callaway & Donald M. Yealy (2012) The Shift Length, Fatigue, and Safety Conundrum in EMS, Prehospital Emergency Care, 16:4, 572-576, DOI: 10.3109/10903127.2012.704491

[21] P. Daniel Patterson, J. Stephen Higgins, Eddy S. Lang, Michael S. Runyon, Laura K. Barger, Jonathan R. Studnek, Charity G. Moore, Kathy Robinson, Dia Gainor, Allison Infinger, Patricia M. Weiss, Denisse J. Sequeira & Christian Martin-Gill (2017) Evidence-Based Guidelines for Fatigue Risk Management in EMS: Formulating Research Questions and Selecting Outcomes, Prehospital Emergency Care, 21:2, 149-156, DOI: 10.1080/10903127.2016.1241329

[22] Personal communication 8/1/2018 between Greg Grayson and Eric Griffin

Passion for Work and Morale - General questions about passion for work (Q14) and morale (Q 16) yielded mixed results. The majority of respondents (83%) had passion and excitement for their work. While just over half of respondents (53%) rated their morale as good (23.42%), very good (15.32) or excellent (14.41%), nearly 47% of respondents rated their morale as fair or poor.   Consistent with our definitions of job satisfaction and morale, employees seem to be distinguishing higher satisfaction with elements of their job (such as equipment and access to supervisors) from the overall attitude of lower morale consistent with the definition of meaningful work, unit functioning, and leadership. This finding was stable in the focus groups and in the online survey results. Despite GFRD enjoying a high community satisfaction rate, which is a source of great pride for employees, the 2013 internal communications survey[23] and the current survey also found challenges in morale.

A good deal of employee feedback lamented cultural issues within the GFRD and how the culture of the organization had transitioned from past years.   Some proactive measures could help strengthen the pride and ownership components of the culture and could have positive effects on the overall morale of the department.

Setting clear parameters of expectations is an initial step in this transition process.   Many departments find that setting the rules of engagement is helpful as a starting point for firefighters.   Modeling of behavior must permeate throughout the leadership of the department or the rules of engagement become invaluable.   As an example, if being unresponsive to emails, texts and voice mails from co-workers is identified as an unacceptable practice in the department, no chief officer can then role model being unresponsive to any member of the department.   If they do, there must be consequences that are consistent.   Building of trust, support and collaboration between line personnel and administrative personnel can begin at any time if all parties will agree what the rules of engagement are moving forward and if those rules are followed consistently.

Because there are clear correlations between morale, trust, job satisfaction, performance and turnover, understanding the sources of low morale are crucial.   Appendix 3 contains the tables and data for statistically significant differences. Data and Figures about specific items related to job satisfaction can be found in the following pages.

Relationship between Job Satisfaction, Morale and Turnover

There is a large body of scholarly work published regarding the positive relationship between employees' job satisfaction and retention rates[24]. Turnover has substantial costs beyond the tangible costs to refill a position such as loss of organizational knowledge, impact on remaining staff in terms of

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[23] 2013 Fire/Rescue Communication Survey Results presented by the Communication Committee. The survey results were reviewed with caution because the number of questions numbered fewer than 10 about diverse topics, the survey design and process for selection of questions was unclear, the response rate reflected a limited n-size, and the design of the questions did not adhere to best practices. However, the trend of lower morale was identified in 2013 and is confirmed in this survey.

[24] Rachid Zeffane and Shaker Jamal Bani Melhem, Trust, job satisfaction, perceived organizational performance and turnover intention, _Employee Relations_, **39**, 7, (1148), (2017).

workload, risk of lowered morale among remaining staff. Given that key reasons for voluntary turnover are employee dissatisfaction, better alternatives (e.g. higher pay, better benefits, schedule, workload, etc.), planned changes (e.g. pregnancy, career switch, return to school) or a negative experience (e.g. passed over for promotion, conflict with a co-worker)[25], the majority off these are factors that organizations can proactively address and measure the impact in terms of employee retention. Employees stay for career opportunities, pay, and culture. When these variables are negative, high performing employees may begin to look for other options. The reasons for high turnover matter in terms of being able to attract qualified applicants and retain newly hired and seasoned employees. If the reasons for high turnover in an organization are not addressed, there is a risk that vacancies may be filled in the short-term but that high turnover will continue and actually be more rapid as turnover is highest among new employees[26].

Turnover was a major issue identified as needing improvement in the focus groups and has been confirmed in this study as a concern. Thus, in addition to employee perceptions of job satisfaction, this section will also discuss departmental turnover data.

We conducted an analysis of voluntary turnover in GFRD (e.g. retirements and resignations) from 2012-2017. Figure 10 below indicates that voluntary turnover was relatively constant from 2012-2015 across retirements and resignations. There was an increase in total voluntary turnover from 2015 to 2016 and again between 2016 to 2017. By separating the two sources of voluntary turnover, retirement and resignations, we found that there have been modest increases in retirement turnover from 2015 to 2017 (4 retirements in 2015, 6 in 2016 and 8 in 2017) but a significant increase in resignation turnover from 2015 to 2017 (8 resignations in 2015, 13 in 2016 and 21 in 2017).

Figure 10: Voluntary Turnover by Year and Type
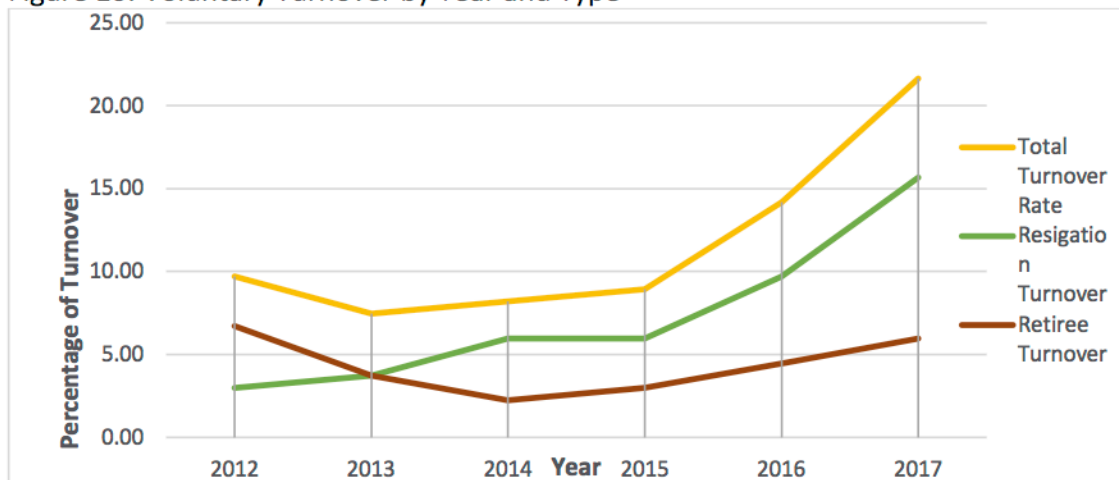
[25] SHRM (2018). Managing for Employee Retention. https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingforemployeeretention.aspx
[26] IBID

Demographically, an evaluation of the former employees' survey results indicates that people of longer tenure are leaving in higher numbers which is consistent with the anecdotal reports received in the focus groups. Of the 31 respondents in the former employee survey, no one identified as having been employed less than three years, nearly 10% identified as having been employed 3-5 years, 32.26% indicated tenure of 5-10 years, and 16.13% of respondents identified in each tenure category of 11-15 years, 21-25 years and greater than 25 years.

Finally, when reviewing the reasons for leaving among former employees, 16.13% indicated they had retired with a tenure of 21 or greater years, 6.45% indicated leaving for higher pay at a new position with a tenure of 5-10 years and nearly 10% indicated a career change or better alignment with goals prompted their departure with a tenure of 3-20 years. Over 67% of respondents indicated satisfaction-related reasons for leaving (issues with morale, manager, training, etc.). Those who indicated morale or conflict with manager as key reasons for leaving reflected tenures of 3-25 years. A full evaluation of reasons for leaving can be found in the Former Employees Survey results in Section 3. However, these data suggest that of recent voluntary departures from GFRD, 48% of the survey respondents were in direct service fire/ems positions with greater than 11 years of experience and that the majority left due to individual perceptions of dissatisfaction with employment. The data of all 79 employees who left since January 2014 should be evaluated by the City to confirm tenure at time of departure in order to validate the findings of this study.

Only two benchmark studies of turnover have been identified for EMS and none for Fire or combined departments. A 2007 study of turnover in EMS services across 41 agencies comprehensively evaluated multiple turnover factors. [27] Of those 41 EMS only agencies, 25 employed an all paid staff as does GFRD. While this data cannot be fully extrapolated to GFRD because the agencies studied were not combined Fire and EMS departments, it is instructive to look at how average turnover rates and costs were calculated. In this study, the departments with all paid staff averaged 10.2% turnover annually. The cost of turnover in emergency services with a fully paid staff model was found to be the most expensive with a per termination cost of $7,100. A 2018 study[28], not yet published in a peer reviewed journal, surveyed 119 EMS organizations which included one-third private, one-third non-profit and one-third public sector standalone agencies. There were no public sector fire departments represented in the survey. The results indicate that voluntary turnover for full-time EMTs across 119 agencies was 18%, for paramedics it was 28% and for supervisors it was 9%. Private sector affiliation is associated with the highest voluntary turnover. A phone call to the author of the study has not been returned at the time of publication of this study but more details are being sought to be able to compare "apples to apples" in terms of retirement versus resignation figures, by type of agency paid versus volunteer. GFRD turnover data was analyzed by position and in 2017, the most frequent departures were for the positions of EMS Specialist (n=6), FR1 (n=9), FR2 (n=5) and Lieutenant (n=5). The data available did not allow for any distinction between resignation and retirement across positions. Because the 2018 data available was only in summary form, true comparisons to GFRD cannot be accurately made at this point. Additional

[27] Patterson, D., et al. (2010). The Longitudinal Study of Turnover and the Cost of Turnover in Emergency Medical Service. *Prehospital Emergency Care,* 209-221
[28] Friese, Greg (2018). AAA Study sets a benchmark for turnover in the EMS Industry. EMS.com. https://www.ems1.com/ems-management/articles/387159048-AAA-study-sets-a-benchmark-for-turnover-in-the-EMS-industry/

information is being sought. Organizational variables and community factors all have to be considered, but the cost of GFRD 2017 turnover would be estimated to be over $200,000 according to the first study. While the second study reports rates comparable to GFRD's total rates, the article also cites the need to focus on turnover because of the competitive job market, that healthy organizations have lower voluntary turnover and that that the main causes of employee retention are communication, fair discipline, consistent application of policies and procedures and healthy work-life balance.

As noted earlier, data from the 2016 and 2017 SHRM studies on job satisfaction and employee engagement indicate that there are multiple contributors that impact job satisfaction but five in particular are the most important.   Because there is a strong correlation between job satisfaction, and retention and employee engagement[29], three factors identified in this study make addressing job satisfaction elements crucial and time sensitive for the City of Greenville: 1) one-half of active duty staff identify as millennials, 2) there is significant increase in voluntary resignations over the last two years, and 3) there are anticipated and impending retirements as employees reach retirement age. A young department and recent high numbers of resignations and retirements contribute to a rising knowledge and skill gap within the organization that needs to be addressed in a systematic fashion.

The City of Greenville leadership and GFRD will need to look at the results presented in this report in their totality to analyze which sources of dissatisfaction and what, if any, operational factors can and should be addressed quickly that will stem the sources of voluntary turnover. Collaborative work between GFRD and the City's Human Resources department could produce improved performance of the department as well as improved morale through establishing employee relations systems that are recognized as clear, firm, fair and consistent coupled with strengthened accountability. Data about the specific questions in this section of the survey follow.

Q7. I am satisfied with the variety of my work.

When asked to rate their satisfaction with the variety of their work, almost 75% of respondents expressed a level of satisfaction (n=84, 75.67%) by selecting either "strongly agree" or "agree." Of the remaining respondents, 11.71% expressed some level of dissatisfaction (n=13) followed by 12.61% (n=14) who selected "neither agree nor disagree." There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 11 below.

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[29] SHRM (2017). Employee Job Satisfaction and Engagement – Revitalizing a Changing Workforce. A Research Report by the Society of Human Resource Management. (https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf).

Figure 11: Satisfaction – Variety of Work
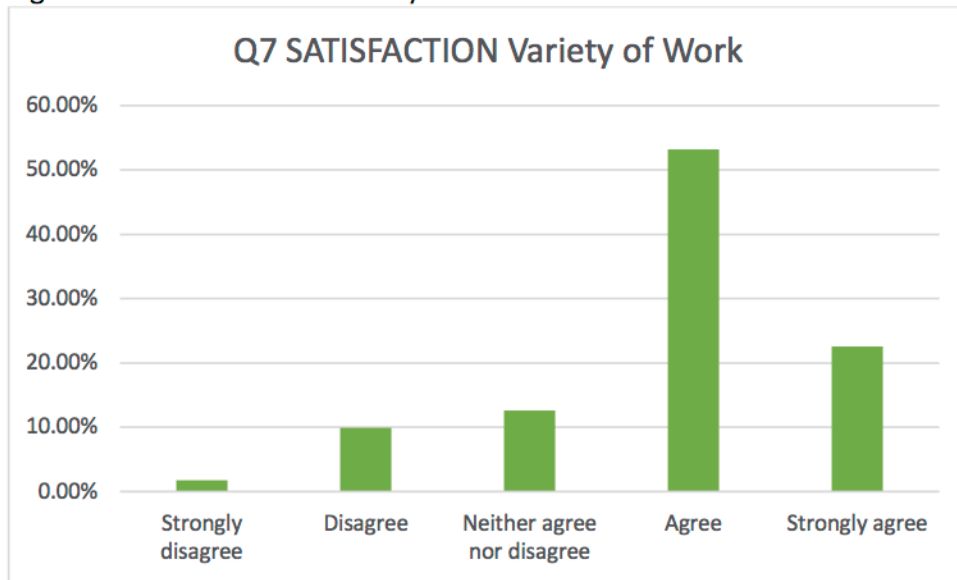
Q8. Resource Availability

When asked to rate their satisfaction with current resources available, 94.55% of respondents expressed levels of satisfaction with access to adequate equipment to provide EMS service (n=94). Similar high levels of satisfaction were expressed for access to adequate equipment for Fire protection (n=91, 82.73%) and having access to a supervisor when there are questions (n=79, 71.17%). Only 22.73% of respondents expressed some level of satisfaction with getting enough sleep while on duty (n=25) while just over half of respondents expressed some level of dissatisfaction (n=56, 50.91%). This is followed by 26.36% of respondents who answered "neither satisfied or dissatisfied" (n=29). When asked about perceptions of being backed by experienced personnel when faced with a challenge, response was closely split between levels of satisfaction (n= 44, 39.64%) and dissatisfaction (n=41, 36.94%). This is followed by 23.42% of respondents (n=26) answered "neither satisfied nor dissatisfied." The data are represented in Figure 12 below.

Figure 12: Satisfaction with Resource Accessibility
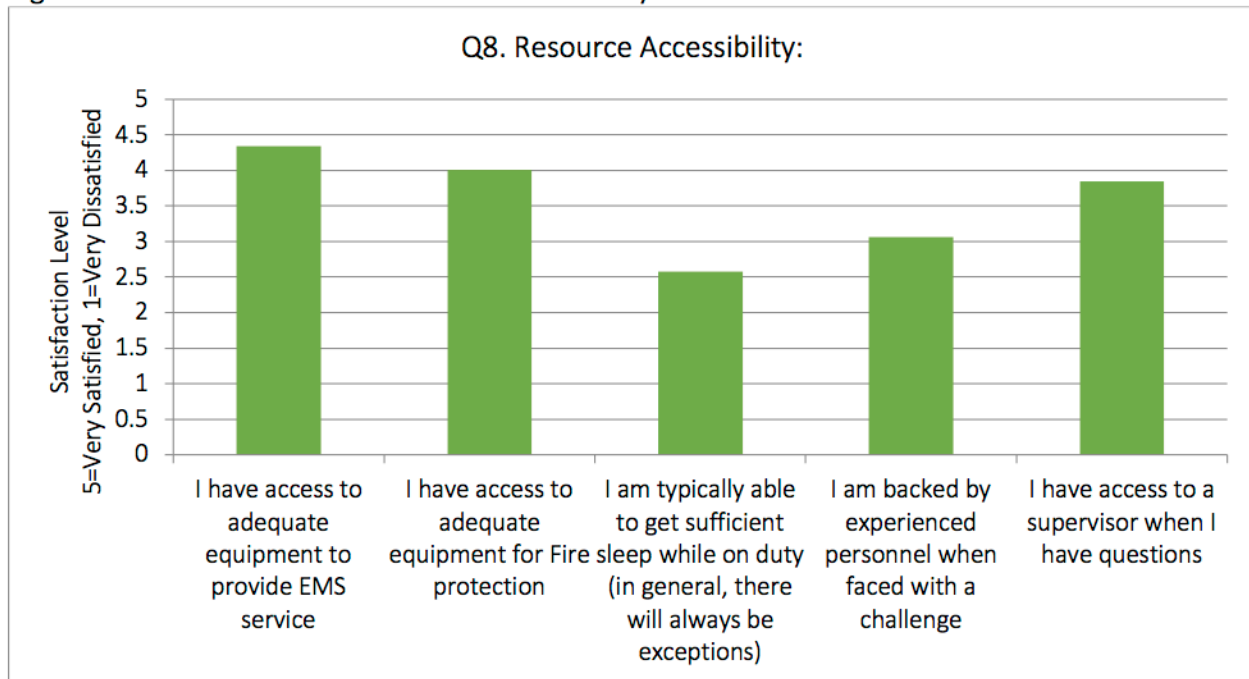
While no differences in response patterns were found by race, rank, tenure or shift, there were statistically significant differences between Millennials and Generation X respondents when asked to rate their satisfaction with *perceptions of being backed by experienced personnel when faced with a challenge*. While 46.30% of Millennials express levels of dissatisfaction (n=25) that they are backed by experienced personnel when there is a challenge, only 26.63% of Generation X respondents expressed levels of dissatisfaction (n=13). Nearly half of Generation X respondents showed levels of satisfaction with being backed by experienced personnel (48.98% n=24) as compared to only 3.70% of Millennials (n=16).

Q9. I know what my work goals are that I must accomplish.

When asked if they know what their work goals are that they must accomplish, almost 3/4 of respondents expressed agreement with this statement (n=76, 68.47%), followed by 16.21% (n=18) of respondents who expressed levels of disagreement and 15.32% (n=17) of respondents who answered "neither agree nor disagree." There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 13 below.

Figure 13: Satisfaction – Knowledge of Goals

Q9 SATISFACTION: Know goals that need to be accomplished

A bar chart showing percentage responses: Strongly disagree ~2.5%, Disagree ~13.5%, Neither agree nor disagree ~15%, Agree ~40.5%, Strongly agree ~28%.

Q10. I am confident I can meet my work goals.

When asked if they are confident that they can meet their work goals, almost ¾ of respondents expressed some level of confidence by answering "strongly agree" or "agree" (n=81, 72.98%). Much fewer respondents expressed levels of uncertainty or doubt by selecting "disagree" or "strongly disagree" (n=7, 6.3%) followed by 20.72% of respondents who selected "neither agree nor disagree" (n=23). There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 14 below.

Figure 14: Satisfaction – Confidence in Meeting Goals

Q10 SATISFACTION Confidence in meeting goals

A bar chart showing percentage responses: Strongly disagree ~2%, Disagree ~4.5%, Neither agree nor disagree ~20.5%, Agree ~38%, Strongly agree ~35%.

Q11. I am satisfied with the degree of autonomy (freedom or independence over my work) I have for my rank and duties.

When asked about perceptions of autonomy for their rank and duties, responses were closely split between levels of agreement and disagreement with just slightly higher levels of disagreement (n=52, 46.85%) compared to those of agreement (n=45, 40.54%). This is followed by 12.61% (n=14) of respondents who answered, "neither agree nor disagree." Data do reflect that those with higher ranking positions tended to be more satisfied with autonomy and independence (Q12); however, data were mixed regarding tenure and autonomy/independence with the greatest satisfaction levels occurring at greater than 25 years and the greatest dissatisfaction occurring with tenure less than 10 years. A range of tenure and dissatisfaction with autonomy/independence occurred from less than a year to greater than 25 years. These differences were not statistically significant and there were no differences in patterns of response by any of the other demographical data presented (i.e. race, age, etc.). The data are represented in Figure 15 below.

Figure 15: Satisfaction – Autonomy
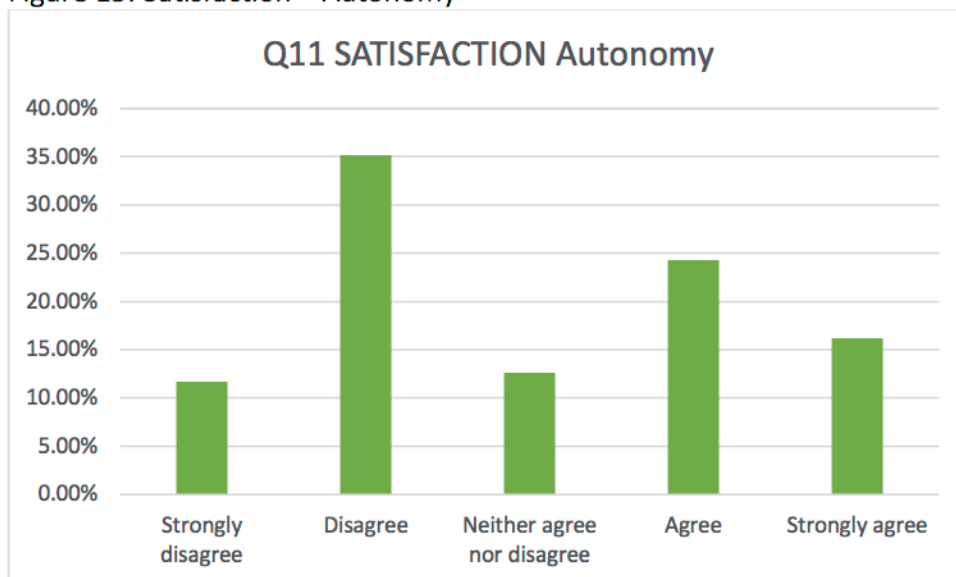
Q12. I am satisfied with the degree of independence I have for my rank and duties.

When asked about levels of satisfaction for the degree of independence that they have for their rank and duties, response is closely split between levels of satisfaction (those who answered strongly agree and agree) (n=49, 44.15%) and dissatisfaction (those who answered strongly disagree and disagree) (n=45, 40.54%) followed by 15.32% of respondents (n=17) who answered "neither agree nor disagree." There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 16 below.

Figure 16: Satisfaction –Independence

Q12 SATISFACTION Independence

A bar chart showing satisfaction with independence. The y-axis ranges from 0.00% to 35.00%. Bars: Strongly disagree ≈11.5%, Disagree ≈28.5%, Neither agree nor disagree ≈15%, Agree ≈26%, Strongly agree ≈18%.
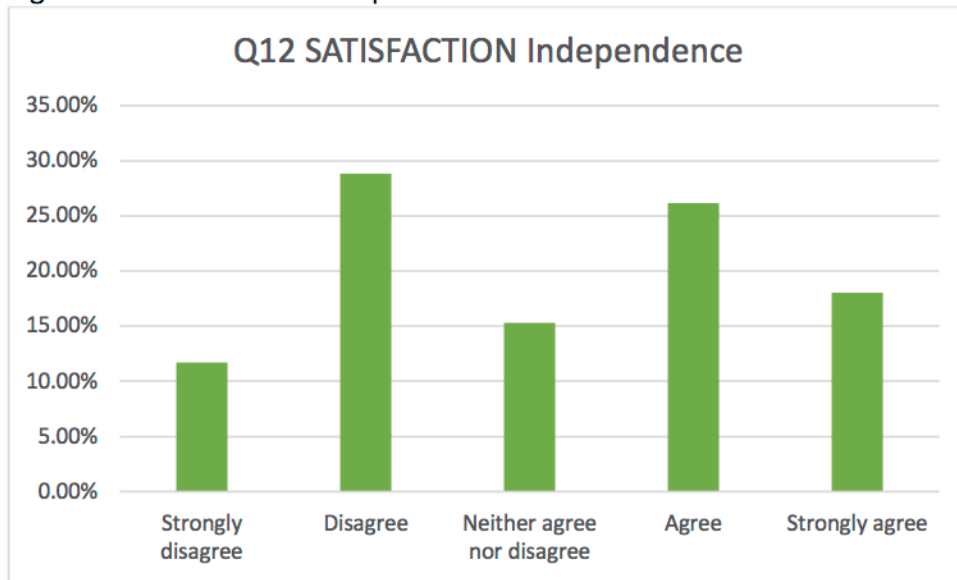
Q13. While at work, I'm almost always completely focused on my work projects/duties.

When asked whether they are almost completely focused on work projects/duties while at work, over ¾ of respondents answered in agreement with the given statement (n=85, 76.58%) as compared to only 9.91% (n=11) respondents who do not feel completely focused on projects/duties while at work. There were 13.51% of respondents (n=15) who answered, "neither agree nor disagree." There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 17 and below.

Figure 17: Satisfaction –Focus on Work

Q13 SATISFACTION - Focus on my work

A bar chart showing focus on work. The y-axis ranges from 0.00% to 60.00%. Bars: Strongly disagree ≈2%, Disagree ≈8%, Neither agree nor disagree ≈13.5%, Agree ≈57%, Strongly agree ≈20%.
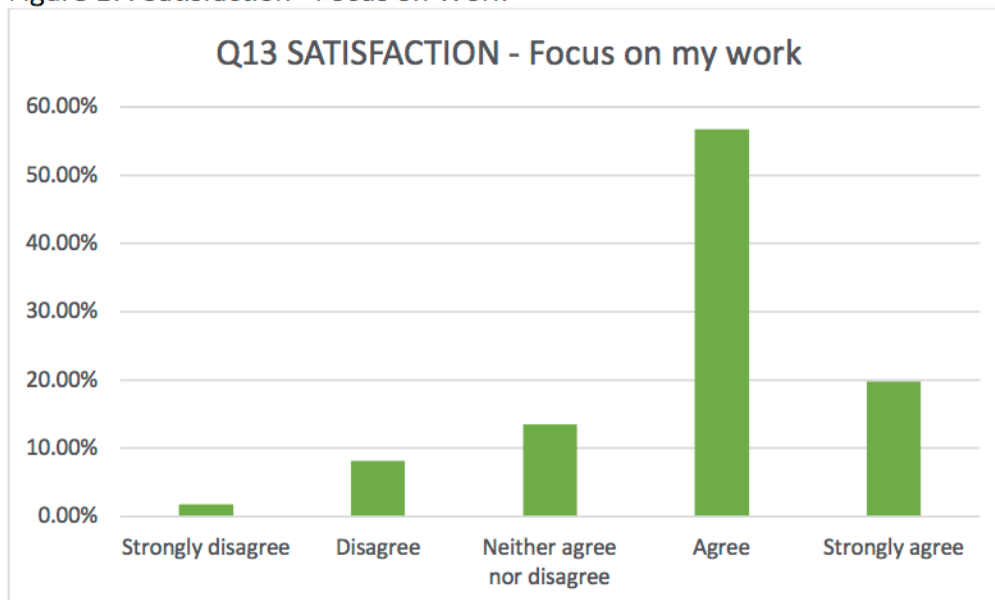
Q14. I have passion and excitement about my work.

When asked about passion and excitement for work, the vast majority of respondents answered that they are passionate and excited about their work (n=92, 82.88%). This is followed by a much lower 7.21% (n=8) of respondents who do not feel passionate or excited about their work, and 9.91% (n=11) respondents who answered "neither agree nor disagree.) There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 18 below.
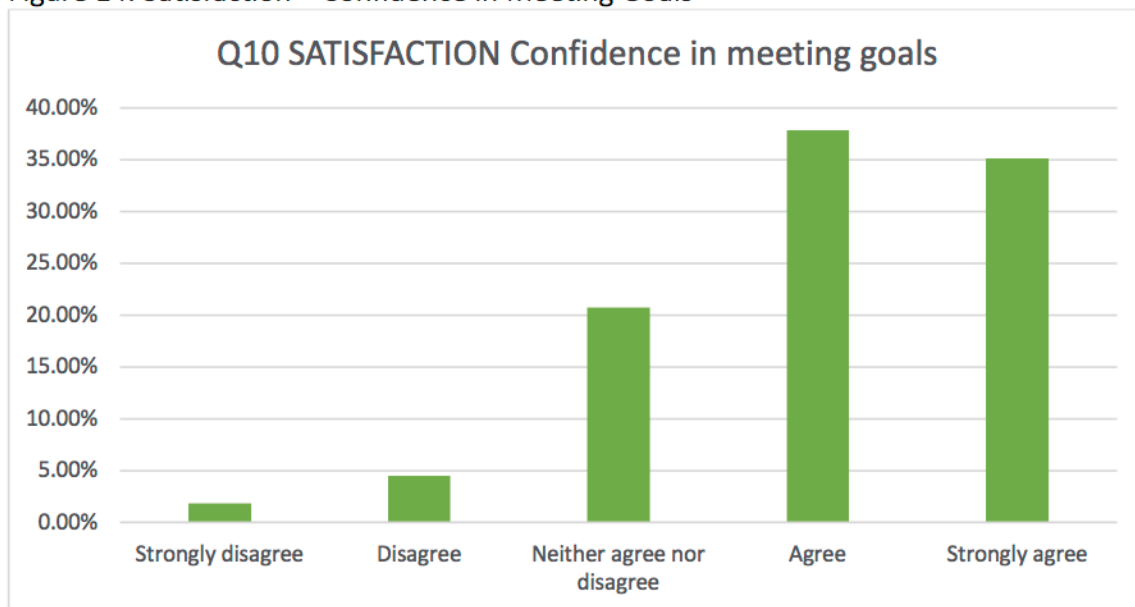
Figure 18: Satisfaction –Passion for Work

Q15. I frequently feel that I'm putting all my effort into my work.

When respondents were asked whether they feel that they are putting all of their effort into their work, over ¾ of respondents agreed that they feel that they do (n=95, 85.58%). While 13 respondents (11.71%) answered "neither agree nor disagree," only 2.70% (n=3) of respondents felt that they do not put all of their effort into their work. There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 19 below.

Figure 19: Satisfaction –Effort into Work

Q16. I would rate my morale as:

The results about morale are mixed. When asked to rate their current morale, slightly more than half (53%) indicated that their current morale was good (23.42%), very good (15.32%) or excellent (14.41%). At the same time, 46.84% of respondents rated their current morale as fair or poor (n=52). While no differences in response patterns were found by race, rank, tenure or shift, there were statistically significant differences between Millennials and Generation X respondents when asked to rate their current morale. Millennials were more likely to rank their morale as fair or poor with over half of that age group selecting those options (n=30, 55.56%) as compared to 36.74% (n=18) of Generation X respondents who rated their morale as fair or poor. These results compare to only 18.51% (n=10) of Millennials who rated their morale as very good or excellent while 38.87% of Generation X respondents rated their morale as very good or excellent. Both groups showed similar ratings for the "good" category. The data are represented in Figure 20 below.

Figure 20: Satisfaction – Morale
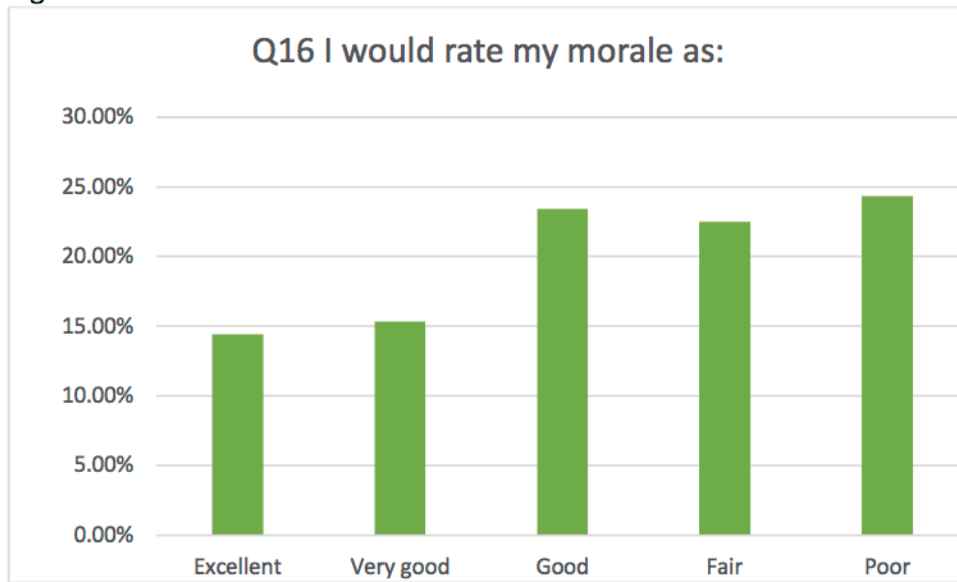
Q17. Comments about Employee Satisfaction with Work

A content analysis of 47 comments for this question 16 and a full transcript of comments for all questions can be found in Appendix 2. While slightly more than half of respondents rated their morale as good to excellent, the majority of the comments reflect concerns about work conditions, leadership and morale, while a minority of respondents indicate that their personal or individual morale is "overall good" because of their passion or commitment for the job.

Perception of my colleagues (Qs 18-23)

Another aspect of job satisfaction and morale relates to one's relationships with co-workers. Co-workers who are perceived as team players who pull their weight, adapt in challenging situations, persevere in the face of obstacles, adapt to unexpected change, and are socially responsible and flexible when others need help, create a positive culture that serves to keep employees optimistic during challenging times. Comments made during the focus group sessions by many employees indicated that the reason for "hanging in there" was related to their co-workers. At the same time, because emotions are contagious[30], negative employees or those perceived to be toxic, can bring perceptions of job satisfaction down. Strong interpersonal relationships are one of the contributors to job satisfaction[31] and high job satisfaction is correlated with increased productivity[32] which in turn is correlated with lower turnover.[33]

Questions in this section assessed employee's perceptions about their co-workers. A summary of results about perceptions of co-workers indicate that the majority of survey respondents reported that they are generally very positive about their co-workers across all items. It is clear that employees find value in their co-workers and those relationships should be nurtured.

The SHRM survey specifically addresses job satisfaction with regard to relationships with co-workers.[34] Strong relationships with co-workers contribute to one's general regard for work and can make or break one's daily mood. In the Fire/EMS service, the safety of one's colleagues and citizens provide one's purpose for work whether on the front lines of delivering service or being behind the scenes supporting first responders. Thus, comradery and connection are foundational for trust. The SHRM survey reflects that more than 75% of employees were satisfied with colleague relationships compared to the GFRD survey results where 80% of respondents indicated they were satisfied with the relationships of colleagues on their shift. Data about individual survey items follows.

Q18. In GFRD, employees are encouraged to take action when they see a problem or opportunity.

Employees were asked whether they feel that employees are encouraged to take action when they see of problem or opportunity. Over half of respondents showed some level of agreement that employees receive this type of encouragement (n=58, 52.25%). There were 31 employees (27.93%) who felt that employees do not receive this type of encouragement (selected either disagree or strongly disagree) followed by 22 employees (19.82%) who answered, "neither agree nor disagree." The data are represented in Figure 21 below.

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[30] Hatfield, E.; Cacioppo, J.T.; Rapson, R.L. (1993). "Emotional contagion". *Current Directions in Psychological Science*. 2: 96–99

[31] SHRM (2016). SHRM (2016). Page 35.

[32] Robbins, Stephen (2014). Values, Attitudes and Job Satisfaction. In Organizational Behavior 11th Edition. Prentice Hall.

[33] Rachid Zeffane and Shaker Jamal Bani Melhem, Trust, job satisfaction, perceived organizational performance and turnover intention, *Employee Relations*, **39**, 7, (1148), (2017).

[34] Ibid

Figure 21: Colleague Perceptions – Employees Encouraged to Take Action

Q18 In GFRD, employees are encouraged to take action when they see a problem or opportunity.
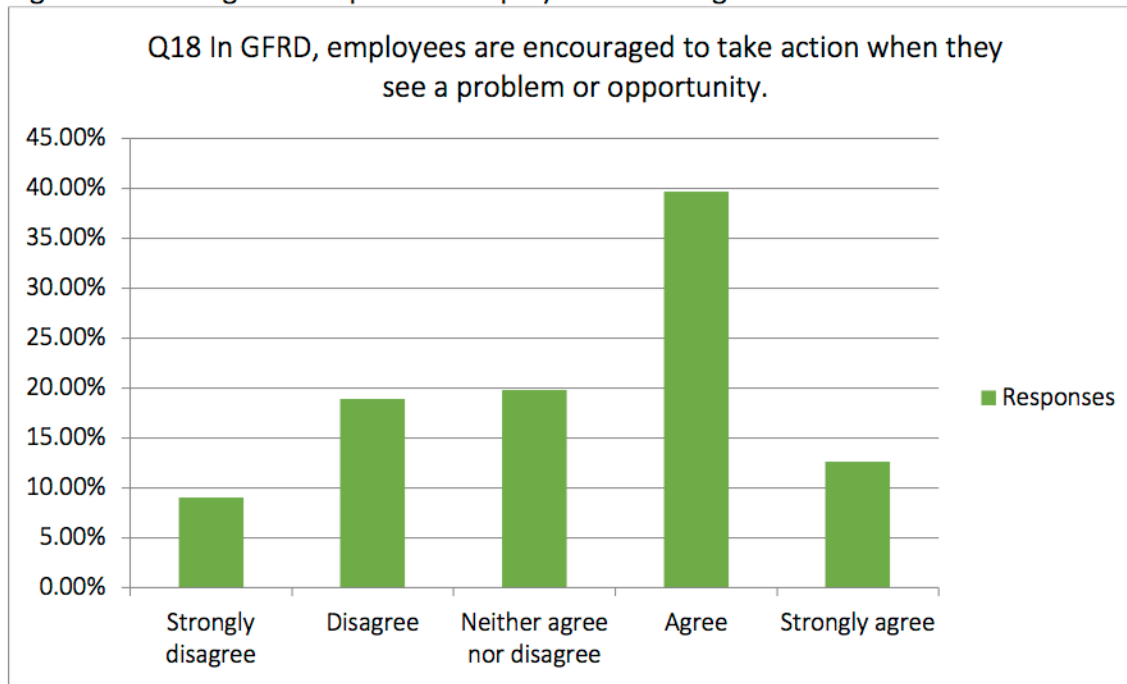
While there were no differences in response patterns for his question based on race, education, rank, tenure or shift, there were statistically significant differences in responses based on age. While there is a general level of agreement between Millennials and Generation X respondents, 18.37% (n=9) of Generation X respondents chose strongly agree as compared to only 5.56% of Millennials (n=3). The difference in this response rate was statistically significant. Appendix 3 contains table and data for statistically significant differences.

Q19. My co-workers quickly adapt to challenging or crisis situations.

When asked about whether employees perceive that their co-workers are able to quickly adapt to challenge or crisis situations, almost ¾ of respondents (n=80, 72.07%) agree that their co-workers are able to do so. There were 15.31% of respondents (n=17) who disagreed that their co-workers are able to quickly adapt to challenging or crisis situations, followed by 12.61% (n=14) who answered, "neither agree nor disagree." There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 22 below.

Figure 22: Colleague Perceptions – Co-workers adapt to challenges

Q19 My co-workers quickly adapt to challenging or crisis situations.
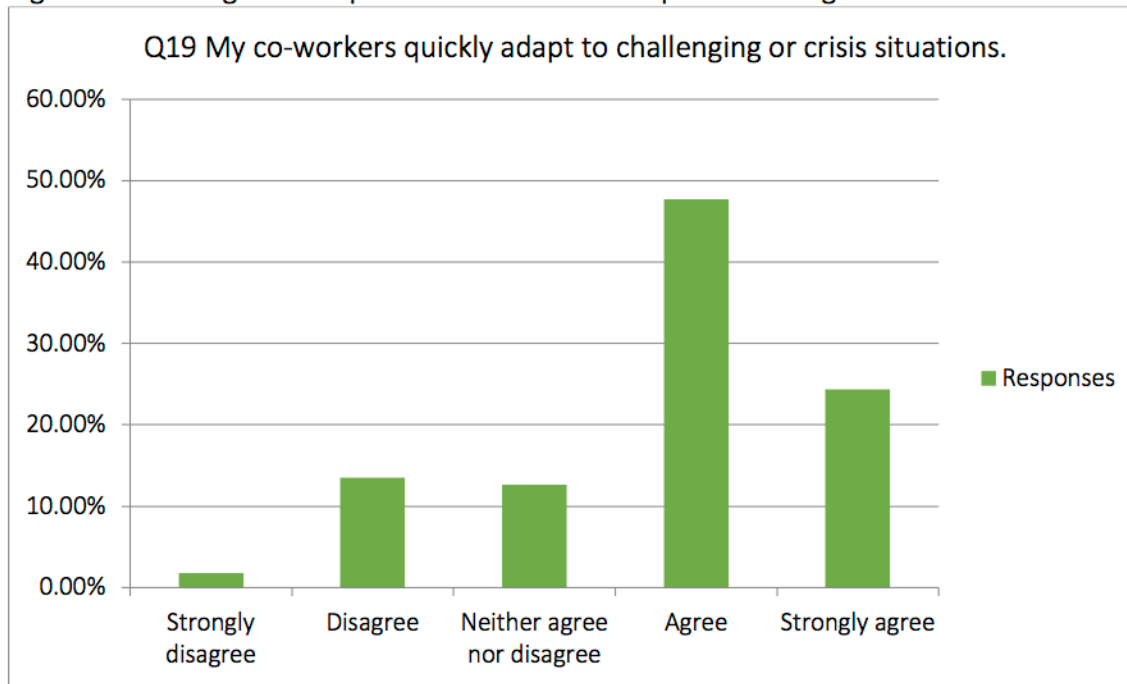
Q20. My co-workers rarely give up despite difficulties.

When respondents were asked if their co-workers rarely give up despite difficulties, over half of respondents agreed (n=74, 66.67%) that their co-workers rarely give up, as compared with 14.41% (n=16) of respondents who expressed levels of disagreement with this statement. There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 23 below.

Figure 23: Colleague Perceptions – Co-workers rarely give up

Q20 My co-workers rarely give up despite difficulties.
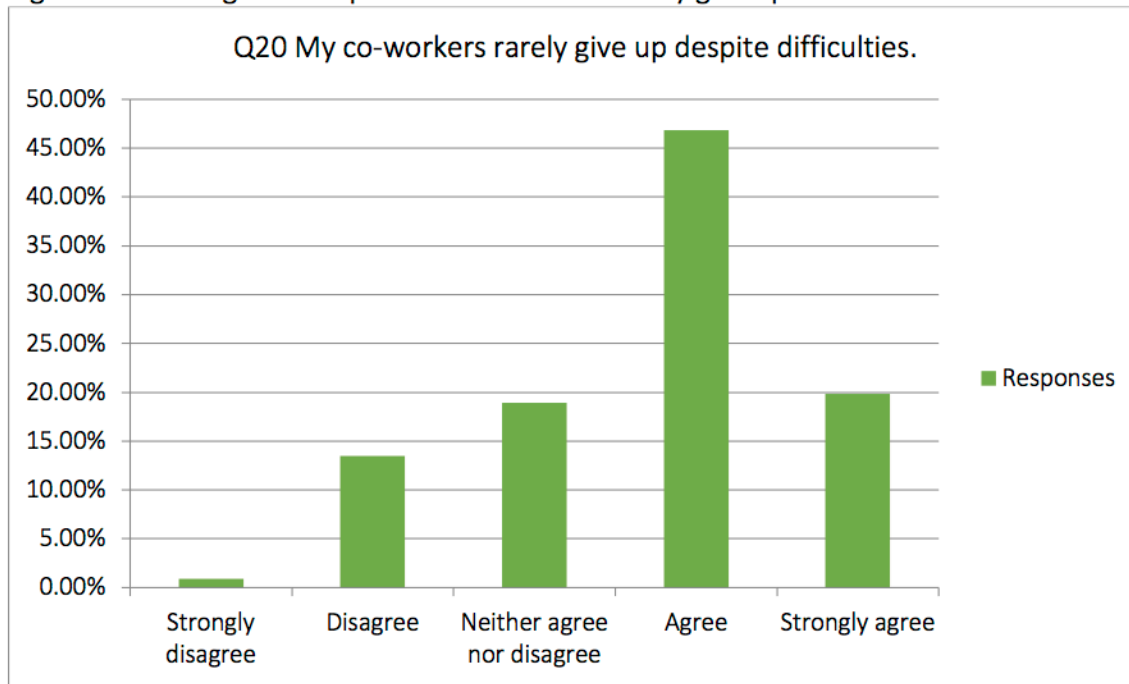
Q21. My co-workers deal very well with unpredictable or changing work situations.

When respondents were asked if they feel that their co-workers deal very well with unpredictable or changing work situations, over half of respondents expressed agreement (n=69, 62.16%) while only 18.01% (n=20) expressed levels of disagreement. The data are represented in Figure 24 below.

Figure 24: Colleague Perceptions – Co-workers deal well with unpredictability

Q21 My co-workers deal very well with unpredictable or changing work situations.
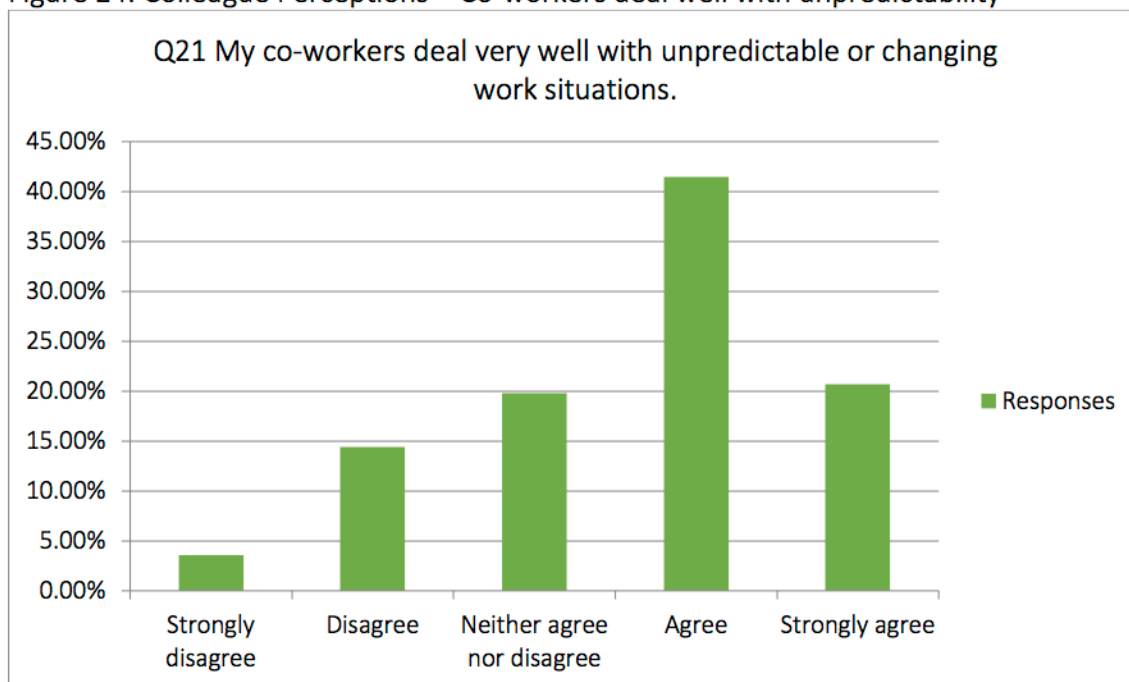
While there were no differences in response patterns for this question based on race, education, rank, tenure or shift, there were statistically significant differences in responses based on age. The statistically significant differences for this category appear where Generation X respondents disagree (22.45% n=11) that co-workers deal with unpredictability in higher rates than do Millennials (7.41% n=4). Appendix 3 contains tables and data for significant differences.

Q22. My co-workers are flexible when they need to take on more or additional work tasks during a shift.

Respondents were asked about the flexibility of their co-workers when presented when increased work tasks on shift. Over half of respondents (n=75, 67.57)) agree that their co-workers are flexible while 16.21% (n=18) disagree. 18 respondents (16.22%) answered "neither agree nor disagree." There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 25 below.

Figure 25: Colleague Perceptions – Co-workers are flexible
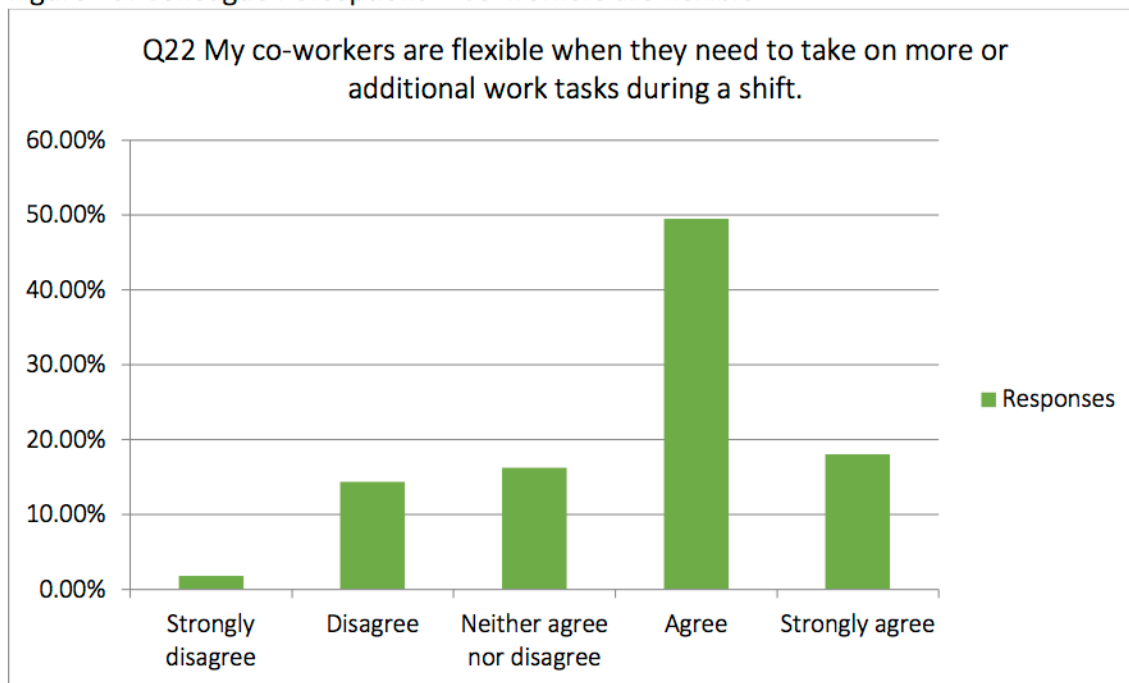
Q23. I am satisfied with the relationships with my co-workers on my shift.

The final question in this section asked respondents to rate their level of satisfaction with co-workers on their shift. Comments from the focus groups consistently revealed evidence of satisfaction and pleasure with fellow co-workers and the responses here reflect general agreement with those sentiments. Over 75% of respondents showed levels of satisfaction with co-workers (n=89, 80.18%) while only 5.4% (n=6) of respondents showed levels of dissatisfaction with their co-workers. There was a total of 16 respondents (14.41%) who answered, "neither satisfied nor dissatisfied." There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 26 below.

Figure 26: Colleague Perceptions – Satisfaction with Co-worker relationships on shift

Q23 I am satisfied with the relationships with my co-workers on my shift.

There were 51 comments made in response to Q23 about satisfaction with co-workers. The content analysis for these comments and other survey items can be found in Appendix X. A variety of sentiments are represented in the comments with a good number of people commenting on their individual relationships with others but also that the strain of certain work conditions is impacting relationships.

Compensation and Benefits (Q 25)

During the focus groups held by Developmental Associates and Greenville FD, compensation and benefits were brought up frequently in various forms. Reductions in health benefits, changes in benefits for retirees, education expenses, and pay incentives were brought up most frequently. Most employees in the focus groups understood that many of their concerns about compensation and benefits were tied to decisions impacting the entire organization and that were made at the City Manager or Council level but also discussed how some changes impacted satisfaction, motivation (e.g. to seek promotion or additional certifications), retention, turnover and recruitment. For the FY17/18, the City Council adopted an "at market" pay philosophy indicating that they want employee salary ranges to reflect the market for those positions. In addition, for this fiscal year, the Council adopted a 2% across the board increase for employees and a 1.2% merit pool. A merit pool was not allocated in FY 15/16 nor FY 16/17.

As the economy grows, and unemployment decreases, heightened job security among employees is leading employers across the nation and across sectors to find that employees are turning their attention to compensation and benefits which typically happens in times of perceived economic improvement and increasing prosperity.   Thus, employee satisfaction with pay, insurance offerings, retirement plans, leave options, paid training and educational benefits have a direct impact on retention, recruitment and turnover.[35]   As a result, these concerns were addressed in a survey question that will be analyzed below

Respondents were asked to rate their level of satisfaction with different areas of compensation and benefits. While several of these topics were frequently mentioned as areas of improvement (as well as threats) in the focus groups, there is a general level of satisfaction for all but three of the topics addressed. Levels of dissatisfaction were higher than those of satisfaction for the following three topics: Base Compensation (dissatisfaction=45.05%, satisfaction=37.83%), being paid competitively with the local job market (dissatisfaction=39.64%, satisfaction=36.94%) and opportunities for incentives (dissatisfaction=74.78%, satisfaction=12.61%).   For comparison, the 2016 SHRM survey found that 65% of employees were satisfied with their overall compensation, only 23%[36] were "very satisfied. Being paid competitively with the local market found only 56% of employees satisfied and 64% were satisfied with their base rate of pay.

While employees are generally satisfied with insurance benefits, leave, tuition reimbursement and City paid training, there is greater dissatisfaction among millennials than other age groups with base pay and in being paid competitively with the local market. Both of these factors are deemed very important in job satisfaction across employers and the number one reason for turnover and retention.[37] Thus, given that the Council has adopted an "at market" pay philosophy, an analysis of starting pay and market rates

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[35] SHRM (2016). Employee Job Satisfaction and Engagement – Revitalizing a Changing Workforce. A Research Report by the Society of Human Resource Management. (https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf).

[36] For 2017, 26% of SHRM respondents reported they were "very satisfied" with compensation. The full data set of the 2017 SHRM job satisfaction has not been published. Only partial data is reported in the executive summary, therefore, 2016 was used to provide a more detailed comparison.

[37] SHRM (2017).

for entry level personnel followed by clear communication to GFRD employees about the results is an important step for the City to take to ensure that millennials fully understand their compensation and how the "at market" philosophy is implemented for the City of Greenville.

The greatest level of dissatisfaction in evaluating the compensation and benefits item occurs with "opportunities for incentives" for achieving different milestones for certifications or skill acquisition. Nearly 75% of the respondents expressed dissatisfaction with a lack of opportunity for earning incentive pay for acquiring additional skills. This is very much tied to the success of career development plans.

While the data related to satisfaction of career development plans will be discussed later in this report. many municipalities find it essential that an appropriate incentive plan be paired with the development plan.   Incentive plans enable firefighters and EMS professionals to identify the organization's priorities and clearly articulate in a tangible way some of the organizational desired outcomes.   Some recommended incentive plans or provisions would include:

- Accomplishment of substantial professional certifications or credentials. Examples may be the Chief Fire Officer (CFO) Designation, Fire Inspector III, NC Advanced Firefighter, and others.
- Attainment of formal education levels beyond that which is required for the job or position that the person is in.   Generally, municipalities require that such degrees be related to the fire and emergency services field such as fire, EMS, emergency management or public administration.
- Special skill attainment in an area of need within the community, such as being proficient in speaking Spanish.

Most firefighters also desire a level of predictability in pay and performance.   Many cities use a step plan type system for paramilitary structure departments such as fire and police, to accommodate the rank structure and the special needs and issues with certain exemptions from the Fair Labor Standards Act (FLSA 7(k)). While equity for other City employees serving in other city departments is always an important consideration, there are some distinguishing characteristics for firefighters that federal law has clearly recognized and some cities choose to further that distinction at the local level. Greenville may want to consider the overall pay structure within the career development plan.

Examples of successful step pay plans for firefighters can be found throughout the state in Asheville, Charlotte, Greensboro, Raleigh and others.

Of pressing importance, attention should be given to Paramedic level certification.   Incentives for obtaining and maintaining North Carolina Paramedic level certification would help encourage Greenville firefighters to obtain and sustain this important level of professional certification. Typically, cities increase base pay by a percentage within any rank that holds the Paramedic level certification.   As an example, several North Carolina cities offer a 5% base pay increase for specialty certifications that is in place as long as the employee actively holds the professional credential.

It is recommended that the City of Greenville evaluate all policies related to payment for acquisition of required certifications and training. The City should evaluate policies against best practices in Fire/Rescue for incentivizing employees to acquire necessary certifications given the high turnover the department has experienced. The focus group comments and the survey data reflect some dissatisfaction with the current policies regarding reimbursement that should be explored related to recruitment, morale and retention. If the City desires for firefighters to obtain the training, an evaluation of what barriers exist and how to remove those barriers would demonstrate the City's commitment to strengthening that level of training. The practice reported in the focus groups, where employees must reimburse the City for paramedic certification, is perceived as a dis-incentive to obtain paramedic level certification.

The City of Concord, NC has one of the most sophisticated career development plans in place currently. A simpler alternate to consider the career development plan that the City of Lenoir, NC is utilizing. The Town of Havelock with a combined Fire/EMS department, also uses a step model for compensation. These plans acknowledge some length of service integrated with professional certifications and equates those into pay increases. College degrees are also recognized. Obviously, there is a wide range of available options. The City will need to construct a plan that is appropriate for GFRD and one that can be sustained.

The data show that skill-based plans are growing across employers as a tool in compensation and benefits and have been linked to higher performance and satisfaction[38] and are widely used within the public safety positions in local government. Further, studies looking at the impact of skill-based pay on employee turnover have found strong correlations between the implementation of skill-based pay plans, and positive increases in worker attitudes, higher productivity and reductions in turnover.[39] Because the GFRD is a unique hybrid department within North Carolina, incorporating both Fire and EMS services, the flexibility of skill-based plans may be beneficial to consider in incentivizing employees to gain needed certifications when promotions to additional positions may not be required or needed.

As reported in the City of Greenville Policies and Procedures, the City of Greenville Pay Plan[40] supports a market-based approach to compensation based on classification of individual positions that is intended to "motivate employees to perform to the best of their abilities, and that encourages employees to improve their knowledge, skills, and abilities" (page 11). Decades of research about compensation support that a market-based approach can be effective in motivating employees.

However, the City of Greenville policies and procedures, as provided, do not specifically address the option of skill-based pay. However, discipline differences (e.g. fire/rescue versus finance) and position specific factors (such as shortages at a particular certification level) may change over time, necessitating a review of additional and/or different compensation options. Thus, in light of high turnover in GFRD, the need to retain staff, to recruit new employees, and the survey findings of dissatisfaction with one

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[38] Robbins

[39] Mitra, A, Gupta, N, Shaw, J (2010). A comparative examination of traditional and skill-based pay plans. Journal of Management Psychology, Volume 26 (4), pp. 278-296.

[40] City of Greenville Policies and Procedures (September 9, 2015)

aspect of compensation, the City of Greenville should evaluate how GFRD rewards employees for achieving necessary skills and certifications (such as paramedic, advanced certifications such as ACLS, PALS, etc.) and review additional methods of incentivizing staff to achieve certifications and/or incentivize new hires with the desired skills to join the GFRD. Because this type of plan is used in another combined rescue department in NC and others in the nation[41] it would be prudent to evaluate success of this plan by benchmarking against other similar departments in terms of size and call volume. Further, in reference to turnover and the loss of experienced staff, recruiting lateral transfers of mid-career staff as a strategy of replacement for lost knowledge and skills, may require an evaluation of new hire compensation practices with regard to crediting employees for sick leave and vacation time already earned and/or negotiating other benefit incentives such as retirement and health insurance. Data about the specific item responses follows:

Q25. Please rate your level of satisfaction with the following:

Respondents were asked to rate their level of satisfaction with different areas of compensation and benefits. While several of these topics were frequently mentioned as areas of improvement (as well as threats) in the focus groups, there is a general level of satisfaction for all but three of the topics addressed. Levels of dissatisfaction were higher than those of satisfaction for the following three topics: Base Compensation (dissatisfaction=45.05%, satisfaction=37.83%), being paid competitively with the local job market (dissatisfaction=39.64%, satisfaction=36.94%) and opportunities for incentives (dissatisfaction=74.78%, satisfaction=12.61%). %). Just under half of respondents expressed levels of satisfaction for flexibility of schedule (n=58, 49.55%) and city paid training (n=51, 45.95%). When asked about health insurance, over half of respondents expressed levels of satisfaction (n=59, 53.16), other insurance benefits (e.g. dental, vision, etc.) (n=72, 64.87%), time off benefits (n=68, 61.26%), city tuition reimbursement (n=72, 63.97%) and retirement plans (n=70, 63.06%). The data are represented in Figure 27 below.

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[41] Personal Communication – From Steve Coffey, Havelock Fire Department to Jim Albright re: pay differentials for FF and EMT; FF and EMT-P.

Figure 27: Compensation and Benefits – Satisfaction with different factors

Q25 Please rate your level of satisfaction with the following:
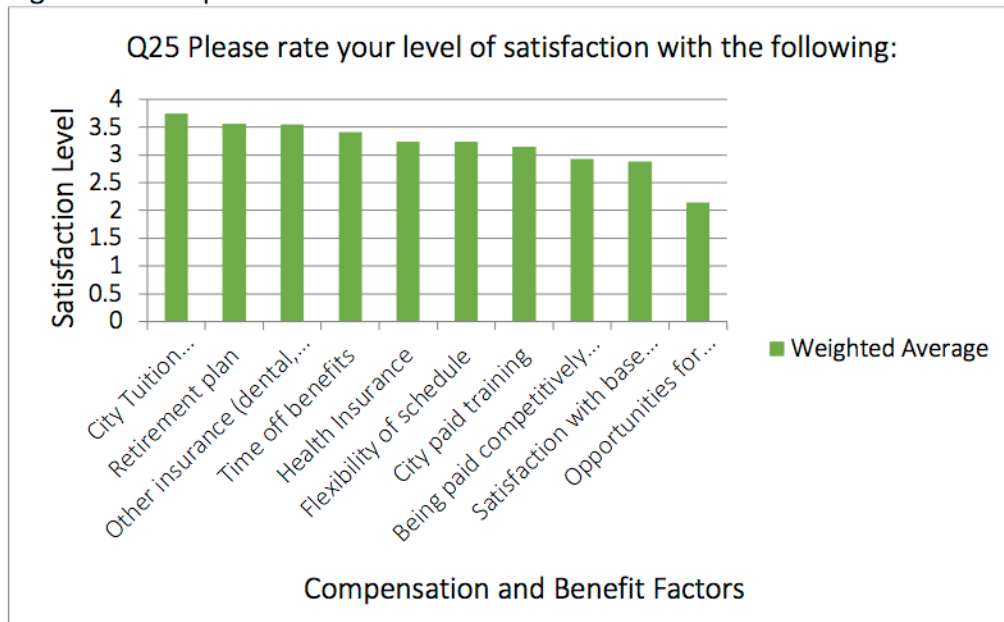
While there were no differences in response patterns among the demographics of race, education level, rank, tenure or shift, there were statistically significant differences in responses patterns among the age groups represented for satisfaction with base compensation, being paid competitively with the local job market, and health insurance. While in general Millennials and Generation X respondents show similar levels of dissatisfaction and satisfaction, Millennials are actually more dissatisfied with base compensation than Generation X, with 44.90% (n=22) of Generation X respondents choosing "satisfied" for this category while only 24.07% (n=13) of Millennials chose "satisfied" and a full 57% of Millennials indicating some level of dissatisfaction with base compensation.

For the category "being paid competitively with the local job market," the statistically significant difference in response is in the very satisfied choice option, with no millennials stating that they are very satisfied with competitive pay, and 8.16% (n=4) of Generation X respondents choosing "very satisfied." Finally, in the category of "health insurance," statistically significant differences in response are seen again in the "very satisfied" choice option, with14.29% (n=7) of Generation X respondents very satisfied with health insurance, compared to 1.85% (n=1) of Millennials.   Appendix 3 contains tables and data for significant differences.

Q26. Comments

Fifty-four comments were captured about compensation and benefits and appear in Appendix 2. The greatest number of comments reflected concerns over a lack of incentive pay for certifications or degrees and the concern that the only way to get a raise was through promotion. Additional comments referenced concerns over market competitiveness given the hybrid nature of the department and the type of schedule. Others commented on the fact that pay and benefits were competitive with other cities. Benefit concerns about leave policies, changes in insurance, training and retirement plans are also discussed.

Leadership (Q 27-32)

Data on what makes for satisfied municipal employees boils down to environmental factors like promotional opportunities, pay and benefits; work conditions such as equipment and resources; training and workload; and relational issues such as supervisory and co-worker relations resulting in esprit de corps.[42] The 2017 SHRM report on job satisfaction evaluates eight different areas under the category of relationships with management. These include respectful treatment, trust between employees and senior management, relationship with immediate supervisor, communication, recognition, autonomy, independence and management communication of organizational goals and strategies. The SHRM study found that respectful treatment of employees at all levels was the most important factor in job satisfaction while trust between employees and senior management ranked fifth.[43]

The design of questions for this section was born out of focus group responses which prioritized a variety of issues within the control of leadership and focuses on the effectiveness of the work relationship with various levels of leadership, leadership management style, and trust, recognition and feedback about performance and goals at various levels of leadership within GFRD.   Item 28 about management style was specifically created to measure the perception often voiced in the focus groups about the differences among levels of leadership.

Effective Work Relationship with Immediate Supervisor (Q27)
The first item in the Leadership section asks about how effectively one works with their immediate supervisor. The title of immediate supervisor was chosen to reflect that not all personnel in the department are in fire/ems service delivery roles who report to someone in the rank hierarchy.   The results in Figure 28 reflect that just over half indicated that the relationship with their immediate supervisor was effective or very effective while about 10% indicated it was not effective.

Figure 28: Effectiveness of Relationship with Immediate Supervisor

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[42] Ellickson, Mark, Logsdon, Kay (2002). Determinants of Job Satisfaction of Municipal Government Employees. _Public Personnel Management_. Volume 31 (3), 343-358.
[43] SHRM 2016, page 30, SHRM 2017, page 2

The SHRM survey of employee job satisfaction, which is being used as a benchmark for this study, found that 53% of respondents rated their relationship with immediate supervisor[44] to be an important determinant of job satisfaction and 74% reported satisfaction with their relationship. Relationship with immediate supervisor was also found to be among the top five factors for engagement. Strong relationships with one's immediate supervisor can result in effective problem solving and encourage perseverance in difficult times resulting in lower voluntary turnover.

The next series of questions ask about management style by rank and the final questions ask about leadership behaviors by rank.

Management Style (Q28): Respondents were provided different leadership levels at GFRD and asked to select the management style they believed was most commonly exhibited in in non-emergency situations by their immediate supervisor as well as different levels of rank. Definitions of leadership styles were derived from a traditional model of leadership that included chaotic/permissive, participative, authoritative, and directive.[45] Tabular data for these items is available in Appendix 2.

While individual differences are present, the results of the active duty survey on leadership style reflect that as one goes up the hierarchy from immediate supervisor through to chief, the perceptions of style become more directive. Immediate supervisors and station officers were seen as the most democratic and participative while the Deputy Chief and Chief were seen as the most directive.

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[44] SHRM (2016) page 30
[45] Bass, B. and Stogdill, R. (2008). Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications 4th Ed. New Your, NY: Free Press.

Figure 29: Leadership – Management Style

Q28 Please select a management style that best matches each rank listed based on your personal experience and opinion. Leadership style definitions all assume actions taken by leaders in non-emergency situations.

Legend:
- Chaotic /Permissive, Clear standards or direction rarely provided, passive or reactive communication
- Participative/ Democratic – employee input in decision making, delegates, team focused, proactive
- Authoritarian – seeks feedback but makes decisions, persuades, paternalistic, little delegation
- Directive – unilaterally makes decisions, motivates by threat or discipline, top down communication,
- Don't know, not enough contact to have an opinion

X-axis categories: Immediate supervisor's…, Station Officer, Battalion Chief, Deputy Chief, Chief, GFRD Management…

Fire/EMS and police departments are often referred to as paramilitary organizations, with the assumption that top-down/ command and control (or authoritarian and directive) leadership are the only styles of leadership that can thrive. While certainly order and discipline are necessary in emergency situations, non-emergency leadership activities allow for a much wider range of leadership styles. An evaluation of the para-military model of public safety service delivery in the United States is under scrutiny for law enforcement[46] and the principles can be extrapolated to Fire/EMS.

The modern military model of leadership itself is being evaluated and myths that only authoritarian leaders survive, have been found to be untrue. The modern military is striving to develop independent thinking leaders who push decision-making down to the lowest level possible.[47] In non-emergency situations, the data show that leaders who are more participative have greater support from the rank and file and employees' perceptions of leader behaviors are more positive which in turn reduces turnover and increases satisfaction. In emergency situations requiring order and structure, authoritarian styles that focus on task were found to be more effective. Thus, leaders who have developed skills in problem solving, strategic thinking and tactical implementation when in emergency situations AND who can build teams and foster relationships in non-emergency situations will have the

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[46] Cowper, T. (2000). The Myth of the "Military Model" of Leadership in Law Enforcement". Police Quarterly Vol 3(3). 228-246.
[47] Ibid, p 235-. 236

biggest impact on their organizations.[48]   The impact of these styles is further captured in the items that look at individual leadership behaviors by rank as discussed in the next section.

Leadership Behaviors by Rank (Q29-32)
The leadership behaviors assessed in this survey include trust, relationship, respect, performance feedback, recognition, frequency of communication and communication of organizational goals and strategies. Respondents assessed leadership behaviors as they had observed them being exhibited by their immediate supervisor, station officer, battalion chief and senior leadership (combining Deputy Chief and Chief). Immediate supervisors and station officers had similar ratings with the majority of survey respondents indicating more satisfaction than dissatisfaction on all behaviors. For the rank of battalion chief, the ratings were mixed from satisfaction to dissatisfaction. For senior leadership, all items reflected greater dissatisfaction than satisfaction.

The results reflect that satisfaction is highest across behaviors for "immediate supervisor" and "station officer." As noted previously, the role of immediate supervisor is inclusive of multiple roles including the ranks listed. What is distinguishing about this question is that the station officer receives the highest ratings overall.   Not surprisingly, frequency of communication is rated highest for station officers given that they are on the same shift with their respondents.

There is a significant drop in satisfaction from station officer to battalion chief and then again to senior leaders across behaviors. While some of this decline in satisfaction, can in part be explained by proximity (e.g. frequency of communication), other behaviors such as trust with employees, respect, recognition, and communication of goals would be expected to result in more similar ratings across ranks if there was a stable culture of these behaviors throughout GFRD. Of great concern, there are consistent statistically significant differences in millennial employees being more dissatisfied than satisfied compared to other generations on key behaviors. Given the fact that the majority of the department is made of millennial employees, identifying root causes of these issues and finding ways to resolve them in a timely way will be essential for retention and long-term effective performance.

As part of addressing these differences among levels, a review of the performance review system is recommended for GFRD to align expectations of each position with the department and City goals and objectives. While competencies and a performance rating scale were developed through the 2015 Segal Waters consultation, anecdotal comments reported perceptions of inconsistent treatment of performance across ranks. In addition, the survey differences on key leadership behaviors reflect that there is a gap that occurs between the Station Officer and Battalion Chief levels. This system should include a personal assessment by the employee and identification of behaviors to continue, stop and start. Additionally, work more clearly defining expectations of each position, with an initial emphasis on the Battalion Chief rank, is helpful within performance evaluation systems.

While there are many evaluation systems, best practices in fire service performance measurement evaluate positions by specific rank and allow the employee to rate themselves. Sometimes these best

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[48] Hughes, R, Ginnett, R and Curphy, G. (2009). Leadership: Enhancing the Lessons of Experience 6th Ed. New York, NY: McGraw Hill.

practices do not fit within Citywide systems; however, there are elements that can be incorporated within existing systems. Most progressive fire service leaders report the greatest success with performance reviews when they are conducted at a quarterly frequency. Especially for firefighters working in the shift environment and in remotely located fire stations, frequent evaluations (quarterly) are important for fire administrative officers to have regular contact and input to line firefighters. Because of decentralization, even in a fire department the size of Greenville, some firefighters may feel left out of what is happening in the department and can easily become disconnected.

The following Figure combines the data for Q29-32 from immediate supervisor through senior leaders to provide a visual representation of satisfaction levels by behavior for each rank listed.

Figure 30: Satisfaction with Leadership Behaviors by Rank

SHRM's research report on job satisfaction identified two of five leadership factors as key contributors to job satisfaction: *respectful treatment of all employees at all levels* and *trust between employees and senior leadership*. [49] The former was found to be the number one contributor to job satisfaction in the 2016 and 2017 surveys while trust was ranked as the fifth contributor in 2016 and third in 2017. In the GFRD Active Duty Survey, trust between employees and different leadership ranks was highest for station officers and lowest for senior leaders. The table below compares the leadership items in the 2016 SHRM survey to the relevant factors in the GFRD survey.

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[49] SHRM page 30

Table 2: Comparison of SHRM and GFRD on Job Satisfaction Leadership Behaviors

SHRM Factor	SHRM Results	GFRD Factor	GFRD Results
Relationship with immediate supervisor	74% satisfaction, 10% dissatisfaction	My personal relationship	• 89% overall satisfaction (57% effective or very effective, 32% somewhat effective)
Respectful treatment of all employees at all levels	71% satisfaction, 14% dissatisfaction	NA (Not asked as a single item)	NA
Trust between employees and senior management	62% satisfaction, 18% dissatisfaction	Trust with employees	• Immediate Supervisor: 61.26% satisfied, 24.33% dissatisfied • Station Officer: 66.67% satisfied, 14.41% dissatisfied • BC: 40.54% satisfied, 36.94% dissatisfied • (DC/C): 21.62% satisfied, 66.66% dissatisfied
Immediate Supervisor's respect for employee ideas	71% satisfaction, 10% dissatisfaction	Respect for my ideas	• Immediate Supervisor: 67.56% satisfied, 16.21% dissatisfied • Station Officer: 66.55% satisfied, 11.82% dissatisfied • BC: 38.74% satisfied, 32.43% dissatisfied • (DC/C): 28.18% satisfied, 45.46% dissatisfied
Communication between employees and senior management	64% satisfaction, 20% dissatisfaction	Frequency of communication	• Immediate Supervisor: 68.47% satisfied, 16.21% dissatisfied • Station Officer: 69.37% satisfied, 8.11% dissatisfied • BC: 42.34% satisfied, 28.83% dissatisfied • (DC/C): 27.92% satisfied, 61.26% dissatisfied
Management recognition of employee job performance	63% satisfaction, 18% dissatisfaction	Recognition of effective employee job performance	• Immediate Supervisor: 56.76% satisfied, 21.62% dissatisfied • Station Officer: 60.36% satisfied, 16.21% dissatisfied • BC: 39.64% satisfied, 28.83% dissatisfied • (DC/C): 27.02% satisfied, 55.85% dissatisfied
Autonomy and Independence	Combined item 71% satisfaction, 11% dissatisfaction	Separate items for autonomy and independence measured in Work Conditions section	• Autonomy 47% satisfaction • Independence 44% satisfaction
SHRM Factor	SHRM Results	GFRD Factor	GFRD Results
Management Communication of Organization's Goals and Strategies	65% satisfaction, 15% dissatisfaction	Communication of Organization's goals and strategies	• Immediate Supervisor: 54.06% satisfied, 21.62% dissatisfied • Station Officer: 58.56% satisfied, 18.92% dissatisfied • BC: 41.44% satisfied, 36.94% dissatisfied • (DC/C): 28.83% satisfied, 35.13% dissatisfied

Leadership Summary:

As the SHRM survey identifies, there are many factors that go into individual perceptions of job satisfaction. However, one cannot take lightly that there is a significant trust gap within GFRD among a majority of rank and file employees and leadership. This has the potential to create a challenging atmosphere for everyone to perform effectively and a number of employees are directly reporting the challenges they are experiencing.   A recent article on creating a culture of trust in the public sector, suggests that building relationships, transparency in communication, and accepting responsibility are three critical elements in rebuilding trust.[50]   The City of Greenville and GFRD leadership have an opportunity to leverage the self-reported passion employees have for the type of work they do and their largely effective relationships with their co-workers, to increase job satisfaction in key areas that are predicative of turnover. Transparent evaluation of programs and policies that result in systematic and strategic changes when needed, individual leadership assessment and training, and high levels of visible accountability that is supportive but not punitive, will be crucial to reverse the trends of greater dissatisfaction than satisfaction reported above with leaders.

One aspect that can enhance trust and consistency of communication is a formal review of the performance review system to align expectations of each position with the GFRD and City goals and objectives. While competencies and a performance rating scale were developed through the 2015 Segal Waters consultation, anecdotal comments reported perceptions of inconsistent treatment of performance across ranks. In addition, the survey differences on key leadership behaviors reflect that there is a gap that occurs between the Station Officer and Battalion Chief levels. This system should include a personal assessment by the employee and identification of behaviors to continue, stop and start. Additionally, work more clearly defining expectations of each position, with an initial emphasis on the Battalion Chief rank, is helpful within performance evaluation systems.

Best practices in fire service performance measurement evaluates positions by specific rank and allows the employee to rate themselves.   Most progressive fire service leaders report the greatest success with performance reviews when they are conducted at a quarterly frequency. Especially for firefighters working in the shift environment and in remotely located fire stations, frequent evaluations (quarterly) are important for fire administrative officers to have regular contact and input to line firefighters. Because of decentralization, even in a fire department the size of Greenville, some firefighters may feel left out of what is happening in the department and can easily become disconnected.

The periodic evaluation system that is recommended can be supplemented by several tools that are helpful in career development for firefighters.   A 360-type review for supervisory personnel is very helpful in the career development for Company Officers and Chief Officers, but especially helpful to Battalion Chiefs as they have both shift emergency response duties as well as administrative duties. The DA review team would recommend that the GFRD initially implement the 360 review for the Battalion Chief rank as soon as conditions would allow and then expand the 360 reviews to other ranks as possible.

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[50] Malone, Patrick (2018). Creating a Culture of Trust. *Public Management*. July (pp 6-9).

Another type of helpful review, especially helpful to Company Officers is a Profile analysis.   This analysis compares the Fire Captain's feedback to established feedback for the Fire Captain position so that the Fire Captain can see the areas where development attention should be directed.   It also can highlight where a Fire Captain may excel in an area and that Fire Captain's skill set can be directed to another Fire Captain who is struggling within an identified area through a mentorship program.

Satisfied employees are more likely to be engaged employees and participate in social responsibility behaviors such as volunteering to serve on committees, agreeing to cover shifts for another, taking pride in their organization and more likely to deliver excellent service. Engaged employees speak positively about the organization, desire to be a member of the organization and exhibit extra effort to meet goals and objectives. At least one study indicates that engaged employees are five times less likely to quit than employees who are not engaged.[51]

Internal Engagement; As cited in the SHRM benchmark study on job satisfaction and engagement, key factors are trust, respect, compensation, recognition for good performance, benefits that support well-being, a good relationship with supervisors, having necessary equipment and resources and opportunity to grow.   GFRD has clear strengths in terms of employees feeling passion for their work, having access to equipment and resources and employee pride in the service they deliver to the community. Opportunities for growth are centered largely on leadership behavior and departmental communication approaches and as well as programs related to career development including promotion and compensation for training as well as operations issues such as concerns about the deployment model and staffing. A systematic approach with employee involvement in solving identified dissatisfiers will begin to increase job satisfaction, engagement and ultimately result in higher employee retention. Continued consistent and clear communication between the City Manager and Fire Chief is also necessary for a positive and productive professional relationship organizationally.

External Engagement: Lastly, ensuring that engagement is at all levels, educating elected and appointed officials about GFRD can be effective in advocacy efforts and resource allocation decisions. Increasing awareness and understanding of the operations of the fire department would benefit the City and the employees within the GFRD. Learning of the services provided and the manner in which they are provided would enable leaders to make better informed decisions. Many municipalities have found that the "Fire Ops 101" program is extremely effective in accomplishing this task. This is a designed, structured program that is often offered regionally, and includes elected and appointed officials as well as local media. A better understanding of the challenges a firefighter faces on a day-to-day basis is gained by those who attend and actively participate. Many elected officials report that the Fire Ops 101 program changed their perspective about their fire and rescue services. Better understanding builds trust over time.

The most recent Fire Ops 101 program in North Carolina was held last fall in Greensboro. It was attended by city elected officials as well as key city staff and many local media outlets.   Resources are available to help Greenville plan such a program if so desired.

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[51] SHRM (2017) Developing and Sustaining Employee Engagement. https://www.shrm.org/ResourcesAndTools/tools-and-samples/toolkits/pages/sustainingemployeeengagement.aspx

Closely related to this effort is a citizen fire academy program. Many cities find significant success in offering and providing citizen fire academy programs in their respective communities and recommend that the GFRD conduct additional citizen fire academy programs involving City staff and City elected officials. Additional effort to strengthen community outreach efforts through a citizen fire academy at least annually is recommended.

Costs to sponsor such programs is low, usually just several thousand dollars per program. In most cases, the departments who have utilized this format have found it beneficial. Those reporting the most success have had City elected officials participate as well as key City staff, such as other department directors and supervisors within City Government so that they can better understand what the fire department does and why. Data about specific items in this section follows.

Q 27. How effectively are you and your immediate supervisor able to work together?

When asked how effectively respondents feel that they are able to work with their immediate supervisor, over half of all respondents expressed that they are effectively able to do so at the very effective or extremely effective level (n=63, 56.75%). Slightly more than 25% of respondents answered, "somewhat effective" (n=36, 32.43%) followed by just over 10% of respondents that felt that they are not effectively able to work with their immediate supervisor (n=12, 10.81%). The data are represented in Figure 31 below.

Figure 31: Leadership – Effectiveness of work with immediate supervisor
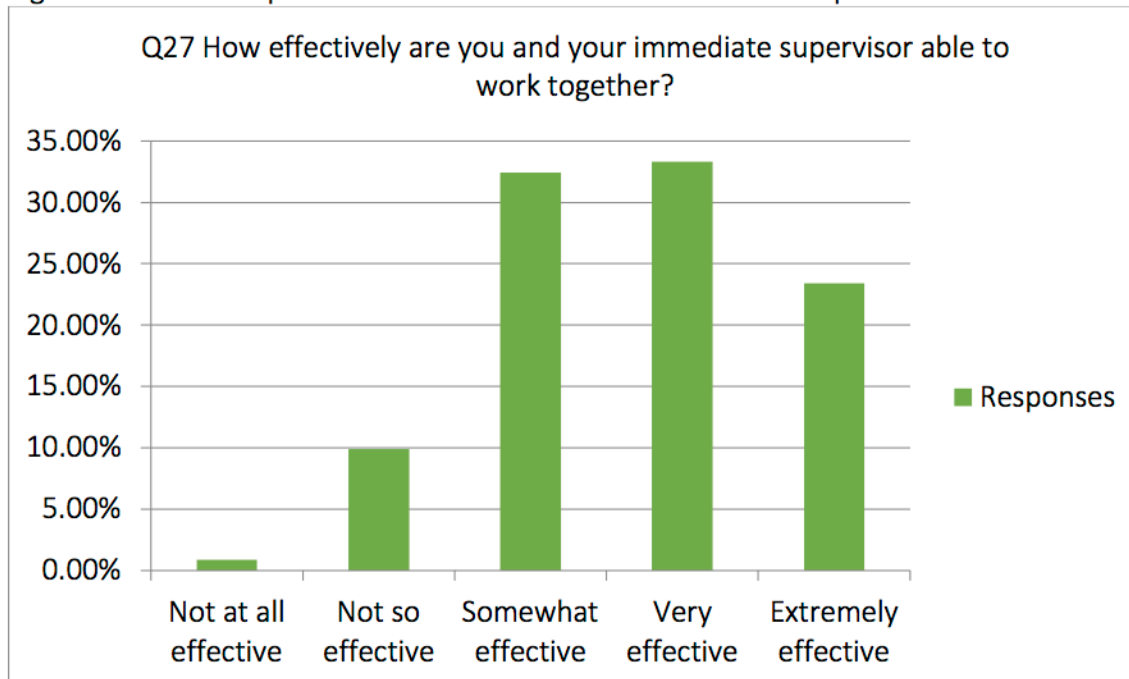
While there were no differences in response patterns based on race, education level, rank, tenure or shift, there were statistically significant differences in response patterns among the various age groups

represented. Almost half of all Millennials expressed feelings of effectiveness (n=26, 48.15%) while over half of Generation X respondents expressed feelings of effectiveness (n=31, 63.27%). The statistically significant difference in response rates is seen in the "not so effective" response category, with 16.67% (n=9) of Millennials as compare to only 4.08% (n=2) of Generation X respondents choosing that they are not so effectively able to work with their immediate supervisors. Appendix 3 contains tables and data for significant differences.

Q28. Please select a management style that best matches each rank listed based on your personal experience and opinion. Leadership style definitions all assume actions taken by leaders in non-emergency situations.

Respondents were provided different leadership levels at GFRD and asked to select the management style that they feel each leader most commonly exhibits. Definitions of leadership styles were derived from a traditional model of leadership that ranged from chaotic/permissive, participative, authoritative to directive.[52] Figure 29 presented earlier in the discussion compares ranks against leadership style.

Over half of all respondents (n=69, 63.30%) felt that their immediate supervisor was participative/democratic, followed by 14.68% (n=16) who felt that their immediate supervisor was authoritarian. There were 12 respondents (11.01%) who felt that their immediate supervisor exhibits a chaotic/permissive management style, 8.26% who chose directive and lastly, 2.75% (n=3) who chose that they don't know, or don't have enough contact to have an opinion. Similarly, to immediate supervisors, station officers were most commonly rated as participative/democratic (n=65, 61.90%) and least likely to be rated as a directive manager (n=8, 7.62%).

Ratings for Battalion Chiefs were more closely split between authoritarian styles (n=34, 31.48%), participative/democratic styles (n=29, 26.85%) and directive styles (n=24, 22.22%) with fewer selecting chaotic/permissive style (n=16, 14.81%). Over half of respondents rated the Deputy Chief and Chief as the directive management style (Deputy Chief, n=62, 56.88; Chief, n=50, 45.45%), while authoritarian management style was the least selected for each of these leaders (Deputy Chief, n=8, 7.34%; Chief, n=9, 8.18%). For the Deputy Chief, fewer selected participative/ democratic style (n=16, 14.68%) than for the Chief (n=19, 17.27%). The chaotic/ permissive style was selected by a greater number for the Chief (n=15, 13.64%) than the Deputy Chief (n=9, 8.26%).

The directive management style for GFRD overall was selected by just under half of all respondents (n=47, 43.52%) followed by an authoritarian style (n=25, 23.15%). The participative/ democratic approach and chaotic/ permissive style (n=15, 13.89) were equally selected.

While there were no differences in response patterns based on race, education level, rank, tenure or shift, there were statistically significant differences in response patterns among the various age groups represented. When selecting immediate supervisor's management style, there is general agreement between Millennials and Generation X respondents that immediate supervisors are

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[52] Bass, B. and Stogdill, R. (2008). Bass and Stogdill's Handbook of Leadership: Theory, Research and Managerial Applications 4th Ed. New Your, NY: Free Press.

participative/democratic managers. The statistically significant differences are seen in the selections for authoritarian style, where 23.40% of Generation X respondents selected this style (n=11) compared to just 5.56% (n=3) of Millennials who selected this style. When selecting a management style for the Deputy Chief, again there was general agreement among the age groups represented that this leader exhibits a directive management style. The differences arise among those who chose the participative management style, with 20.83% (n=10) of Generation X respondents selecting this style, compared to 3.77% (n=2) of Millennials. The same pattern is seen when selecting a management style for the Chief. Age groups, again, most commonly selected the directive style and differed statistically in their response for the participative management style category. While 25.00 (n=12) of Generation X respondents selected the participative management style, just 5.56% (n=3) of Millennials chose this style. Lastly, respondents agree that GFRD management overall exhibits a directive management style, and difference in response patterns are seen among respondents who selected the chaotic management style. While 4.35% (n=2) of Millennials selected chaotic as the management style for overall GFRD, no Generation X respondents (n=0) selected this style. Appendix 3 contains tables and data for significant differences.

Q29. Please rate how satisfied you are with your immediate supervisor for each of the following:

When respondents were asked to rate their levels of satisfaction with their immediate supervisors in a variety of areas, over half of all respondents expressed general levels of satisfaction (selected satisfied or very satisfied) in each area presented. Less than ¼ of respondents expressed levels of dissatisfaction in any area. There were no differences in patterns of response based on any of the demographics available (i.e. race, age, education, rank, tenure or shift).   The data are represented in Figure 32 below.

Figure 32: Leadership – Q 29: Satisfaction with immediate supervisor about multiple variables
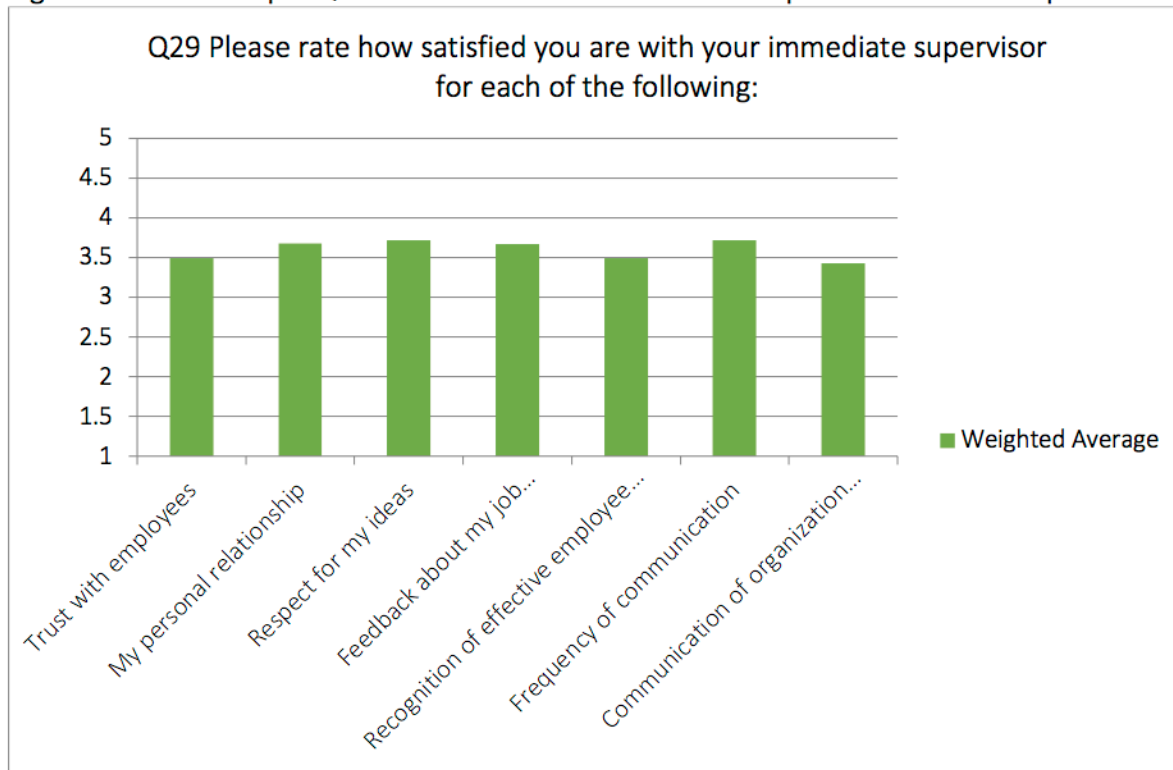
Q 29. Comments:
Thirty-one comments were made in response to Q29 regarding satisfaction with supervisors on various activities. The comments reflect the varied relationships that employees at GFRD have with their leaders. The content analysis of these comments follows can be found in Appendix 2.

Q30. Please rate how satisfied you are with your station officer for each of the following:

When respondents were asked to rate their levels of satisfaction with their station officer in a variety of areas, over half of all respondents expressed general levels of satisfaction (selected satisfied or very satisfied) in each area presented. Fewer than 25% of respondents expressed levels of dissatisfaction in any area. While there were no differences in response patterns among race, education level, tenure, rank or shift, there were statistically significant differences in responses for every category except "communication of organization goals and strategies." The differences in response for the categories of "recognition of effective employee job performance" and "frequency of communication" were seen in the "neither satisfied nor dissatisfied" response category and so these selections are not being included, as this information does not yield meaningful analysis. When asked to rate their station officer's "trust with employees" there were general levels of satisfaction among Millennials and Generation X respondents, but statistically significant differences in response occurred among those who were "very dissatisfied" with 9.26% (n=5) of Millennials being very dissatisfied and no (n=0) Generation X respondents claiming to be very dissatisfied. When evaluating their personal relationship with their station officer, over half of all Millennials (n=31, 57.41%) expressed satisfaction with their relationship as compared to 36.73% (n=18) of Generation X respondents. The last two categories that yielded

statistically significant differences in responses between Millennials and Generation X respondents occurred in the "respect for my ideas" and "feedback about my job performance" categories. The differences occurred in the response choice of "dissatisfied" for both categories.

When asked about their Station Officer's respect for their ideas, 18.87% (n=10) of Millennials were dissatisfied as compared to 2.04% (n=1) of Generation X respondents. And finally, when asked about how satisfied they are with their station officer's feedback on their performance, 20.37% (n=11) of Millennials were dissatisfied, compared to 6.12% (n=3) of Generation X respondents. Appendix 3 contains tables and data for significant differences. The data are represented in Figure 33 below.

Figure 33: Leadership – Q30: Satisfaction with station officer about multiple variables
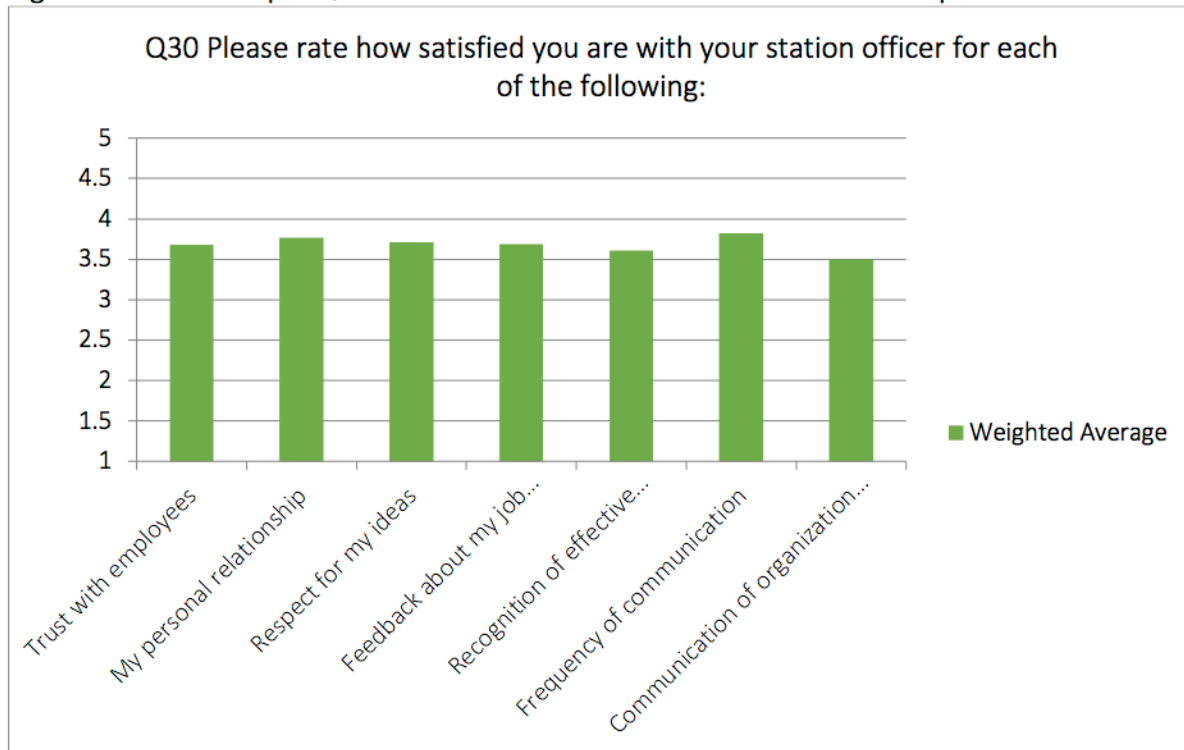
Q 30. Comments:
Twenty-nine comments were made in response to Q30 regarding satisfaction with the station officer on various activities. The comments reflect the varied relationships that employees at GFRD have with their leaders. The content analysis of these comments follows can be found in Appendix 2.

Q31. Please rate how satisfied you are with your Battalion Chief for each of the following:

When asked to rate their levels of satisfaction with their Battalion Chief in a variety of areas, general levels of satisfaction varied based on the category. Levels are satisfaction for "trust with employees" was closely split between general levels of satisfaction (n=45, 40.54%) and general dissatisfaction (n=41, 36.94%). The category that had the highest levels of satisfaction was "my personal relationship" with almost half of respondents (n=54, 48.65%) expressing satisfaction as compared to 22.52% (n=24)

expressing levels of dissatisfaction. There were two categories were differences in levels of dissatisfaction were statistically significant dependent on the respondents age group. In the category "recognition of effective employee job performance" levels of dissatisfaction were higher for Generation X respondents (n=12, 24.49%) as compared to Millennials (n=3, 5.56%), and in the category "communication of organization goals and strategies," 18.52% (n=10) of Millennials stated that they were "very dissatisfied" as compared to 4.08% (n=2) of Generation X respondents. Appendix 3 contains tables and data for significant differences. The data are represented in Figure 34 below.

Figure 34: Leadership – Q31: Satisfaction with Battalion Chief about multiple variables
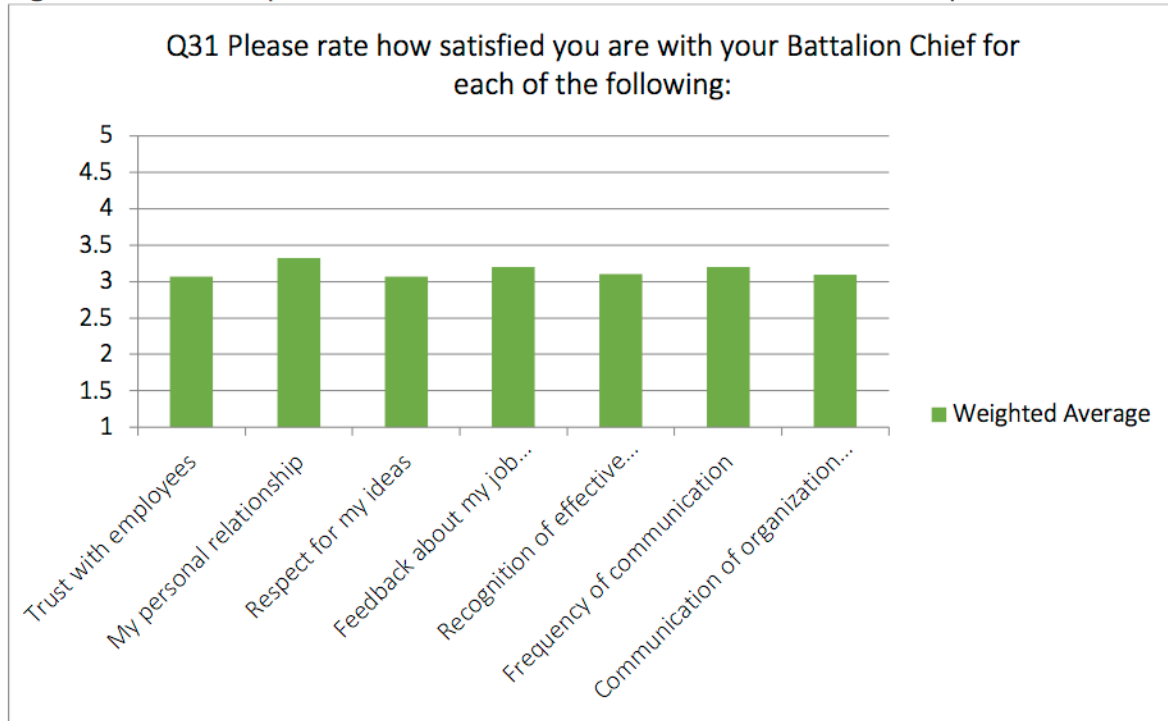
Q 31. Comments:
Thirty-one comments were made in response to Q31 regarding satisfaction with battalion chiefs on various activities. The comments reflect the varied relationships that employees at GFRD have with their leaders. The content analysis of these comments follows can be found in Appendix 2.

Q32. Please rate how satisfied you are with your Senior Leadership (Deputy Chief/Chief) for each of the following:

When asked to rate their levels of satisfaction with senior leadership, levels of satisfaction differ greatly from other leadership groups. In almost every category, just over half or almost half of respondents expressed general levels of dissatisfaction with senior leadership. When asked about "trust with employees," 66.66% (n=74) of respondents expressed levels of dissatisfaction, compared to 21.62% (24) of respondents that expressed levels of satisfaction. When asked to rate "my personal relationship," 40.54% (n=45) of respondents expressed levels of dissatisfaction while 31.54% (n=35) of respondents expressed levels of satisfaction. The same pattern continues for the remaining categories that were

surveyed with levels of dissatisfaction remaining higher than those of satisfaction: "respect for my ideas" (dissatisfaction= 45.46%, satisfaction= 28.18%), "feedback about my job performance" (dissatisfaction=50.45%, satisfaction= 29.73%), "recognition of effective employee job performance" (dissatisfaction=55.85%, satisfaction=27.02%), "frequency of communication" (dissatisfaction=61.26%, satisfaction=27.92%) and lastly, "communication of organization goals and strategies" (dissatisfaction=57.66%, satisfaction=28.83%). There were statistically significant differences in response in every category based on the respondents age group. Levels of dissatisfaction in the "trust with employees" category varied significantly in the "very dissatisfied" option with 44.44% (n=24) of Millennials choosing this option over 24.49% (n=12) of Generation X respondents. The next three categories, "my personal relationship," "respect for my ideas," and "feedback about my job performance," had the exact same statistically significant differences. These differences were seen in "very satisfied" category with 22.45% (n=11) of Generation X respondents expressing that they are very satisfied, as compared to 5.56% (n=3) of Millennials. A complete list of difference in response rates is seen in the table below, with statistically significant differences highlighted. Appendix 3 contains tables and data for significant differences. The data are represented in Figure 35 below.

Figure 35 : Leadership – Q 32: Satisfaction with Senior Leadership about multiple variables
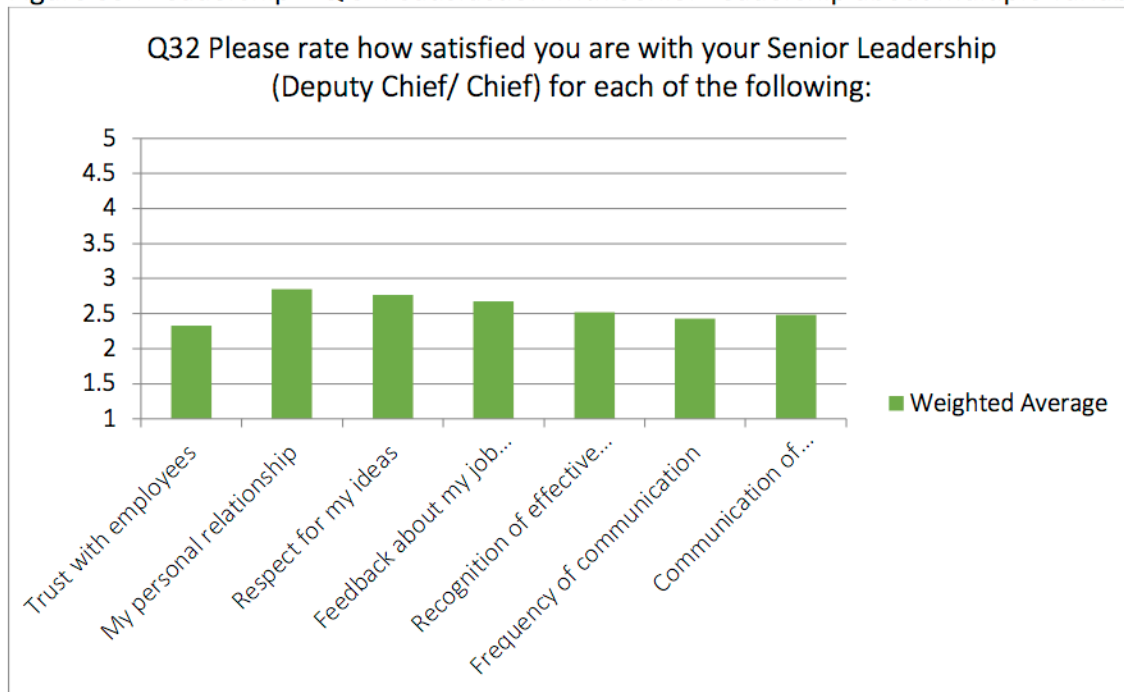
Q 32. Comments:
Thirty-five comments were made in response to Q32 regarding satisfaction with senior leaders on various activities. Of the different positions, the greatest dissatisfaction was reported with senior leaders by the majority of respondents; however, the comments reflect that there are GFRD employees who are satisfied with their senior leaders. The variety of sentiments reflected in the comments represent the divide and complexity of relationships that GFRD employees have with their leaders.   The content analysis of these comments follows can be found in Appendix 2.

Communication Q 33-38

There are multiple important reasons to have effective communication in a department. Effective communication allows one person to influence another. Ineffective communication or the absence of communication leads to a lack of clarity and the risk of unintended consequences for action. Communication was a topic that was mentioned frequently in the focus groups, both as an opportunity for improvement (increased communication) and a threat (perceived current lack of communication). In the focus groups, employees specifically discussed a lack of transparency about decisions, inconsistency across shifts in application of policy and procedure, a lack of visibility of senior leadership to members housed in stations other than Station 1, and a lack of clarity about objectives and vision. Further, the consulting team became aware of an internal survey about communications that was carried out in 2013 that explored morale, desired methods of communication and suggested improvements. Questions about communication were added to the survey to explore employees' *current* perceptions of communication in the department.

Consistent engagement of all members of the department with regard to an organization's plans, goals and strategies has a significant impact on culture. Engagement of staff in the development and implementation of new policies and procedures, consistent application of same, and regular vehicles for communication among all members and ranks – even when there are no changes – directly impacts morale.[53] Employees left to figure things out on their own, or to learn from informal rather than formal sources of information will make up their own stories and inferences based on available information – even if that information is incorrect. Thus, effective communication is essential for morale and developing the culture one wishes to promote based on stated mission, vision and values.

One of the greatest areas of concern expressed by employees centered around internal communications within GFRD. Additional work is needed within the GFRD to improve the quantity and quality of internal communications. Some of the following methods may be in use already, but additional forms of communication with a high degree of consistency and transparency must be considered. While there is no singular method that transfers across the 24/7/365 schedule and generational diversity of the department, a "buffet" approach is suggested whereas the department leadership provides one-on-one sessions with firefighters formally and informally (e.g. monthly command staff meetings, periodic lunch visits and occasional round table discussions directly with the Fire Chief), electronic communication is utilized, video conferencing is harnessed and newsletters are offered when possible. The bottom line from the survey results is that GFRD firefighters want a higher level of involvement and information. In order to provide engagement that is so essential for retention, a dynamic communications plan is necessary.

Understanding of Vision, Goals and Strategies (Q33)
In the prior section on Leadership, questions 29-32 assessed leadership behaviors by rank and included two behaviors that could also have been placed in this section about Communication, "Frequency of Communication" and "Communication about goals and strategies." As noted previously in this report, the results found that as rank went up, satisfaction with communication frequency and about goals and

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[53] SHRM 2016 (page 29).

strategies was perceived to decline.   This survey differentiated goals and strategic objectives from vision because goals and strategies are tactical tools to meet particular milestones while a vision is a future state for organizations to strive to reach.

The development of the GFRD Strategic Plan is an important step towards communicating and prioritizing goals. GFRD does have a stated mission and vision statements as well as core values[54] developed for the 2017 GFRD Strategic Plan.   As available on the City of Greenville website, the Strategic Plan provides valuable but extremely general information about tactics in use to carry out goals and objectives with annual review as the reported timeline. Further, not all objectives cited, actually are included in the accompanying action plan. From the description of the process, it appears that 22 GFRD employees participated on the committee to develop the plan though it is unclear how the rank and file were involved in its development, how the plan was communicated to the department, and how ongoing progress against objectives are being tracked and met. Goals are best achieved when they are broken down into short, medium and long-term objectives with frequent evaluation. While this may already exist for the GFRD Strategic Plan, the data were not available for review.   Further, the perceived lack of clarity expressed in the focus groups and surveys, suggests that more communication both in terms of content and frequency is necessary so that employees know what is being prioritized, the specific strategies, timeline and progress. Having transparent information on the steps taken and any achievements in working towards resolution of identified dissatisfiers and contributors toward lowered morale, will begin the process of rebuilding trust.

The results of the item "I have a clear understanding of my organization's vision" reflect that nearly half of respondents (49.09%) expressed disagreement with this item while nearly 35% expressed agreement. Millennials were more likely to disagree than Generation X members. Thus, it appears that some members of GFRD have a better understanding of the vision of the department than others. The reasons for this remain unclear though open-ended comments shed light on individual opinions as to why this differentiation exists. Evaluating the methods and consistency of communication to ensure that all members of the organization have regular, in-person access leaders, as well as using passive forms of communication such as newsletters, emails, etc., will be important in improving this vital indicator for job satisfaction and essential interpersonal skill for communicating organizational goals, expectations, performance measures, and feedback.   The data are represented in Figure 36 below.

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[54] GFRD Strategic Plan 2017 (page 11)

Figure 36: Communication – Understanding of organization's vision

Q33 I have a clear understanding of my organization's vision.

One of the fire service's greatest diversity challenges is with as many as five generations in the work place. Most fire departments have three generations that work together. Due to the shift arrangement, these generations not only work together, but they live together one third of their lives. Different generations respond to different means of communication. An effective fire chief must bridge this generational divide by providing methods of communication that appeals to the different needs of the generations. Also, fire service leaders must seek to find the common denominators in interacting with firefighters as well as training firefighters. One of the boldest conflicts between different generations in the fire service is that most younger firefighters need to know the "why" behind directives and protocol and direction. More senior firefighters were brought into the organization in a different era and told to follow directions, so the desire by younger firefighters to want to know the why of issues contrasts with the methods that more senior leaders were taught and that have been ingrained in the culture for many years of paramilitary organizations. Greenville is doing some of this work and would benefit more if additional efforts were invested in striving to bridge the generational gaps with a variety of communication methods. This bridging will also positively help with the perception of "micromanagement" and "shotgun management" that is currently occurring within the GFRD.

The leadership of the Greenville Fire and Rescue Department should refocus efforts on articulating the vision of the department for the foreseeable future and communicate that within the organization using multiple methods. Firefighters need to know where their department is heading and have tangible benchmarks to look forward to in order to measure and evaluate success. When consistent, this effort helps to build trust and relationship between line personnel and administration and will help minimize rumors within the organization.

Feedback and Recognition (Q34)

Frequent feedback motivates employees who are performing well to continue to do so and helps correct the course of employees who may have gaps. Ongoing, honest and constructive feedback to all employees allows them to the best opportunity to understand and to meet organizational goals which leads to higher likelihood of success. In the prior section on Leadership, questions 29-32 assessed leadership behaviors by rank and included the behavior "Recognition of effective employee job performance." As noted previously in this report, employees were more satisfied than dissatisfied with immediate supervisors and station officers with feedback and recognition but as rank increased, dissatisfaction with feedback and recognition was higher than satisfaction.

Clarifying expectations of performance is an important outcome of formal and informal employee recognition of job performance. Given that nearly half of GFRD active duty respondents indicate a lack of clear understanding of the organization's vision, evaluating how employees are recognized and with what frequency is important as one tool in communication, job satisfaction, and motivation. For example, the GFRD Strategic Plan includes the vision and goals for the department. Evaluating how line employees were involved in creating the strategic plan, how it was communicated, by whom, and how often achievement against goals is discussed, are important in understanding the result that many employees feel a lack of clarity about vision and goals. If an employee has a lack of clarity about vision and goals, it can lead to a lack of understanding and perceptions of unfairness regarding performance recognition. The SHRM report on job satisfaction indicates that management recognition of employee job performance is an important tool in employee retention by making organizational goals clear and recognizing how employees are meeting those goals[55]. Having high standards and expectations of performance are not sufficient to sustain high performance.

Over 100 comments were provided about desired forms of recognition. While formal programs such as awards, training, benefits, etc. are cited in the comments, a content analysis finds that pay related recognition ranks highest followed by verbal recognition and praise, employee recognition events and in-person interaction such informal leadership behaviors such as pats on the back, employees feeling listened to, clear understanding of goals, etc.

Firefighter recognition is an important part of the overall management of the fire department. Some people characterize firefighting as a "team sport" rather than an individual sport. Some municipalities find it beneficial to recognize an entire response team or fire crew when they do exceptional work, as opposed to only recognizing an individual. Recognizing the team can build esprit-de-corps and can encourage firefighters to do their best and highlight modeling of effective behaviors.

The peer review team recommends that the GFRD develop evaluate its service award program to ensure it can effectively recognize individuals as well as crews when the crew performs exceptional work. This type award program helps to model exceptional behavior and rewards teams for exemplary efforts.

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[55] SHRM 2016 (page 31)

A full transcript of employee recognition ideas from active duty respondents can be found in Appendix 2, page 203. Implementing effective recognition programs requires departmental involvement from employees and leadership as well as City involvement from the Human Resources department and support from the City Manager's office. The City and the Department, with representatives from across shifts, ranks and positions should evaluate current recognition programs and take steps to formalize a culture of frequent, transparent and constructive feedback and formal *and* informal recognition at all levels.

Lack of consistency of carrying out Procedure and Policy (35-37)

Nearly 63% of survey respondents indicated disagreement that non-disciplinary policies and procedures were consistently carried out within the department. A key aspect of communication effectiveness is using multiple methods, repetition, and accountability to deliver a consistent message. In a 24/7, 365 operation across three shifts and six stations, communication challenges are not unexpected. The majority of active duty respondents hold the perception that the bulk of communication about policies and procedures is through email or through the station officer but rarely through senior leadership. While email can be an effective tool for time sensitive communication, if overused, it limits dialog, questions and feedback. Paired with the perception held by the majority of respondents that policies and procedures are not carried out consistently across shifts, a climate of mistrust and misinformation built on inferences develops. In addition, the unique work environment of Fire/EMS allows for some employees to be more influential than others if reliable information is not available. Thus, a sense of teamwork requires both the expectation of effective communication but also builds in accountability that employees will communicate effectively with each other at all levels. The comments for this section reflect a range of perspectives ranging from satisfaction to dissatisfaction. One employee indicated that s/he understood the policies and procedures but wanted a "clear vision of how we want to accomplish them as a team and how we can work and grow effectively as a team."

Consistency in discipline is also essential to building trust within the organization. Sixty percent of survey respondents expressed disagreement that discipline was being consistently handled. Because of State personnel laws, the consultants were not able to review personnel data to verify claims. While each personnel matter is unique in its circumstances, and while North Carolina state law will not allow administrators to discuss another person's disciplinary action, the reality is that many firefighters hear one side of the equation and analyze what has occurred without having access to all of the facts. One effective measure that Fire Chiefs find in managing disciplinary measures is to expand the decision circle to additional chief officers, city Human Resources and potentially City Legal staff. Collective decisions often are more powerful and accountable and help to build a higher level of predictability with firefighters. This predictability aids in management by engaging peers to help guide and steer firefighters from making errors and omissions - either on duty or off duty. In addition to GFRD ensuring consistency across employees, shifts and supervisors in applying discipline procedures, the City is strongly encouraged to develop a formal tracking system for disciplinary decisions to be able to track trends, application and consistency.

GFRD reports that recent City changes limit the ability to grieve a personnel matter unless pay and compensation are affected. Most fire departments find value in a due process for any matter. Best fire

service practice would suggest that grievances should work up through the appropriate chain-of-command. Decisions made by the Fire Chief are generally appealable to the Human Resources Director and/or the City Manager. This clear pathway of due process provides relief to firefighters who may feel threatened to take issues up the chain of command and not have a relief when the matter reaches the department director, or Fire Chief. Therefore, some modification may be needed to the due process component for the firefighters. Regardless, clarity of the process is essential for every member of the department to understand their rights and privileges of being an employee.

Many changes have occurred within the GFRD in recent years with respect to the deployment model, staff changes, growth in the city – especially downtown, the fire service industry and other dynamics. Firefighters report significant concern related to the consistency of application of policy and procedure and how much direction is occurring through the use of email.

Using the accreditation self-assessment guide as a template, GFRD reports that they have recently revised the department policies and procedures. A clear communications system of ensuring that all GFRD personnel are aware of the current policies and procedures would bring a higher level of consistency, accountability and clarity within the organization, which will have a positive effect on the culture and morale within the department. A top to bottom approach would be most effective.

Multiple employees report that there is too much "gray area" within the current policies and procedures. In addition, as noted above, there is concern that much direction is coming through email rather than standard operating guidelines or protocols. Anecdotal comments in focus group and in the survey also reflect a concern, if not a belief, that favoritism results when one individual must adhere to a policy, but another does not. Communicating about policy and procedure using methods in addition to email is highly encouraged. GFRD reports exploration of use of podcasts, webinars and social media as strategies for enhancing communication. Establishing and following written policy and procedures will have a significantly positive effect on strengthening the department and positively charging the internal culture.

Furthermore, since the re-deployment plan was implemented several years ago, the DA team was not provided with a data-based evaluation of the impact of implementing that plan to include comparing baseline data to post-implementation data and evaluating any unintended consequences of implementing the model. When implementing any major deployment change, it is important to re-visit that protocol after some time and to adjust where needed. Virtually every group of firefighters reported concern or voiced question about the effectiveness of the department's deployment plan. Therefore, if evaluation data does exist, many employees are unaware of the results. A comprehensive review and evaluation of the deployment model is recommended to assess impacts and if any changes are needed.

GFRD reports that a standardized policy system is in place. A frequently stated concern by survey respondents is about how policies are communicated, implemented and practiced. There are many best practices that other fire departments across the state are utilizing. Also, there are purchased products that can provide baseline policy, procedure and protocol for the department to consider as well.

Communication Section Summary

Lest we leave this only at the feet of leadership, communication is not just the job of the Fire Chief. While the Fire Chief is a central figure, especially in a fire department the size of Greenville, communication is also a key responsibility of the Deputy Chief and of the Battalion Chiefs as well as the Company Officers. Firefighters can often be critical of the Fire Chief with communication, but it is important that firefighters realize that communication is a shared responsibility of everyone within the chain of command.

Engaging employee committees, especially involving shift personnel can be challenging. It is difficult to gather needed personnel and often the work is not timely enough to meet deadlines. However, many municipalities find that creating a team or committee charter can help facilitate improved committee involvement. This team charter outlines the makeup of the committee, the expectations and the deliverables, including deadlines before the committee begins their work. Clarity in expectations is important in any business endeavor. The fire service is no different. When utilizing committees, it is critical that parameters are recognized up front, or more damage can occur than not using committees at all. We realize that employee committees go awry when there are not clear expectations articulated up front about desired outcomes. The charter is a tool to help with that situation. In addition, it is also helpful to conduct an after-action critique so that everyone involved understands what decision was eventually made and why it was made.

Effective and consistent communication sets the tone for organizational culture, while consistency of application of policies and procedures provides clarity of expectations and a sense of job security. While communicating across three shifts is a challenge, use of multiple methods of communication by all levels in the department can have an impact on perceptions of transparency and understanding of the mission and goals. The survey results indicate that there is a strong opportunity to enhance communication in the department to ensure visibility of leaders at all levels, increase formal and informal means of communication, and to increase message and application consistency throughout the department. Data about specific survey items follow.

Q35. How are new policies and procedures most frequently communicated to employees?

When asked about how new policies and procedures are most frequently communicated to employees, almost ½ of respondents (n=50, 45.45%) selected "email." This choice was followed by 21.82% (n=24) of respondents who selected "station officer," and 10.00% (n=11) who selected use of SOP/SOG. There were only 6.36% (n=7) of respondents who chose Battalion Chief or higher. No respondents selected "posted in the station." There was also 16.36% (n=18) of respondents who selected "other." Information on "other" responses can be found in Appendix 2. The data are represented in Figure 37 below.

Figure 37: Communication – Methods of communication for policies and procedures
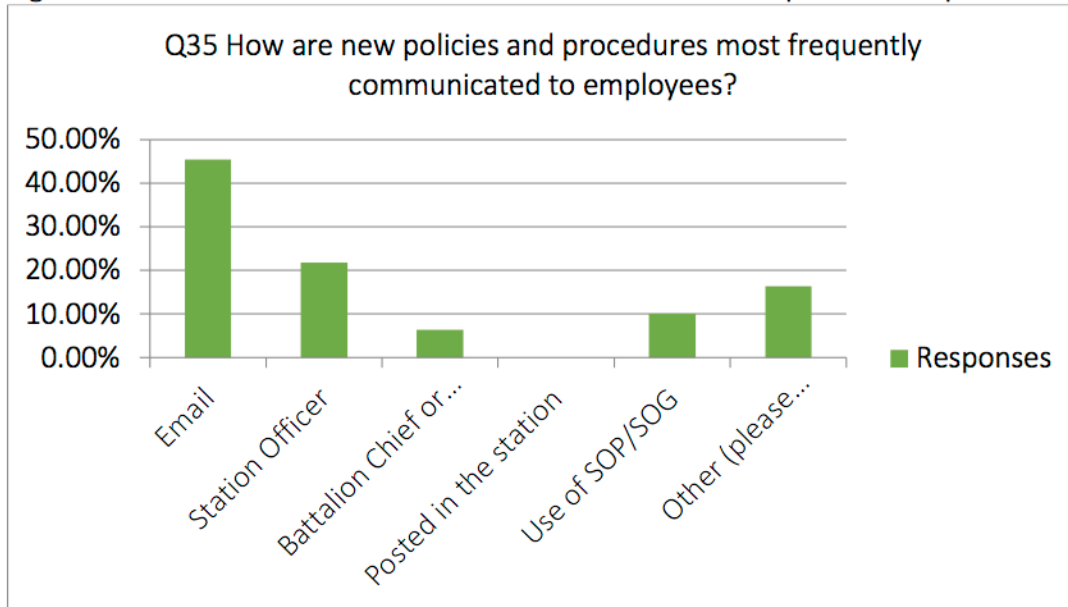
Q35 How are new policies and procedures most frequently communicated to employees?

Bar chart showing percentages for:
- Email: ~46%
- Station Officer: ~22%
- Battalion Chief or…: ~6%
- Posted in the station: 0%
- Use of SOP/SOG: ~10%
- Other (please…): ~16%

Legend: Responses

Q36. Based on your personal experience (not hearing about someone else's), discipline policies and procedures are consistently carried out across shifts.

When asked about consistency carrying out discipline policies across shifts, 60% of respondents (n=68) expressed levels of disagreement. There were 22 employees (20%) who expressed levels of agreement and another 22 respondents who selected "neither agree nor disagree." There were no statistically significant differences in patterns of response among the various demographic groups presented (i.e. race, age, rank, tenure, shift, etc.). The data are represented in Figure 38 below.

Figure 38: Communication – Consistency of carrying out disciplinary policies
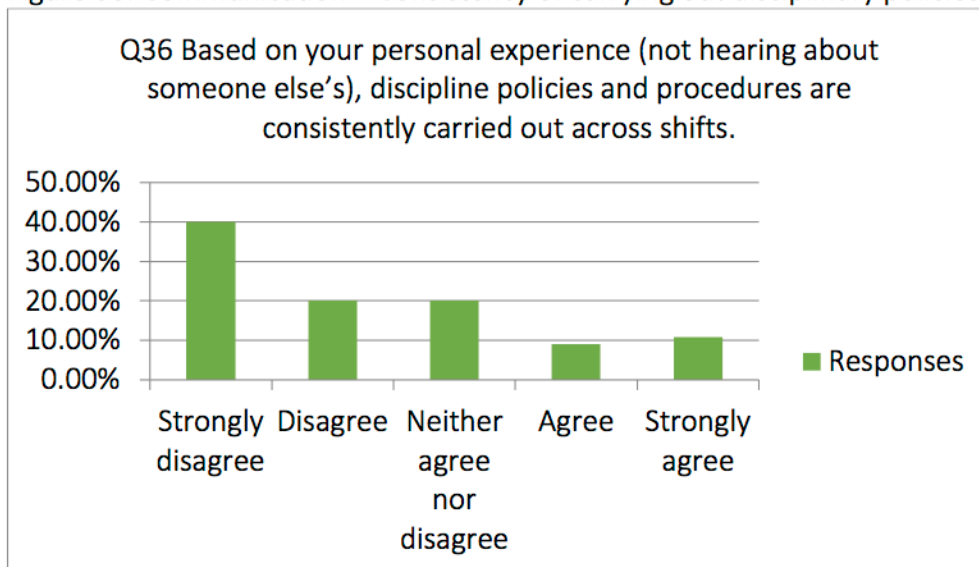
Q36 Based on your personal experience (not hearing about someone else's), discipline policies and procedures are consistently carried out across shifts.

Bar chart showing percentages for:
- Strongly disagree: ~40%
- Disagree: ~20%
- Neither agree nor disagree: ~20%
- Agree: ~9%
- Strongly agree: ~11%

Legend: Responses

Q37. Policies and procedures (not disciplinary) are consistently carried out across shifts.

When asked about consistency of other policies and procedures (not disciplinary) over ½ of respondents expressed levels of disagreement (n= 69, 62.73%) compared to 26.37% of respondents (n=29) who expressed levels of agreement. There were 12 respondents (10.91%) who selected "neither agree nor disagree." There were no statistically significant differences in patterns of response among the various demographic groups presented (i.e. race, age, rank, tenure, shift, etc.). The data are represented in Figure 39 below.

Figure 39: Communication – Consistency of carrying out non-disciplinary policies and procedures
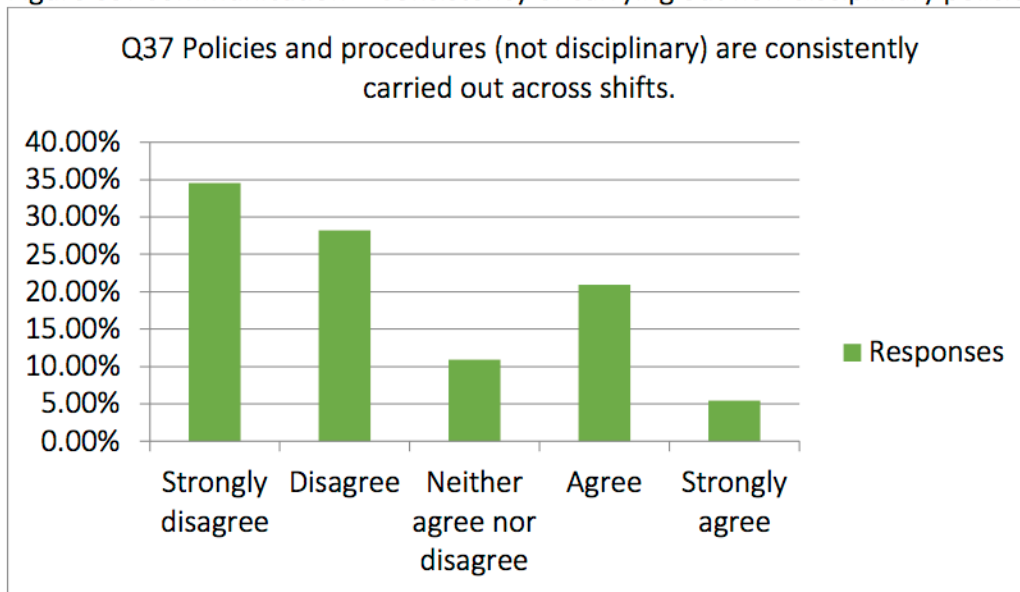
Q38. Comments

General comments about the Communication section can be found in Appendix 2. In general, there is a widely held perception that policies and procedures are not uniformly carried out across shifts while a smaller number of people indicate that they are consistently applied.

Career Development Section- Questions 39-44

During the focus group meetings with 126 active duty personnel, issues related to career development were raised by multiple groups and thus included as an area of inquiry in this survey. As career development opportunities influence job satisfaction, retention, turnover and recruitment[56], perceptions about current programs and initiatives can be instructive about how to evaluate and improve current offerings. The SHRM study regarding national attitudes about job satisfaction and engagement found that of the 44 aspects of job satisfaction, opportunities to use skills and abilities, career development, and overall career advancement, were important factors. Opportunities to use skills and abilities ranked fifth[57] overall in 2016 and in 2017 and in general, the importance of career development in job satisfaction has consistency risen over the last eight years in the national SHRM sample. The questions below evaluate overall satisfaction with career development opportunities at GRFD, satisfaction with particular programs (e.g. promotion) and a specific ranking of common public safety career development strategies.

Employee retention is a key reason to have effective career development strategies. As the overall unemployment rate goes down, finding ways to retain, develop, and promote from within an organization is cost effective strategy that can enhance morale and overall performance. Providing fire and rescue services is very labor intensive.   Providing these critical services requires hands on work from people with a very well-developed skill set that is diverse and adaptable to many challenging environments.   As noted in the survey, having these skills is a great source of pride to the GFRD employees.

The 2017 GFRD Strategic Plan indicates that a Professional Development Plan was created in 2017 but it was not available for this study review. Thus, some of the elements suggested below, may be underway. While instituting a new professional or career development plan will not correct all concerns immediately, an adopted, communicated, and properly funded career development plan will lay strong foundational groundwork to support internal promotions. Competitive compensation and incentives for milestones is essential. In addition, the career development plan should include long-term requirements for promotional positions, as well as shorter term quality of service type spot awards for interim achievements such as certifications and specialized skills.   This strategic investment in career development for Greenville firefighters will provide strong dividends to the City in the future.

A core building block for most career development models will be to reevaluate the current rank structure and firmly establish a structure that will accommodate Greenville for approximately the next five years with the best information that is available at this time. Communicating extensively, frequently and in multiple formats to create a clear understanding of the rank structure is essential to building a successful career development plan and allowing firefighters to best prepare themselves for success

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[56] SHRM (2016). Employee Job Satisfaction and Engagement – Revitalizing a Changing Workforce. A Research Report by the Society of Human Resource Management. (https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf).
[57] Ibid

within the department. Beyond the formal levels, attention must also be given to persons who serve in temporary or acting roles.

Most cities in the size range of Greenville have found that the following general structure is effective and efficient:

> Fire Chief
> Deputy Chief
> Chief Officers (Training Chief, Fire Marshal, Battalion Chief)
> Company Officers (Fire Captain, Fire Lieutenant, Deputy Fire Marshal)
> Fire Engineer (Fire Inspector)
> Firefighters (Firefighter I, Firefighter II, Senior/Master Firefighter)

With the EMS component for Greenville, some additions or adaptations would need to be made that customizes the best fit for Greenville. An opportunity exists for GFRD and the City of Greenville to review their rank structure to ensure that it meets the current needs of the department.

A clear succession plan and/or career development plan is needed for the department that clearly articulates the requirements for each rank within the organizational structure so that members of the department can understand what is expected on their part to earn or achieve in order to be qualified or eligible for promotion.

Care and attention to detail should go into this plan to make sure that it is achievable and sustainable. Once the plan is instituted, the department should not wavier from the plan unless the plan is revised. Therefore, it will need to be kept current and the City and department follow the plan accordingly. The DA review team understands that Greenville has been challenged in consistently following a plan as the department has grown and at times, there may not be candidates that meet the necessary criteria. The DA review team offers that attention to the career development plan and the funding and training that go along with it will serve the City well long-term.

Any successful career development plan demands a commitment from both the department/City and from the employees that engage and involve themselves in the process. Most "win-win" situations occur when "opportunity meets preparedness" so that the department will promote firefighters to higher ranks who have prepared themselves for that promotion.

Progressive career development is of keen interest to the firefighters in the department and will be instrumental in the City's efforts to recruit and retain firefighters into the future. Data reflect that the department is largely made up of millennial employees. Combined with recent higher levels of voluntary resignations, a lack of qualified internal candidates has presented some challenges for the department in promoting from within. Firefighters voiced high levels of frustration regarding inconsistencies that have accompanied some promotional processes. Evaluation of Department letters for intent indicate inconsistencies between positions (e.g. past performance considered for some levels but not for others, objective methods used for some levels but not others). Extensive competency

matrices developed by Segal Waters Consulting[58] provide a comprehensive framework for developing objective assessments for hiring and promotion for all positions in the department. A portion of this career development plan should outline requirements for fill in roles, such as for Fire Rescue II or Company Officer to define what minimum requirements must be met for someone to operate in one of these capacities.

The Strategic Plan cites an objective of creating an Officer's Development program and we applaud this goal.   Senior leadership may also want to consider using the EQi2 product that helps develop strong and resilient emotional intelligence as part of career development for leadership roles.

In order to advance and modernize certain components of GFRD's culture, the department should invest additional effort toward career development for the Battalion Chief rank. This would include connecting with peers in nearby municipalities, as well as developing individual development plans in order to expand knowledge and involvement of the Battalion Chiefs in every aspect of GFRD operations. GFRD shift firefighters voiced the need for improved communications, which is a core competency for Battalion Chiefs. More clearly defined expectations of Battalion Chiefs from fire department and City administrators would be helpful. Also, a more thorough understanding of the Battalion Chief role within the department would be beneficial. Within the GFRD, as with many fire departments, there is frustration about consistency across shifts. Battalion Chiefs are critical to bridging the gaps and differences between response shifts. Development of Company Officers and Battalion Chiefs will have a critical impact on succession planning for executive-level chief-officer positions in the future.

The department reports that it has a number of personnel who are participating in executive development programs and support for these efforts should continue. North Carolina has several programs for development of Chief Officers in the Fire Service. Ensuring a systematic approach for selection criteria to participate in these programs is important for perceptions of fairness and satisfaction with personnel career development planning. The Strategic Plan cites a Professional Development plan and this plan should outline the specific procedures for succession planning including developing high potential employees into officers. Training for new supervisors should happen within three months of appointment.   A growing number of fire departments are engaging with a specialized leadership development program through OneSmartCareer that provides ongoing mentoring and coaching as follow up components to the classroom instruction. Two programs offered by the University of North Carolina School of Government are key to developing effective leaders in North Carolina local government.   These are the Municipal Administration program and the Public Executive Leadership Academy (PELA).   The UNC programs can be costly.   However, the National Fire Academy and the Federal Emergency Management Institute also have quality executive development programs, such as Executive Fire Officer (EFO) at a much-reduced rate.

The DA review team encourages all of the chief officers at GFRD to consider pursuing the Chief Fire Officer (CFO) Designation from the Center for Public Safety Excellence. This national program includes completion of core competencies, but also requires each CFO to establish a three-year professional

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[58] Segal Waters Consulting (2015), Job Titles in Executive Job Family, Job Titles in Managerial Job Family, Job Titles in Sworn Fire/Rescue Families

career development plan and the chief officer is held accountable to that development plan through a peer review process.

An important component of any career development plan should address how Greenville personnel will attend classes on duty and off duty and a clear plan should be articulated for what the department will sponsor and will not sponsor.   Sponsoring the training in this way will most likely create or prompt firefighter hire back and generate the need for additional funds to pay overtime. As a part of the development of this plan, additional funding or budgetary considerations may need to be made in order to make reasonable accommodations for expected training opportunities.

Also, important within career development is the need for clarity with promotional processes. Perceptions within the department indicate that there is opportunity to build and develop trust and strengthen morale through more independent work with promotional processes. An underlying tone of favoritism was voiced. Outsourcing conducting of promotional processes, or at least parts of them, generally helps firefighters to gain greater buy in to the process and the leaders that are selected from the processes.   Beyond strengthening the objectivity, evaluative instruments can be introduced that help the candidates with their own professional self-development. External feedback is also helpful to both the candidate and the supervisor.

This same concept can roll into new hire selection as well.   The City should continue to use third party testing instruments and evaluation as it is determined to be a best practice within the fire service industry. Also, a combination of written, physical agility and interviews are considered best practice in new firefighter selection processes. Data about specific survey items follow.

One item in the survey asked respondents to rank various career development strategies. As can be seen in Table 3, implementing incentives for reaching career milestones was ranked first which, along with skill-based pay was discussed in the compensation section of this report. Incentives were previously and thoroughly discussed in the Compensation and Benefits section. Additional strategies focus on individualized plans and training as well as career advancement tools.

Table 3: Rank of Common Career Development Strategies

Career Development Strategy	Rank
Implementing incentives (e.g. rank, pay) for achieving certain milestones (e.g. Paramedic and/or Intermediate level)	1)
Creation of a career plan for each employee, updated annually that allows upward or lateral movement to positions	2)
Having defined, published, and consistently followed eligibility standards and credentials for each position	3)
Defined supervisor and management skills development prior to promotion processes	4)
Having assigned mentors/ field training officers for personnel at different ranks with a specified curriculum and for a specified time period	5)
Succession planning to plan for retirements and other turnover	6)
Allowing a limited number of specialization career tracks for paramedics and firefighters	7)

Creating additional promotional levels within the department	8)
Other (pay increases, goal setting, actual promotion process, etc.)*	9)

* A full list of comments provided for the "other" responses are provided in Appendix 2.

Q39: I am satisfied with my current career development opportunities at GFRD.

For the overall satisfaction question, nearly half of respondents indicate that they are either satisfied (n=34, 31.19%) or very satisfied (n=16, 14.68%) with their current career development opportunities at GFRD while about a third of respondents indicate that they are either dissatisfied (n=24, 22.02%) or very dissatisfied (n=17, 15.60%) with their career development opportunities. A total of 18 respondents (16.51%) were neither satisfied nor dissatisfied. The mean response for this question was a 3.07 on a scale of 1-5 with a rating of 5 reflecting very satisfied and a rating of 1 reflecting very dissatisfied. When comparing this question among the various demographic groups (e.g. age, race, tenure, etc), there were no statistically significant differences. The following table shows the summary (total) responses.

A mean of 3.07 and the fact that one-third of respondents are dissatisfied with the career development program suggests the need for a thorough evaluation of current programs to identify methods that will increase satisfaction. The following questions ask for perception about and a ranking of particular strategies. The data are represented in Figure 40 below.

Figure 40: Career Development – Satisfaction with Career Development Opportunities
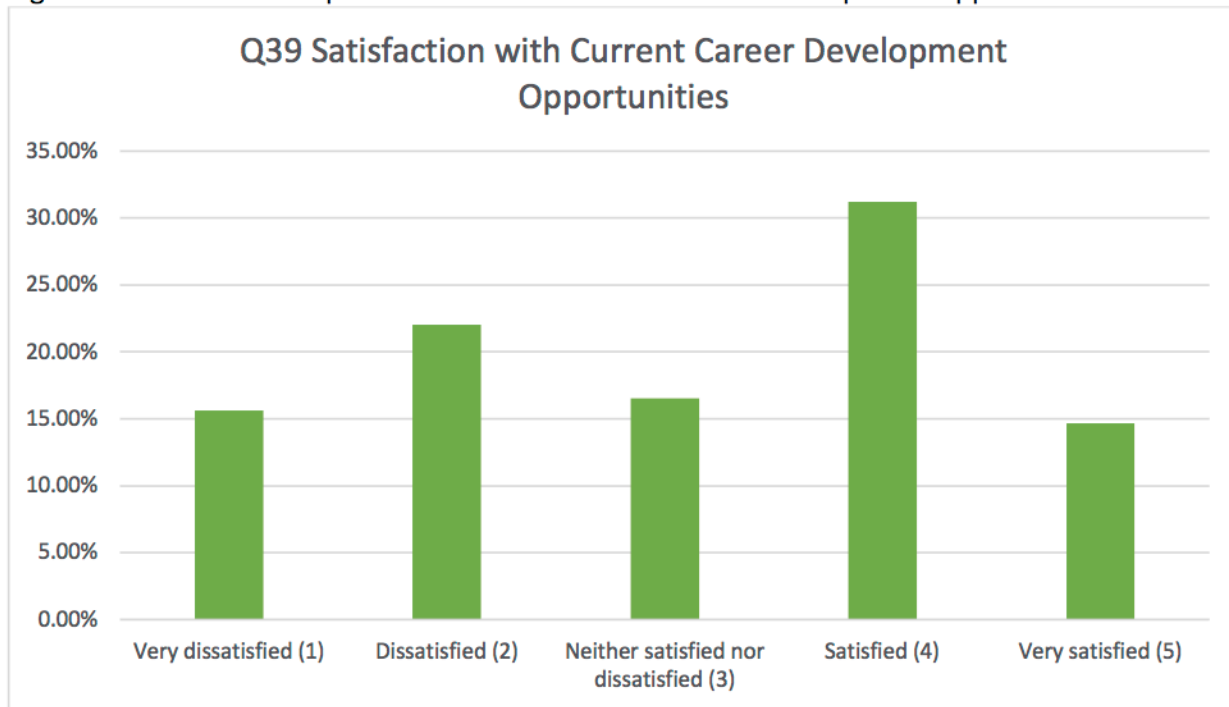
Q40: Please rank what you believe would be most effective as career development tools for the Greenville Fire and Rescue Department.

This question asked respondents to rank eight different career development tools, plus an option for "other" (1 being most important- to 9 being least important). The lowest mean, which corresponds with the highest priority, is 3.58- "Implementing Incentives…". The following Table 4 lists each option with its corresponding mean. (Full summary data is provided in Appendix 2).

Table 4: Rank of Common Career Development Strategies

Career Development Strategy	(Rank and Mean Score
Implementing incentives (e.g. rank, pay) for achieving certain milestones (e.g. Paramedic and/or Intermediate level)	1) 3.58
Creation of a career plan for each employee, updated annually that allows upward or lateral movement to positions	2) 3.83
Having defined, published, and consistently followed eligibility standards and credentials for each position	3) 3.97
Defined supervisor and management skills development prior to promotion processes	4) 4.05
Having assigned mentors/ field training officers for personnel at different ranks with a specified curriculum and for a specified time period	5) 4.93
Succession planning to plan for retirements and other turnover	6) 4.97

Allowing a limited number of specialization career tracks for paramedics and firefighters	7) 5.62
Creating additional promotional levels within the department	8) 5.95
Other (pay increases, goal setting, actual promotion process, etc.) *	9) 8.1
Total	109

* A full list of comments provided for the "other" responses are provided in Appendix 2.

For the ranking of effective career development tools, differences among the demographic groups of race, education level, tenure, title/rank and shift were not statistically significant. However, for four of the ranked career development tools; creation of a career plan for each employee, implementing incentives, allowing a limited number of specialization career tracks and having assigned mentors, there were some statistically significant differences between Millennial and Generation X respondents. Incentives were mentioned in the focus groups that were conducted by Developmental Associates, as well as in several other areas of the employee survey, so it is important to note that there are generational differences for this particular area of career development. While the majority of millennials ranked incentives as the most important career development tool (n=19, 35.85%), Generation X respondents only selected incentives as the most important career development tool less frequently (16.67%, n=8). Of all of the ranking choices for incentives, Generation X respondents selected the "5" option most frequently (n=11, 22.92%) indicating that they do not place much importance on incentives as a career development incentive, while Millennials only selected the 3.77% of the time. These differences in opinion regarding the importance of incentives as a career development tool are important in understanding how the department can attract and retain new, young talent. Appendix 3 contains tables and data for significant differences.

Q42. I am satisfied with my promotional opportunities.

Like the overall question about career development opportunities, the results for this question reflect a divide among respondents. Response choice ranged from "Strongly Agree- 5" to "Strongly Disagree- 1." Nearly 39% of respondents indicate they are satisfied with the promotional process while 37% indicate they are not. Nearly a quarter indicate they neither agree nor disagree. Generational differences exist for this question while differences among other demographic categories do not. In particular, Millennials were less likely to agree with this statement than Generation X respondents. Generation X respondents were significantly more satisfied (43.75 agree, 6.25% strongly agree) with the promotional process compared to millennials (20.75% agree, 3.7% strongly agree). The next question explores different promotional methods. Appendix 3 contains tables and data for significant differences. The data are represented in Figure 41 below.

Figure 41: Career Development – Satisfaction with Promotional Opportunities
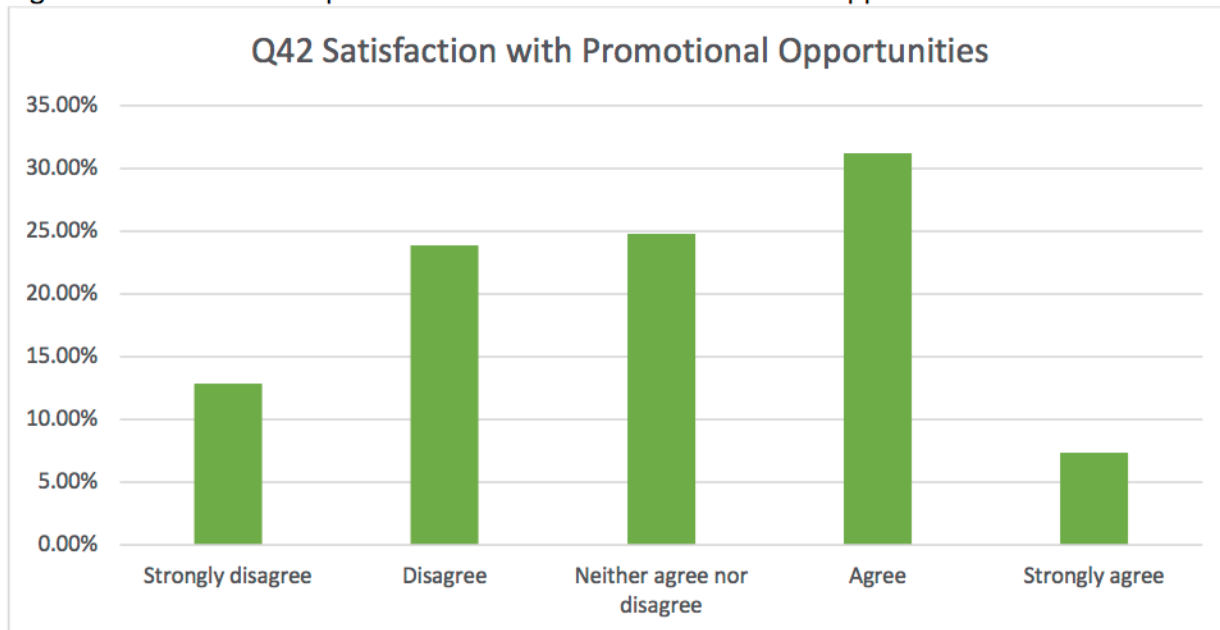
Q43: With what specific methods would you like promotions to be handled (e.g. appointment by chief, written assessment, assessment centers, other)?

Respondents were asked with what methods they would like promotions to be handled. Over half (n=65; 59.63%) answered that they would like to see skills assessments, like assessment centers as their method of choice. However, many offered comments such as that the method needs to be tied to the position, there should be a combination of all methods used and that factors like experience, performance, meeting minimum qualifications and objectivity were key to the process being effective (the full range of comments can be found in Appendix X, page X. Differences among generations were again significant while other demographic differences were not. While still preferring skill assessments over other methods, Generation Xers were more comfortable with appointment by chief and interviews than either millennials or baby boomers. The following summary table provides responses by promotion method. The data are represented in Figure 42 and below.

Figure 42: Career Development – Satisfaction with Promotional Opportunities

Q 43 Desired Promotional Methods
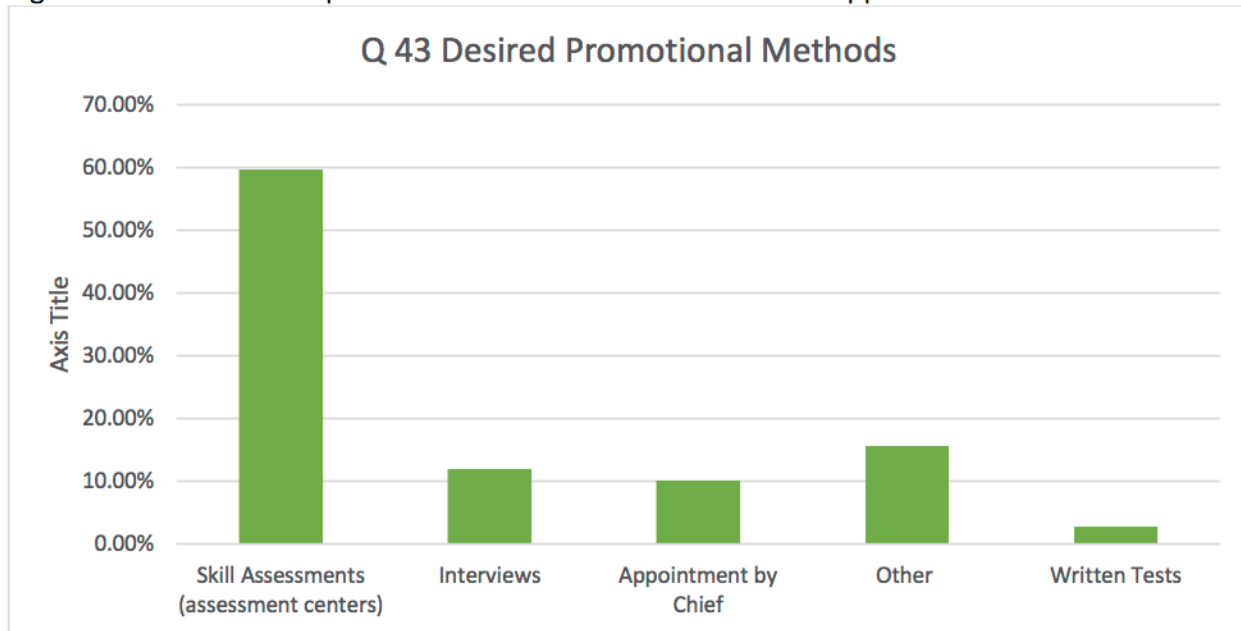
There were no statistically significant differences among responses for race, education level, tenure, shift or rank/title, however, there were statistically significant differences among the various age groups. The option of appointment by Chief was preferred by 25% (n=1) of baby boomer respondents, compared to 18.75% (n=9) of Generation X respondents and only one millennial respondent (1.89%). Skills assessments is the most preferred method among all respondents; 75.47 of millennials (n=40) 75% of baby boomer respondents (n=3) and 41.67% of Generation X respondents (n=20). Interviews, written tests and "other" were less preferred by all groups. Appendix 3 contains tables and data for significant differences.

Q44. Comments
Respondents were given the opportunity to write any comments pertaining to Career Development. A content analysis of the comments is provided in Appendix 2.

Training Section (Q45-57)

The eighth section in the survey gauged participants perceptions of training at GFRD to include frequency of training, types of training, on duty versus off duty training, employee satisfaction with training, response capabilities, verification of skills, and perceived training needed to improve skills.

Focus group participants shared concerns that they did not feel they were getting sufficient out of service technical training and that a very high level of training was delivered virtually through webinar or other computer-based methods. The focus group participants did cite perceived improvements made in the training program in the last year which they attributed to a change in personnel leading the division. The survey results indicate that employees are somewhat more satisfied with the technical training they receive for Fire than EMS. Respondents report that they also receive more out of service training for Fire than EMS which is not surprising given the high volume of service calls. Additionally, computer-based training is more common for EMS and administrative functions than for Fire. Despite acknowledgement of some positive changes in training, there remains a reasonably high level of dissatisfaction (40%) that training is meeting needs of employees. Further evaluation is required that ensures alignment between Strategic Plan goals and objectives, the Training Plan and actual implementation results. The perceptions of employees outlined in the survey results about specific competency areas should be measured against specific employee competency assessments in these areas.

National standards for training in EMS and Fire are established and statutes requires a minimum number of continuing hours of training for each discipline. The 2017 GFRD Strategic Plan outlined the development of a Training Plan. A review of this plan outlines topics that need to be covered and suggested frequency. Specific certifications across disciplines – including administrative disciplines in IT, HR, Training, etc., establish their own standards and may have varying access to training depending on duties.

While there is no indication of issues with regulatory compliance on training hours, given the daily work load, especially with medical emergencies, much concern was expressed about the ability of firefighters to conduct intensive hands-on fire training while on duty and maintaining the necessary operational readiness to protect the City of Greenville. This same concern carried over into the emergency medical side as well. The challenges reported by employees is that while offered, hands-on, physical, hose on the ground training does not get completed because of service delivery interruptions. Records indicate that all Greenville firefighters meet the state minimum annual training requirements. However, some Greenville firefighters report that they did not have the opportunity to train as frequently as they believe is necessary in order to perform the functional requirements of their jobs at the level of mastery desired for high performance. The only way to verify this concern would be to have staff engage in simulations and evaluate them against objective standards.

Fire Departments faced with this challenge of needing to offer training and prioritize service, will often dedicate off duty dates for teams to cohesively train together at the training facility or at an acquired structure. This methodology allows firefighters to perfect their craft without being pulled away for daily emergency responses. It takes coordination and planning. This system also requires funding for

overtime for the firefighters to come back in for a four or six-hour block to have this dedicated time. However, solid, realistic and relevant training is absolutely essential to fire departments being able to perform their jobs. It is also essential for the safety of the firefighters and the public that they protect. Effective fire service leaders will acknowledge that there is no substitute for hands-on fire training. Computer simulations can build skill sets. However, the hands-on training is an absolute must for firefighters. As the Greenville Fire and Rescue Department has become younger, the training component becomes even more important. The training received now and in the next couple years will have a dramatic effect on the members of the GFRD in the future.

It is our understanding that the Greenville Police Department conducts their essential, required training off duty so that they are not pulled away from emergency calls on duty. It may be beneficial for GFRD to review the procedures that their Police counterparts have implemented to see if those could be beneficial to also apply at GFRD.

While GFRD outsources much of its training in collaboration with the local community college, GFRD reports that the programs are fully branded as the GFRD academy and training program with GFRD staff leading and monitoring results. An evaluation of what training should be conducted internally, and training conducted through the community college could be beneficial to the City. Additional internal training may require funding and staffing. However, Greenville is at the size that more training emphasis and investment could be a prudent measure for the City. The community college partnership carries over to the recruit academy as well. While academy participants were surveyed separately, and details are provided in a separate report, a best practice would be to evaluate new recruits against objective standards once they are in the field working. Based on that type of evaluation, the City may decide modifications are needed to the existing program.

EMS training requirements: According to a review of records, GFRD is meeting all requirements for state training. However, a review of the survey data revealed a strong sense that current EMS training was perceived as inadequate. Personnel cited a lack of dedicated "out of service" time to receive continuing education and "hands on" skill assessment. In conversation with the system Medical Director, he did indicate that all providers in the Pitt County system received a simulation training session with him in 2017, however the logistics were cumbersome to achieve full system compliance. He indicated much of the continuing education was delivered through Pitt Community College and done with distance learning through Moodle™.

The NC Office of EMS has adopted new Continuing Education Guidelines to align with the 2016 National Continued Competency Program (NCCP) (Appendix 7). These guidelines better align North Carolina credentials to the National Registry of EMT's and facilitates compliance with accreditation of education institution standards. The requirements for paramedics will increase from 24 hours per annum to 30 hours per annum; but also, will require the hours to conform to topic as well as hour. The model contains three components, or 'buckets': a national component, a local or state component, and an individual component. It also specifies the number of hours of distributive education. As required by the NC Office of EMS, 10A NCAC 13P .0201 (12): a written continuing education program for all credentialed EMS personnel, under the direction of a System Continuing Education Coordinator, developed and modified based on feedback from EMS Care system data, review, and evaluation of

patient outcomes and quality management peer reviews, that follows the criteria set forth in Rule .0501 of this Subchapter

Greenville Fire Rescue is currently providing much of their continuing education through Pitt County Community College through use of Moodle ™. The providers have stated a desire for delivery by highly skilled instructors with extensive knowledge of prehospital medicine, and a strong desire to tap into the local resources of the ECU Brody School of Medicine, and the expertise of the Emergency Medicine faculty at Vidant Medical Center. Dr. Roberto Portela, the Pitt County Medical Director, is board certified in Emergency Medicine, as well as boarded in the subspecialty EMS. He is also a board member of the NC Chapter of the National Association of EMS Physicians.

EMS Protocol Compliance and Quality of Care: In a number of the focus groups, pride in the quality of service delivered was a consistent strength; however, there was also general discussion about the concern over perceived declining quality of care within the system which participants tied to changes in the deployment model beginning in 2014. These perceived declines in care were tied to several system changes, specifically the staffing change from three to two providers on EMS units and the current workload calculations of providers.

An attempt was made to specifically quantify the "quality of care" issue through direct interviews with the Medical Director. Dr. Portela indicated he had been the Medical Director for four years (prior to the conversion to two-person crews), and he indicated that he could not specifically denote a decline in quality as a result of the change. Specifically, he stated that the level of care had been maintained throughout this time frame, and that quality of care remained consistently good. He did express concern for the workload of providers on the current staffing and deployment model based on conversations with providers in the system.

Dr. Portela did state that many system providers believed that the previous system of three-provider crews allowed for a "training environment" for many of the progressing providers. The volume of the system has increased and the allocation of resources within the system have resulted in many providers getting "on the job" experience without a formalized progression pathway. It is suggested that Greenville look at a formalized progression process such as the EMS Field Training and Evaluation Program (FTEP) that has been modeled in Law Enforcement for decades (also known as the "San Jose model")[59]. This model allows for candidate self-evaluation, scheduled formalize feedback, and development of a phase guide to provider progression (https://www.nemsma.org/index.php/education).

System protocols, policies and procedures were submitted for review. The date on the majority of the protocols were 2012, but Developmental Associates confirmed with the system Medical Director that all protocols were updated to the new OEMS standard in 2017, and all providers were required to take an on-line protocol update and complete a quiz to receive credit.

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[59] http://what-when-how.com/police-science/field-training-and-evaluation-program-police/

Developmental Associates also asked about routine surveys of citizens receiving services by GFR. The City does overall surveys of services provided to citizens, and GFR rates highly. The last survey was completed in 2016. Additionally, the EMS Supervisor (Medic 1) does surveys with patients that receive services from GFRD. It would be highly recommended that GFR engage an independent survey contractor to solicit quality of service data on a regular and on-going basis. Many of these companies will benchmark data versus similar and like providers. Data about specific items follows.

The summaries of each training question are provided below. Data for all individual items can be found in Appendix 2.

EMS Training Satisfaction: When asked to rate their satisfaction with the technical training program for EMS, the majority of respondents answered, "neither agree nor disagree" (n=40, 37.04%) The remaining response was closely split between a level of agreement and a level of disagreement. A total of 34.26% (n=37) of respondents expressed some level of dissatisfaction with the EMS technical training program while 28.66% (n=31) of respondents expressed some level of satisfaction with EMS technical training. There were no differences in patterns of response by any of the demographic data presented (i.e. race, age, rank etc.). The data are represented in Figure 43 below.

Figure 43: Training– Satisfaction with technical training for EMS
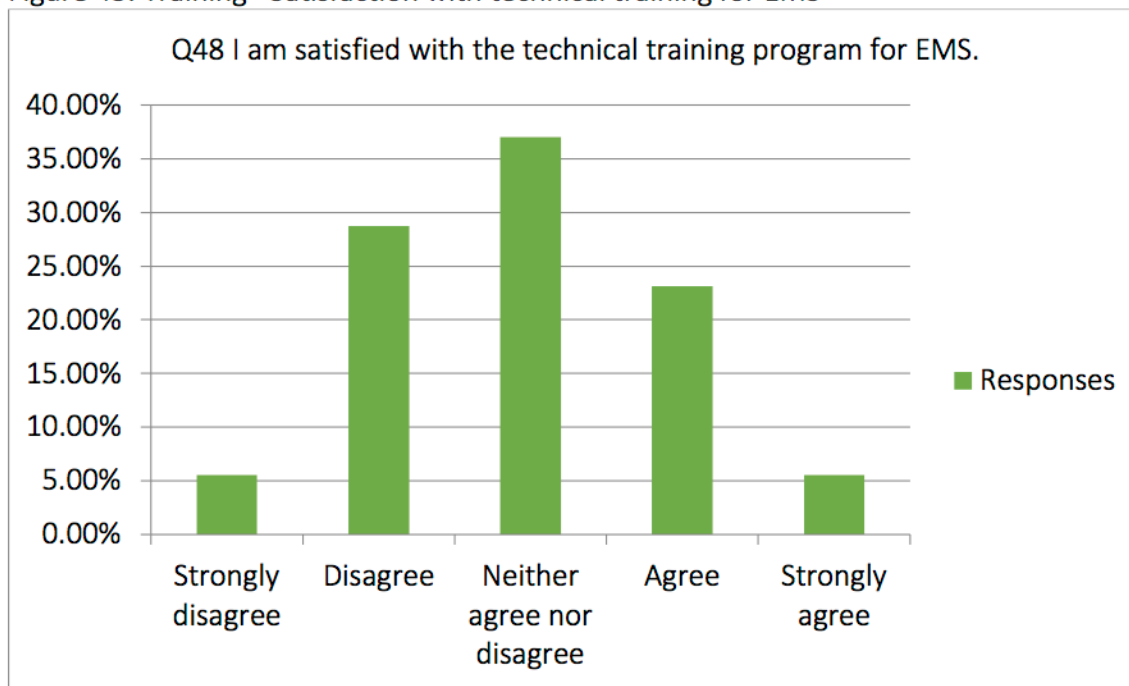
Fire Training Satisfaction - When asked to rate their satisfaction with the technical training program for Fire, the majority of respondents expressed some level of satisfaction with the Fire technical training program. One explanation for this may rest in a sense of preparedness with various skills. Approximately 50% of respondents report expert level of mastery in advanced life support, while 40% of respondents report expert level of mastery on fire suppression. This is an unexpected result for a fire-based, EMS

provider. Ensuring a higher degree of mastery of fire suppression is important metric for future evaluations. A total of 45.37% (n=49) of respondents answered "strongly agree or agree." The remaining response was split between a level of "neither agree nor disagree" (n=34, 31.48%) and a level of disagreement (while 23.14% (n=25). There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 44 below.

Figure 44 : Training– Satisfaction with technical training for Fire

Q49 I am satisfied with the technical training program for Fire.
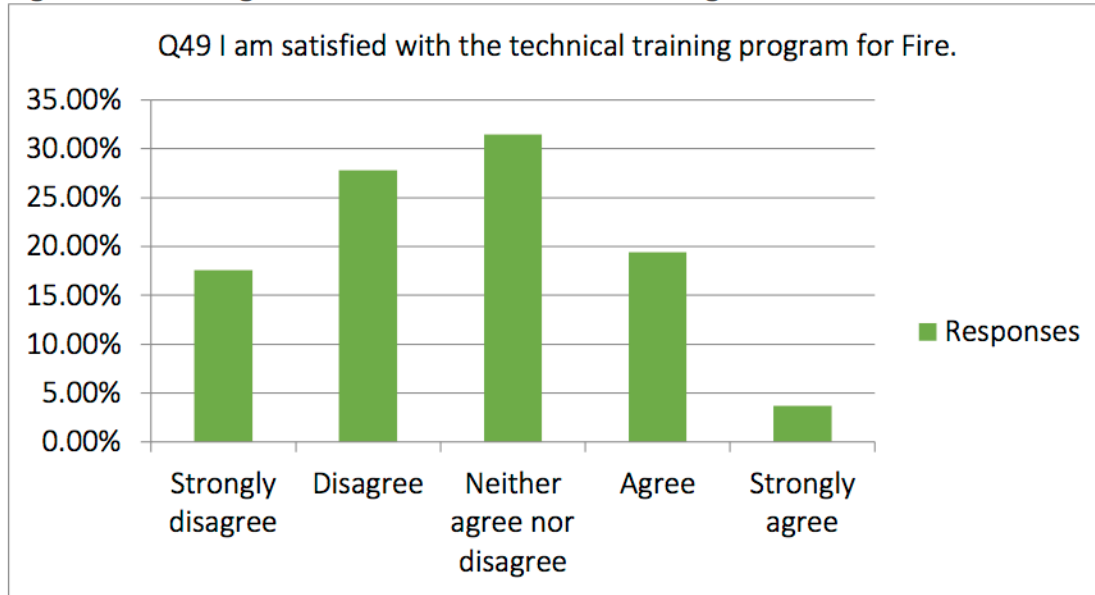
Q 45: Frequency of Out-of-Service Training by Discipline

Personnel cited a lack of dedicated "out of service" time to receive continuing education and skill assessment. Responses for the question related to frequency of out of service training rated frequency of uninterrupted and hands-on training by type: Fire, EMS and Other. In reviewing Figure 43 below, survey respondents indicate that "Other" (non-Fire and EMS) discipline or skills are more frequently available through hands on and uninterrupted delivery compared to Fire and EMS. Further, EMS training appears to occur more frequently in a hands-on and uninterrupted fashion than training for Fire. Evaluation of the data offered by the City in terms of demand response suggests that response volume and staff coverage make scheduling of out of service training challenging. There were no differences in perceived access to hands-on training based on age, education level, race, rank/title, tenure or shift). The data are represented in Figure 45 below.

Figure 45: Training– Frequency of out of service hands-on training by Discipline
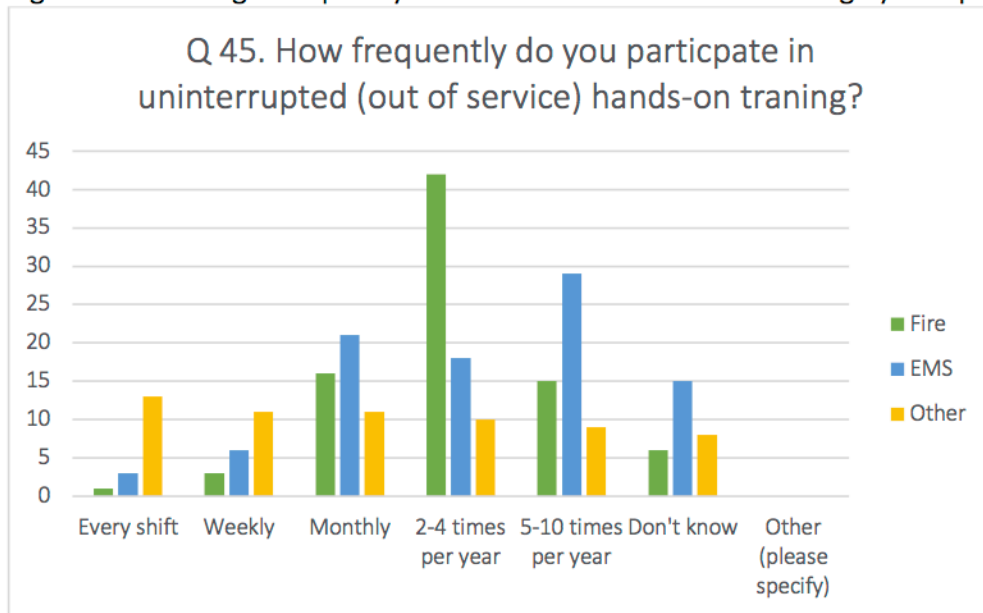
Q 45. How frequently do you particpate in uninterrupted (out of service) hands-on traning?

Q46. How frequently do you participate in uninterrupted (out of service) computer-based training?

Similarly, question 46 assessed respondents' frequency of uninterrupted computer-based training. Again, there were no differences in patterns of response based on any of the demographical data (i.e. race, age, rank etc.). The data are represented in Figure 46 below.

Figure 46 : Training– Frequency of out of service computer-based training

Q 46. How frequently do you particpate in uninterrupted (out of service) computer based training?
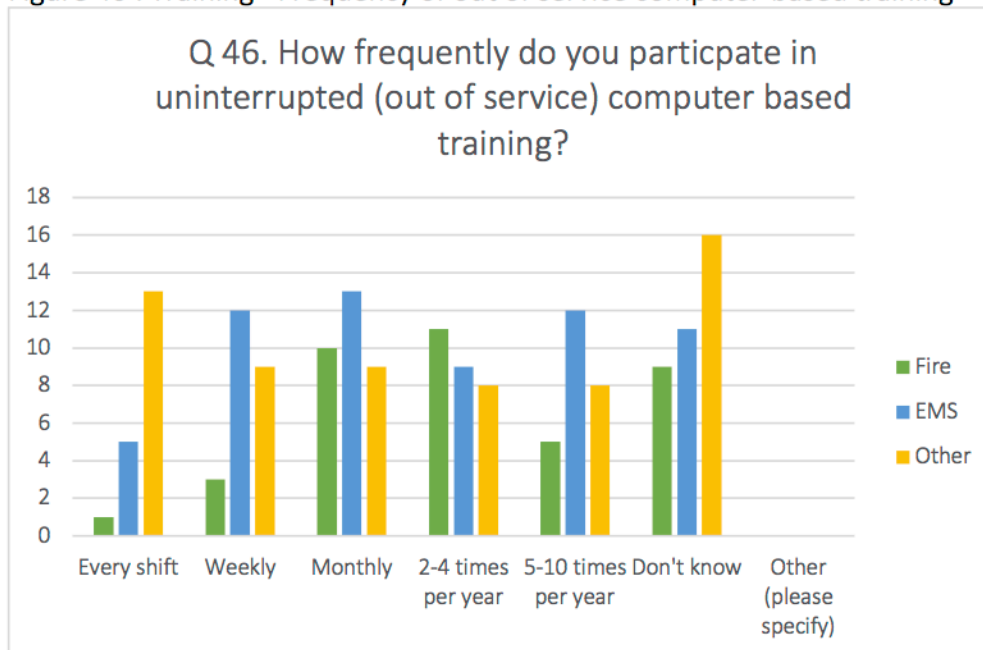
Q47: In the last year, how often have you engaged in off-duty training?

The data are represented in Figure 47 below.

Figure 47 : Training– Frequency of out of service off-duty training

Q 47. In the last year, how often have you engaged in off-duty training?
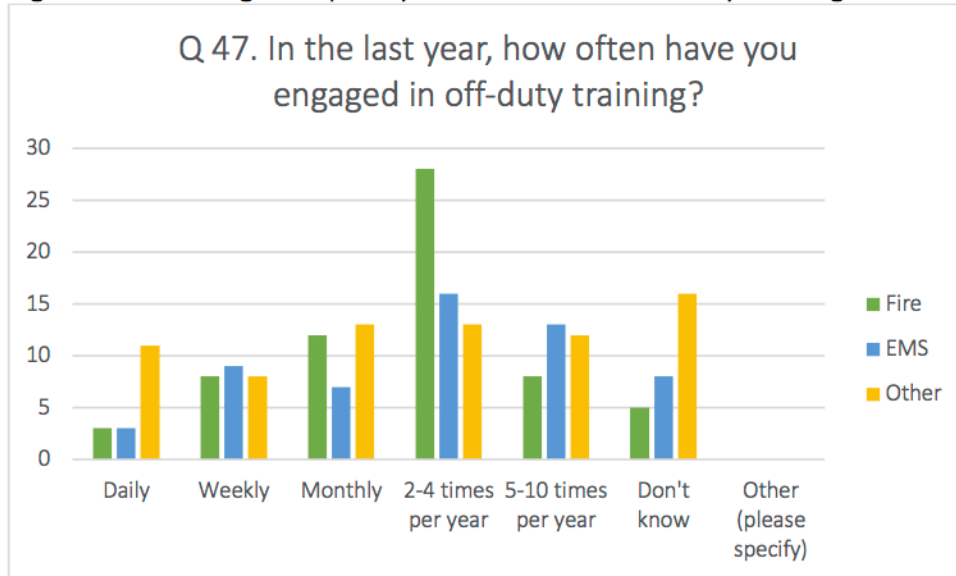
Q50. I feel that I have the working conditions needed to be successful in my role.

With regard to the individual perception that working conditions needed for success are present at GFRD, there is an overall higher level of disagreement (n=49, 45.37%) compared to level of agreement (n=38, 36.18%). The only demographic difference of significance is once again by generation. While baby boomers (those born between 1946-1964) have higher levels of agreement, those differences in opinion are not statistically significant. The only difference in pattern of response that was statistically significant is the strongly agree response with Generation X answering strongly agree at 17.02% and Millennials at just 3.77%. In summary, a larger number of respondents do not feel that they have working conditions needed for success. Further, the Millennial generation has greater dissatisfaction with working conditions compared to Generation X, which in higher numbers, strongly agreed that working conditions were sufficient for success. Appendix 3 contains tables and data for statistically significant differences. The data are represented in Figure 48 below.

Figure 48: Training– Working conditions needed for success

Q50 I feel that I have the working conditions needed to be successful in my role.

Q51. I feel that I received the necessary training to be successful in my role.

When asked to rate their perceptions of training necessary to be successful in their roles, opinion is closely spilt between a level of agreement and a level of disagreement. Level of disagreement is slightly higher (n=44, 40.74%) then level of agreement (n=39, 36.12%) and there were 25 respondents (23.15%) who selected neither agree nor disagree. There were no differences in patterns of response by any of the demographical data presented (i.e. race, age, rank etc.). The data are represented in Figure 49 below.

Figure 49: Training– Necessary training needed for success
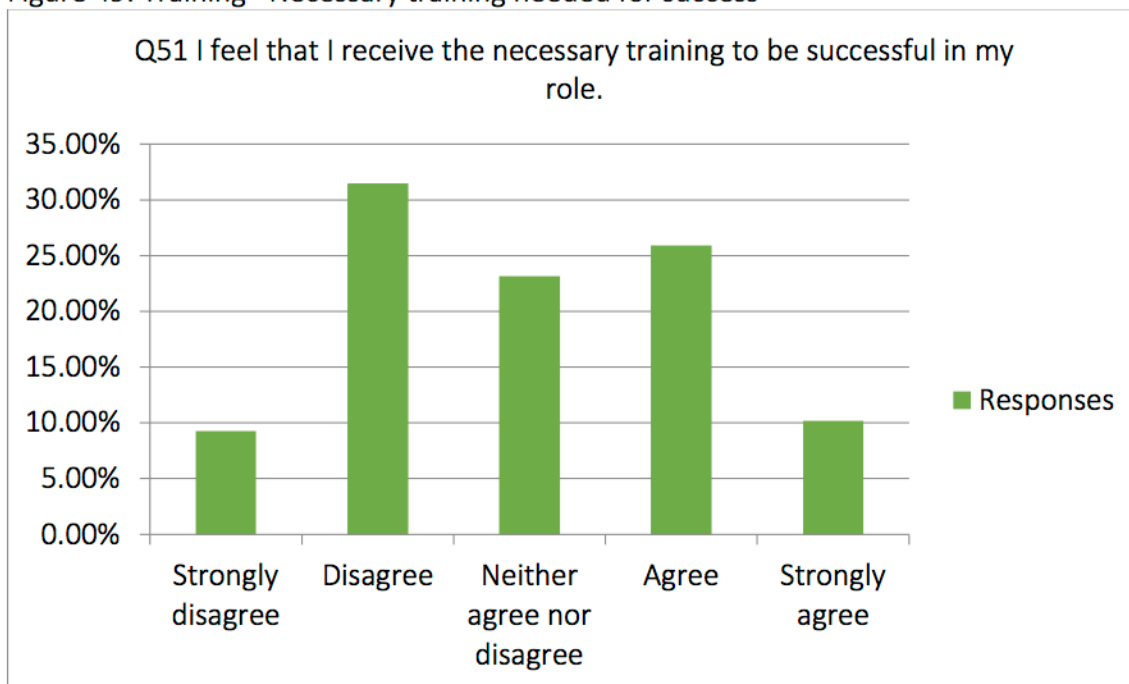
Q51 I feel that I receive the necessary training to be successful in my role.

Q52. Based upon your knowledge, skill and professional training, how would you gauge your current, individual capabilities to respond and react appropriately to a: typical residential house fires, commercial building fires and high risk/low frequency type fires

Response options on this question ranged from low, moderate and proficient for each type of fire. For typical residential house fires, respondents overwhelmingly responded that they feel that they are proficient (n=77, 71.30%) with only five respondents (4.63%) feeling that their capability is low. Perceived capability to respond to commercial building fires is more closely spilt between moderate (n=48, 44.44%) and proficient (n=39, 36.11%). Perceived capability to respond to high risk/low frequency type of fires received the lowest ratings with responses evenly split between low and moderate (n=40, 37.04%) and only 25.93% feeling that they are proficient in this type of response (n=28). The data are represented in Figure 50 below.

Figure 50: Training– Individual Assessment of knowledge, skill and training for various situations
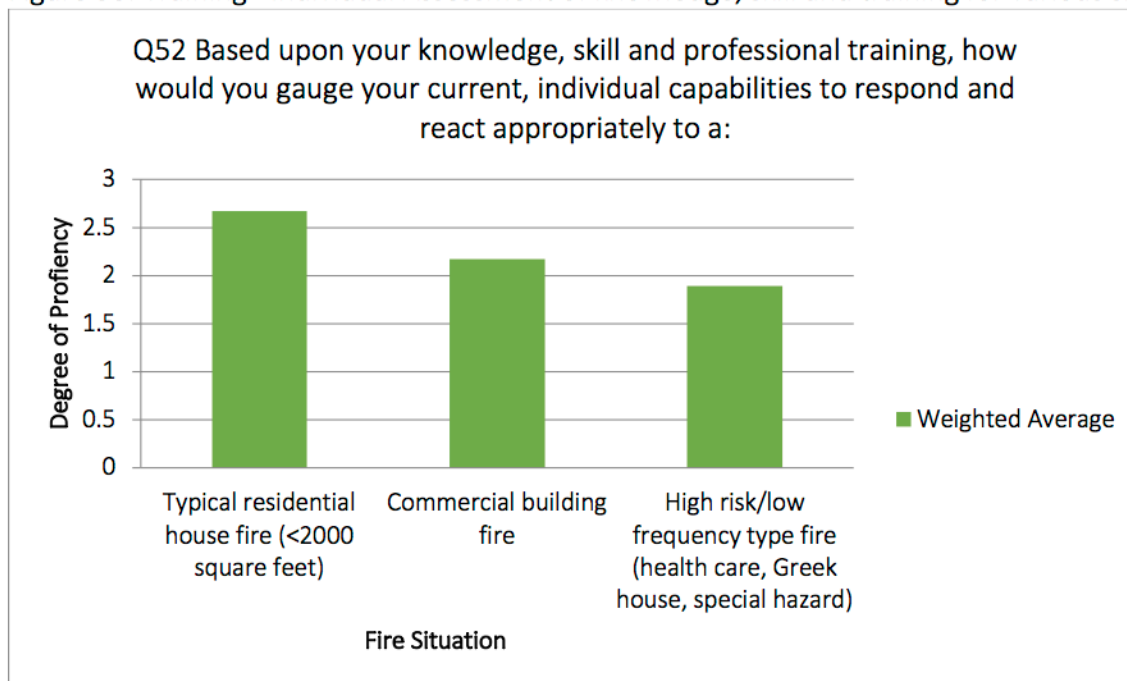
Q53. When training is conducted, how are your skills verified? Check all that apply.

Field training skill verification is conducted overwhelmingly by visual assessment by trainer (n=83, 82.18%), verbal assessment by trainer (n=74, 81.32%) and simulation assessment (n=64, 68.09%), while computer training skills are most verified by written assessments (n=78, 86.67%) and simulation assessments (n=43, 45.74%). There are no differences in patterns of response by any demographic group (i.e. race, age, rank etc.). The data are represented in Figure 51 below.

Figure 51: Training– Skill Verification
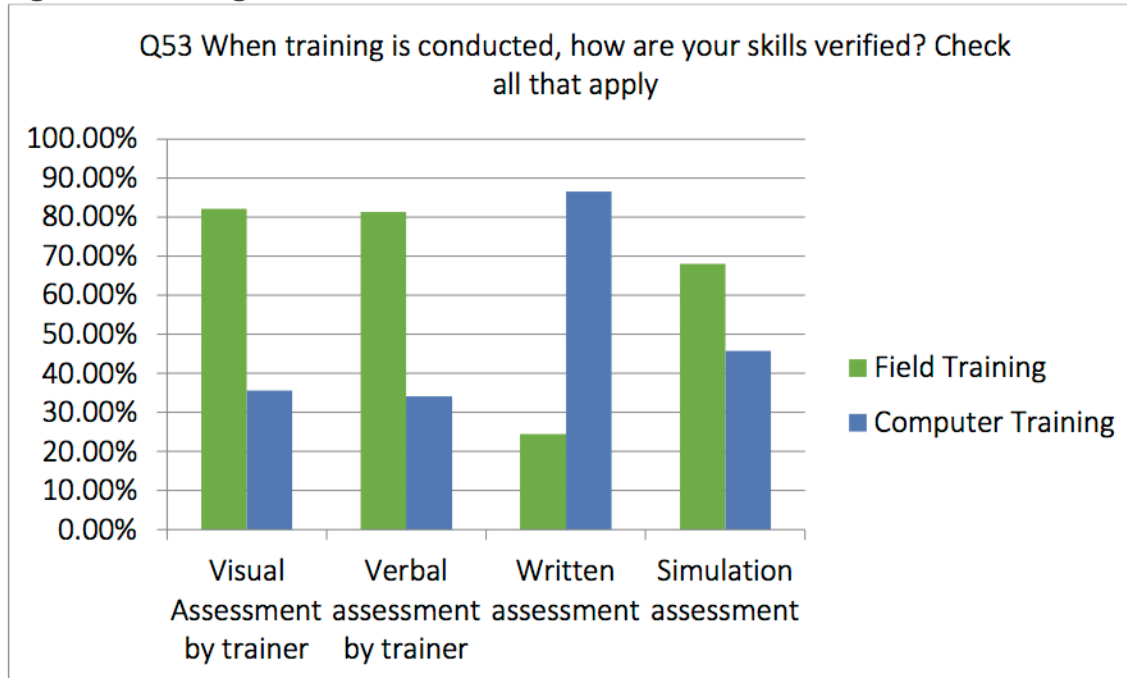
Q54. For you individually, which of the following methods do you believe could best strengthen and improve your performance on emergency medical calls?

Just under half of respondents feel that more hands-on training through accompanying experienced paramedics in the field would improve their performance on emergency medical calls (n=45, 41.67%) followed closely by dedicated/out of service training and scenario-based training evolution (n=42, 38.89%). Additional classroom training was only selected by eight respondents (7.41%) and lastly critical incident reviews (n=5, 4.63%). There were no statistically significant differences in patterns of response among any demographic group (i.e. race, age, rank etc.). The data are represented in Figure 52 below.

Figure 52: Training– Methods needed to strengthen EMS performance
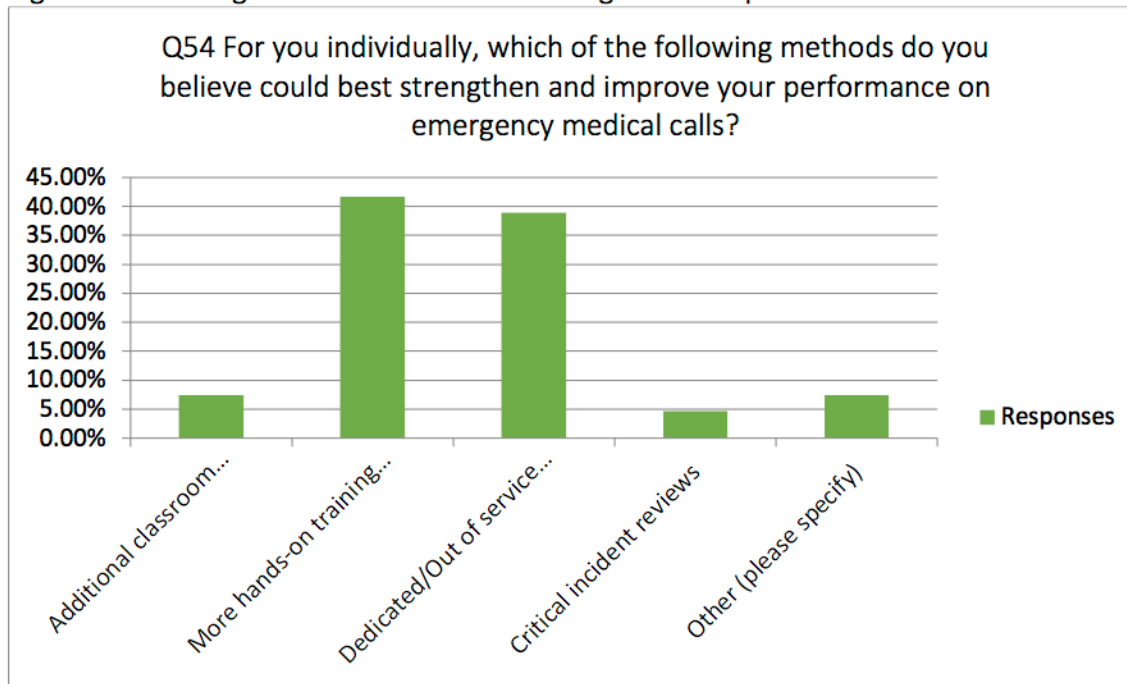
Q54 For you individually, which of the following methods do you believe could best strengthen and improve your performance on emergency medical calls?

Q55. For you individually, which of the following methods do you believe could best strengthen and improve your performance and safety on the fire ground?

Just over half of respondents felt that dedicated/out of service company training and multi-company training evolutions would strengthen and improve their performance and safety on the ground (n=57, 52.78%) followed by more hands-on training through evolutions on the training grounds and utilizing acquired structures (n=35, 32.41%). Only five respondents selected additional classroom instruction taught by training staff (4.63%) and three respondents selected critical incident reviews (2.78%) as the preferred methods of training. There were no statistically significant differences among any of the demographic groups. The data are represented in Figure 53 and below.

Figure 53: Training– Methods needed to strengthen fire ground performance
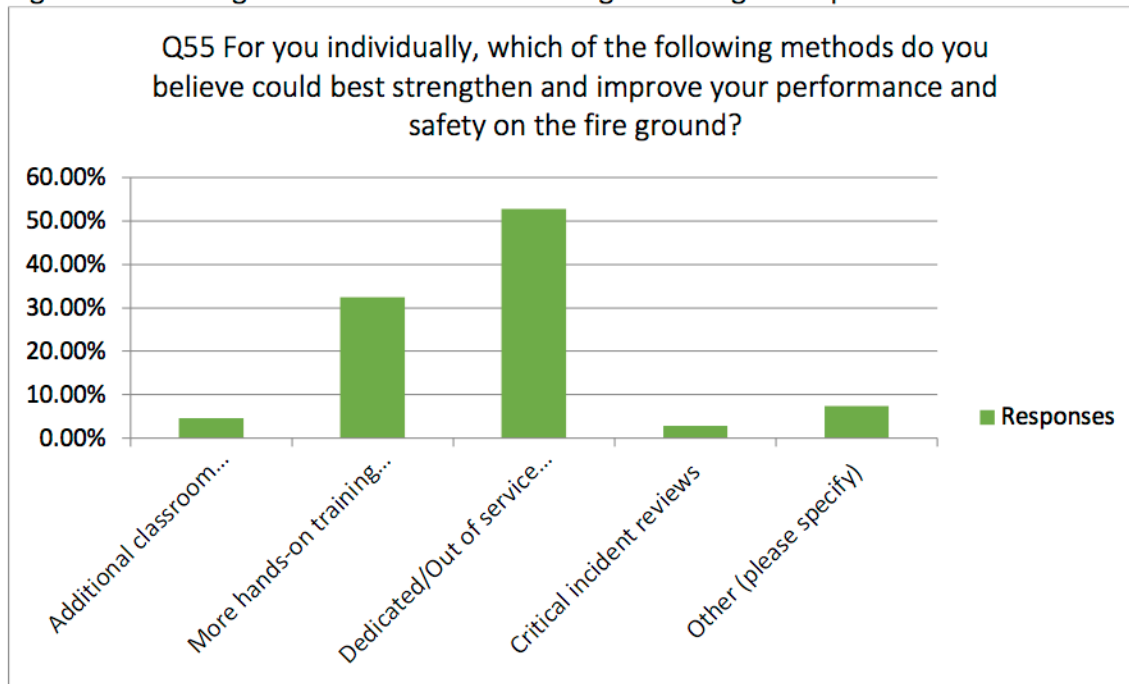
Q55 For you individually, which of the following methods do you believe could best strengthen and improve your performance and safety on the fire ground?

Q56. How well has your training prepared you for the challenges that you face in your current job in the following functional areas?

Respondents were asked to evaluate their perceived level of preparation for several functional areas that they are required to perform in the course of their duties. Respondents perceived preparation is shown in the summary table provided below. The greatest perceived preparation across all respondents is in advanced and basic life support, followed by structure fire interior attack. The least amount of confidence occurs with carcinogen/cancer prevention, violence against providers (by combative patients, citizens, etc.) and extrication/heavy rescue calls for service.
 The data are represented in Figure 54 below.

Figure 54: Training– Individual assessment of perceived preparation for varied areas

Q56 How well has your training prepared you for the challenges that you face in your current job in the following functional areas?

Legend:
- Extremely well prepared. Expert level of mastery. I train others.
- Well prepared. I can effectively handle this challenge when it arises.
- Adequately Prepared. The majority of the time I can handle this challenge effectively when it arise
- There are times when I am not confident nor feel fully prepared for handling this challenge.
- I do not feel confident nor prepared to handle this challenge when it arises

Categories: Advanced Life Support (ALS)…, Basic Life Support (BLS) level…, Infection control, Violence against providers…, Structure fire interior attack, Extrication/Heavy Rescue…, Carcinogen/Cancer prevention

Q57. Comments on training

Respondents were given the opportunity to write in any additional comments that they have in the area of training. Forty-one comments were made about training in general. The content analysis of these comments follows in Appendix 2.

Deployment Model (Q 58-59)

Throughout the assessment of GFRD, the "deployment model" generated the majority of negative feedback from existing and former staff. In the terms of this study, GFR defines deployment as the system of dispatching resources to events. In many systems, is defined as the philosophy of coverage for system performance.

Anecdotal examples shared in the focus group led to asking the survey respondents to identify advantages and disadvantages of the current deployment model in order to assess how widespread the concerns were among active duty employees. Figure 55 and 56 illustrate the responses to these questions.

Figure 55: Perceived Advantages of Current Deployment Model
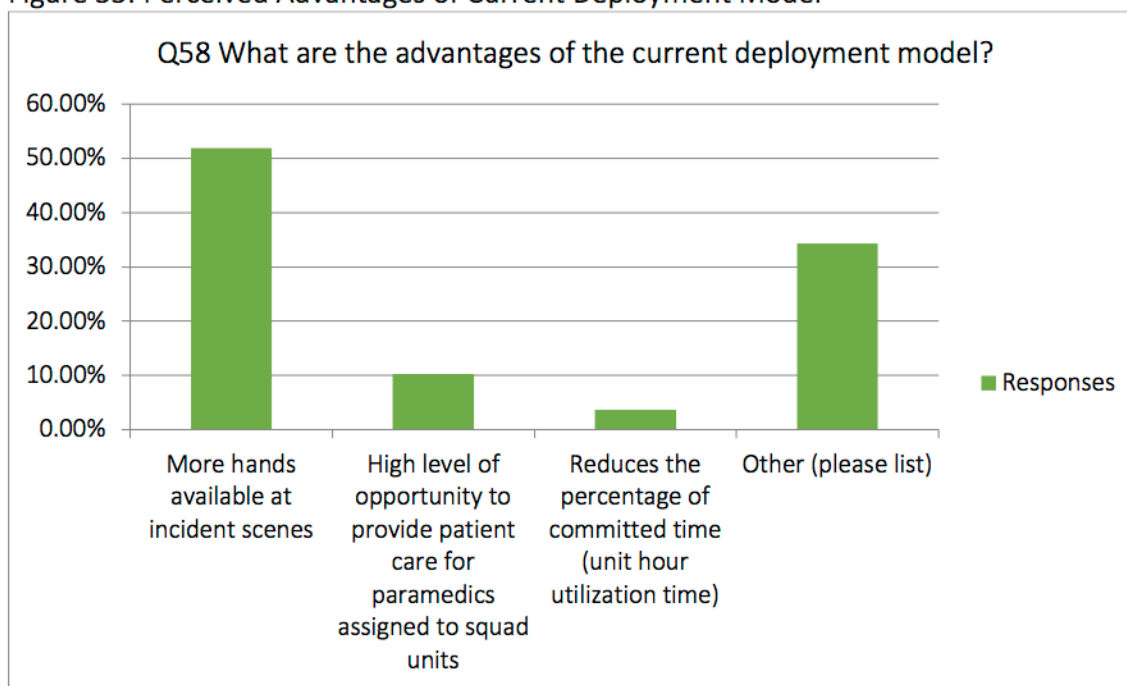
As noted in Figure 55: Over one half of respondents (n=56, 51.85%) perceive that the advantages of the current deployment model are that it provides more hands available at incident scenes, followed by the fact that it is perceived to provide a high level of opportunity to provide patient care for paramedics assigned to squad units (n=11, 10.19%), and lastly, that it reduces the percentage of committed time (n=4, 3.70%). There were also 37 respondents (34.26%) who chose the response "other" as their selection though the majority of those responses were not about advantages but instead discussed disadvantages. A content analysis of these responses can be found in Appendix 2. There were no statistically significant differences in response by demographic data (i.e. race, age, rank etc.).

Figure 56: Perceived Disadvantages of Current Deployment Model

Q59 What are the disadvantages of the current deployment model?
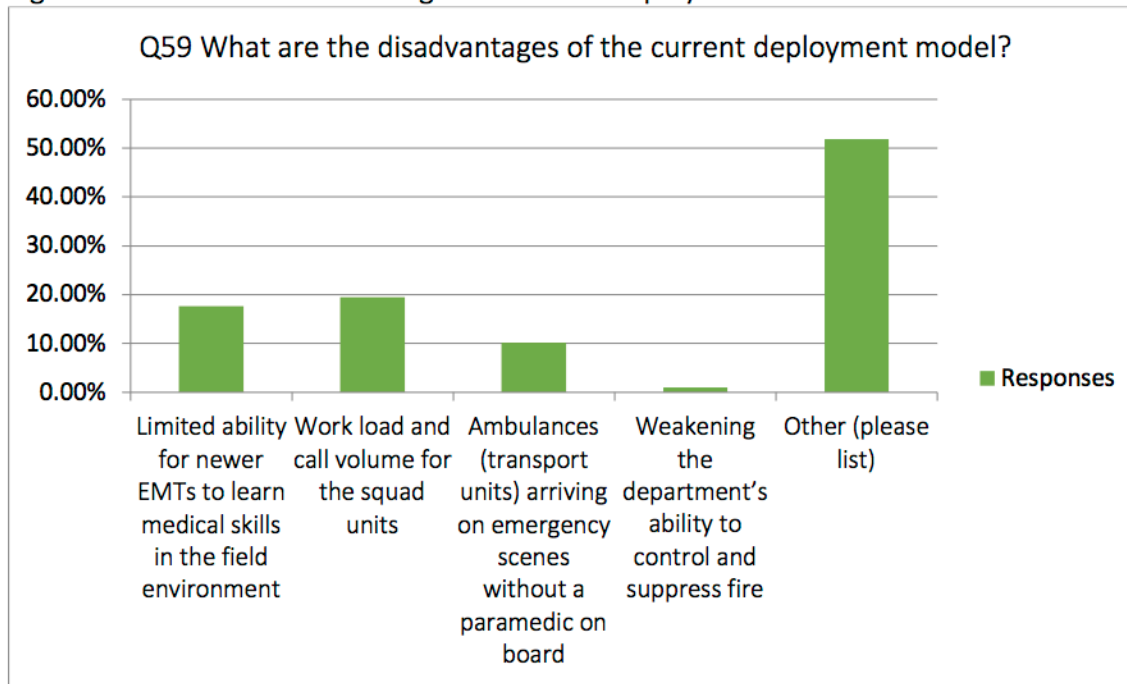
Over half of respondents chose the "other" option to describe the disadvantages of the current deployment model (n=56, 51.85%). There were 21 respondents (19.44%) who felt that the workload and call volume for the squad units was the major disadvantage of the current model, followed by 19 individuals (17.59%) who felt that limited ability for newer EMT's to learn medical skills in their field environment is the major disadvantage. The two least represented responses were the perception that ambulances arrive on emergency scenes without a paramedic on board (n=11, 10.19%) and the feeling that the current model weakens the department's ability to control and suppress fire (n=1, 0.93%. There were no statistically significant differences in response by demographic data (i.e. race, age, rank etc.).

Because the concerns raised in the focus groups were confirmed in the survey, and because questions about the quality of data used in evaluating the model were also raised by employees, the consultants sought permission from the City Manager to expand the scope of the study and to acquire data to perform an independent analysis. The presentation of this data and analyses follows, in detail, in Section 2.

Active Duty Survey Summary

Noted earlier in this report, as part of the needs assessment, focus group participants were asked to identify needed improvements at GFRD. They then confidentially prioritized that list as individuals and a master list of 14 priorities was developed across all groups. That list was used to generate the questions in the survey. Survey respondents were then asked to prioritize the same list of improvement areas and the ranking was different between the focus groups and surveys. Figure 61 below lists the original priorities from the focus group. Figure 62 below lists the priorities by survey respondents (Q60).

While the deployment model, staffing, retention and inconsistencies in policies and procedures remain in the top five priorities for both the focus groups and survey respondents, morale has moved to the number one priority in the survey while training which was ranked fourth in the focus groups has moved to the seventh priority in the survey. Pay has stayed the same in both the survey. While fear of retaliation was last in the focus group prioritization, it has moved to the ninth priority of 14 in the survey.

Figure 61: Focus Group Prioritization of Improvement Areas as Identified in Focus Groups
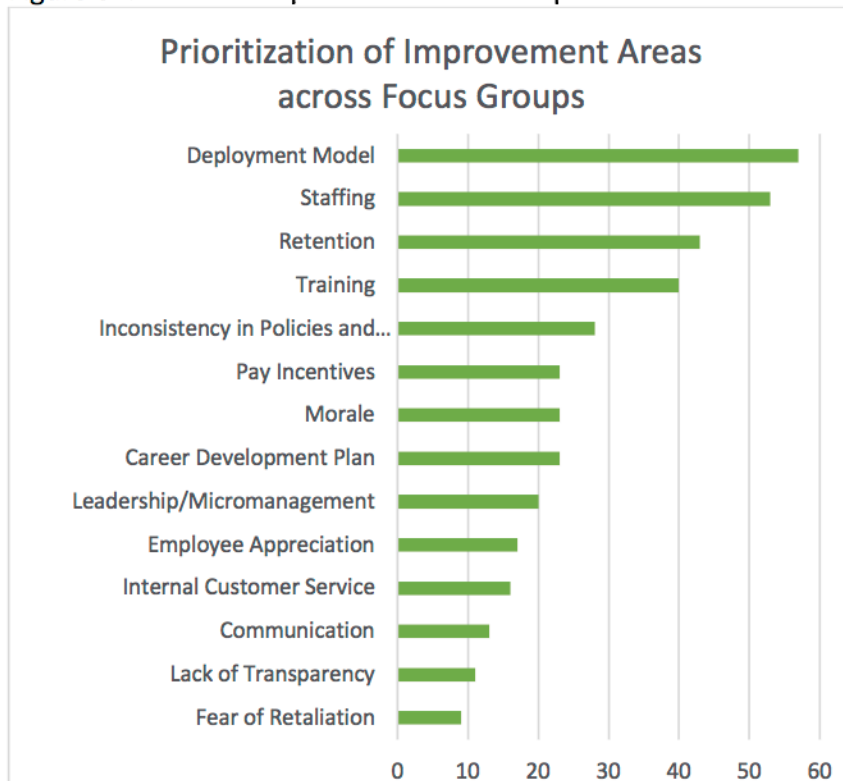
Figure 62: Survey Respondent Prioritization of Improvement Areas as Identified in Focus Groups
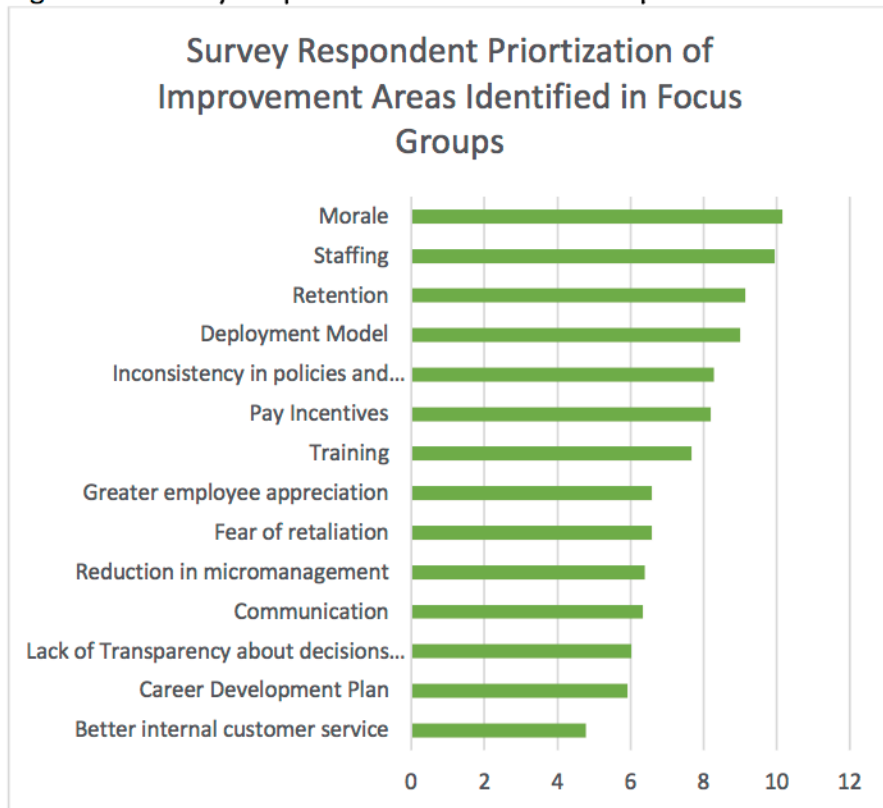
Morale is a general concept with many factors that are determinants. This survey asked questions that reflect both the general concept of morale and also about specific determinants of morale and satisfaction. When morale is listed as a key need for improvement in an organization, management needs to look at specific elements that contribute to morale and work to develop plans to address these concerns.

This report has detailed factors and opinions by active duty and former employees that reflect satisfiers and dissatisfiers in their work at GFRD. Additionally, an evaluation of hard data such as turnover, staffing levels, CAD, response times, training records, etc. reveal that there are both perceptual issues and deviations from standards that need to be addressed. The common phrase of "perception is reality" is playing out in the organization as widespread discussion of concerns are provided among active duty and former employees. Inferences are made without data and misperceptions are then conveyed as fact. When a vacuum of information is perceived to exist, information is created to fill that gap. Leadership must play a fundamental role in fixing these information gaps.

The perceptions reported in the focus group resulted in a survey where the results show a variance of opinion about GFRD leadership behaviors and operational activities. The biggest satisfiers are with specific working conditions, benefits, work with colleagues and relationships with immediate supervisors and Station Officers. While passion for work is often cited as a significant retention factor, the results do confirm that nearly half or more of employees are reporting dissatisfaction in important areas that predict turnover such as overall morale, incentives for acquiring new skills, leadership behaviors such as

employee recognition, feedback on performance, communication and consistent application of policies and procedures, clear and transparent promotional processes and training. On the other hand, it is important to note that perceptions were mixed about leadership behaviors regarding fear of retaliation, communication, employee appreciation, transparency and better internal customer service. Not all employees have the same experience with leadership which creates an opportunity to look further into the differences between those employees who are satisfied and those who are not.

The survey findings of higher rates of dissatisfaction than satisfaction in key areas drove the need to review available City and benchmark data in staffing, retention, training and pay/incentives as well as operational areas.   Therefore, addressing these concerns requires an approach that is a combination of making clear what the City Manager's expectations are for how all department heads will manage and lead employees, the availability of leadership training, leadership performance measures that evaluate individual performance against expectations, and accountability for both leadership and operational deviations from those expectations.

A review of operational data is discussed in Section 2. A review of the Former Employee Survey results is presented in Section 3. A comprehensive list of recommendations and tactics is presented in Section 4. Referenced appendices through the report are presented in Section 5.

Section 2: Operational Review Analyses

Workload and Staffing

Daily Minimum Staffing

Overall staffing levels were expressed as a key concern of firefighters. Industry standards and research outlines that a basic minimum of 15 trained firefighters is necessary to deploy to a typical residential structure fire. Furthermore, response to a large multi-family residential or commercial building fire necessitates additional firefighters needed to operate on a fire incident (a minimum of 27 firefighters for a garden style apartment building).

Greenville has conducted a critical task analysis, as is recommended in national best practice, and has determined that a minimum of twenty (20) firefighters are needed on the scene of all structure fires. This baseline number of firefighters is very consistent with other North Carolina municipalities.

The Greenville Fire Chief reports that GFRD consistently placed 20 firefighters on the scene of the 352 structure fires reported within the city in the past year.

An important component of this staffing level issue is secondary or tertiary emergency calls for service that are received. Although not unique for a municipality the size of Greenville, more attention to daily-minimum staffing needs will be important in the future as the City grows, and the hazards the City is responsible for protecting increase. Planning and preparation for increased daily-minimum firefighter staffing needs to parallel the growth of the City. What is unique to Greenville is that a number of on duty firefighters may be committed to emergency medical transports during certain times, which limits the number of firefighters available to respond to fire emergencies in a timely manner. With the stated daily minimum staffing of forty (40) total firefighters on duty, one significant structure fire and a couple medical calls occurring simultaneously can quickly deplete necessary resources.

Of specific, priority concern is the current operation of enabling one firefighter to be responsible for the operation of the City's ladder truck. Furthermore, this one firefighter also operates the City's rescue truck. The firefighter must choose which of the two pieces of apparatus is necessary on the dispatched incident and react appropriately. When the firefighter chooses the ladder, the rescue is dependent upon another member of the department to retrieve that resource, and vice-versa. This practice is not consistent with operational or safety standards.

Operating the ladder (or tower) truck requires a highly specialized skillset. The approximately 80,000-pound ladder truck unit is designed to optimally operate with multiple firefighters that can enable the truck to more safely navigate through traffic, especially when operating on emergency traffic. In addition, a most basic requirement of most any fire department is to ensure that there is a "backer" in place before operating the truck in reverse as a basic safety initiative. Most all urban areas in North Carolina operate with a minimum of three firefighters on a ladder OR a medium/heavy rescue company. Many operate with a minimum of four firefighters on each. Operating either unit in urban areas with only one firefighter would be considered by most fire service professionals as unsafe and irresponsible.

To address and mitigate those concerns, the Greenville Fire Chief reports that the Ladder truck is not permitted to ever respond emergency traffic (lights and sirens) to any emergency call when being operated by only one firefighter. Furthermore, he reports that every fire engine in Greenville is equipped with an extrication tool and the city has one engine with additional specialized rescue equipment (a rescue pumper).

By federal and state law, fire departments must assemble enough firefighters on the scene of a structure fire in order to deploy a rescue team. Structure fires are considered an environment that is immediately dangerous to life and health (known as IDLH atmospheres). Therefore, Greenville is required to assemble a minimum of four (4) firefighters on the scene of structure fire before making an interior attack. This practice is typically referred to as the "two in – two out" requirement. With Greenville primarily operating three-person engine companies, a second fire company or an ambulance staffed with firefighters would need to arrive on scene before Greenville firefighters can make an interior attack. There are few situations where known rescues may alter the legal requirement.

National standards and research clearly establish that a minimum of fifteen (15) firefighters should initially and automatically be dispatched to a basic, residential structure fire. Response to a garden apartment type building or strip shopping center demands at least twenty-eight (28) firefighters and response to a high-rise building (more than 75' high) and other high hazard locations requires 43 or more firefighters. While each community should establish what is appropriate for them, there is significant guidance from the National Fire Protection Association (NFPA) and the National Institute for Standards and Technology (NIST). An excellent resource to better understand the effective firefighting force can be found at: https://www.youtube.com/watch?v=f42S9TRc634

Regarding the number of firefighters, federal law mandates that before firefighters can make an interior attack on a structure fire, that there must be a rescue crew established in case something goes wrong with the entry crew. The entry crew is going into an environment that is immediately dangerous to life and health (known as IDLH). Only when there is a known rescue are firefighters permitted by law to enter a structure fire without a rescue crew. This law is typically known as "Two In – Two Out" and applies to all fire service operations.

Figure 63:

Beyond legal requirements, industry standards and research has determined that a typical house fire (less than 2,000 square fet) will necessitate at least 15 firefighters to control a fire.

Figure 64:
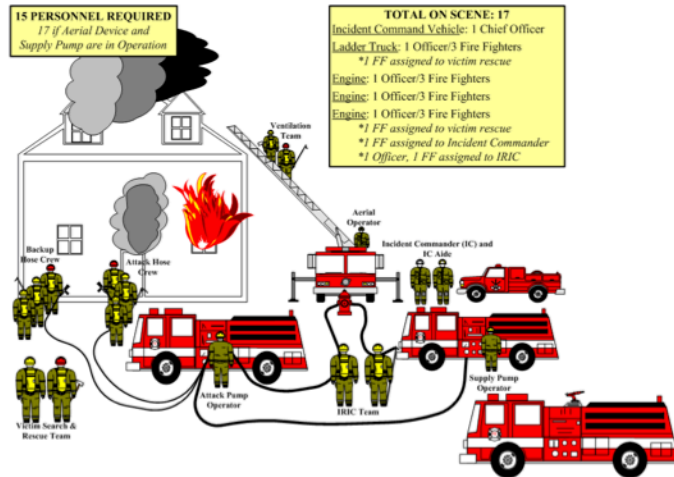
The national consensus standard for the deployment of fire and rescue services for career fire departments (NFPA 1710) originally focused on staffing needs for typical residential structures, such as one and two-family homes of approximately 2,000 square feet.   The national consensus standard has now been advanced to include larger structures, such as strip shopping centers.   An appendix document further outlines these terms.   A summary is as follows:

➢ Single-Family Dwelling — minimum of 14 firefighters (15 if aerial device is used)

- o The initial full alarm assignment to a structure fire in a typical 2000 ft2 (186 m2), two-story, single-family dwelling without a basement and with no exposures must provide for a minimum of 14 members (15 if an aerial device is used).

➢ Open-Air Strip Mall — minimum of 27 firefighters (28 if aerial device is used)

- o The initial full alarm assignment to a structure fire in a typical open-air strip shopping center ranging from 13,000 ft2 to 196,000 ft2 (1203 m2 to 18,209 m2) in size must provide for a minimum of 27 members (28 if an aerial device is used).

➢ Garden-Style Apartment — minimum of 27 firefighters (28 if aerial device is used)

- o The initial full alarm assignment to a structure fire in a typical 1200 ft2 (111 m²) apartment within a three-story, garden-style apartment building must provide for a minimum of 27 members (28 if an aerial device is used).

➢ High-Rise — minimum of 42 firefighters (43 if building equipped with fire pump)

- o The initial full alarm assignment to a fire in a building with the highest floor greater than 75 ft. (23 m) above the lowest level of fire department vehicle access must

provide for a minimum of 42 members (43 if the building is equipped with a fire pump).

➢ Fire departments that respond to fires in occupancies that present hazards greater than those noted above should deploy additional resources on the initial alarm – automatic aid.

It must be noted that the dimensions described above come from a national industry standard and are NOT legally mandated staffing levels. However, they are the baseline for fire service operations in the United States for career fire departments and a reference from which career fire departments are evaluated against.

To determine the appropriate level of staffing for the City of Greenville, a prescriptive process should be followed.

First, the desired level of outcome should be determined, such as total response time to certain types of incidents.   This approach will begin the framework for deployment. It is best if this directive come through the local elected officials, because the ultimate responsibility is on the local elected officials to provide effective public safety services.

Second, the department can determine the inputs necessary to deliver that level of service in terms of resources of stations, equipment and firefighters.
If those resources are applied, then there must be a continual analysis to determine if the resources allocated are providing the desired outcomes. Outcomes can be changed by either the level of resources or the management of those resources.

Third, adjustments must be made for managing 7/24/365 operations.   This might include dynamic staffing models or other operational changes to maximize resources.   In addition, provisions must be made to maintain minimal staffing levels through firefighters being out for sick leave, annual leave, Family Medical Act leave, training, vacancies and other situations.   Most cities strive to staff their fire and rescue departments at 25% above minimum staffing levels in order to effectively maintain levels of service in the 7/24/365 environment.   For example, a new fire company operating with four firefighters per shift for three shifts as a minimum staffing should add a total of fifteen (15) firefighters to the department to cover the inevitable leave situations and maintain adequate protection.

Deployment

Throughout the assessment of GFR, the "deployment model" generated the majority of negative feedback from existing and former staff. In many systems, deployment is the philosophy of placing units and personnel to geographically to cover system demand, and only one component of the dispatch process. Demand is composed of two components: temporal demand and geospatial demand. Temporal demand is the occurrence of calls over a given time frame (normally distributed hourly over a 24-hour period). The second component of demand is the geospatial placement of the resources within the system. GFR has a strong geographic basis for their deployment, meaning all units are based from the six stations, with additional EMS units based out of Station 1 and Station 2. When these units are out of service (on calls, training, etc.), they do not routinely "move" units from an area of low volume to an area of anticipated higher volume. Given the relatively small square mileage of the City and the travel corridors, this is not unusual in fire-based EMS systems. However, given the high volume of several of the units, there is an opportunity to evaluate sharing of the workload. Additionally, without AVL/GPS, there is a likelihood that the closest units are not being sent to life-threatening events. This is particularly true when units are in the "medical district" and become available for response. Additionally, without AVL/GPS, there is a likelihood that the closest units are not being sent to life-threatening events. This is particularly true when units are in the "medical district" and become available for response.

Temporal Demand: Developmental Associates took a CAD download from Pitt County 911 dated December 1, 2016 through May 20, 2018 for analysis. The demand for service was analyzed for EMS and fire calls, however it was done with several limitations: X, Y coordinates were not provided, so therefore geospatial analysis was not completed. Station/beat information was provided, so therefore analysis was done based on station of origin. Also, the standard CAD download only includes the primary unit, and does not display all units committed to a response. That level of analysis should continue for further refinement of the deployment model.

A pareto chart was compiled of the top 25 nature codes for 2017 (the only full year of information accessible). All twenty-five of the nature codes were medical in origin, with the exception of service calls, standbys and traffic accidents.

Figure 57: Top 25 Nature Codes

Developmental Associates also looked at the primary station for all responses for 2017, and Station 2 accounted for greater than 30% of all system responses. Station 1 and Station 2 combined accounted for 55% of all responses system wide. For the purposes of the analysis, we did not include the response zones outside of The City of Greenville to which GFR responded. Reports from the staff of GFR stated that the Fire department responds outside the City limits an average of twice daily, and that is supported from the data.

Figure 58: Calls by Primary District

Temporal analysis by station shows a similar pattern for all locations, but also reflects clearly the variability of demand between the various districts.

Figure 59: Station Response Volume by Hour of Day

2017 Station by Hour of Day
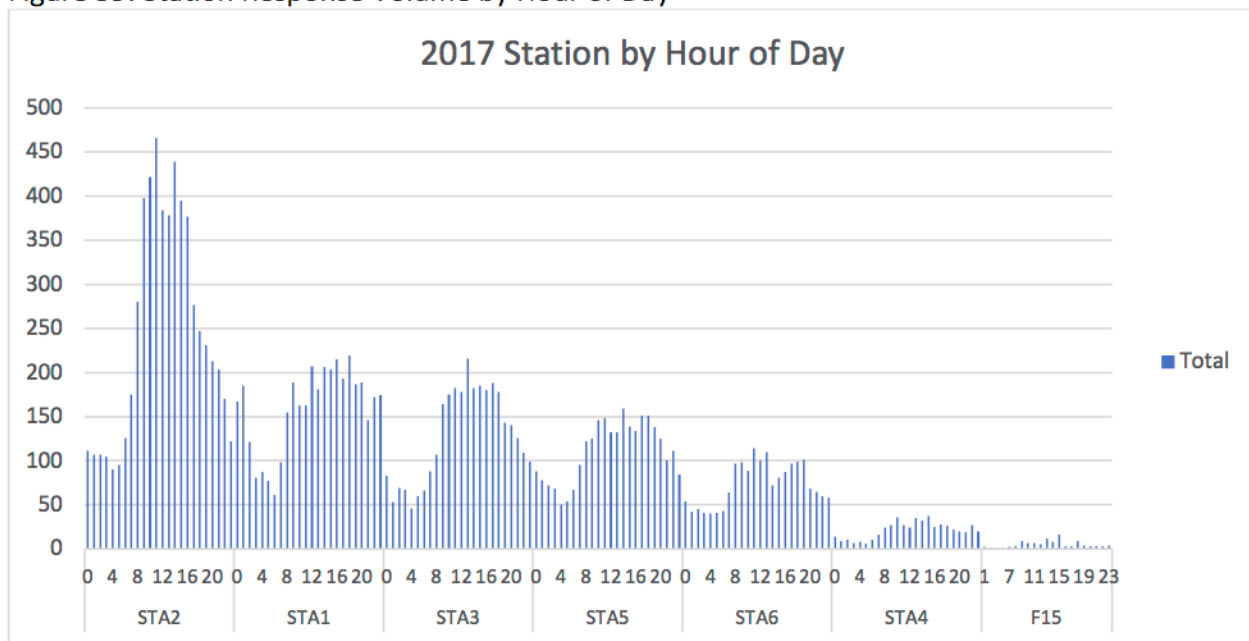
EMS Demand: EMS specific demand was analyzed utilizing standard industry measures. Specifically, a 60 week analysis of EMS only call volume was reviewed, and graphed with a number of metrics, including min/max, mean, mean + 2 standard deviations (or a 95+% confidence that calls will be covered), and smooth average peak (an EMS specific measure that looks at the high peak within the time period in discrete intervals and averages them…..approximately 96% confidence of call coverage). Most systems cannot afford unit coverage for 100% of calls (there are aberrant call demand patterns and unusual system occurrences). Running a fire-based EMS system at high utilization rates is concerning, in that GFR is highly reliant on EMS unit availability for fire response and meeting Standards of Cover. Additionally, when the majority of units are assigned to calls, then system performance declines as units crisscross the system for call coverage, particularly during times of traffic congestion. Figure 60 reflects a "snapshot" in time of 7-day demand view. Data for individual days of the week can be viewed in Appendix 5.

Figure 60: Demand View for Days of the Week

7-Day View Demand Chart from Monday, Mar 27, 2017 - Sunday, May 20, 2018
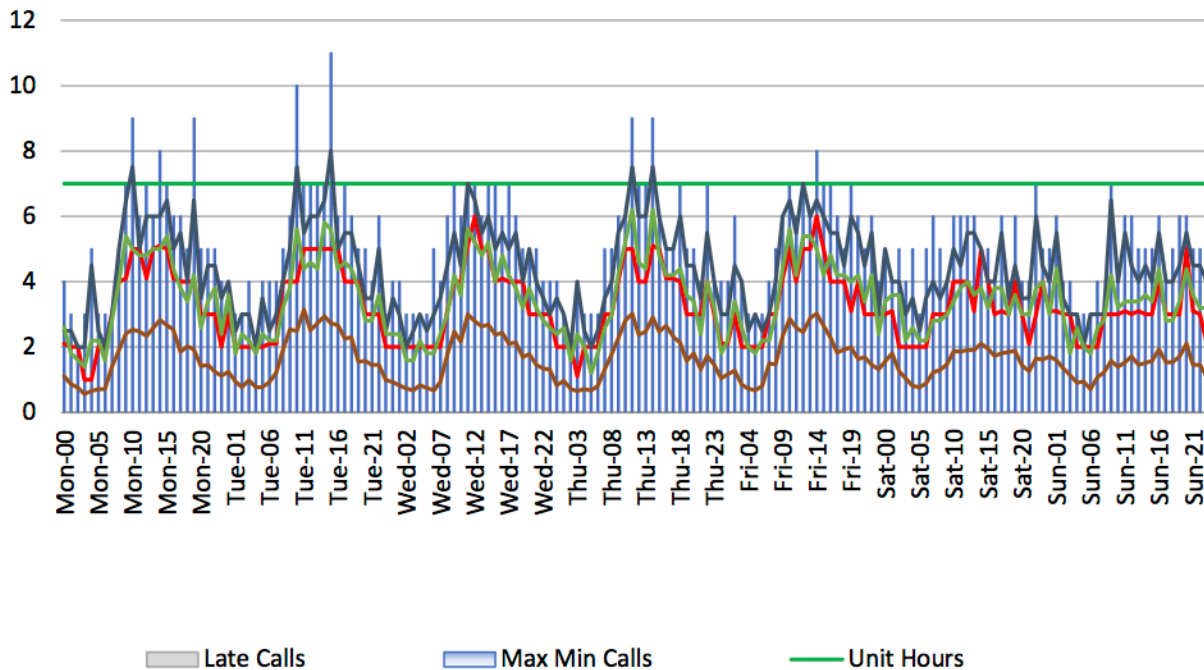
Based on a review of the data, comparison to national standards and best practices, the following are recommendations for evaluating and enhancing the deployment model:

Peak Time or Peak Demand Staffing

As stated in the ICMA study, the Department has a heavy demand for EMS services. In 2017, 83% of all responses were medical in origin. Some efforts have been undertaken by GFRD to improve demand response and the Strategic Plan has goals in place to address this issue as well. Specific action plans from the Strategic Plan were not available for this study review. The following insights are provided based on an independent acquisition and review of response data.

Some municipalities find that up-staffing engine and /or ladder companies during peak hours produces positive standard of coverage results at a lower cost than 7-24-365 static staffing. The same can be true for ambulance staffing. Usually, this is accomplished with some additional full-time staff or the use of part-time staff who may be off duty from another jurisdiction. Regardless of the method selected, strengthening staffing during peak times is generally effective in enhancing firefighter safety and reducing fire losses and injury.

As an example, if the consistent peak work load for emergency responses was from 3pm-11pm Monday through Friday, upstaffing the busiest engine company with a fourth firefighter during those hours would increase the service delivery level for the City at a lower cost than static staffing on a 7-24 basis. This upstaffing could be accomplished with an additional Greenville firefighter assigned to a 40-hour work week or through the utilization of part-time personnel off duty from other municipalities. Training of these persons is an important consideration because the lines of accountability are not as clean as shift personnel. Some additional oversight can counteract this challenge. Adding peak work load firefighters is usually only effective as a bridge/transitional measure between three and four-person crews until the City determines that a company should be staffed with four firefighters at all times.

On the EMS side, Greenville should give consideration for peak time staffing for the medical district, which is primarily served by Station 2. Supplementing additional staff on a Monday-Friday time period to take some of the work load off the units at that station would improve reliability for the units assigned to that station and would improve the overall service delivery levels in Greenville due to the high call volume in that area.

Figure 65: All Calls by Hour of Day

ALL Calls by Hour of Day 2017

Hour	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Total	524	485	431	371	327	341	388	555	817	1036	1062	1141	1067	1100	1121	1087	1049	966	952	854	777	680	675	576
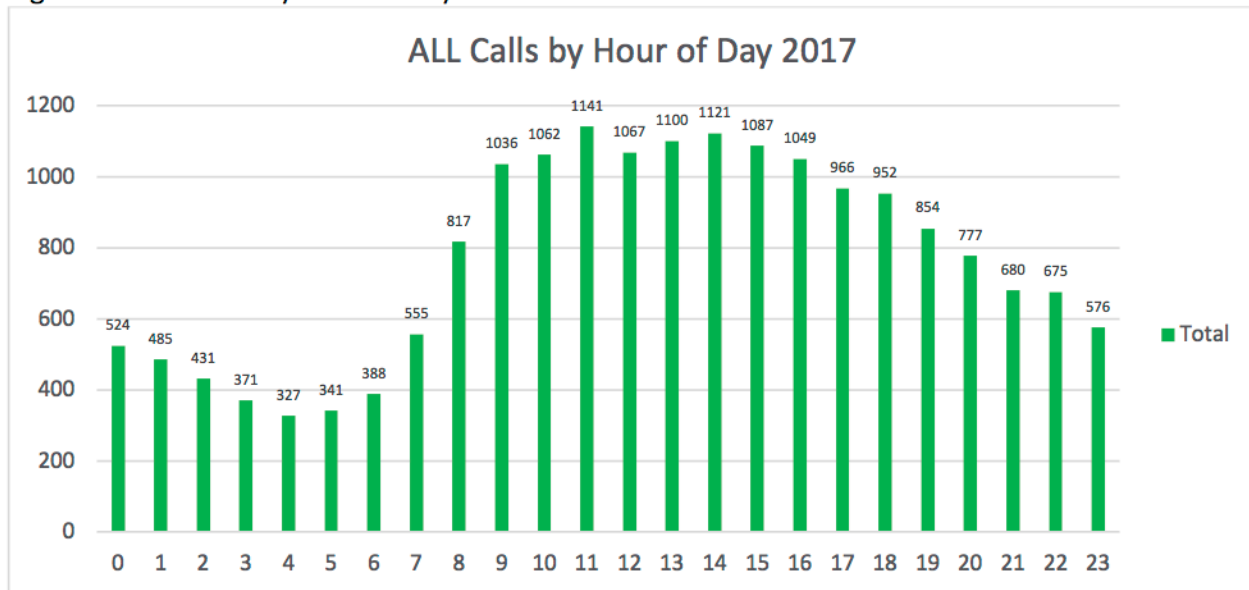
Figure 66: Average Daily Call Volume

Average Daily Call Volume 2017

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Avg Fire/Service	9.3	10.8	11.3	10.4	10.1	10.7	11.4
Avg Medical	34.8	40.7	42.0	41.4	40.1	42.4	37.3

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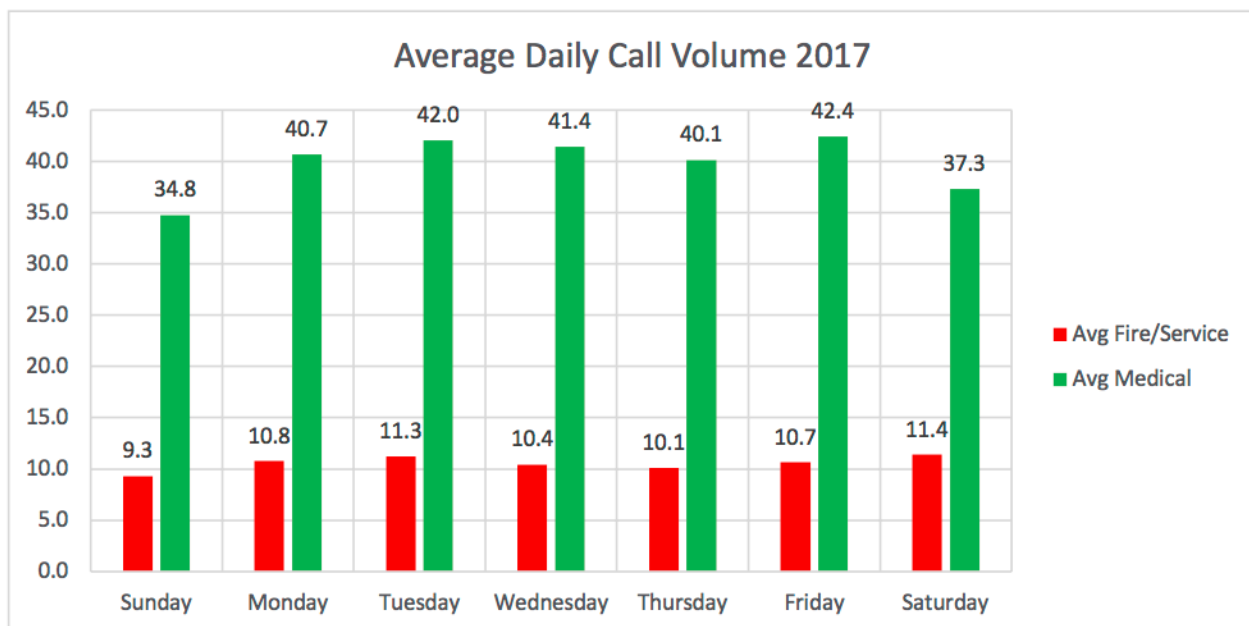
Unit hour utilization (UHU): EMS systems have also looked to measure productivity as a proxy for system efficiency. One commonly used measure is unit hour utilization (UHU), a ratio that is typically calculated by dividing the number of transports by the number of unit hours.10 In other words, an ambulance that performs four transports in a 12-hour shift has a UHU of 4/12, or 33%. However, some agencies will calculate UHU by using the total number of hours that EMS units are engaged on calls by the total number of hours that those units are staffed and fully-equipped.[60]

UHU was reviewed from the Standard of Cover document, and does support concern for a number of units, particularly Squad 1 and Squad 2; if staffing is to remain on a 24-hour shift pattern. Also, EMS units 1, 2, 3, 5, and 7 have volumes and commitment times that warrant concern. Personnel within the department routinely stated concern for the timekeeping methods that calculated the UHU with specific concern expressed from the 911 Center's accuracy[61] to the Fire Department's interpretation of commitment time. This was highlighted specifically for the Squads, which were only getting "credit" for response to time cleared scene; and did not accurately reflect the time spent riding into the hospital, patient care transfer at the hospital, documenting calls, returning apparatus to service, etc.

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[60] http://fitchassoc.com/new-ems-imperative-demonstrating-value/
[61] Greenville Fire/Rescue Standards of Cover, Page 112

The 2014 ICMA report had recommendations for improvement related to response technology, performance-based strategies related to response time, and working with Pitt County 911 on a performance measurement system based on benchmarks. The 2017 GFRD Strategic Plan has established goals and objectives[62] to address technology, turnout time, and the relationship with the County 911 Center with which GFRD has an interdependent relationship.

Greenville is striving to collect and manage data in order to report demonstrated performance at the 90% fractile. This is excellent practice and essential to accountable public service in the fire and rescue industry. This route enables the fire department to report on current performance as well as plan for future performance. It will also enable City officials to know what level of service their fire department is providing and to articulate that information to residents. It is also essential to setting future performance goals. Furthermore, this benchmark can be assessed with new development to determine if the projected level of service will be within the City's adopted standard of coverage, and best determine how to mitigate any potential adverse impacts.

An essential part of making the data optimum is accurate data collection and reporting. Currently, Greenville is dependent upon the Pitt County 9-1-1 Center to dispatch units based upon geo-proximity addresses. Furthermore, Greenville is dependent upon the same 9-1-1 Center to capture radio transmissions indicating the fire units being enroute and arriving on scene. Acknowledging the critical importance of accurate response data to the viability of any fire protection service delivery system, many urban areas have moved forward with the use of much more sophisticated, modern methods as best practice.

Most commonly, fire engines are equipped with mobile computer terminals that provide direct data from the computer aided dispatch (CAD) system and enable pre-plan and facility data to be readily accessible. These units also can send data bursts of enroute and arrival. Many cities are now using automatic enroute and automatic arrival on mobile computer terminals to even more accurately capture critical data on response. This technology significantly enhances accountability of the firefighters, company officers and chief officers. Demand forecasting software, such as BCS MARVLIS™, can be considered for system performance enhancement once AVL/GPS is fully integrated.

Beyond this data collection, the mobile terminals will enable the emergency communications center to send the closest unit to an emergency call, identifying units in real time to ensure that citizen service delivery is as optimal as possible. This automatic vehicle location (AVL) tool has proven effective in a number of North Carolina cities in reducing overall response times and improving outcomes for citizens in need of emergency assistance.

Prioritizing investment in technology will enhance the receipt of timely and accurate information with which to make decisions. Prioritizing collaboration with Pitt County 911 to develop effective

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[62] 2017 GFR Strategic Plan, pages 14, 17-18

performance management standards and systems of accountability will ensure that the decisions made maximize safety of the community and personnel.

Standard of Cover

GFR is following the fire service accreditation model in their planning and development and should be commended for that progressive approach. The processes are tried and true and effective for every agency that goes through the experience. Significant work has been done to develop Standards of Cover[63] and the City of Greenville has formulated a standard of coverage (or level of service) using the data that they have. The better the data, the more accurate and accountable the standard of cover. When considering setting response time criteria, the DA review team strongly recommends that the City of Greenville formulate expectations and deliverables from the citizen's perspective. As an example, from Mrs. Smith's perspective, how long is the time from dialing 9-1-1 until she sees a GFR fire engine arrive? Generally, Mrs. Smith is not concerned with the cascade of events that are essential to providing a professional response from her fire department. However, she will be keenly aware of the TOTAL time that is taken from her call to GFRD arrival. Some jurisdictions measure only travel time and this route can produce confusion for residents.

A separate standard of coverage can be adopted for each type of call, such as a residential structure fire, a basic life support medical emergency, an advanced life support medical emergency, a vehicle entrapment, etc. It is highly suggested that GFR differentiate medical response based on time and confidence interval using the Advanced Medical Priority Dispatch System (AMPDS) from lowest priority (Alpha responses) to highest priority (Echo responses). The same approach can be used on fire and service calls, particularly if Emergency Fire Dispatch (EFD) is integrated into the call intake process by Pitt County 911.

Greenville has also implemented reporting in fractiles rather than averages with regards to response times. Much of the fire service industry has moved away from using averages and uses response times at the 90% percentile. This fractile style of emergency incident reporting represents a more accurate and realistic expectation to the people that are served and protected by the department because it simply states that an emergency response will occur on 90% of incidents within the specified time frame. This measure allows for consideration of multiple emergency calls occurring simultaneously as well as storms that come through the jurisdiction, inclement weather situations and operational failures such as engines failing to start or collisions that may occur in transit. Nationally, the 90% percentile is recognized as the most solid best practice in the fire and rescue industry. While accurate, the use of averages represents that one-half of the overall responses are shorter than the average and one-half of the responses are longer than the average.

Inputs influence outcomes. Within the effective delivery of fire and rescue services, response time elements are directly proportional to expected outcomes. In recent years, significant scientific research has substantiated the correlation of response times and number of trained firefighters necessary on the scene of structure fires to produce positive outcomes. Each local jurisdiction is encouraged to identify what specific hazards and risks exist in their individual communities. Also, local jurisdictions can evaluate their fire and rescue level of service or standard of cover for each type of service that they

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[63] https://sites.iafc.org/files/1VCOS/sop_CPSE_CFAI_Standard_of_Cover_Template.pdf

provide. From this collective information, progressive jurisdictions can effectively set a positive course for continuous improvement.

In order to strengthen fire protection service delivery systems and to empower local jurisdictions to more clearly determine what the appropriate level of response may be for their individual community's level of risk and clearly stated desired outcomes, the following illustrative models are offered to establish some basic, <u>minimal</u> framework for response to typical residential structure fires within a North Carolina rated fire insurance district.

Using dynamic indicators, these illustrative models are presented with the optimum desired outcome of confining and containing a typical (<2,000 square feet), occupied, residential structure fire to the room or area of origin when fire hydrants are available. Aligning North Carolina's growth patterns with national consensus standards and fire service industry best practices provided the foundation for these models. Also, it is important to note that times identified recognize total response time, beginning when the citizen first dials 9-1-1. These models for typical residential structures are <u>only</u> guidelines for evaluation and solely designed as a tool for use by local jurisdictions. Models for fire response to properties with higher risks demand more thorough analysis, more robust resources and stronger performance measures.

Figure 70:

Graphic Source: Fire Engineering

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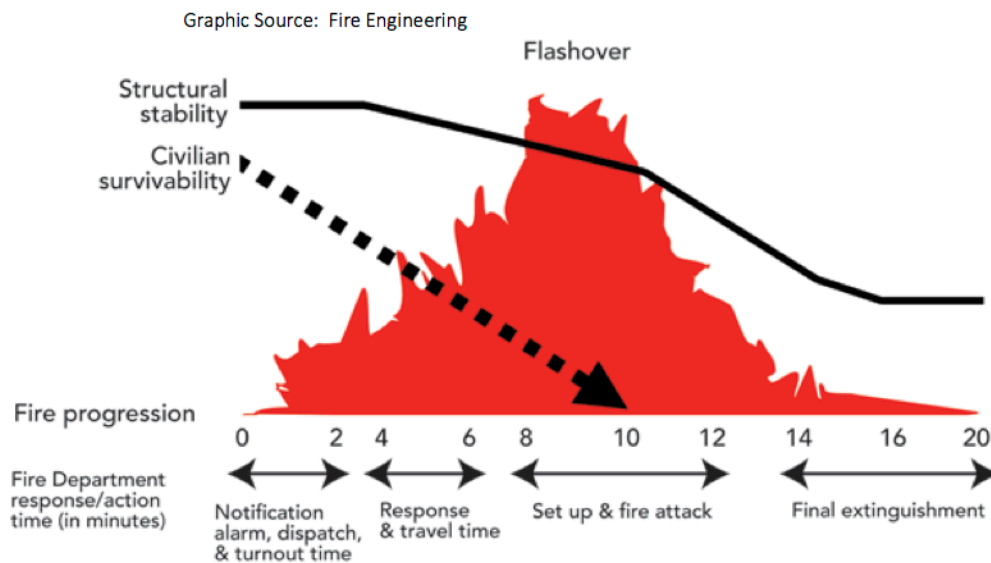
Typical Cascade of Events for a Structure Fire:

Pre-Response:
Recognition of fire
Notification call made to 9-1-1
Total Response Time (measurable):
Receipt of call and dispatch of fire department(s) = approx. 60-90 seconds (NFPA)
Firefighter acknowledgement and fire equipment rolling adds 80+ seconds (NFPA)
Travel time – adds approximately 141 seconds per road mile (ISO)
Arrival at the fire scene
Post-Response:
Accessing, locating the fire, and taking necessary mitigating actions

Table 5: Approximate Range of Credible First Unit Response Time W/in State ISO Districts

Area	Density per Sq. Mile	Fire Station	Prevalent ISO Rating	Total Response Time	
URBAN	>2,000 people	within 2 miles	1-3	5-8	minutes
NON-URBAN	500-1999 people	within 4 miles	4-6	7-12	minutes
RURAL	<500 people	within 6 miles	6-9	12-17	minutes

Just as with fire emergencies, medical emergency response mandates a very high priority on response times. Since time of emergency occurring to time that pre-hospital care is initiated has a direct impact on patient outcomes, the goal of a community is for emergency responders to reach patients as soon as reasonably possible. Science has demonstrated that a patient with a critical life-threatening emergency has an approximate 90% chance of survival if emergency care is given immediately. The chance of survival drops by about 10% per minute after that. The graphic below well illustrates the enormous value of medical first responders for a community:

Figure 71: Survival Decline as with Response Time Increases
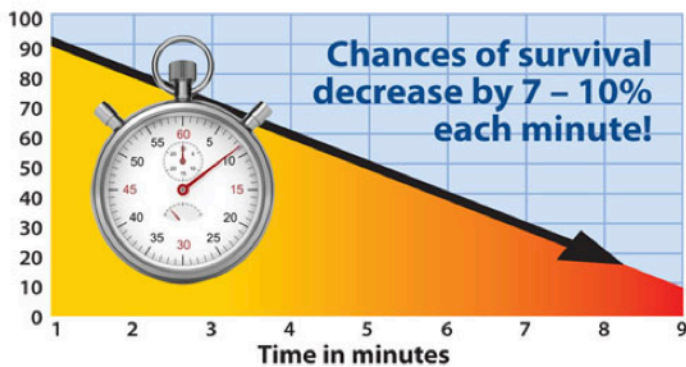
It is further recommended that GFR submit response data to "FIRECARES"[64]. FIRECARES is a collaborative effort with the US Fire Administration, the National Institute of Standards and Technology, Worchester Polytechnic Institute, the Center for Public Safety Excellence, the International Association of Fire Chiefs, the International Association of Firefighters and others. FIRECARES uses "big data" to provide a profile of a community related to risks and vulnerability to fire. If fire department resources are deployed to match the risk levels inherent to hazards in the community, it has been scientifically demonstrated that the community will be far less vulnerable to negative outcomes in firefighter injury and death, civilian injury and death and property loss. FIRECARES analyzes massive amounts of fire department and community data to identify whether resources are appropriately deployed to match a community's risk level. This additional information would provide dashboard type ongoing feedback and analysis for Greenville in the years to come.

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[64] https://firecares.org/#about

Section 3: Former Employee Survey Results

Summary of Findings

General Information

During the focus groups, multiple mentions were made of high turnover, particularly of mid-career staff. Additionally, concerns were raised that younger employees were getting promoted sooner to fill these gaps, leaving fewer experienced staff to mentor new employees. To validate the high turnover and to find out why employees left, the City Manager authorized an expansion of the initial scope of work to include former employees. Because of the higher than average voluntary turnover rate from 2015-2017, an evaluation of former employees who had voluntary separated beginning January 1, 2014 were contacted. The invitation to participate in the survey was sent out via first class USPS mail, with unique survey links included in the letters sent to 79 former employees. The Greenville FD Former Employee survey contains responses from 31 former employees yielding a response rate of 39%.

Demographic Data: Questions 1-5

The Greenville FD Former Employee survey contained five optional questions that asked about various demographic information. This information included the respondents age, highest level of education completed, race, title or rank and years with the department. Demographic information such as this is helpful when hoping to analyze data in a meaningful way. This data allows researchers to analyze responses by subgroups in order to look for patterns of response based on certain characteristics; i.e. education level, years at the department, etc. With this data, cross tabulations can be used to compare survey responses across multiple demographic groups.

These questions were optional in the survey, however, as some respondents feel that demographic data has the opportunity to comprise anonymity or feel that these types of questions are an invasion of privacy. Respondents had control over which demographics they were comfortable sharing.

The profile of former employees is that they were most likely to be White, hold an associate's degree, identify as Generation X, and have been in the position of a Fire Officer 1 or 2 with five or more years of tenure in the department at the time of separation.   Data for individual items follows.

Q1. Position:

Former employee response to the optional demographic question "position" were evenly split between Fire Officer 1 and EMS specialist with each of these positions selected by nine former employees (29.03%, each). There were an additional five Fire Officer 2 (16.13%), four F/R Lieutenant (12.90%) and lastly, three F/R Captain's (9.68%). One former employee chose the category "other." The data are represented in Figure 1 below.

Figure 1: Former Employee Demographics– Position
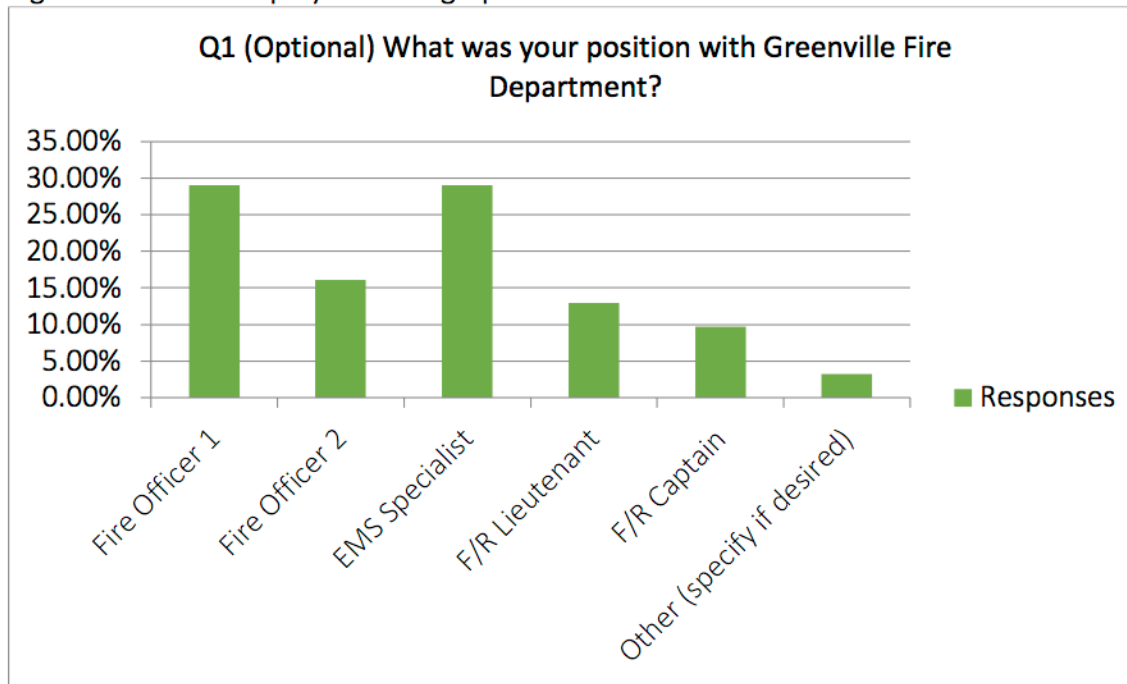
Q2 Tenure:

Almost a third of former employee respondents were employed with the Greenville FD for 5-10 years (32.25%). There were three categories that each had five respondents (16.13%) who chose that category: "11-15 years", "21-25 years" and "greater than 20 years." Finally, there were two categories that each contained three respondents (9.68%): "3-5 years" and "16-20 years." The data are represented in Figure 2 below.

Figure 2: Former Employee Demographics– Position

Q2 (Optional) How long were you employed with Greenville Fire Department?

Q3. Age:

Almost half (n=15, 48.39%) of former employee respondents are considered Generation X (born between 1965-1979). There were 11 respondents (35.48%) that are classified as Millennials (born between 1980-2000) followed by five respondents (16.13%) classified as Baby Boomers (born between 1946-1964). The data are represented in Figure 3 below.

Figure 3: Former Employee Demographics– Birth year/ Generation

Q3 (Optional) What is your birth year? We are asking to help better understand generational differences in the department.
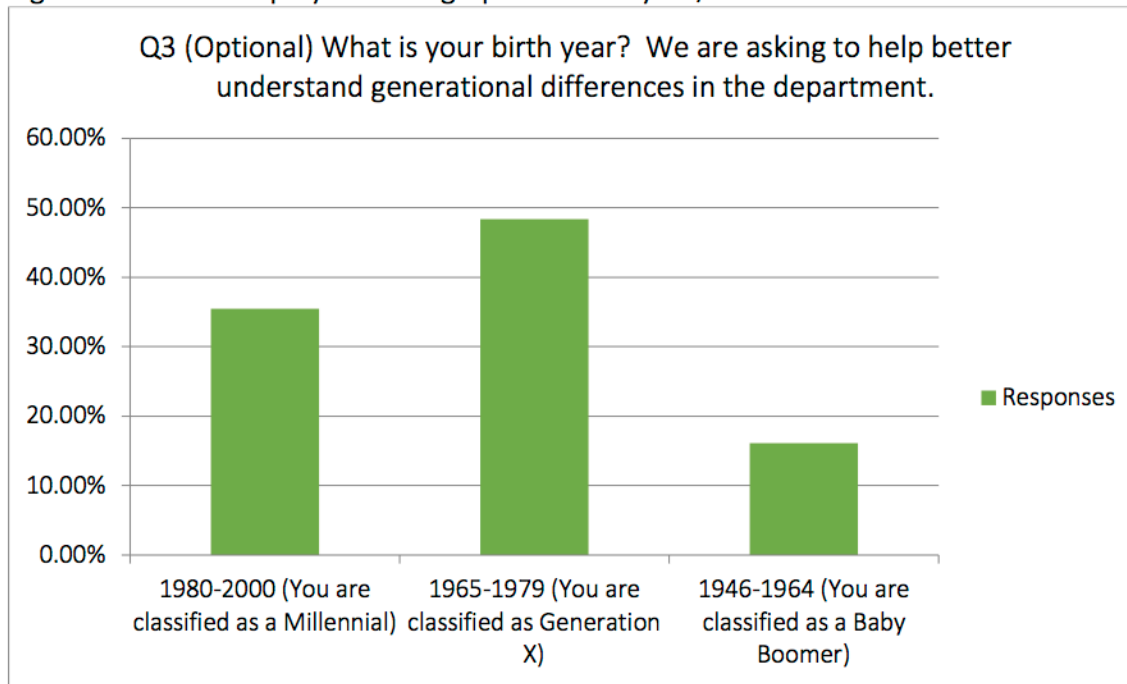
Q4. Highest Education Level

Just over 1/3 (n=11, 35.48%) of former employee respondents have an associate's Degree followed by 29.03% (n=9) that have a bachelor's degree. There were seven respondents (22.58%) who have taken some college courses but have not completed a degree. There were three former employees (9.68%) who have a High School diploma followed by one respondent (3.23%) that has completed some graduate level work but does not have a master's degree. The data are represented in Figure 4 below.

Figure 4: Former Employee Demographics– Highest Education Level

Q4 (Optional) What is your highest education level?
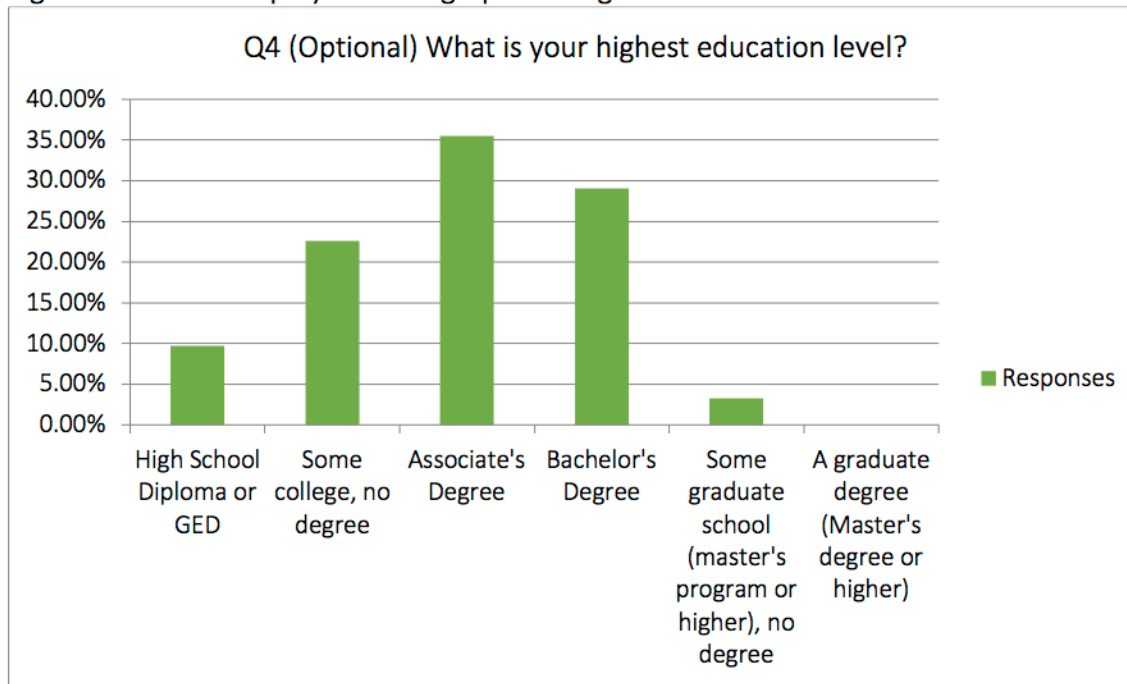
Q5. Race

There were seven options provided for the optional demographic question "What is your race or ethnicity?" Respondents only selected the options for White and Black/African American. Over 75% of respondents are white (n=26, 86.67%) and the remaining 13.33% (n=4) respondents are Black/African American. The data are represented in Figure 5 below.

Figure 5: Former Employee Demographics– Race

Q5 (Optional) What is your race or ethnicity?
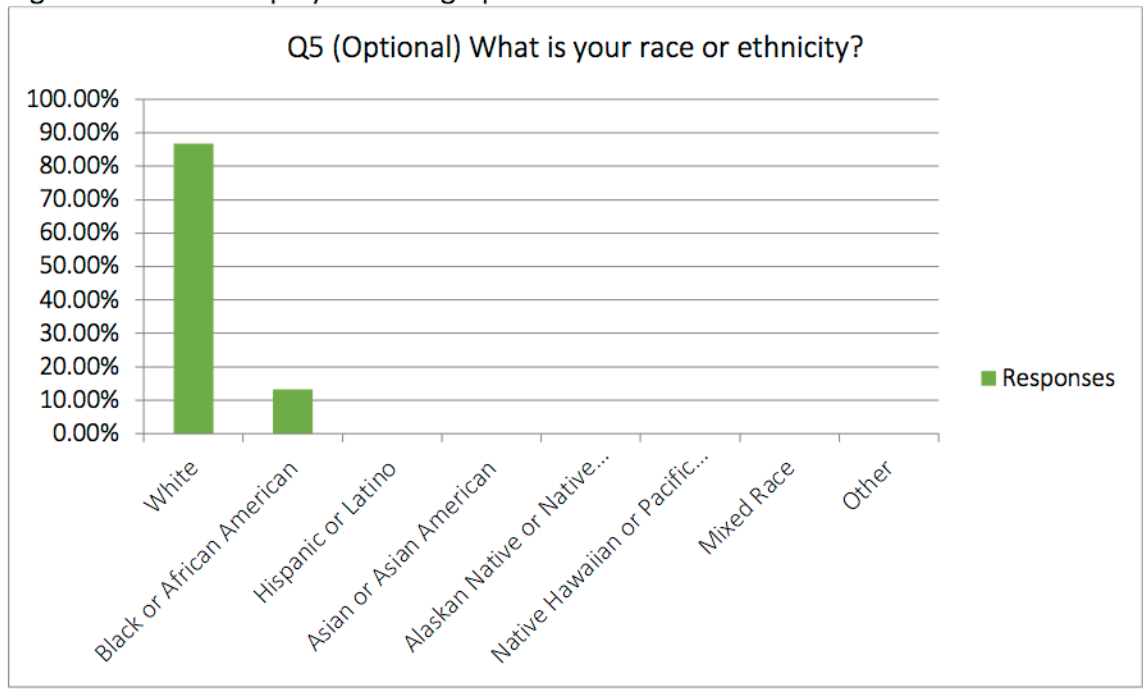
Questions about your GFRD Employment Experience

Capturing reasons for leaving is valuable information to secure from former employees. Two questions solicited reasons for leaving and what was liked least about the department. Responses to both questions overlapped with dissatisfaction with morale being a prevailing factor. Specific concerns clustered around leadership behaviors, compensation and operational concerns regarding staffing, call volume and the deployment model. These concerns are similar to those cited in the active duty survey.

Q6. What was the biggest factor that led you to leave GFRD or to accept another job?

When asked to rate the biggest factor that led them to leave GFRD, morale level was the most frequently selected factor with a total of 19.35% (n=6) of respondents selected this option. "Conflicts with manager" and "retirement" were selected by five respondents (16.13%) each. There were an additional three respondents (9.68%) who felt that career interests were what led them to leave the department followed by two (6.45%) employees who left due to increased pay at their new positions. Almost 1/3 (n=10, 32.26%) of respondents chose the "other" option. There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 6 below.

Figure 6: Reasons for leaving GFRD
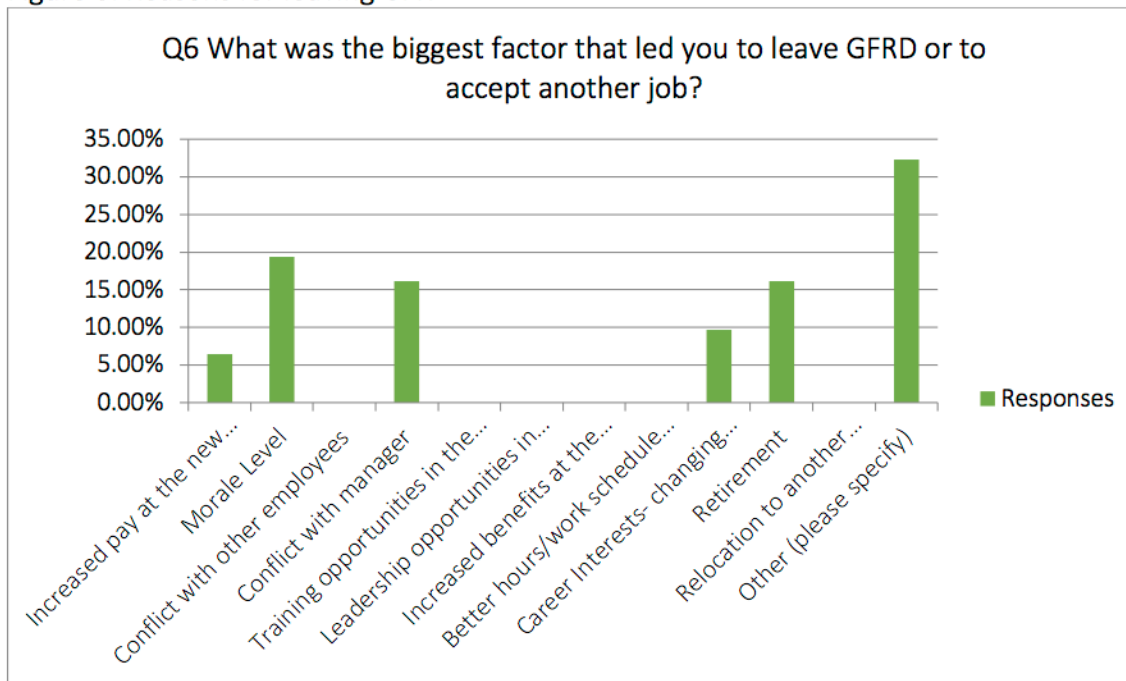
Q7. What did you like least about working for GFRD?

There were 31 comments made regarding what respondents liked least about working for GFRD. The content analysis of these comments follows in Table 1. The full text of comments can be found in the Survey Summary located in Appendix 4.

Table 1 – Content analysis regarding what respondents liked least about GFRD

Comment	*Count
Organization	
Low morale / negativity	6
Understaffed / Overscheduled	3
Not valued as an employee	1
Hostile work environment	1
New EMS model unsuccessful	1
Lack of compensation for extra work done	1
Racism	1
Not a military friendly institution	1
Not team / family oriented	1
Discrimination of white males	1
Call volume	1
Leadership	
Leadership pushed their agenda forcefully / retaliated against employees who did not agree	6
Promotions based on support of leadership and not skills or merit	6
Poor treatment of employees / disrespect	5
Leadership lacked general fire ground tactic knowledge / refused to acknowledge best practices	2
Micromanagement	2
Lack of communication	2
Poor leadership	2
Leadership untrustworthy	1
Recruitment of subpar candidates	1
Leadership did not see employees as individuals	1
Lack of appreciation	1
Leadership inconsistent	1
Other	
Was told multiple times that McDonald's was hiring	1
High volume of non-emergency calls	1
Was told "if you don't like it, there is the door"	1

Q8. What, if anything, could have been done to prevent you from leaving?

There were 31 comments made regarding things that could have been done to prevent the respondent from leaving. The content analysis of these comments follows in Table 2. The full text of comments can be found in the Survey Summary located in Appendix 4.

Table 2 – Content analysis regarding what would have prevented respondent from leaving GFRD

Comment	*Count
Organization	
Proper compensation for work performed	4
Fix overscheduling issues	3
Total revamp of the EMS System	1
Consistent and annual raises	1
Hire employees driven by the mission	1
Address call volume	1
Improve morale	1
Leadership	
Replace upper management	12
Merit-based promotions	5
Management / city valuing employee feedback	5
Appreciation from upper management	2
Employees not told they are easily replaced	2
Implementation of new systems more thought out in advance	1
Better understanding of how the reserve military works	1
Other	
Nothing – retirement	3
Tackle corruption in city government in addition to the department	2
Nothing	1

Leadership Questions (Q9-14)

The majority expressed that they were able to work effectively with their supervisor at least somewhat and nearly half indicated that they effectively or very effectively worked with their supervisor indicating that the "boss" was not the key reason for leaving GFRD for these respondents. Similarly, to the active duty employees, former employees found that management style in non-emergency situations went from more participative to directive as rank increased.

Q9. How effectively were you and your supervisor able to work together.

When asked to rate how effectively they were able to work with their supervisors, over half (n=16, 51.61%) of all former employee respondents felt that they were "somewhat effective." Almost 1/3 of respondents (n=10, 32.26%) expressed that they were effectively able to work with their supervisor (selected extremely effective or very effective) while 16.13% (n=5) of respondents did not feel that they were able to effectively work with their supervisors (selected not so effective or not at all effective). There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 7 below.

Figure 7: Effectiveness of supervisory relationship
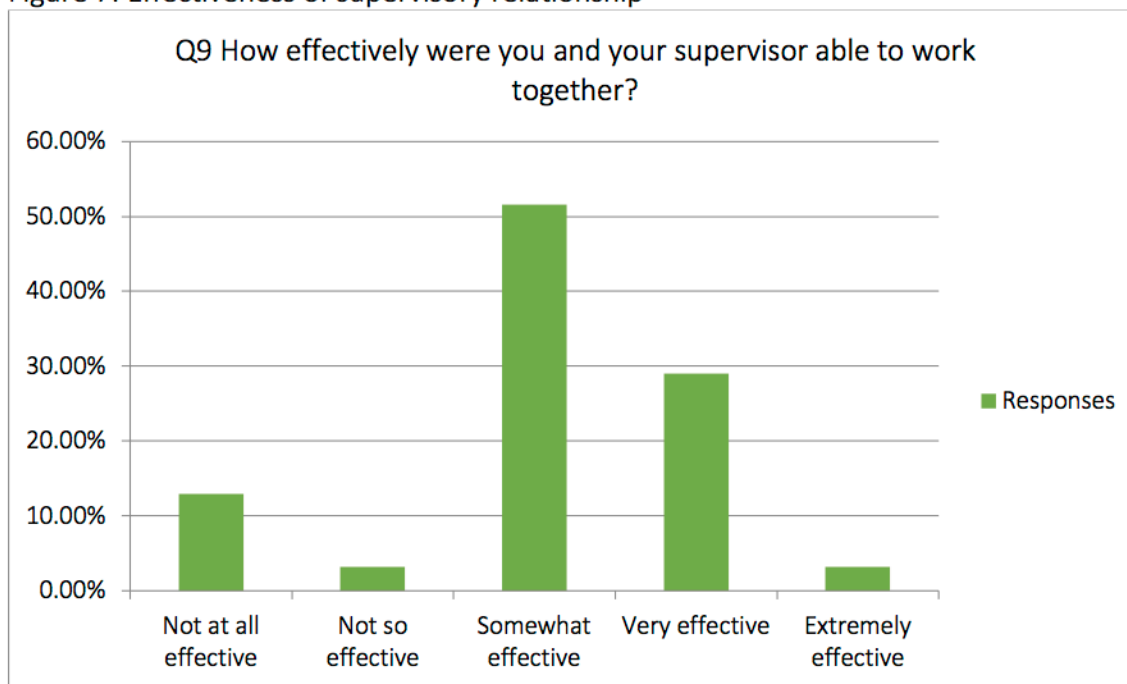
Combined Management Style across Rank (Q10-14)
Questions 10-15 ask respondents to identify the perceived management style of different members of leadership. The following Figure combines those management styles into one graphic while individual items are presented below. Similar to active duty employees, the higher the rank, the more a directive

leadership style was identified and the lower the rank, the more a participative leadership style was identified.

Figure 8: Combined Leadership Style
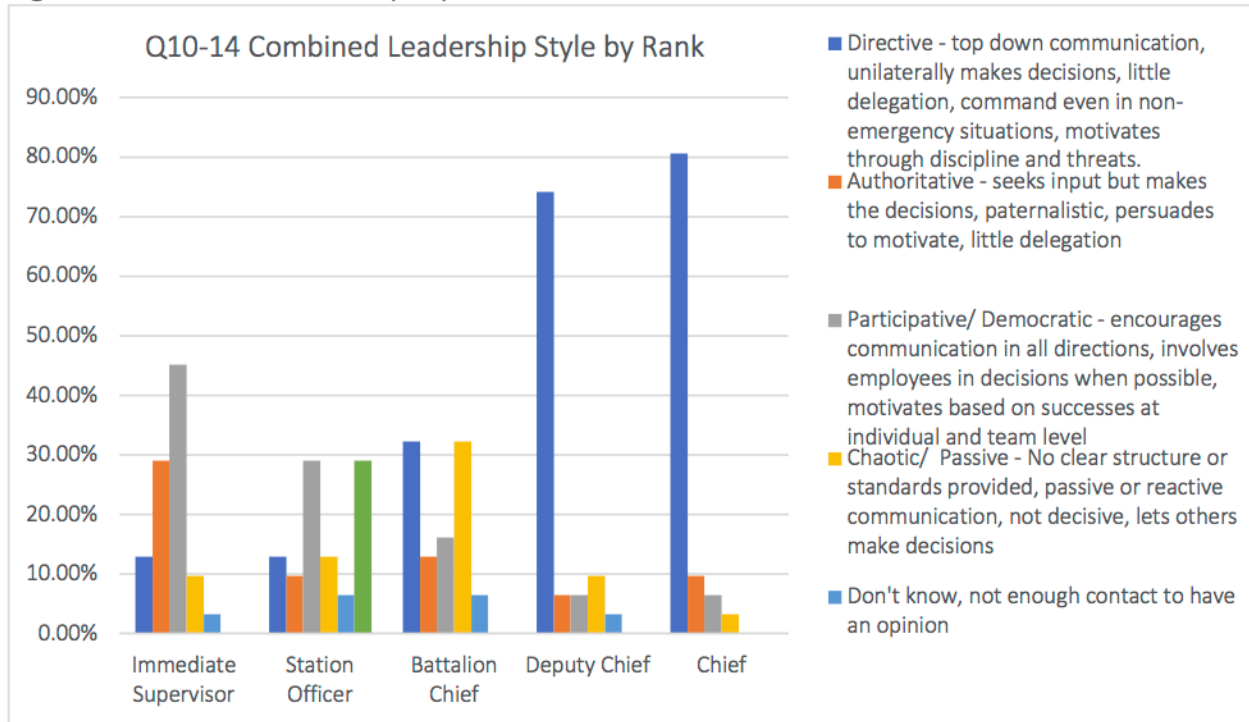
Q10. How would you describe your immediate supervisor's management style?

When asked to select the management style that they feel best describes their immediate supervisor, almost half (n=14, 45.16%) of the former employee respondents selected the "participative/democratic" management style. There were nine employees (29.03%) who selected the authoritative management style, followed by four employees (12.90%) who selected the directive management style. Fewer employees (n=3, 9.68%) used the chaotic/passive management style to describe their former immediate supervisors. In addition, there was one employee (3.23%) that selected the "don't know- not enough contact to have an opinion) option. There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 9 below.

Figure 9: Description of immediate supervisor's management style
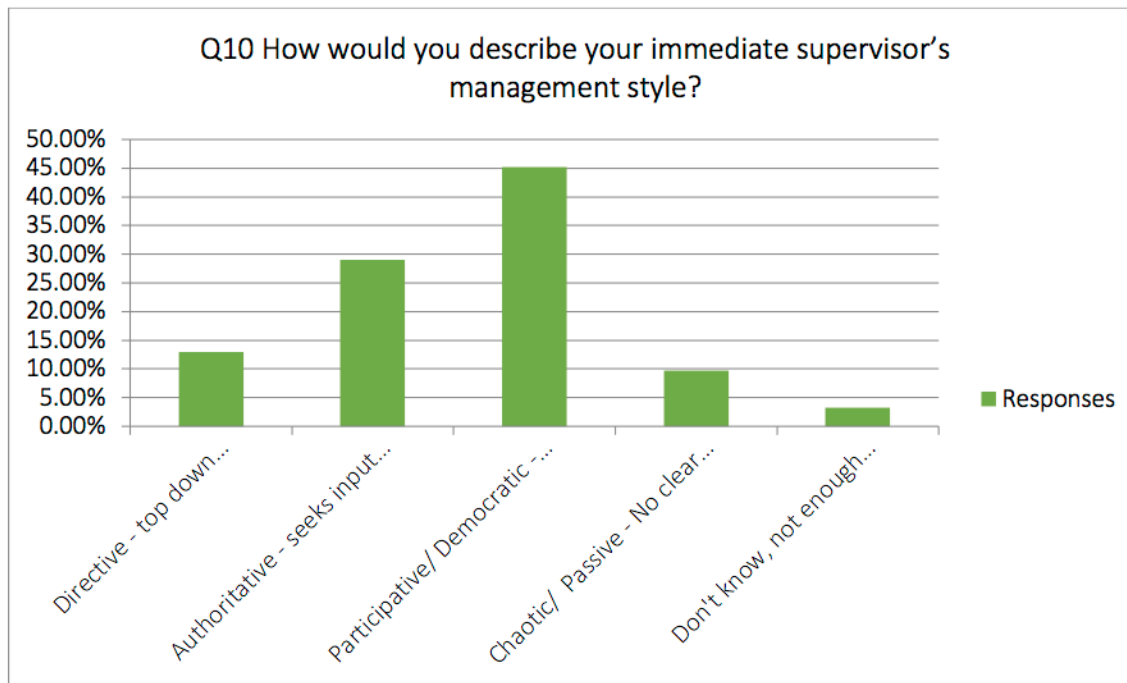
Q10 How would you describe your immediate supervisor's management style?

Q11. How would you describe your Station Officer's management style?

When asked to describe the management style of their former Station Officer, there were nine former employees who stated that their Station Officer was their immediate supervisor, and so this information was captured in Q10. There were an additional nine employees (29.03%) who selected the participative/democratic management style to describe their former Station Officer's, followed by four employees (12.90%) each who used the directive and chaotic/permissive styles to describe their Station Officer's management styles. Only twoformer employees (6.45%) selected the "don't know" option. There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 10 below.

Figure 10: Description of Station Officer's management style
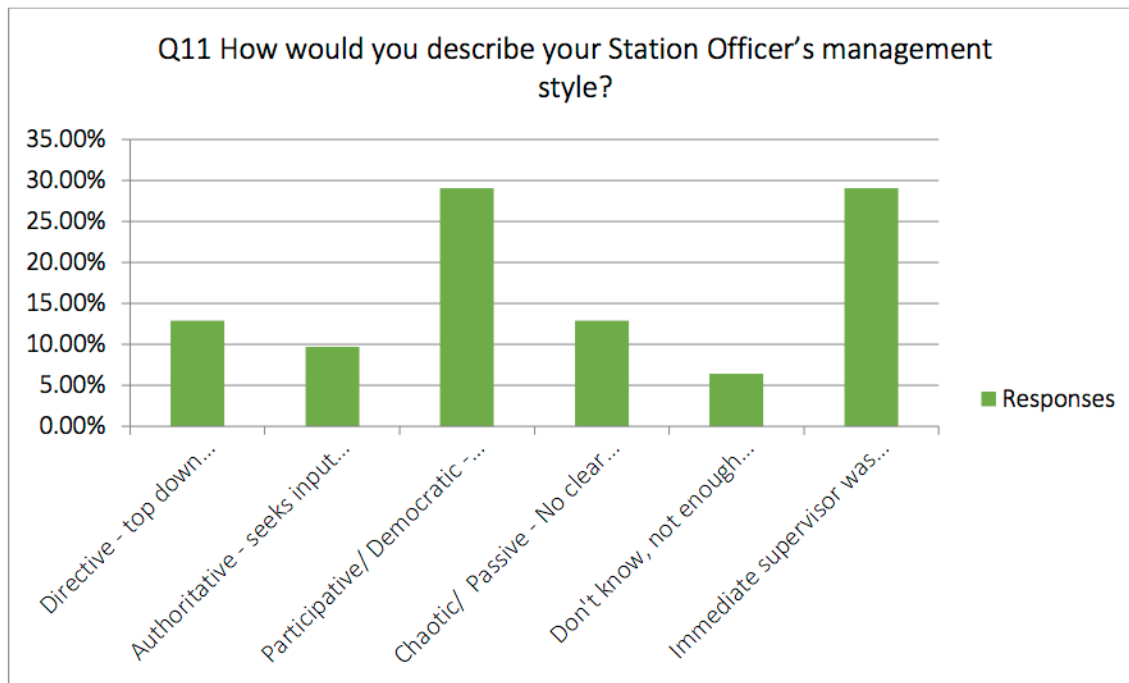
Q11 How would you describe your Station Officer's management style?

Q12. How would you describe your Battalion Chief's management style?

When asked to describe the management style of their former Battalion Chief, response was divided among the top two categories with almost 1/3 (n=10, 32.26%) of former employees selecting directive and chaotic/permissive styles. There were five former employees (16.13%) who selected the participative/democratic management style and four (12.90%) who selected authoritative. Two employees (6.45%) chose the "don't know" option. There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 11 below.

Figure 11: Description of Battalion Chief's management style

Q12 How would you describe your Battalion Chief's management style?
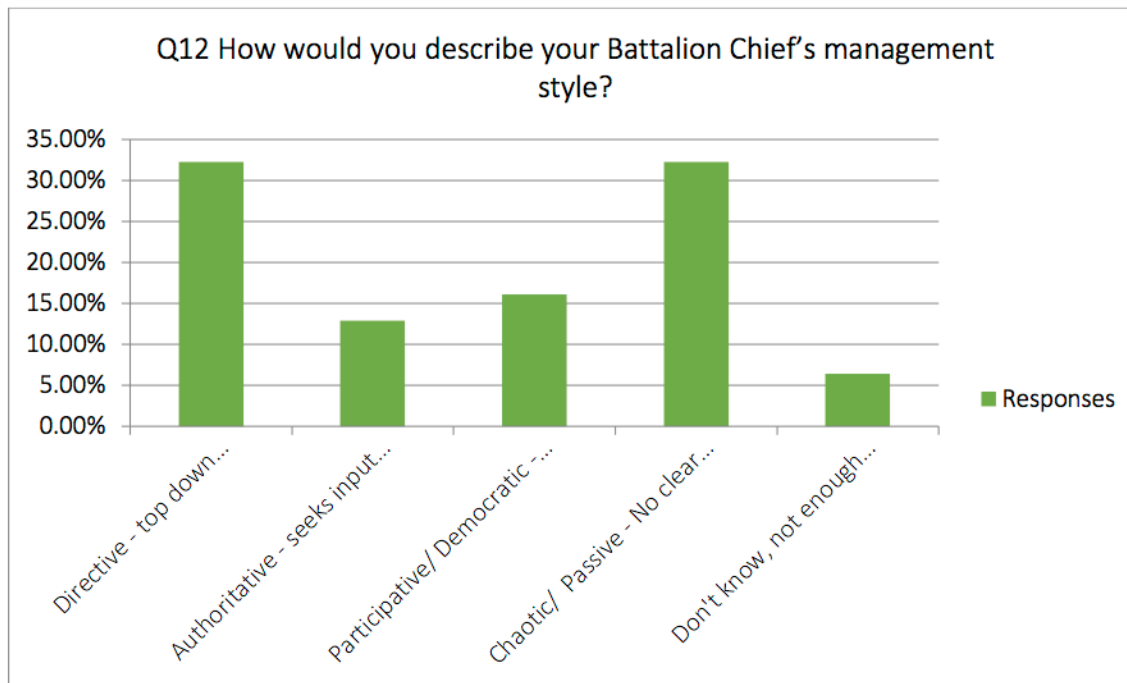
Q13. How would you describe the management style of the Deputy Chief overall?

There was much more agreement when describing the management style of the Deputy Chief, with almost ¾ (n=23, 74.19%) of former employees selecting the directive style of management. There were three employees (9.68%) who chose the chaotic/passive management style, followed by two employees each (6.45%) who chose authoritative and participative/democratic to describe their former Deputy Chiefs. There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 12 below.

Figure 12: Description of Deputy Chief's management style

Q13 How would you describe the management style of the Deputy Chief overall?
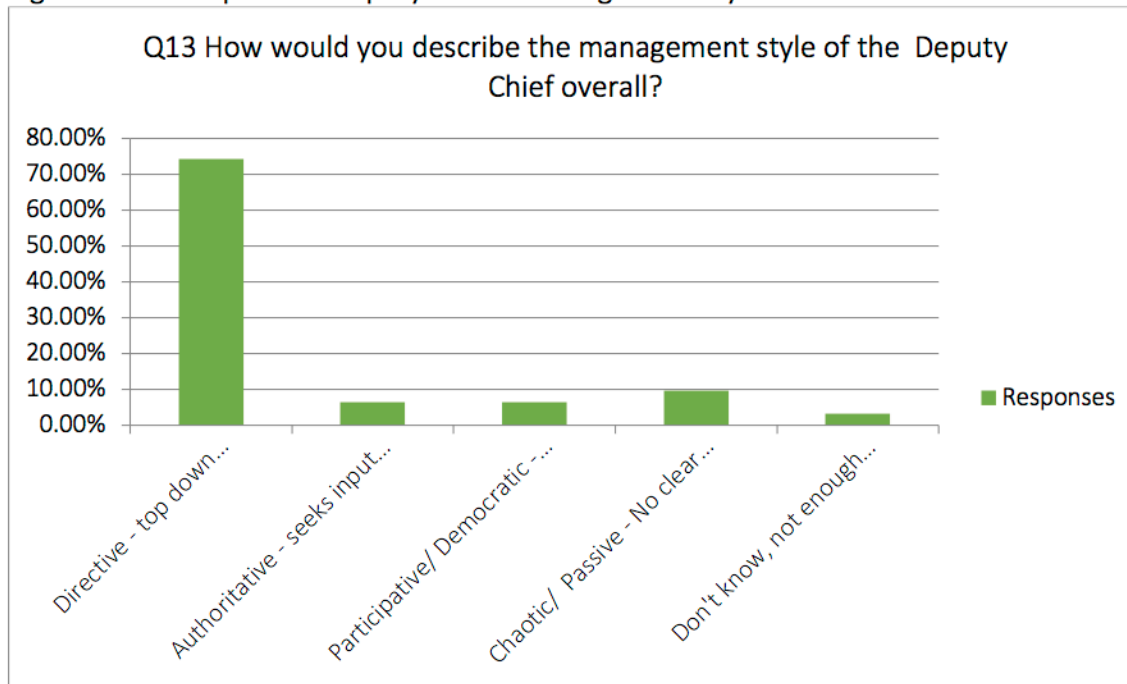
Q14. How would you describe the management style of the Chief overall?

When describing the management style for their former Chief, over ¾ of employees (n=25, 80.65%) selected the directive management style. There were three (9.68%) who chose authoritative, two (6.45%) who chose participative/democratic and one (3.23%) who chose chaotic/permissive. No respondents chose the "don't know" option to describe the Chief. There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 13 below.

Figure 13: Description of Chief's management style

Q14 How would you describe the management style of the Chief overall?
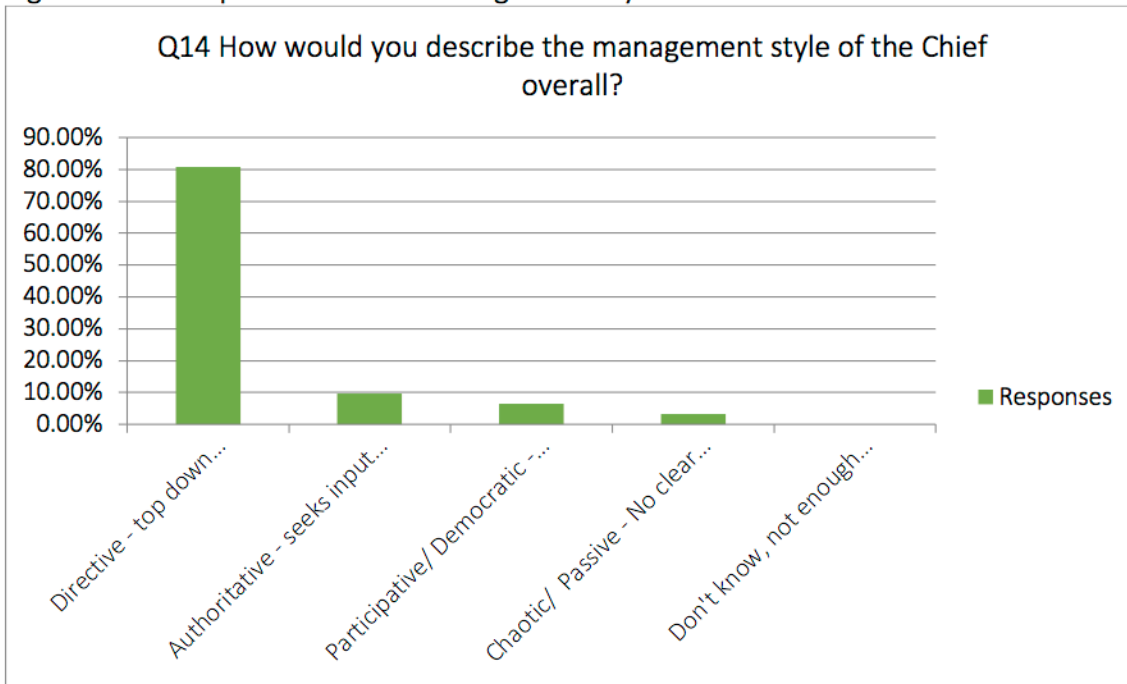
Working Conditions and Communication Questions (Q15-19)

A range of responses resulted from former employees talking about their experiences with recognition, policy communication and policy application. While most employees felt that their contributions could have been better recognized, others felt satisfied with the amount of recognition they received. Likewise, with effectiveness of policy communication, some felt that the communication of policies and procedures was effective even though the majority did not. Consistent application across shifts was also found wanting by 75% of these former employees. These results mirror the active duty employee responses.

Q15. How well did management recognize employee contributions?

Over 75% (n=25, 80.65%) of former employees do not feel that management recognized employee contributions very well (selected "a little" or "none at all"). There were four former employees (12.90%) who selected "a moderate amount" while only two employees (6.45%) felt that management recognized employee contributions a lot or a great deal. There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 14 below.

Figure 14: Management recognition of employee contributions
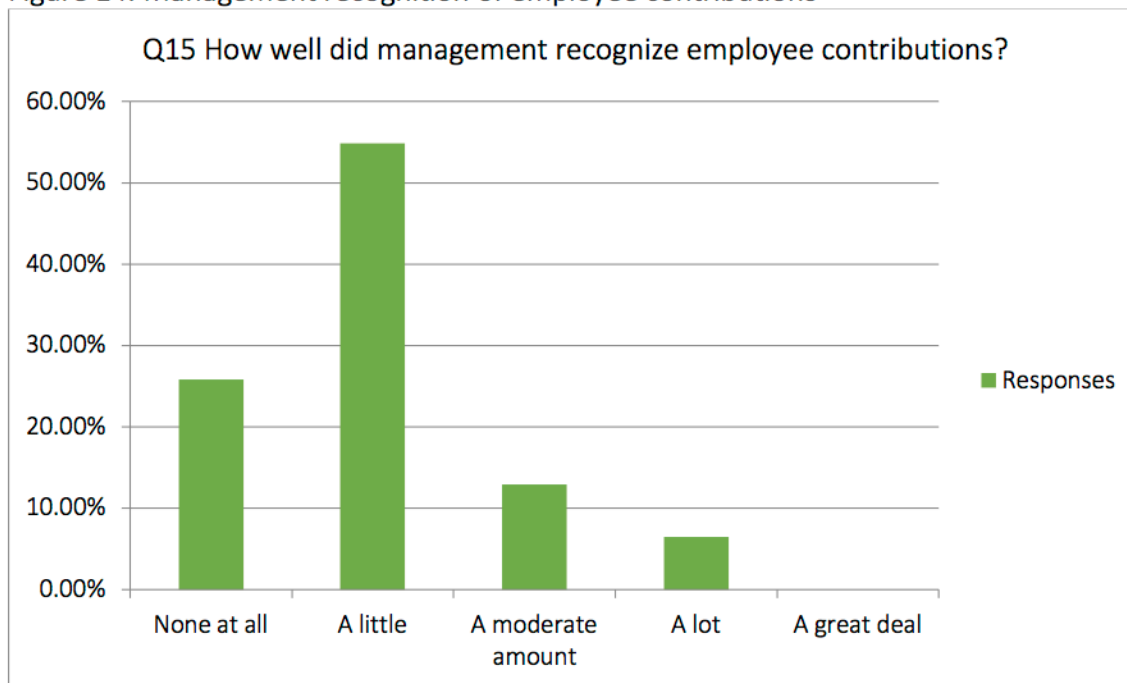
Q16. In what ways would you recommend employees be recognized?

There were 31 comments made regarding recommendations for employee recognition. The content analysis of these comments follows in Table 3. The full text of comments can be found in the Survey Summary located in Appendix 4.

Table 3: Content analysis regarding employee recognition

Comments	*Count
Give incentive raises / paid continuing education	7
Without favoritism / merit-based	6
Consistently / Often / Simple day-to-day "Thank You"	6
Chief or Deputy Chief acknowledge successes in person at the stations	5
E-Mails / Memos / Social Media	4
Just to be wanted or appreciated / improve morale	3
More discussions about both successes and areas for improvement	2
Acknowledge more at the annual ceremony / more awards	2
Allow stations to have t-shirts and hats made	1
Address positives more than negatives	1
Have it come from someone that the employees believe is sincere	1
Promote team building by station	1
Current recognition is adequate	1
Gift cards	1
Other	
Why would I offer the city suggestions now when I was never recognized for my service?	1
Token dog and pony shows with city hall council members with pinning ceremonies while you were constantly threated by upper management with write ups and suspensions if you made a mistake.	1

Q17. How effectively were new policies and procedures communicated to employees?

When asked how effectively new policies and procedures were communicated to employees, almost 75% (n=22, 70.97%) of former employees expressed that this was not done effectively (selected "not so effective" or "not at all effective"). Almost 25% of former employees (n=7, 22.58%) selected "somewhat effective" while only two former employees (6.45%) chose "very effective." No former employees chose "extremely effective." There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 15 below.

Figure 15: Effectiveness of communicating new policies and procedure
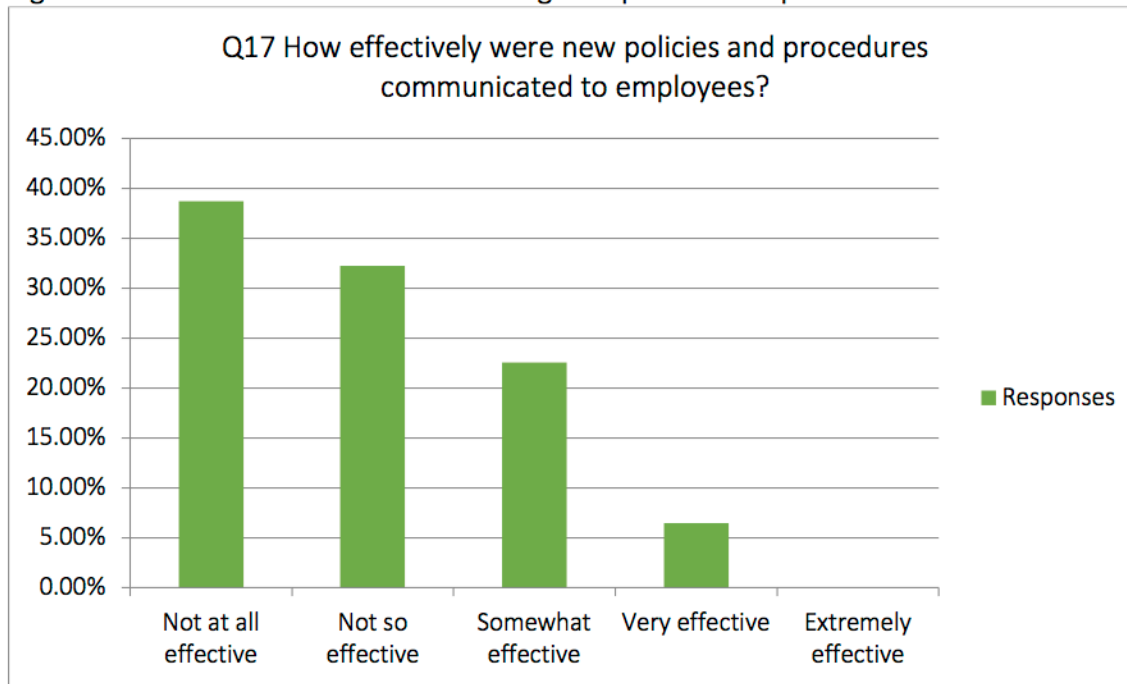
Q18. How consistently were policies and procedures carried out across shifts?

When asked to evaluate how their perceptions of how consistently policies and procedures were carried out across shifts, over 75% of former employees (n=25, 80.65%) did not feel that this was done consistently (selected "not so consistent" or "not at all consistent"). There were six former employees (19.35%) who selected "somewhat consistent" while no employees selected "very consistent" or "extremely consistent." There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 16 below.

Figure 16: Consistency of applying policies and procedure across shifts

Q18 How consistently were policies and procedures carried out across shifts?
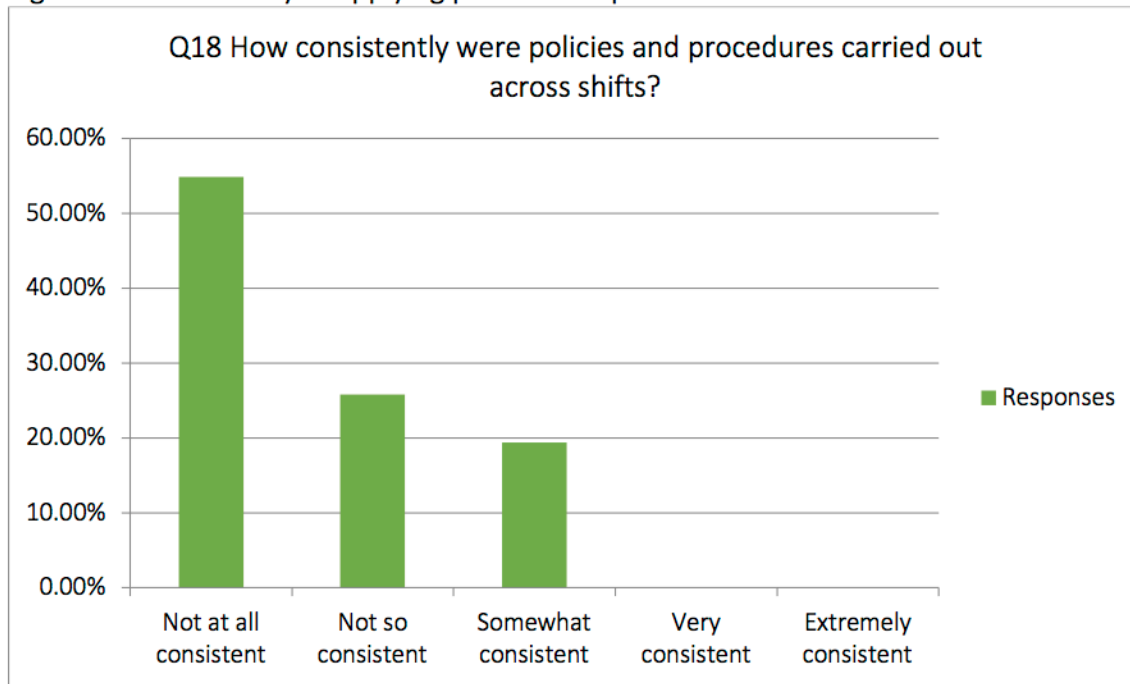
Training (Q19-22)

This section asked about satisfaction with tools, resources and training. Over 60% did not feel that they had tools and resources to be successful.   This is nearly 20% higher than the active duty employees' response to a similar question. With regard to training, the majority of former employees indicated that they did have the necessary training to be successful but also indicated variable levels of satisfaction with the technical training for EMS and Fire. While a higher percentage expressed levels of dissatisfaction with both forms of training, a higher percentage were dissatisfied with fire training.

Q19. I felt that I had the tools, resources and working conditions to be successful in my role.

Over half (n=19, 61.29%) of former employee respondents disagreed that they felt that they had the tools, resources and working conditions needed to be successful in their roles. About 25% of respondents (n=8, 25.8%) neither agreed nor disagreed. There were four former employees (12.90%) who agreed with the statement. There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 17 below.

Figure 17: Had needed tools, resources and working conditions to be successful

140
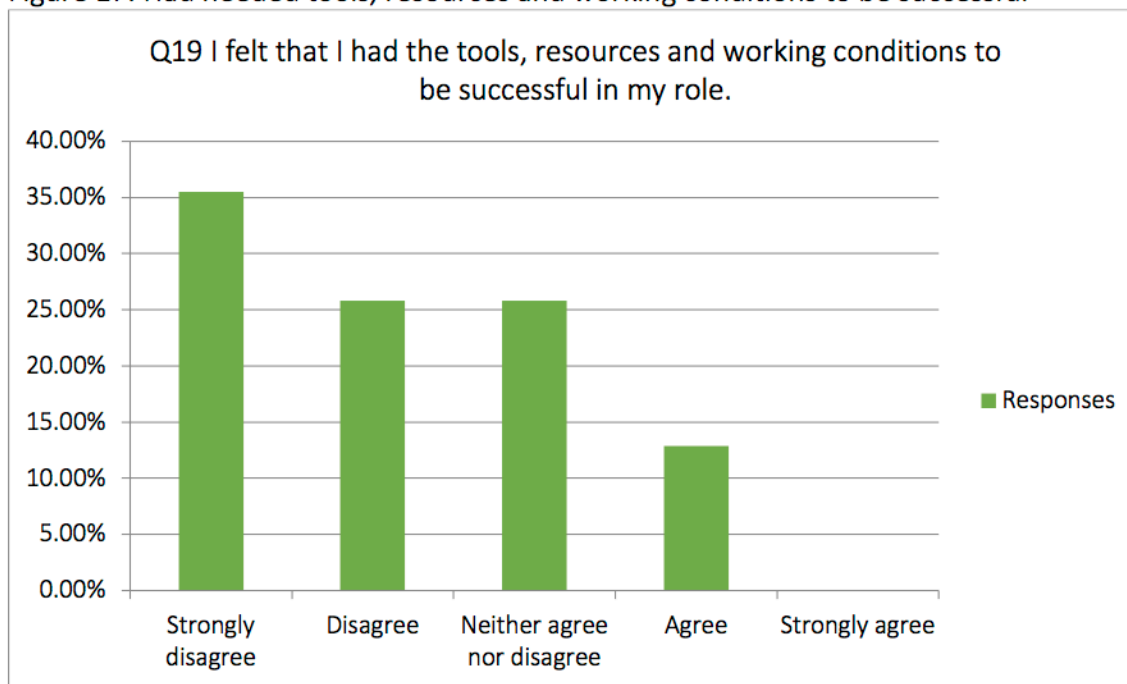
Q20. I felt that I had the necessary training to be successful in my role.

Over one-third (n=12, 38.71%) of former employee respondents felt that they had the training necessary to be successful in their roles. About ¼ (n=8, 25.81%) felt that they did not have the necessary training while six employees (19.35%) selected "neither agree nor disagree." There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 18 below.

Figure 18: Had needed training to be successful
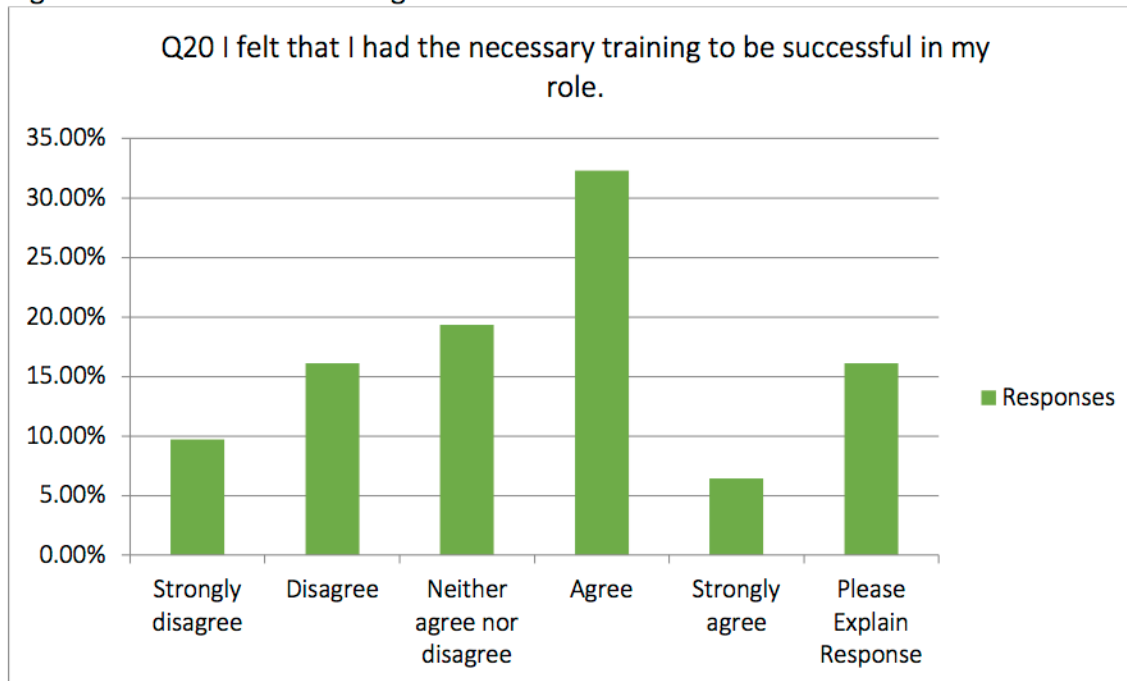
Q21. How satisfied were you with the technical training program for EMS?

When asked to rate their satisfaction levels with the technical training program for EMS, almost half (n=14, 45.16%) of former employees expressed dissatisfaction (selected "dissatisfied" or "very dissatisfied"). Almost one-third (n=10, 32.26%) expressed satisfaction with the technical training program for EMS, and 22.58% (n=7) selected "neither satisfied nor dissatisfied." There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 19 below.

Figure 19: Satisfaction with EMS technical training
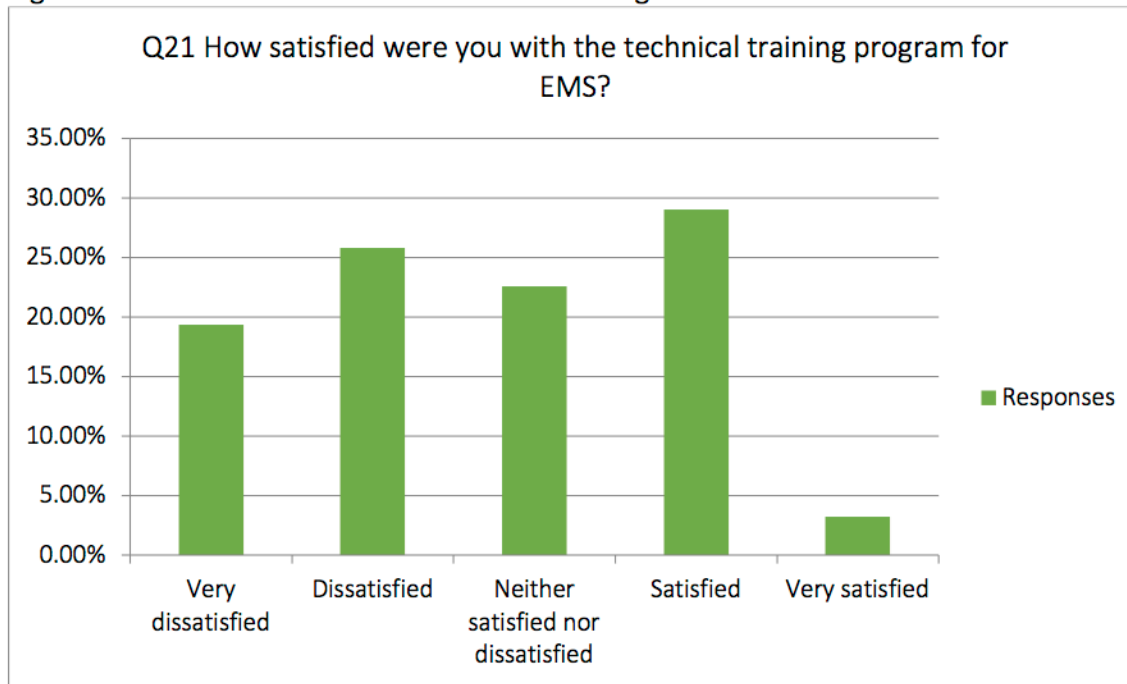
Q22. How satisfied were you with the technical training program for Fire?

When asked to rate their satisfaction with the technical training program for Fire, just over half (n=16, 51.61%) of former employee respondents expressed levels of dissatisfaction. There were 22.58% (n=7) of respondents who expressed levels of satisfaction and 25% (n=8, 25.81%) who selected "neither satisfied nor dissatisfied." There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 20 below.

Figure 20: Satisfaction with Fire technical training

Q22 How satisfied were you with the technical training program for Fire?
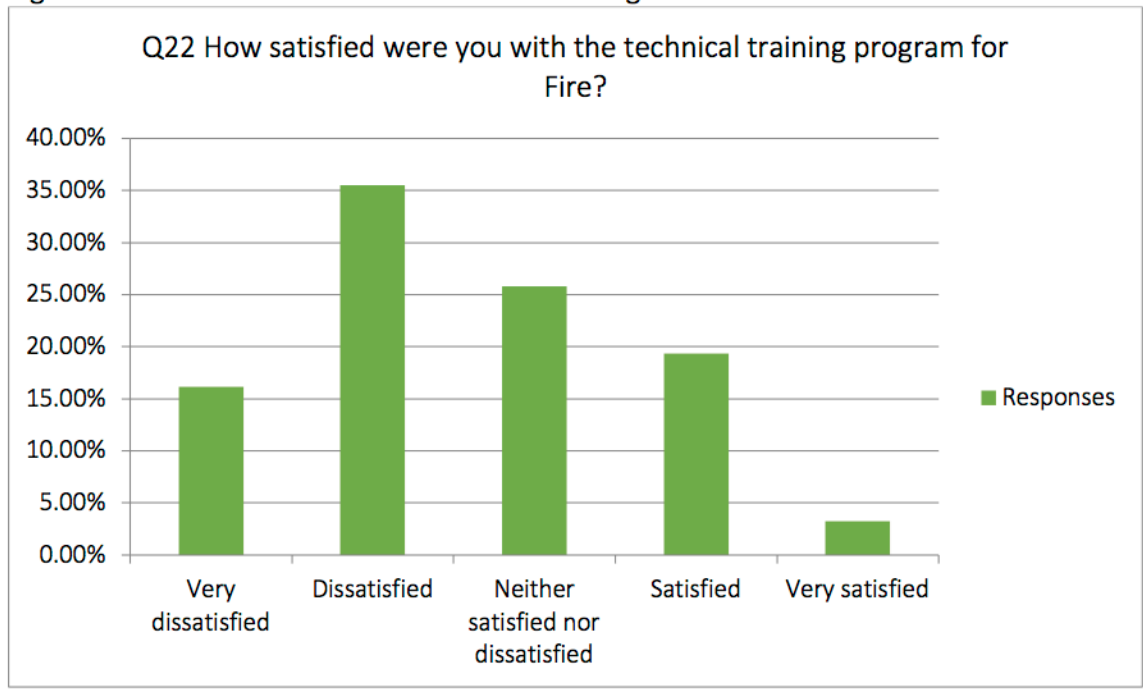
Career Development (Q23-24)

In assessing career development opportunities, former employees expressed a range of sentiments regarding career development and promotions with a minority of employees expressing satisfaction with both. This finding is consistent with the active duty survey where a small number of respondents did express positive feelings about their career development options and about the promotional process. Unfortunately, those sentiments were not widely shared with nearly 68% of staff showing some level of dissatisfaction.

Data about individual questions follow.

Q23. How satisfied were you with career development opportunities?

When asked to rate their satisfaction with career development opportunities, over half of respondents expressed levels of dissatisfaction (n=21, 67.74%). Only two former employees (6.45%) expressed levels of satisfaction and one quarter of former employees (n=8, 25.81%) selected "neither satisfied nor dissatisfied." There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 21 below.

Figure 21: Satisfaction with career development opportunities
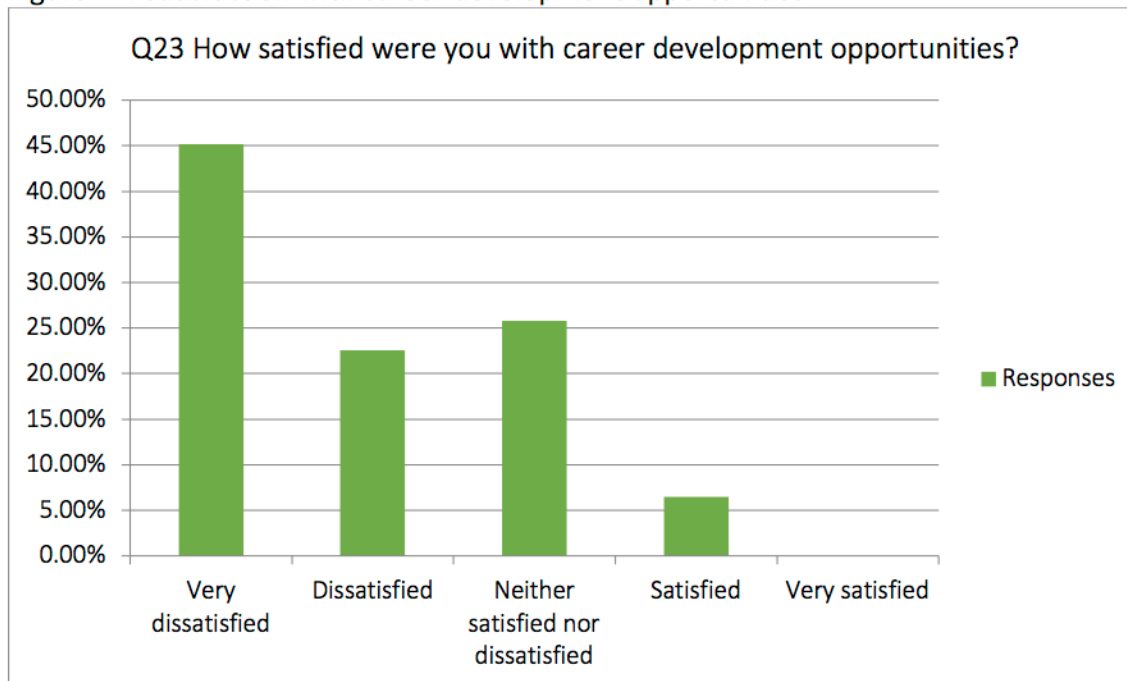
Q24. How satisfied were you with promotional opportunities?

When asked to rate their levels of satisfaction with promotional opportunities, almost ¾ of former employees expressed levels of dissatisfaction (n=23, 74.19%) while only one former employee (3.23%) expressed satisfaction. Almost ¼ (n=7, 22.58%) of former employee respondents selected "neither satisfied nor dissatisfied." There were no statistically significant differences in response patterns based on any of the demographic variables presented, i.e. position, tenure, age, education level or race. The data are represented in Figure 22 below.

Figure 22: Satisfaction with promotional opportunities
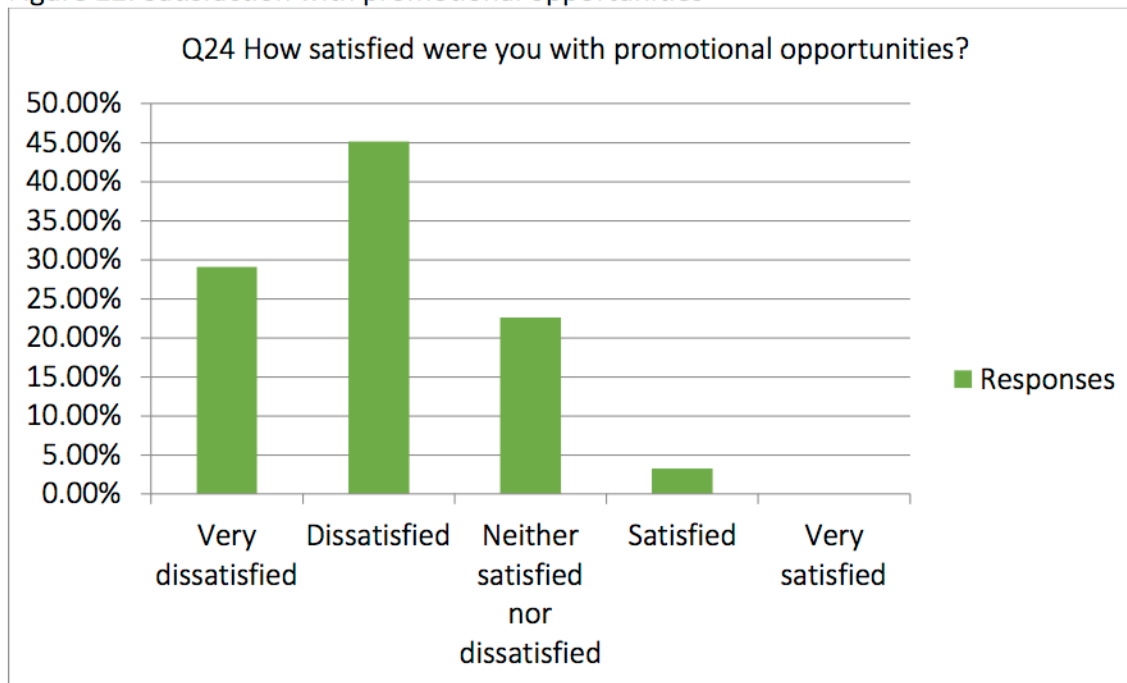
Summary Questions about Work at GRFD

Similarly, to active duty employees, former employees appreciated their co-workers and the service they provided the community as the key positive factors of working at GFRD. Other positives included benefits, schedules, retirement and the ability to mentor. With regard to increasing effectiveness, a number of suggestions were made with the majority following under the topics of leadership behavior, changing specific policies (e.g. residency), compensation and benefits (retirement, pay, incentives), restructuring the department (e.g. split EMS and Fire), and a more structured advancement system among others. Requirements for considering returning involved leadership behaviors but also operational issues such as schedules as well as the benefit structure (e.g. not having to return as a brand-new employee).

Q25. What was the best part of your job at GFRD?

There were 31 comments regarding the best part of the respondent's job at GFRD. The content analysis of these comments follows in Table 4. The full text of comments can be found in the Survey Summary located in Appendix 4.

Table 4: Content analysis regarding the best part of the respondent's job at GFRD

Comments	*Count
The team/family bond between employees	22
Providing good services to the community / Being a good firefighter/EMT	15
Good schedule	2
Retirement	1
Being a mentor to new employees	1
Good benefits	1

Q26. What are the top 5 things the GFRD can do to be an effective employer?
There were 31 comments regarding ideas that GFRD can do to be an effective employer. The content analysis of these comments follows in Table 5. The full text of comments can be found in the Survey Summary located in Appendix 4.

Table 5: Content analysis regarding ideas that GFRD can do to be an effective employer

Comments	*Count
Change leadership / new leaders with integrity (HR included)	16
Honor / value / respect your employees	13
Restructure / split EMS & Fire	12
More diversity	12
More structured promotional/professional development system / compensate for continuing education	11
Talk to / listen to your employees	10
Better Scheduling / fix Understaffing	7
No bias between employees / fairness (including new hires)	7

Solidify pay scale based on education and title / compensate fairly	4
Better employee retention program / loyalty to employees	3
Understand the critical position GFRD is currently in	2
Solidify policies and procedures	2
Comply with national standards	2
Continue benefits after retirement / stop taking away benefits	2
More training	2
Rebuild trust of employees	1
Work better with Pitt County	1
Send all employees through mental health evaluations regularly	1
Better attention to military employee rules	1
Change residency restriction	1
Implement a department review board with local citizens	1
Safe working environment	1

Q27. Under what circumstances, if any, would you consider returning to GFRD?
There were 31 comments regarding circumstances under which the respondent might return to GFRD. The content analysis of these comments follows in Table 6. The full text of comments can be found in the Survey Summary located in Appendix 4.

Table 6: Content analysis regarding circumstances under which the respondent might return to GFRD.

Comments	*Count
All higher management replaced	14
None – Retired	6
None	5
None – happier in new employment	5
Clear and dedicated policies and pathways to promotion	2
Better scheduling	1
Unsure	1
Change EMS model	1
I have returned*	1
Full retirement and health benefits without having to start over as a new employee	1

*It is unclear how a current employee would have received a link to the former employee survey as the former employees were sent information directly from the City Manager's office.

Q28. Do you have any other comments?
There were 26 closing comments made about GFRD.   The full text of comments can be found in the Survey Summary located in Appendix 4.

Q29. (Optional) Name

There were 20 respondents who provided their names. These will not be provided in this report to protect confidentiality.

Summary

Former employees who had voluntary left GFRD employment since January of 2014 were invited to participate in the survey. Of the 79 former employees who were sent invitations, 31 responded and one indicated that s/he had already returned to work.[65]

Respondents were more likely to be White, more likely from Generation X, have a tenure of 5 or more years, higher educational levels with most holding at least an associate's degree but also higher levels of bachelor's degrees were represented among the Former Employee respondents than the active duty population. The tenure of employees responding to the survey validates the perceptions shared in focus groups employees reflected in the turnover numbers had longer tenure in the department. While a full evaluation of turnover data by tenure was not available for review in this study, evaluating this data comprehensively would be an important measure for the Human Resources department to calculate, particularly from 2015-2017 when the highest levels of turnover occurred.

The main reasons for leaving GFRD as cited by respondents were related to morale, leadership and other work dissatisfiers. A minority of respondents indicated leaving for other careers as well as those who indicated retirement as the reason for leaving. Where there was an overlap of questions for perceptions of working conditions, leadership, training, and career development, Former Employees expressed greater dissatisfaction than Active Duty employees. It is not uncommon that former employees who left for reasons related to working conditions, morale or other dissatisfiers would have responded in higher numbers than those who left for other careers or retirement. Solutions desired for change did not differ from those offered by Active Duty employees. Therefore, recommendations presented in the next section, consider the responses of both Active Duty and Former employees.

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[65] The lists for both current and former employees were received from the City of Greenville Human Resources department so it is unclear why there would be overlap.

Section 4: Summary and Recommendations

<center>Summary and Recommendations</center>

This study was undertaken at the request of the City of Greenville Manager in response to high turnover and concerns raised by current and former employees about the functioning of the Greenville Fire Rescue Department. A 2014 by ICMA/CPSM made a number of operational recommendations for the department, some of which were implemented and some of which have been included in a 2017 Strategic plan. This study makes additional recommendations as noted below.

The current study gathered current and former employee perceptions via online surveys. Once employee perceptions were gathered, the study team determined that vetting the perceptions with available data would be important for the credibility of the recommendations and for the City to respond with evidence-based actionable decisions. Thus, the scope of the original study which was to evaluate the perceptions of active duty employees, was expanded to include former and academy employees as well as an independent review of City and other source data.

Limitations: With any study, there are limitations. First, this study is a snapshot in time about a highly dynamic organization. Data gathered and reported reflects the time period in which it was gathered, and decisions should be made on the basis of updating data to ensure it is the most current available. Second, the survey design itself utilized a "neither strongly agree nor disagree" or neutral option rather than a "don't know or NA option" for many questions. While this is an acceptable survey design option, there are a smaller number of administrative or non-Fire/EMS staff for whom many of the questions were not applicable. Therefore, we focused our discussion of results on the Strongly Agree/Agree or Strongly Disagree/Disagree ends of the scale rather than the middle. Given the high frequency of the responses for these anchored responses, we do not believe that this negatively impacts the data. Third, given the small number of women represented in the department, we did not solicit gender in the demographic section of the active duty or former employee survey. Statistical analyses to look for differences would not have been feasible given the small numbers. However, the fact that we did not specifically gather this information, in no way suggests that the study team believes that gender differences are unimportant. The study team recognizes there may be differences in how female and male staff view issues. We encourage the department to ensure that their diversity effort in employment continues to include recruitment and retention of women as well as race and ethnicity.

Recommendations: Recommendations are divided into 11 sections, each of which has several suggested strategies or tactics for GFRD to consider in moving forward.   The recommendations are based on focus group perceptions, evaluation of the responses from three surveys, thousands of comments, records from GFRD, external data, and a review of best practices from professional associations.

1) **Approach to Tackling Recommendations** – It is strongly recommended that the City Manager authorize the Chief to create a process for responding to each recommendation in this report using multiple levels of stakeholders.
    a) For ownership, credibility, and accountability, we recommend that employee committees (made up of a mix of position, rank, shift, station, tenure, race and gender personnel) are created and tasked with working on specific categories of recommendations or depending on scope, specific recommendations. Specific best practices for these committees follow.

<div align="right">150</div>

    i)   A charter for each committee should be created that identifies who is on the committee, ground rules for engagement, goals and objectives, scope of authority, reporting requirements, and deadlines.

    ii) We recommend that each committee appoint a chair who has skill in running meetings and working through a group problem solving process. This person should not be appointed on the basis of rank nor appointed by Department Leaders.

    iii) Progress should be reported regularly and consistently.

        (1) Committee meetings should be at least monthly, and minutes should be available for review in a transparent fashion to other stakeholder groups, including the City Manager.

        (2) Larger group meetings that include representatives of each committee should meet at least quarterly to report on progress.

        (3) The City Manager should receive a report on an agreed upon schedule. We recommend in-person reporting at least every six months.

b) Create a Project Management Dashboard (there are several software options available on the market). GFRD has undertaken several self-studies. The Strategic Plan begins to address some but not all of the recommendations in this report and the 2014 ICMA operations review. Further, the Strategic Plan, as available on the City website, has a more general implementation plan in terms of actions and timelines (e.g. "ongoing with annual review"). Because staff were unclear about the status of many issues, we recommend the creation of a project management dashboard where results for key performance indicators are reported on consistently and updated regularly by committee members. This dashboard would be a transparent way for staff to keep track of progress and put into practice, the old adage of "You get what you measure."[66] In addition, the Strategic Plan should be revised and updated to incorporate prioritized recommendations.

    i)   For <u>each </u>recommendation, there should be an implementation plan that includes the goal, objectives, strategies or tactics along with who will be responsible and the timeline.

    ii) For <u>each </u>recommendation, there should be a data-based evaluation step that is scheduled to review the change in policy, procedure or practice after implementation.

        (1) Evaluations may occur at 90 days, six months or a year depending on the complexity of the change. A schedule of evaluation should be part of the action plan.

        (2) Data must be gathered that examines the baseline before a change implementation and then compares the baseline to post implementation data. Data may be from CAD, Logs, Surveys, etc.

c) A skilled and neutral facilitator will be needed to manage this process effectively even though the department leadership and staff will do the "heavy lifting." If the City does not have a skilled facilitator on staff (this person can come from anywhere in the City) to guide this process, we recommend that a neutral person be contracted to oversee the kickoff of the process.

2) **Turnover**–GFRD has experienced a significant increase in voluntary turnover from 2015-2017 with an increase in retirements from 4 in 2015 to 8 in 2017 and from 8 resignations in 2015 to 21 resignations in 2017.   As the economy improves, the employment market is increasingly more

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[66] Ariely, Dan (2010). You Are What You Measure. Harvard Business Review. June 2010. https://hbr.org/2010/06/column-you-are-what-you-measure

favorable to applicants and to organizations with successful retention programs. If core issues for turnover are not addressed systematically, more turnover is likely on the horizon.

   a) Revise exit interview[67] process to be comprehensive in seeking reasons of departure, determining what, if anything would have retained employees, and seeking an exiting employee's evaluation of the employment experience about compensation, benefits, policies, leadership, training, etc.

      i) Consider sending an online survey within the window between when an exiting employee is working out their notice to two weeks after their last day. There are multiple tools for establishing an effective exit interview process and this information can be invaluable in identifying trends to allow for quick interventions.

   b) Turnover is embedded in the concerns raised in this report. Recommendations to reduce turnover and increase retention are identified among the following nine recommendation areas. Recommendation #1 above suggests the path for systematically tackling the issues raised in the surveys. If employees see that a transparent, action-oriented process is in place and being monitored by the City Manager, they may be more inclined to "stick it out" thus increasing employee retention in the short-run while working towards systematic changes in the long-run.

3) **Recruitment of New or Former Staff** - The Strategic Plan addresses the need to "Direct the Development of Employment Pool" to increase workplace diversity. The objective of ensuring that the workforce looks like the City of Greenville is laudable.

   a) Documents that outlined the specific tactics and timeline for attending career fairs and community outreach events were not available (page 18). As noted above, we recommend that a "dashboard" of detailed action plans be created.

   b) Addressing staffing needs will be important to address concerns of employees and ensure that there are adequate staff to carry out the mission of the department. Additional recruitment strategies include:

      i) Consider hiring lateral transfer employees from other agencies and incentivizing them with carryover for leave time and selected benefits.

      ii) Consider hiring part-time, PRN (e.g. "when necessary") staff to assist in times of shortages, increased call volumes, vacation, holiday periods, etc.

      iii) Review policies related to hiring military trained personnel and adapt as feasible, including allowing reciprocity for military training.

      iv) Once a systematic approach to addressing recommendations is created, consider targeted outreach and recruitment of former employees who left in good standing.

      v) Evaluate compensation incentives (to be discussed further in the next section) related to attraction and retention of staff.

4) **Retention of Current Staff** – Evaluating the reasons employees stay is as important as evaluating the reasons that employees leave. The reasons for an individual staying with an organization are numerous and personal; however, job satisfaction with key factors has been found to be predictive of higher retention among employees. In addition to addressing staffing challenges as noted above, the strategies outlined in this report could enhance several sources of job satisfaction and ensure a systematic response to turnover.

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[67] 2018 Glassdoor: 13 Must Ask Exit Interview Questions

a) In alignment with our recommended approach to create a committee driven process to respond to the recommendations in this report, we also recommend developing a permanent City-wide "retention and engagement" committee once the organizational assessment committees have created action plans for the recommendations. An ongoing committee dedicated to retention and engagement can look towards the development of a proactive rather than reactive retention program by regularly surveying current employees, reviewing benchmark data, making recommendations and participating in retention programs as advocates and champions.

    i) The City-wide committee include GFR members nominated from a pool of employees from every shift, every position level, and ensuring demographic representation in terms of gender, race, generation and tenure. The committee should also include representatives from HR and the City Manager's Office to help ensure that resources for success are available.

b) Typical employee retention and engagement programs are customized to the organization. Many of the issues discussed in this report are issues related to employee engagement. Once some of the concerns outlined in this report are addressed, a commitment to long term retention and engagement, through a committee tasked with this oversight, ensures that it does not fail to be attended to in the face of other priorities.

5) **Compensation and Incentives** – The 2017 SHRM survey of job satisfaction and engagement reports that compensation is the number one factor in both turnover and retention.[68] The current practice of promotion being the only method of increasing pay other than cost of living or merit increases, is a major source of dissatisfaction of many current and former GFR employees.

a) Conduct an evaluation of compensation strategies nationally for combined EMS and Fire Service to determine best practice models that aid in retention and motivate employees to seek advanced skills.

    i) Evaluate models such as parallel advancement and pay differentials for paramedics that are currently in use within North Carolina and nationally as potential strategies.

b) Review the applicability of step and skill-based pay to allow for incentives to individual staff in order to continue to grow their skills so that cost of living increases, merit pay and promotions are not the only ways employees can increase their salary.

c) Evaluate lateral transfer incentives such as adjustments in matching leave benefits, retirement and health insurance, and other options to incent talented staff from other agencies to join GFRD without having to start at the same benefit levels as a first-year career staffer.

6) **Leadership** - There is a high level of dissatisfaction with leadership by many but not all in the department. While not uniform across employees, dissatisfaction crosses shifts, age and position. Effective leadership is essential for creating a culture of high morale which influences retention. Training, coaching and accountability are key aspects of improvement that are needed going forward.

a) Acknowledge high turnover and other concerns in person to all levels across shifts and stations. accept responsibility for finding solutions to issues, and announce credible, visible and accountable steps for improvements.

b) Be visible to and engage at all levels to develop interpersonal connections and relationships across shifts and stations.

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[68] SHRM (2017) – Research Report: Employee Job Satisfaction and Engagement. The Doors of Opportunity are Open.

     i)   Develop a regular schedule of visitation and rotation across shifts and stations by senior leaders

  c) Strengthen accountability of supervisors and line staff by evaluating performance standards against desired competencies.

     i)   Add specific GFRD standards in addition to the current City-wide performance system. The current performance standards as developed are too general to be applicable across a job family.

     ii) Consistently hold supervisors accountable for improvement when gaps in leadership behavior and expected outcomes are identified. Using coaching and performance management systems, providing and documenting timely feedback are essential strategies for effective leadership in any organization.

     iii) Ensure that supervisors deviating from standards of expected leadership are coached for success; trained, if skill gaps are identified, and held accountable for changing behaviors when deviations from standards are noted.

     iv) Expect consistent application of discipline procedures such that the same infraction (at the same frequency level for individuals) receives the same application of policy that is demonstrable to any independent reviewer.

     v)   Consider expanding who is involved in discipline decision circle to be a more collective decision.

  d) Train all employees in foundational communication and emotional intelligence skills as a precursor to supervision and leadership succession planning and promotion.

  e) Increase frequency, transparency and clarity about decisions using multiple methods.

     i)   Evaluate the 2014 ICMA recommendation "that the GFRD develop a system to document nonemergency activities so that decisions about new efficiencies and the capacity to do work are both accurate and transparent to leadership and the community. "

      (1) If such a system has *not* been established, we recommend that it be done as part of the larger process improvement plan resulting from this study. If the system has been established, an evaluation of the system needs to be completed and adjustments made as needed if gaps are identified.

7) **Communication** - There is a need to Increase opportunities and channels for two-way internal communication among all levels of leadership, line employees and City departments that adheres to values of transparency and consistency.

  a) **Intensify communication in general, across supervisory levels, to regain trust using multiple methods such as skip-level meetings, social gatherings, emails, and recorded webinars for off-shift communication so that key information is not filtered differently depending on who delivers it or interprets it but delivered in the same way by leaders and reinforced by supervisors.**

  b) Develop an effective inter-generational communication workshop. Consistent statistically significant differences by generation in the survey lead to a need for greater understanding of Millennials through interaction opportunities, training and facilitated activities.

    i)   An objective in the Strategic Plan[69] is to develop a workshop about millennials in the workplace to "Adjust the existing workplace's habits/communications/expectations" and to "teach the millennials workplace expectations."

    ii)   Effectively use blended learning strategies to deliver this training including finding a dynamic, interactive facilitator to carry out in-person activities in addition to passive but "just in time" learning approach (e.g. webinar). This should not be a "once and done" workshop but have objectives and activities that are ongoing.

    iii)   Increase use of cross-functional employee committees to carry out work which enhances communication but also collaborative skills across employees.

c) Reevaluate and communicate specific tactics used to carry out the Strategic Plan goals using multiple methods, multiple times per year with a transparent dashboard that stakeholders can review on an ongoing basis.

d) Review and revise department policies, procedures and protocol and standardize policy and procedure development and communication systems using Fire/Rescue best practices against benchmark organizations.

    i)   The accreditation self-assessment tool allows for such a review in a systematic fashion and is underway.

    ii)   The process for review should ensure input from employees at all levels.

    iii)   The process for communicating changes should use different formats of delivery and have repetition built into the system given turnover rates.

    iv)   Develop and communicate expectations for how policies and procedures are consistently interpreted and applied. Use of multiple methods of communication as a standard practice, including having a dashboard, regularly scheduled meetings, videos of important topics on an intranet site, newsletters, and training sessions can supplement emails which were cited as the predominant method of communication in the active duty and former employee surveys.

e) Proactively educate elected and appointed officials about GFRD using citizen's academies. The GPD already has a Citizen's Police Academy in place. Many communities also have Fire 101 Academy's. Given the unique nature of this combined department, increasing understanding of the department's services, challenges and barriers, will aid in advocacy efforts and resource allocation decisions.

f) Consider engaging an independent survey contractor to solicit quality of GFR service data on a regular and on-going basis. Many companies will benchmark data against similar and like providers. This will provide important evaluation data for decision making.

8) **Career Development** - The Strategic Plan goal of establishing a progressive career development process is an important step towards improving a key aspect of job satisfaction. The development of this plan should ensure that it rewards employees for acquiring new skills, creates clear succession planning and establishes a promotional process using an objective system

a) Confirm desired rank structure and establish qualifications, eligibility factors and advancement procedures for every position. The Segal Waters job family competency documents provide an excellent starting point for this effort.

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[69]2017 GFRD Strategic Plan for example on page 15 cites specific strategies related to evaluating turnover and a millennial workshop but these are not specified in the action plan. Omitting objectives from the action plan may lead to incomplete execution and measurement against the goal.

b) Benchmark promotional processes against other similar departments and select consistent and appropriate promotional strategies for each position.

c) Establish a progressive career development processes that rewards employees for acquiring new skills, creates clear succession planning and promotional levels using an objective system. (Note: The Strategic Plan provides an action of "Create a Professional Development Plan" which indicates it was completed in December 2017. This plan was not made available for review; therefore, it is possible that some of the recommendations below are already under consideration.

   i) Train evaluators in using consistent and objective measures to hire and promote staff.

   ii) Consider the use of external assessors at the same or higher position level as that being filled to reduce actual and perceived bias.

   iii) Clearly communicate promotion results using objective data on an individual basis. Evaluate the process of sharing promotional results overall as some Fire and Police departments do to increase transparency.

   iv) Offer coaching sessions to employees who receive promotions and to those who do not in order to ensure understanding of performance strengths and gaps.

   v) Require employees to develop a career action plan that is then reviewed, approved and incorporated into performance plans.

d) Implement enhanced career development for Chief Officers. This is cited as an objective on page 15 of the Strategic Plan but is not specifically outlined in the action plan though it may be included in the "Professional Development Plan" previously referenced.

e) Evaluate training reimbursement policies and procedures for required certifications (e.g. ALS, paramedic) to ensure that there are incentives without unintended consequences.

f) Survey respondents made over 100 comments related to desired employee recognition practices.

   i) Strengthen employee recognition programs with attention to both financial and non-financial options.

   ii) Allow GFR staff to nominate and prioritize forms of recognition that would fit within the overall COG culture and policies.[70]

   iii) Employee recognition strategies should include short, medium and long-term ideas that acknowledge individual differences by employees, position, shift and generation.

   iv) Ensure that metrics for receiving rewards are publicly posted and frequently evaluated to match departmental and City strategic goals.

9) **Training** - The Strategic Plan provides an action of "Create a Comprehensive Training Plan" which indicates it was completed December 2017. Standards for type of training and number of hours are included in this plan.

a) Re-evaluate the continuing education and competency assessment of firefighters to determine if core and essential functions are consistently able to be met by all firefighters. Competency assessment should be conducted at least on an annual basis. While the GFRD Training Plan does outline topics and hours necessary for training, a full evaluation of each staff member's training

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[70] Evaluating and developing employee recognition programs would be an excellent role for a retention and engagement committee.

records as well as competency assessments should be completed. This effort may already be under consideration given the accreditation self-study.

    b) Include the involvement of the EMS Medical Director and faculty from Vidant in clinical education, as well as structured training with instructors with extensive prehospital or emergency medicine backgrounds

    c) Institute a formalized progression process for new providers within the department in consultation with the Medical Director. This should also include providers going through credential progression.

    d) Consider instituting random, independent customer surveys for patients receiving care from GFR. Similar to current healthcare Press-Ganey surveys, but specific to the EMS function. www.emssurveyteam.com. These survey results should be shared with staff and Medical Direction, as well as feeding into the training plan for providers.

10) **Deployment Model -** There is a need to undertake a formal analysis of call volume demands and performance to develop a data-based evaluation of the deployment model (i.e. dispatch procedures) that ensures effective allocation of resources, evaluation of workload, and response. This process should involve a committee review from members across stations, ranks and shifts, as well as the 911 Communications system.

    a) Consider modifications to the current deployment system upon formal evaluation.

    b) Conduct continual analyses utilizing demand, risk, and unit travel times at times of expansion and/or station replacement to ensure that service enhancements could not be realized with relocating existing stations as a first option.

    c) As operational changes are considered, the GFRD needs to formalize a change management process to look at data prior to and after any operational change using a defined set of metrics. A number of management tools are available, such as Plan, Do, Study, Act (PDSA) or Define, Measure, Analyze, Improve, Control (DMAIC).

11) **Operations Recommendations**

    a) **Workload**

        i) Evaluate <u>daily-minimum staffing</u> level is a high priority for resources, especially with the Ladder/Tower Truck and Rescue Truck.

        ii) Evaluate <u>peak demand staffing</u> is also an important priority as a potential next step in strengthening the GFRD on-duty firefighter contingent with significant attention focused on current and future workload.

        iii) Re-evaluate sleep time arrangements and benchmark against similar volume and service delivery models.

    b) **Response Technology and Personnel Accountability**

        i) Continue to improve the relationship with Pitt County 911. (Note: The GFRD Strategic Plan has a goal to "Maintain/ Enhance relationship with 911 Communications[71].)

            (1) Develop a clear and transparent action plan with milestones is essential for progress to occur on this objective While it may be available, it was not available for review in this study.

            (2) Consider mutually developing a Service Level Agreement (SLA) of the expectations of both parties in the delivery of 911 call intake, dispatch of resources, unit allocation, unit

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[71] 2017 GFRD Strategic Plan, Page 13

benchmarks, and other metrics related to function. A mechanism for monitoring compliance should also be agreed upon that allows independent review of data from the system related to performance of Pitt County 911 and GFRD.

(3) Work with the Pitt County 911 Communications Center to:

    (a) institute a performance measurement system benchmarked against national standards; and,

    (b) to deliver services at an agreed-upon level of service.

ii) Invest in advanced technology such as automatic vehicle location (AVL) on all fire department response apparatus in order to improve response times by sending the closest resources to emergencies as well as more accurately capturing data for demonstrated performance.

(1) The GFRD Strategic Plan cites use of MDV and automatic vehicle locator (AVL) technology. Having a clearly communicated action plan that allows the rank and file to see progress on this step is critical. The use of (AVL) interface with the computer-aided dispatch (CAD) system will allow the closest appropriate unit if available to be dispatched for a request for service.

iii) Consider "auto-enroute" and "auto-arrive" technology to eliminate human interface with these priority time benchmarks.

iv) Develop response configurations based on AMPDS coding (i.e. BLS units to convalescent and properly screened alpha responses; ALS units to higher acuity events).

v) Review and formally evaluate efficacy of "squads" given high call load. Ensure that unintended negative consequences regarding number of vehicles sent to lower acuity calls is abated.

vi) Establish a hierarchy and/or clarify the hierarchy on medical responses. Currently a number of providers are assigned to events without clear lines of authority per staff comments (who's in charge? Officer on Engine, Paramedic on ambulance, Paramedic on Squad?).

c) **Standard of Cover**

i) Determine the expected level of service from GFRD and consistently evaluate the department against that stated level of service or standard of coverage. While significant work has been done to develop Standards of Cover for the GFRD in response to the ICMA recommendation "to utilize a risk-based strategy to reevaluate and refine their decision matrix for outlining what types of requests for service require an emergency response and which types of service requests can be responded to with the normal flow of traffic," continued focus on risk reduction could be implemented, specific to risk associated with unit responses.

(1) Consider differentiating medical response based on time and confidence interval using the Advanced Medical Priority Dispatch System (AMPDS) from lowest priority (Alpha responses) to highest priority (Echo responses). The same approach can be used on fire and service calls, particularly if Emergency Fire Dispatch (EFD) is integrated into the call intake process by Pitt County 911.

(2) Consider submitting response data to "FIRECARES"[72] as a benchmarking source.

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[72] https://firecares.org/#about

(3) Provide an annual update of data analysis for departmental personnel and city management staff.

Summary: The Greenville Fire Rescue Department has received a great deal of study over the last five years by ICMA/CPSM, an accreditation self-study, a strategic planning process and now this study. A willingness to self-assess is an important first step to developing effective practices. Significant changes in leadership, policy, procedure, and practice have been undertaken since 2013. Further, operational changes implemented in 2015 coincided with a large increase in turnover that increased again the following year. While causation of increased turnover cannot be determined with certainty, employees in the current study, expressed strong concerns about leadership and operational issues and anecdotally, in large numbers through the focus groups and in the former employee survey, linked turnover to these concerns.

While the department is undertaking an effort to address many of the concerns identified through its 2017 Strategic Plan and the accreditation self-study, a lack of transparent communication, evaluation of decisions, and inconsistent exhibition of effective leadership behaviors across ranks, has created a culture of distrust and low morale. Despite high satisfaction with their chosen career, particular work conditions (e.g. equipment) and co-workers, a majority of current and former GFR employees expressed dissatisfaction with multiple areas (e.g. leadership, communication, training, career development) that require attention by the City Manager's office and GFR leadership to ensure increased job satisfaction and retention of staff. In addition, an independent review of operational data, validates some of the concerns shared by staff and necessitates high priority evaluation to ensure that the department continues to receive the high level of public support it has garnered through citizen surveys, and indeed even grows that support.

Section 5: Appendices

Appendix 1- Focus Group Data

Focus Group Comments – Randomized Order

The following represents the transcripts from flip charts created in each focus group. The order is random and not in order of the scheduled meetings.

Strengths-
- Personnel adapting to constant changes
    o 3 to 2 system
    o constantly changing hats
- Customer Service
    o Empathize with patient/family
    o Highly Skilled
- Fire and Life Safety Clown Team
    o State Fair- OSFM award
- Education
    o Opportunities to learn/serve
- Deployment Model
    o Jack of all trades
- EMS workload
    o Proficiency in volume
    o 20-30 calls/shift
- People
    o Want to do a good job
    o Serve/passion
- Flexibility

Improvements-
- (2) Lack of consistency in policy/procedure
    o Squad truck example
    o Open for interpretation
    o Understanding the "why" of policy rather than discretion
    o 3 departments= 3 shifts
- (5) Discipline Consistency
    o Different shifts
    o Adds to stress
    o Different punishment for similar offenses
    o Perceived favoritism
- (6) Trust and Cohesiveness w/ leadership of the department
    o Trust with officers
    o Atmosphere of adverserialism
    o Undermining authority of company officers
    o Formal leadership-
        ▪ Integrity

- - - People rewarded for being tattler
      - Recent promotions
      - Bean spillers
- Inconsistent Promotional Processes
- (3) Perceptions of Inequality
  - Good Ol' Boy system
  - People not meeting standards
  - Standards have been lowered
  - Not know processes
    - Ex doing reports vs not doing reports
- Objective and Subjective components are not consistent or known
- (1) Lack of transparency
  - Not acknowledging problems
  - People want to be involved
    - Pride and ownership
    - Shift/dial down from family environment
    - Cliff since 14 years ago
- (3) Style of leadership
  - Give up in order to be successful
  - Lack of support for firefighters
    - Punitive action
    - Trust lacking
      - Doctor notes
- (2) Lost good/experienced officers due to environment
- Training for hands on
  - Improved over last year- change in leadership
  - Hose on ground training
  - Extrication/specialty training
  - Balancing training and calls
- (1) EMS deployment system is running us into the ground
  - Units on emergency response
- (2) County dispatch
  - No tiered dispatch

Opportunities
- Implement ideas coming out of training- especially LEA training
  - Ex promotional processes
- Pit County 911- City and County- hard head- not good relationship- city bigger entity
- Clarification when to send 1 or 2 units
- Dispatch protocol- also confusing for county
- Diplomacy from top of org to all; community college
  - Ex. GFRD Admin Comm with cc to set up better training
  - Ex. Nursing home- clarifying what is an emergency

Threats
- Young, inexperienced dept
  - Losing officers
  - Not building back
- Turnover (90 people in 3 ½ years)
  - Sig org history lost
  - Losing people > 15 years tenure
- Told GFRD is not different from anyone else- not finding solutions
- Leaving to take jobs and less money
  - Call volume
  - Loss family atmosphere
  - Morale
  - Stress while running calls
  - Job security
  - Told not doing a good job
- Reduction of benefits
  - Health
  - Signed contract – pay back if leave before 3 years
- Council outlook is all about business, numbers, economics, seem willing to cut money and benefits
- Lack of retention incentives
- Perception that org is breeding managers not leaders

Strengths-
- Maintaining quality equipment- replacement
  - Not always been that way
- Customer service
  - Good with the public
- Making do with what we have
  - Short, young, inexperienced staff
  - Adapt and overcome
- EMS Skills are strong
  - Better than past
- Cross trained in both fire and EMS
- Data looks good on paper
  - Paramedic on every scene
  - Utilization
- Employee unwilling to fail
  - Resilient
  - Positive can do approach

Improvements

- (4) Morale
  - Upper staff downing officers
  - You are doing this correct but not telling what is not correct
- (2) Transparency of upper management
  - Better communication needed
  - Find out last minute instruction by email, which may conflict with dept policy
- (8) Feeling appreciated
  - Told you are whining
  - Not knowing your name
- (4) Staffing- rescue and tower
- Hiring to fill a spot they may not be able to do the job
- (3) Trust- lack of trust in decision making
- (2) Lack of empathy and compassion
- Micromanagement
- (3) Fear of career suicide if you against the system- if you question, no pay
- (5) Deployment Model
  - Promised changes/mode
  - Call data unrealistic
  - Measurement to show a paramedic showed up but not how long it took to get him there
  - Follow ICMA w/o any input from GFR
  - Sacrificing officer off fire engine to pull them for paramedic need
- Promotional process
  - Clarity and consistency
- Need for consistency in promotions- perception of favoritism
  - Will budge on some regs
- Need to put people were they need to be
  - Focused on filling seats
- Turnover
  - Losing 10+ people a year
  - Loss of experience
- (2) Safety
  - E3 not allowed to wear gear in the truck
- Mutual aid
  - Lack of go out for EMS
  - Not out for fire-automatic
  - Automatic may not reciprocate
  - Need for training
- Favoritism from GFR for Pitt CC Institutions
- (2) Need to follow chain of command
  - Perception of favoritism

Opportunities
- Work together and collaborate

- o Listen and compromise
- Harnessing the most of out of the people in the dept
- Hands on learning
  - o Need out of service training as a cohesive station
  - o New captain is positive in training
- Gather input and feedback from personnel

Threats
- Retention leads to inexperience
  - o Especially paramedics
- Complacency
- So much emphasis on EMS that fire suffers
  - o Personnel safety
- Lack of forgiveness
  - o Fear
- Professional parameters out of bonds in the workplace
  - o Inappropriate comments
  - o Comment made that people are leaving because Chief Griffin is black

Strengths
- Adaptation
  - o Expected to work in so many different aspects of service
  - o USAR- adaptive- 1st place
- Public events/interaction
- Wide range of skills
  - o Working with less
- Good equipment good rotation
- Quality of people in the department- mentors
- Very progressive
  - o Combo engine/ambulance
  - o Low pressure nozzle
- EMS- quality of patient care- good at it
- Jack of all trades

Improvements
- (2) Incentive pay
  - o Intermediate/paramedic
  - o Same job
  - o Only way to get more money
- Lack of consistent home at work

- o Floaters team missing
- (5) Staffing
  - o Short staffed-= no vacation
  - o Vacancy- turnover
  - o SWOP (trade-time) policy is in place but trades are denied
- (1) Engine staffing
  - o Personnel have to jump and swop between trucks
  - o Standards for EMS are acknowledged – min staff on fire are not
- (2) Turn over- loss of people
  - o People who are left are pressured to do jobs that they don't want to do and not qualified to do
- (2) Retention
  - o Be concerned about the "why"
- (1)Loss of experience
  - o Management not express concern
- Inability to properly prepare our new people
- (1)Mentor program
  - o Matching people to tech/learn
  - o Helps senior person learn
- (1) Training
  - o Do not get to train due to workload and expectations
  - o Hose on ground training
- (1) Lack of brotherhood
  - o Comradery supported by admin
- (2) Culture of supporting separation of management and line personnel
  - o Recent years
  - o Unhealthy balance separation
- No transparency in dept goals- newsletter not helpful
- Lack of communication between shifts
  - o 3 shifts-3 depts
  - o interpretation of policies
  - o have understanding of differences
- (1) People are scared that they will do the wrong thing and pay for it for the rest of their careers-esp officers
- (3) Trust lacking
- (3) Communication
  - o Employees need to understand what they are doing wrong
  - o Stays a convict forever but does not know the crime
- (1) Accountability
  - o Perception of favoritism
  - o Some punished others not; some protected
- (2) Career development plan
  - o Front load training

- o Career succession
- (2) Such a focus on EMS that focus is lost on fire
  - o Low frequency, high risk
  - o Risk avoidance- fear
- Employees need to quit whining- too much entitlement

Opportunities
- Ownership
  - o Pride and ownership
  - o Station names/logos
  - o We are operating like a business
  - o Challenge coins
- Involvement/engagement
  - o Utilize more
  - o Intermediate level certs as an option
  - o Revisit penalty pay

Threats
- Losing faith of the public that we serve and protect
- If course does not change blind leading the blind
- Bad things will happen
  - o Loss-die

Strengths
- Employees being crossed trained- many hats
- Performance on EMS calls- rate of return
- Flexible
  - o We make it work no matter what
- Strong public assistance calls- non emergency
- Good equipment
  - o Newer, reliable, improving
- Customer service
  - o Professional

Improvements
- (2) Training
  - o More needed
  - o Extrication/stabilization
- Need to specialize
  - o Too many hats
- (2) Protecting the employees

- o More thoroughly investigate
- o Innocent until proven guilty
- o Public believed before firefighters
- (3) Policies and procedures
  - o Gray area- adaptable
  - o Lack of consistency
  - o Policies contradict with current EMS model
- (2) Staffing- grow with city
  - o Minimum staffing
  - o New station- discretion only- no explanation
- (2) Leadership awareness of capabilities of personnel
  - o Knowing personnel
  - o knowing first due
  - o frequent reassignments
  - o crew familiarity
  - o stress of staffing status
- (1) Inconsistency between shifts
  - o Shift commander
  - o Reasons not known
- (3) Officers not allowed to run stations
  - o Micromanagement
  - o Run sheet too complicated
  - o Paramedic placement
- (1) Incorporate employees in decision making
  - o Worker bees needs
  - o Committee not inclusive of lower levels
- (2) Retention and turn over rate
  - o Scramble every day
  - o EMS model
  - o 2-3 years ago
- (1) Single med call 6-8 FF's on call
  - o Has decreased call volume by truck
  - o Has increased call volume by squads and fire engine
  - o A 2 man truck would work if 1 was paramedic
- (3) Transparency not consistent
  - o Each shift is different
  - o Improvement in accountability
  - o Because chief x said so
  - o Ownership
- (3) Inconsistency in discipline
  - o People not held to the same standard
  - o Policies problem as well
  - o Officers protected perception

- o Favoritism perception
- (1) Holding people accountable for their rank
  - o Getting out of work by not doing the right things
  - o Blackball list
  - o Don't have to ride truck
  - o Keep pay and rank

Opportunities
- Outside schooling
  - o Can put in for it but not sufficient money
  - o Where to go for training- need guidelines
- Increased personnel
  - o More specialized personnel
  - o Don't force people to choose a path they don't want
  - o Need clear development paths for career
  - o Seeks grants and funding from industry to replace equipment/staffing etc.

Threats
- Employees
  - o Cut throat at time of promotion
  - o Who can I trust
  - o Gossip, tattling
- Operating on perceptions and not facts
- EE's who break chain of command- personal relationships with higher command
- Blurred lines- personal and work roles
- People promoted who cant do the job but don't own it- safety issue for the public
- Promotion of basis of favoritism
- Fast tracking to backfill, lowering professional standards to fill positions
- GFRD EE's very marketable outside- largely EMS side
- Turnover in general
- Disgruntled EE's complaining about GFRD
- Youth of department means less experience
- Folks who can train don't have time to train younger EE's
- Have lost the middle in dept- creates gap in succession

Strengths
- So many tasks that we are capable of doing- multitasking
- Our department is young and eager to learn
- Specialized services- USAR
- Old engine- pride purple and gold- 11 years old
- Good apparatus/units/equipment/tools- up to date

- Good interaction with kids and fire prevention- tours
- Customer service to community
- CPR success rates
- Training facility opportunity
- Team approach to work- get it done
- Large amount of support on all calls- feel supported
- City is growing- others are not
- Passionate employees who want to be the best
- Being a part of such a reputable organization
- Crews look out for each other to make sure everyone is ok
- Personnel come together to help families/ compassion

Improvements
- (5) Need to instill skill and ability and mentor younger personnel
  - Train them the way we were trained
- (2) Lack on training
  - We are so busy we don't have time
  - More company training- hose on ground training
  - High risk, low volume
- (2) Break needed within a 48 hour shift
  - When working overtime- too much- beat you down
  - More consistency to prepare mentally and physically
  - Most tired people placed on EMS trucks- should go to engine
- (5) Retention- lost a lot of people
  - Losing 10-20 people a year
  - People hard to replace- lost USAR members
- (3) Personnel staffing level
  - Should be paramedics on ambulances- find incentives to gain certs
- (4) Staffing on squad trucks in deployment model
  - Wearing down firefighters
  - Increase minimum staffing
- Bolstering spare parts for apparatus at public works affects GFR
- (1) Station 4 needs to be addressed- they can only run 4's area
  - They don't back up other stations
  - Exclusive protection area
- (3) Listen to employees and find out what they have to say- give input
- (5) 2 person deployment model- helping to be part of the solution and not the problem
- (2) people need to feel more comfortable asking questions
- (5) get back the desire to want to work here- drive and pride
- (2) maintaining EMS standards to the detriment/sacrifice of personnel
- (2) we could benefit from separating fire and EMS to greater level
- (3) lack of consistency in crew/assignments= then station transfer occurs

Opportunities
- Take advantage of outside training opportunities
  - Further education, career development, equitability of training
- Need to invest in people
- Need to have mandatory training- 8 hours
- Signed contracts discourage incentives for training- no trust
- Take care of employees
- Clearer career development plans

Threats
- Don't have qualified people to fill roles
- Catering to people who feel entitled- don't represent the department
- Lack of action- concern if nothing done after report is complete
- Promotions without qualifications
  - Some promoted and not ready
- Letting chain of command go out of check
- Lack of communication between officers and staff
- Highlight negatives, not positives
- Lack of trust among employees

Strengths
- Training opportunities
  - Training officer
- Able to compensate- get the job done
  - Strong individuals in each field
- Cross trained in fire rescue/EMS/USAR
- Resources- equipment- new
- Strong public support
  - Respect
  - Involved in events
  - Surveys- medical
  - Excel in customer service- less than 1% complaints
  - Feedback from citizens
- Very strong in EMS
  - 90% of calls
  - survivability
- Adapt and overcome- make it happen
- Health benefits- current

- Family atmosphere
  - Support during illnesses
  - Teamwork
- Having vacation and sick leave
- Passionate individuals

Improvements
- (1) Put more requirements on younger people coming into the department
  - Need wider support network
  - They see workload and say no
  - Running low on medics
- (4) Pay incentive to earn paramedic certification
  - City used to provide AI incentive pay
  - 1.5 years of school
  - only way to earn more is to promote
- (1) Lack of manpower- ALS personnel are run ragged
  - No appreciation for workload financially
- Restructure the career ladder
- (3) Retention
  - Much fewer paramedics- esp last 2-3 years
- Takes too long to make it to specialist promotion
- (1) People are being pushed into roles sooner
  - Creating a lot of stress
- (2) Adopt a career development plan
  - Path- requirements
  - Mentor career plan
- Shortages take a big blow to morale
  - Much expected of people with little experience
  - Help is coming but delayed
- (2) Staffing has gotten away from department- putting bodies on scene but not experience
- (5) Went from superior system with paramedic on every truck to current system- open ourselves to liability
  - Wheel was perfectly round
  - We are less efficient
  - Inefficient putting more people than needed
- (1) Training for < 3 year employees when they can be 3rd man to learn o be EMT/Paramedic
  - No learning opportunities
  - Learning to interact with the patient
- Communication- there is a disconnect
  - Rumor mill
  - More open lines
  - Up and down- 2 way
- Need for more trust and honesty in communication

- o Be straight forward
- (3) We preach use of data but only use numbers when they are beneficial
- (3) We are very focused in demographics that are targeted
- (1) Qualifications may not be considered enough in hiring
- (1) We run a laid back academy
  - o We don't hold and push standards
  - o We lower the standards more and more- loss of people
- (1) Would like more input on uniforms and would like to wear shorts
- Hire passionate people not just bodies
- (3) Achieve standards and be consistent
  - o Lowering the bar
- (2) Consistency in discipline
- (3) Need to admit problems and work it out
  - o All families have problems
- (3) Need health coverage for retirees

Opportunities
- Establish clear expectations
  - o Provide road map
  - o Be consistent
- Tuition assistance
  - o Increase awareness
- Promoting the right people
- Focus more on character, honest, integrity in hiring process
- Bring in people with tenure and experience
- Losing out on experience with people leaving
- Need to focus on keeping people- retention is important
- Need to utilize outside training
- Enhance relationship with Pitt County CC
- Bring back 3 man EMS- in house medic
- In department driver/operator class

Threats
- Decreasing level of care
- Losing paramedics
- Loss of benefits
- Fear of retaliation
- Liability of EMS model/workload deployment
- Loss of leadership
- Lack of experience and on scene leadership

- Leaning too much on some people
- Chain of command compromised
- Taking trucks out of service
  - Delivery service concerns
- Growing population for the city

Strengths

- Versatile and can handle a wide range of calls
- Patient care
  - Bedside manner
  - Paramedic ALS calls
- Adapt to high call volume with very few mishaps
- Knowledge and skill sets within the department
- Apparatus and equipment purchased on regular rotation
- Stability of employment
- Educational growth
  - Tuition reimbursement
- Multi-task- fire/ems cross trained
- Customer satisfaction
- Presence in community
  - Community involvement

Improvements

- (7) More mentoring of younger employees out of academy to develop skills/experience
- (5) More training on duty
  - Not enough time dedicated
  - No hose on ground drills
  - Too much on plate
  - Not as much EMS exp
  - So much movement
- (1)Newer inexperienced people are placed into roles beyond their training and current capabilities
- (2) Need to more clearly define roles and responsibilities
  - Unknown roles under current deployment model
- Consistency in staffing
  - Knowing your role
- Consistency between shifts and stations
- Lack of fire training
  - Not well trained for fire
- Need for leadership training
  - Prepare for responsibilities

- Sometimes confuse rank and leadership
  - People put in leadership roles w/o leadership training
- (1) Promotional requirements and responsibilities
  - Not the same for everyone
- (2) Leadership training for all due to high flexibility
- Current deployment model is challenging to integrate into ICS
- (1) Turnover rate
  - Loss of so much experience and skill
  - 10 + year people leaving
  - only solution is to quit
  - workload stress, OT
- Perception of job differs from what is reality
- (2) Employee appreciation
  - Told what is wrong- not right
- (5) Revamp current deployment model- liability and maintenance
  - Loss of 3rd person
  - Loss of squad personnel
  - Too many vehicles responding
- (2) Stressful to maintain proficient in both fire and EMS
  - Sleep deprivation
  - Focus on core mission
- (5) Departments need to keep up with city's growth
- Currently down at least 1 engine and 1 EMS unit
- (1) Use of peak time staffing
- More use of part-time especially paramedics
- (1) Return to dedicated training days

Opportunities
- Sending folks to outside training opportunities
- Use more online training
- Participate in more external leadership
- Feedback- 360
- Tapping GFR staff skills outside of department to bring them in to teach others
  - Logistical management resources
- Get folks state certified as driver operators- do it early so we don't play catch up

Threats
- Injuries due to sleep deprivation, inexperience
  - Mentoring- risk.gain
  - Mandatory OT-48 hours
- Pushing drivers too fast- setting up to fail
- Lack of experienced personnel due to losses

- Retirement wave coming plus growing city
- Care compassion and interest in employees
  - Lack of threatens retention
  - More empathy needed

Strengths
- Fully cross trained in Fire and EMS- public may not realize
- Provide diverse range of services
- Adaptable to exposure to variety of services
- Swift responses
  - High level of service
- Good equipment
- Stout fire prevention programs
- Public info- PIO

Improvements
- (5) Deployment model
  - Burnout
  - 3 on truck- 1 paramedic
  - FFs with cert not required but rank/pay equal
  - Dangerous to personnel
- Internal communication
  - Sharing of info- use of technology
- (2) Transparency
  - Providing patient info
- (9) Morale
  - Turnover rate
  - 3 man truck- squad
  - level of experience
  - pressure to do more than you can do at that point in your career
  - lack of positive reinforcement from leadership
- Keeping in contact with retirees
- Holding employees at all levels to the same standard
- (2) Lack of equal punishment
- (1) Company officers should have management responsibility returned to them
  - Empower employees
  - Lack of trust
  - Low level of latitude
- (1) Too much time spent finding fault/blame
- Preparing people to be company officer and others learning period

- (3) Pay for what you are able to provide
  - Lack of supplement or pay incentive for paramedic rather than promotion only
  - Also no education incentives
- Contracts required is dis-incentive for some GFR employees
- Seniority based outside training is not equal favoritism perception
- (1)Perception of favoritism in promotion
- (1) Reciprocal professional treatment
  - Reminded how sick leave is a privilege
  - Costs for being out
  - Turnover rate
  - Being able to take vacation time

Opportunities
- Communicate with people leaving the department and determining issues
- Training has improved in recent days
- Off duty training for a full day of training

Threats
- Loss of experienced personnel
  - New FF's will lose out on learning
- 911 dispatch system efficiency- modernization

Strengths
- Patient care- how we treat the public
- Have people at the top of their game in performance
- People valued for human resources- want to do good job- commitment
- Opportunities in specialized services
- Able to serve a large community with a relatively small # of staff
- Multi-tasking fire EMS prevention- lots of hats
- Response times turn out travel
- Make EMS role clear to new hires
- Cross trained
- Current deployment model- ems 2 man truck
- Redundancy of backup
- People are coming to help
- Quality of fleet
- Training- staff strive to get more hose on ground

Improvements
- (3) Better utilize talents of people at GFRD
    - Allow more specializations in disciplines
- (7) Need for solid career development path- steps needed
- (3) EMS squad chasers have such a workload that they cant rest
    - Run so hard- burnout
    - Data may not reflect work load
- Squad chasers may also be answering two calls at once due to system
- (11) Short on paramedics
    - Career development plan to support stronger skill set
- (6) Retaining employees with experience- folks not happy
    - Experience needed to help younger firefighters
- (1) Need to use your voice internally- people need to speak up
- (3) Need to see that retention is important to success of the GFRD to management not solving the issues
- (1)Tenured employees leaving plus new people- some new hires may be expected
- (1) Retirements benefits were changed by the city
- (2) Portability to FDs that does not do EMS
- 4 years ago- sign a contract to reimburse if separation
- (1) management could better address vision/director

Opportunities
- System of squad chaser deployment change
    - Ability to cancel squad
- Can grow and build on the dual fire/ems role for recruitment
- Ability to attend external training classes due to workload and OT costs
- Operating with 4 person companies
- City is growing- GFRD dept should sustain
- Training with neighboring county based depts.
- Recognize advantages of longer-term station assignments
    - Knowing territory
    - More stability desired
- Paramedics incentive

Threats
- Turnover ratio
    - People not talking when they are upset
    - More communication
    - Individual responsibility
    - Not into public
- Social media
    - Statements made w/o facts using platforms

- Leadership vacuum
- Consistency in discipline
- Losing institutional knowledge
- Staffing and turnover creating organizational stress-change
- Ourselves
  - We allow ourselves to be influenced negatively by outside sources
- Realizing morale sucks for someone everyday
- Adapting to change
  - Fewer staff on trucks

Strengths

- Public perception that we do a great job – professional and polite – our biggest strength
- Viewed by public - 10:1 = complaints to praise
- Equipment, facilities, benefits
- Very good at developing and maintaining effective relationships
- Highly trained personnel – can come together and provide a high level of service
- In the past year, 4 complaints on customer service
- Way that GFR works with Police, Public Works, HR, Attorney – has taken time
  - Example Public Works apparatus maintenance
  - Wants manager that didn't create competition
- Well funded, ability to attract diverse workforce
- Diversity AND Inclusion within the department
  - Deliberate effort and value of being diverse
  - Zero tolerance for people who don't want inclusion
  - Willing to have comfortable conversations with people who feel threatened
- When you can accept diversity and inclusion, you become more flexible
- We have 150 responses a day with about 50 9-1-1- calls a day
  - Staff is flexible and agile
  - Students, medical facility, 90K plus 20K of students plus surge

Weaknesses:

- Strive to be more inclusive
  - Some believe we have lowered standards
  - Imbedding into the culture and value of diversity
    - Example of female dealing with a domestic violence situation
    - City STAR Training – being a new supervisor training
    - In recruitment, seeing women and minorities representing department
    - Example of accreditation
- Staff development – younger people
- Challenging the organization to continue to improve when they think you are "There"

- We don't seem to view ourselves to be as good as we are – for our size community
  - We don't judge our effectiveness – the people we serve judge us
  - Not to judge or compare ourselves with other cities that are not like us
  - Continually striving to change the culture
  - We are doing because we want to lead, not being told what we need to do
- Conveying the message that we are doing well
- Limited money and time for training, focus on leadership level, not enough to do lower levels
- Competing with other fire departments – we have fewer fires
  - Our use of data has highlighted we are an EMS department that does fire
  - 83-84% of what we do is EMS
  - Branding and Marketing issues there
  - Paramedics can go to other jurisdictions and they can make the same working 24-72 schedule – short sighted
- Compensation structure Fire has room for career growth, EMS does not
- Challenge with finding people who want to drive the fire apparatus
  - Don't want the responsibility
  - Less personal responsibility to be paramedic and push drugs than drive fire truck
- Millennial work force
  - Least responsibility
  - Most time off
  - 46 EMS specialists – 10% raise - 3 years, drive apparatus and be paramedic
  - Fire Rescue 2 – 10% raise – requires driver operator training
  - Folks not seeking promotional opportunities

Opportunities:
  Note: Assess individual's opportunity and did they take advantage of it
         If you did apply for promotion – If you did not
         Chief Burton allowed promotion with credentials after promotion

- Need to have committed time for training in all disciplines
- EMS Deployment Model – current works
  - We need to continue to evaluate
    - Conversation with Paramedic supervisors
    - Conversation with personnel on squads
    - Look at workload volumes and utilization of units
    - Given squad leaders tools to manage utilization
    - Having to deal with dynamics of rank structure
    - Squads meant to provide support level to ambulances
    - Conflict with old culture of fire only doing fire
    - RMS = Image Trend
      - GFR has a data analyst
      - People voice concern about data validity
- Communication needs to go to the station officer level to access the data

- The rule says eat from 12-1, but the sweet spot is 11:30-Noon – understanding data
- Syncing policies with practice – writing policies with flexibility is difficult
    - Adjust policies quicker
    - Old practices not syncing with new model
- New model in 2015 – 3 on truck to 2 on truck
    - ICMA study recommendation
- There is data - accreditation
    - Phased in over time
    - Prior city manager had success with 3 to 2
    - When it was done previously, there was no support
    - Decided to put some support in place – squad support
    - EMS 2 was 39% utilization
    - We would have to hire 9-12 additional FTE to address that issue
    - Had to make it work
    - Did what it was designed to do – make utilization better EMS 2 at 28%
    - More people and more supervision on scene

Threats:
- Growth
- Work force
- ███ Past employees – Get rid of ████████████
  ███████████████

- Didn't get traction with last City Manager
    - Current CM perceived as being friendly to the union – personable
- Local filed lawsuit in 2013
    - Did not want a black fire chief
    - Union feeling they were being intimidated
    - ███████████████████████████ – About Living outside residency area
        - Employee was the face, two others were behind the scene
        - Prior chief was being set up
- Prior chief was being pushed to provide EMS on the other side of the river
    - Pitt County once provided funding, County stopped and so did city
    - Minority area affected
    - Council took on prior chief in public and tore him down
    - Ale left – difficult/complicated situation
        - People made inferences on everything that Griffin said
- Study gave us a better understanding of utilizing data for management
- Mis-use of social media
    - We don't capitalize on the benefits of it
    - Haters gonna hate
    - Preparing personnel to not get caught up in the mess
- Mindful of the continual changing of the work force – still in paramilitary mode

- How do we make the shift in the balance
  - I have a goal to make sure that I am replaceable every single day

Benchmark communities that are using social media effectively
Managing department with data in last few years
Call volume challenges us with training
People are more aggressive than they have been in the past
2 separate surveys from union – white shirt and blue shirt

Sent by Email

Strengths-

the EMS services provided and the mindset to provide more and more to the community. There is little doubt of what GFR's priority and vision for the future is. Providing top notch EMS services is where the department will receive it's growth from and it is taking full advantage of that. Recognizing that our call volume is consistently made up of mainly EMS calls, resources are being channeled to supply the demand. Personnel are constantly being encouraged to promote up the ranks by gaining more medical certifications. For example, personnel are only allowed to promote if they reach higher EMS levels of service. There is a solid number of individuals that are dedicated to their profession.

Weakness- the fire protection service is grossly under trained and manned. Not only are the crews under staffed but the fire apparatus are neglected to the point of being a liability to the personnel and ultimately the citizens we serve. All fire apparatus are minimally staffed with only 3 personnel that routinely rotate to EMS apparatus. In the case of the most expensive fire apparatus only one person is assigned to it. Rarely are other members trained or familiarized with it's equipment and use. Fire scenes are chaotic, micromanaged and underworked at best.

Opportunities-

the opportunity to bring in a workforce dedicated to the cause. Our name is Greenville Fire and Rescue. The first thing new employees must pass is a fire academy. Yet we are constantly being told from day one that we are not a fire department, rather we are a EMS department that does some fire service. Also new employees are made to sign a contract stating you must work at least one year or you will have to payback the city for money the state paid the local college for the fire academy training. This philosophy discourages many individuals who dream about being firefighters from even thinking about joining our department.

Threats-

a culture of no family, pride nor ownership. In order of importance, family comes first. When you work on a shift schedule, the fire department should become your second home. It is immediately obvious that few have that feeling here. It's obvious when you walk into the headquarters sleeping area and there is no feeling, signs or indications of being home. Whether it's not allowed, encouraged or just no one is inspired to make it feel like home, that's a strange thing for a fire department. Personnel are constantly being rotated from station to station and truck to truck that there is little opportunity to create a sense of family. Secondly, I sense a lack of pride from many. I know what reputation GFR has gained with firefighters in other departments. Sadly, that reputation prevents many from carrying the GFR patch with pride. It's almost embarrassing to admit that you are a member of the department. I have to admit that I share that feeling a bit. Thirdly, comes the result of no ownership. Dare I say that we drive the most complicated and costly vehicles for the city. Yet personnel are rotated in such a manner that the vehicles are being neglected. I have been riding on the fire engine for a month now only because I have not been boarded by Pitt county to serve as a EMS Basic. Personnel never ride for an extended amount of time on any fire apparatus and the effects are obvious. In this month as a firefighter I was able to identify

numerous flaws in inventory and equipment that are not addressed because there is no ownership for these vehicles. Instead of drivers and firefighters being assigned to a vehicle which allow them to take ownership of said vehicle, rotations are so constant that things are just left. Apparently certain individuals volunteer to handle a specific task for the entire department and that's how things are maintained. Ultimately this allows for the rest of us to not have to worry about it because someone else is assigned to handle it.

Strengths
- Employees
  - Deal with issues- still get the job done regardless of situation
- EMS Services
  - Pre hospital quality of care- paramedics 18k patient contacts/year
  - Quality for critical patients
- Provide both fire and EMS and do it well- savings to tax payers
- USAR capabilities
- Level of training is constant and enhanced
  - Command and control- high level
- Customer service
  - Taking care of peoples needs and answer questions
- Data transparency
  - Looking at data as it is- sharing data and providing to the public
  - GIS-layers use technology
- Promote prevention
  - Prevent rather than respond- new fire safety house
- Operate own academy
- Equipment- quality
- Support through critical incident stress mgmt.
- Diverse employees- beyond race/gender- prior exp
- Working towards accreditation – want to improve
- Meeting our mission statement- newly formulated

Improvements
- (8) Staffing Issues
- (5) Staffing for inspections and administration
- (3) Need for succession planning
  - Many senior personnel leaving in next 3-5 years
- Need for career development plan
- Public awareness/appreciation that GFRD does fire and EMS
  - Marketing needed
- Program follow through
  - Fire investigative team

- o Changes in personnel
- o Tactical medical program
- o Car seat program
- o No incentives to keep certs
- (3) Operational communications
  - o Need for AVL
  - o Current data not as accurate as it could be
- (1) Emergency Communications center at county
- GFRD processes being held back by other city departments/systems
  - o Technology
  - o Plan review
  - o No one stop
  - o No front end consultation
- Providing both fire and EMS
  - o Adds to mental stress of firefighters- compounds high call volume
  - o More training needed
- (9) Employee retention
  - o Many leaving
  - o Significant pay compensation
  - o Not rewarding long tenure
  - o Dysfunctional pay study issues
  - o City system limits civilian pay growth/career growth
  - o Job descriptions/titles
- (2) Overall communications
  - o All aspects
  - o Lack of courtesy/respect
  - o Need to better define roles/chain of command
  - o Changes in deployment/roles
- (3) Command and control for station officers
  - o QRV units
  - o Station officer role diminished
    - ▪ Apathy
    - ▪ Other issues
- EMS specialists accountability
- (4) People coming out of the academy come with perception that they are equal to captain/officer
  - o Relaxed uniforms contribute
- Need for more professional respect, demeanor
  - o Not teaching our culture in the academy
- More leadership/mgmt. training and development
- Higher focus is needed on laying more hands on patient for treatment
- Need for more mentoring
  - o Loss of 3rd person on ambulance

- - o Loss of infrastructure that has not been replaced
    - o Leads to apathy
        - ▪ No time to decompress
        - ▪ Availability for non emergency functions
- Jack of all trades

Opportunities
- Health and wellness
    - o Tap into ECU programs
        - ▪ Nutritionist
        - ▪ Baseline
        - ▪ Need wellness person within the departments
- Could improve pre-plans
    - o NFPA compliant
    - o Learn within buildings trying to do too much
- Team and more resources to go into recruitment
    - o Now dumped into pub ed.
- Communications between shifts
- Advance EMS knowledge and training with structured continuing education
- Strengthen our passion into community risk reduction- more involvement
    - o Off duty compensation
    - o ISO credit

Threats
- Department growth not keeping up with city growth
- Social media
- Staffing levels
    - o Safety
    - o Mandatory overtime
    - o Units going out of service
    - o Overworked= apathy
- External attention to departments perceived issues and challenges
    - o Personnel conflicts are manifesting themselves in dept
- Using dept resources to deal with current issues

Strengths
- Customer service
  - High level of service
  - Compassion- helping others
- Get the job done
  - Accomplish the job despite challenges
- Equipment
  - Quality and technology
- Diversity
  - Fire and ems transport services
- Training facility
  - Space access
- Family oriented compassion
- Flexibility
  - Give task we make it happen
  - Versatile- all hazrds
- Utilize our staff very well
  - Do a lot of work in house- tap into talents
- Diversity in backgrounds of personnel
  - Language and environment

Improvements
- (1) Communications across shifts and admin
  - 3 depts across shifts
  - twisted through interpretation
  - knowing the "why"
- (1) Chain of command should be consistently followed
  - Folks jumping to the admin
  - Send folks back to the chain of command at all levels
- (2) Lead by example
  - Show desired behavior
- Find best solutions and then adopt, standardize, explaining why and understanding why
- (1) Clarity in objectives
- (1) SOPS versus memos
  - Guidelines are needed
  - Takes stress off the discretion part
    - Consistency- expectations confusing
- Focus stronger on different services- consider career ladder options
- (1) Consider separate roles of firefighter and paramedic
  - Outcome= higher level of service and performance
- (3) Need for career development plan that is consistent and predictable
  - Not changing rules of engagement mid-stream

- (2) We need to set our standards of performance much higher than we do
  - Completed the task
- (1) Hard to fit training into the GFRD schedule and demands
- Need for paramedics and fire inspectors
  - Shift inspections plan
  - More training for paramedics
- (5) Turn over- paramedics
  - Call volume
  - Pay compensation of appreciation
  - Find better benefits
  - Not more money but increased insurance
  - Being able to use vacation
- (6) No incentive pay for paramedic or intermediate
- (1) Disciplinary model
  - SOPS and consistency
  - No corrective measures
  - How to prevent too many gray areas
  - Punitive- learning from mistakes is needed
- (4) Holding people accountable
- (3) Two career paths would greatly improve recruitment
  - Lots of gear switching
  - Confusing for promoted staff
- (1) Sick leave
  - Feel penalized if you call in sick
  - Shotgun management
  - Cant use vacation time
- (1) Deployment model
- (1) Authority is in the vehicle and not in the person or the rank
- (3) So much emphasis on the squa truck- want to show the need to a fault
- (2) Went backwards from a premium system on old deployment
  - Old system allowed for training and mentoring

Opportunities
- Support from city council down- more personnel are needed and more stations if they want to improve level of service
- Return back to building and strengthening employee $ since growth has returned to the city post recession
  - Loss of retiree insurance subsidy- need to help pay more now
- Recognize value of $3 million annually in revenue via EMS

Threats
- Department needs to grow with the city

- Hazards and risks are increasing and population
  - What we are doing to prepare/compensate
  - Min staffing is less than it was 3 yrs ago
- Fire protection provision due to EMS work load
  - Staffing
- Not transitioning to new technology- to be more efficient- not always phasing out old systems

Strengths
- Customer service
  - Whatever a civilian wants, we take care of them in professional courteous manner
- EMS system
  - Resources on scene
  - People working together
  - Better patient care
- Equipment
- Public relations
  - External treatment of public
- Members getting the job done everyday-dedication
- Skill level- high bar set
- Paramedic level of service

Improvements
- (3) Need to get rid of the good ol boy system- perception of favoritism
- (4) Lacking internal customer service- 1 person calls with a complaint and you are guilty
  - Can stay long term-grudges are held
- (1) Disconnect between GFRD admin and field personnel
  - Relying on old experience
- (9) Internal customer service- compassion
  - Listening- could be safety
  - Look at sleep deprivation
- Need to track sleep time- use FLSA sleep time agreement
  - Consistent accountable methodology not applied
- County 911 system data is not consistently accurate- call times- some components not tracked
- (1) Hard hold to data and the data is not accurate
- No use of AL and EMD technologies
- Weak hiring process- hiring for numbers rather than experience and qualifications
- (1) Experienced, local applicants are not looked at close enough in hiring process
  - Over focus on diversity
- (1) Disciplinary process
  - Lack of consistency
  - Similar situations= different punishment
- (1) Inconsistent application of policies and procedures

- Sick leave- punishment of the whole and not the few abusers
- (4) Staffing
  - Short handed
  - Turn over
  - Retention
- (3) Fear of officers and retaliation
- (3) New recruits thrown out too soon before they are prepared properly in demanding roles
  - Set up to fail
  - Collective 3 months exp on ambulance
  - Also on fire side- driving
- (1) Promotions without process
  - Fast tracking folks from logistics to Batt Chief
  - Also Lt promotions without meeting essential job requirements
- (4) Deployment model on 3 person truck
- (2) Not a system to hold people accountable for their bad behavior
  - Lack of trust in city HR and GFRD admin
- No checks and balances for the Fire Chief

Opportunities
- Missing out on training- especially fire because over focus on EMY
- USAF could be more developed- need mock deployment
- Prevention and public education
  - Clown team should regain support and child safety seats

Threats
- Level of experience loss and time to replace experienced personnel
  - May take 15 years to recover
- Current admin is a liability to the city in behaviors
- Department cannot really change/grow until the leadership changes
- Level of morale

Strengths
- Our employees and their abilities and training
- Our people's experience and expertise- capabilities
- Good response times
- Cross trained- can do almost anything needed- all hazards
- Good at working with minimal resources
- Quality of equipment
- Employment benefits (for some are greater than others)
- Pay has traditionally been higher than market (slipping recently)

Improvements

- (1) Shortage of personnel
  - Drivers-pushed into roles not comfortable doing
  - Low staffing not allowing level of training needed
- (3) Feel that leaders are talking down to personnel
  - Lack of communication between officers and personnel
- (2) Need to gain/appreciate others people roles and responsibilities
- (2) Department morale is low
- Comments made to personnel that are disrespectful of their skills and abilities
- Treatment of line personnel focused on rank than as human beings and colleagues
- In past, younger people just took it but today will ask questions
- (1) Academies not run as militaristic as in the past- creating conflicts when you come to shit- not praper for work in the station
  - Trained to follow rules but find there is a lot of gray areas
- Transparency
  - Know what goes on in the dept
    - Lots of rumors- often times are true
- Internal communications lacking quantity and clarity
- (3) We don't develop and prepare our folks well enough
  - Mentoring/learning
  - Loss of 3 man trucks to 2 man
- Lack of training to become Lt/Officer
- Some people are given opportunities that others are not
- We regurgitate to pass tests- but not because we have fully learned it because we don't have times
- (2) People skills are needed to be taught and developed
- (2) Inconsistency in promotional processes- perception of favoritism
- (1) Pushing driver operator across department- but 5 guys being given more training and experience than others
  - Unequal opportunities
  - Some people selected to be sent to paramedic

Opportunities
- More focus on special ops
- USAR underutilized- lack of recognition
- Good employees have the left the org- not promoted
- Lots of people do what they are trained to do
- Need AVL
- Clarity in expectations
- Mentoring needed
- Better utilization of staff
  - How to improve
  - Follow through on what asked to do

Threats
- Loss of experience- current and future
- Loss of safety net
- No hands on training
- Staffing situation
- Lack of evaluation and training of officers
- Putting people in roles they are not ready for
- Department is very young in experience

Strengths
- Multidiscipline trained fire. Ems, swift water etc- all hazards
- Equipment- vehicle replacement plan
- Dedication of people- flexible dedicated- do what is needed- it sustains us
- EMS ability- service level- paramedic customer service
- Diverse in personnel- reflect community- enables us to provide good customer service
- Fire and life safety program grown and improved
- Watch out for each other- help each other

Improvements
- Need training for MCI
- (4) Need to relieve some of the fatigue
  - Change to system
  - Mental impact
  - Long term effect requires critical thinking
- (9) Career Development Plan/mentorship for employees
  - Change from 3 to 2 per truck on deployment
  - Need idea of how to advance within department
  - Need to be prepared
- (2) stretched thin trying to be all hazards- jack of all trades and master of none
- (3) Replacing experience loss through more training and more engagement
- Need for incentives to advance and excel
  - Paramedic, Intermediate
  - Promotion only way to move up
- (6) Need for incentives to stay in Greenville
  - Retention program
  - Benefits- loss of retiree health care
- (1) Need to develop and prepare personnel to be managers and leaders

- o Situational leadership
- o Reductions have been made
- Need for professional development for all ee's
- Consistency between shifts in operation
  - o Need for improved communication between admin and shift ops
- County 911 system issues- they need to change and adapt
  - o Retention/turn over
  - o Being sent to routine calls vs emergency not using EMD
- GFRD is data driven- concerned about how we capture and track data
  - o MCT and AVL
  - o Need for accurate decisions
- (2) Morale- integrity
  - o Things were done that folks thought were wrong- when shown compassion and purpose, we step up
- Very young department
  - o Not many folks in the middle to mentor, lead as senior officers
- (1) Need to own what you have done- right or wrong
- Some folks don't know their purpose or understand the departments vision and purpose
  - o What is motivation of folks purpose
  - o Some people are not engaging
  - o Some folks cant take criticism
- Consistent discipline between shifts stations and personnel
- (6) Morale adversely affected by past city manager- McDonalds is hiring- degrading hurtful comments- treat each other with respect as humans
  - o Need for praise rather than finding fault
  - o Need for affirmation
    - ▪ Too much push for more= stressor
- (5) Deployment plan
  - o Less efficient
  - o Can work in some places-like station 2
  - o System may need tweaking
- Need to even out experience levels on all shifts/stations
- Company fire inspection and pre incident plans
  - o Zones were developed for fire inspectors
  - o End up doing pre plans not in first due
  - o Cant meet requirements- been doing it 1-2 years

Opportunities
- Tactical emergency medical service (TEMS)
- Active assailant- rescue task force- multi agency, outside agencies
- Tap into opportunities with outside agencies
- Outside training opportunities

- - More centralized training with training captain
- Find a compromising point between city and employee to go to outside tranining
- Getting more out of sending folks to T_T_T
- More community engagement- beyond calls

Threats

- Turnover, young and less capable department
- Sustainability of the current deployment plan
- Harm/detriment to citizens
- People working beyond their current level of training
  - Reports being completed beyond capabilities EMT B documenting for EMT P
- Lack of mentorship and employee development and training- preparedness
- Pushing people into roles they are not ready for

Strengths

- Customer service to the public- because people care about the job and serving
- EMS skills are superb- we get a lot of practice- highly skilled individuals
- Strong work ethic of the GFRD folks that are still here
- Fantastic turn out times dispatch till wheels turning
- public recognizes level and quality of service and tell you that
- Good fire and life safety education program
  - Former award-winning clown team

Improvements

- (5) Retention- ability to keep employees more than a few years- especially officers who leave for less money
- (9) Bullying and retaliation
  - if you don't go along or perceived with upper management you start getting denied opportunities, promotions
    - you are targeted and never get it off you
- Once you become blacklisted, you will never get back- rules will be changed before your time comes up
- (1) Rules of promotional processes are changed and stacked for or against persons based on wo is the process
  - no career development plan or track
  - not consistent
  - lots of favoritism
- (1) Need for accurate data to be used for EMS utilization- squads

- o county 911
- o components used are not realistic
- (1) no pay differential for squad personnel- vs others- it is about safety, sleep deprivation and recognition more than money
- More emphasis on truck/position- you are in than the persons training and qualifications
- Nepotism- people are selected to attend classes such as paramedic because they are related to a higher ranking officer
  - o GFRD not following city policy- OT and SWAP
- (2) Made up policies and rules
  - o rules applied by email rather than through written SOPS
  - o rules being made up on the fly because "I said so"
  - o too much grey area
  - o selective discipline of rules
- City policy changed to only allow grievances to be considered if it directly affects pay
- City policies and GFRD SOPS conflict with each other- confusing to personnel
- Staffing levels re punishing employees by not allowing vacation time to be taken
- Sick time is scrutinized heavily- demanding notes inconsistent application of rules
- (4) Toxic work environment
  - o feel that employees are not cared about or checked on by management
- (1) we could not return to the old deployment model now because we don't have enough paramedics left
- (3) Weak internal customer service treating internal employees well to enable good external customer service
- Training on the job is missing- being directed to perform jobs that they have not been prepared for
- Micromanagement- being told every day each simple task and being followed up to the letter- this is consistent
  - o Shotgun management approach- others do not
- (1) Promote incompetence so that senior management can have their finger on every move that happens
- (1) promotions and assignments not being made on qualifications or abilities
- (1) Forcing people to do jobs that they are not qualified or capable of doing- or what to do
  - o creating liability for city

Opportunities
- Everyday missing learning when we had 3 man truck so learning could occur
- Department to practice what they preach= promo processes books explain what GFRD is not doing
- Provide encouragement to attend external classes to learn
- Missed opportunities to engage GFRD personnel in deployment model decision- no personnel inout
- We have lost two shifts of people

- Keeping people for their entire career

Threats
- Heading to companies going out of service
- Less than 5 years experience in most fire EMS staff
- Calls answered without necessary qualifications/experience
- Injury and peril/death to public and firefighter higher chance of LODD
- GFRD is not growing with the city
- Poor on scene decisions are made due to fatigue and sleep deprivation
  - Push of wrong drugs
  - driving

Strengths
Do it all department
Can respond to most anything
People willing to do anything to help others
People who are hungry for knowledge and making people better
Really good people work here

Weaknesses
- So short staffed that we can't get necessary training
- Great mis-trust in administration past some station officers
- Misuse and abuse of power and intimidation
- Can't voice your opinions or disagreements
- People who do voice go into peril
- There is an exclusive club of people who go straight to the chief
  - Not following the chain of command
  - Creates distrust and dysfunction
  - Perception that they are untouchable
- USAR is crumbling and there is no plan to replace the people that have left
- Pushing people with no experience into roles they may not be comfortable with
- People are in charge of ambulances as a first year EMT – basic
- Struggle with the growth in the city – department is not keeping up
- Lack of training in order to deal with a large-scale incident
- Lack of staffing
- Lack of training
- Lack of leadership
- We have not been prepared for what we are being asked to do
  - Loss of so many experienced people
  - How can someone with no fire experience since the academy be in charge
- Concern about how much control the city has over the academy, which is run by the college
  - Big brother is watching and making instructors feel very uncomfortable
  - Fear of retaliation from the exclusive club

- Feels that the Chief has done everything possible to minimize brotherhood and comradery
- Screwed up system with the chasing squads in answering 20 calls a day, but getting credit for 5

Opportunities
- Reinstate USAR
- Should have a more publicly seen relationship about the University
- There is mis-trust from the students at ECU towards the department due to newspaper
  - Adversely affecting the departments perceptions with the University.
- Need to be more in the public eye in a positive way

Threats
- Less than optimum relationship with the University
- Large scale fire
- Mass shooting at ECU – sending EMT Basics into mass casualty care situations.
- Lack of staffing and preparation
- Lack of readiness to handle major problems
- Splitting fire and EMS could be detrimental because the best paramedics are best firefighters
- Stress in the organization
- If we don't rebuild our department and trust soon – we are going downhill
- We must hire quality people – not filling spots
- We have so lowered the bar with hiring so that women and minorities can be hired
  - Recruit class was told everyone would graduate regardless of performance
  - There was a lot of media attention on the class about the number of minorities

Strengths
- Committed personnel to deliver a high level of service to community
- Professionalism- attitude in how we present ourselves and showing empathy to people
- Adaptability- not afraid of innovation- pushing fire based EMS model forward- blaze our own trail
- Willing to make changes to meet the needs of community
- Capability to figure out a solution to needs in the moment
- Problem solving and decision making
  - Using data to make decisions
  - Technology, GIS, data analyst
  - Part of our culture
- EMS transcripts at the paramedic level- we are paramedic level transport provider- hige chunk of what we do- requires resources
- Regional leader in best practices
  - Pit crew CPR
  - Positive affects entire county

- Rather than cutting back on EMS services, we stepped up and increased staffing levels
- WE have accountability from the top to the bottom
  - Hold people accountable
  - Customer feedback and follow up
    - Survey right than at delivery
- Function within the overall city government- working as one
- Embracing change
- Public education
- Chamber training for leadership development from throughout community
- Equipment- apparatus and tools- modern
- Compensation to personnel
- Realize our personnel are important and care about them
- Administration supports higher education- proactive
  - Supports decision making
  - Learning from other depts.
  - Tuition reimbursement
- Highly respected
  - Provide fire and EMS
  - Taking care of the community
- Embrace inclusiveness and diversity to make a high performing team

Improvements
- (2) Retention
- (2) Embracing change
- (1) Communicating the why we are doing what we are doing for better understanding
- (2) Increasing the buy in and ownership and increasing the engagement/involvement of employees
- (2) Professional Development of employees- needs to be managed- understanding thought processes of younger employees
- We could share our data with employees better
- (3) Stretched out very quickly with personnel and resources
  - high call volume and demand
  - can be overwhelmed quickly
- (1) Public education- dedicated group- encourage involvement- more support needed
- (3) Need for stations and infrastructure to support fire and EMS services- growth to keep up with the city
- (1) training- difficult to remain proficient at so many things
- (3) Training our replacements
  - career succession and planning- all levels
- Cutting down on the chatter- stopping rumors
- Managing employee morale- Chiefs have a role in that
- Building trust between employees and management

- (1) Bridging the generational gap- how to communicate with the next generation
- (3) Perception of employees that they are not important and being kicked down
  - post employee health care loss
  - correlation to retention
- (2) Maturity level of employee who can come to work and do what they are supposed to do
- (1) Negative publicity impact
- Need to prioritize physical fitness
- (2) Pitt County 911 keeping up from doing all we need to be doing
  - improved dispatch protocols
  - mobile data terminals support
  - do not share same values

Opportunities
- Look at how we are hiring
  - Nontraditional methods
- Tell our story- we don't tell a lot of this positives- too silent
- Not utilizing social media to our advantage
- Meeting with community orgs to find their needs
- Leader in training in our region
  - We send our folks somewhere else, they should come to us also
- Bring in outside experts for training
- Demographic changes
- Deployment model
  - Improved number of people on scene, more trucks, more EMS trucks into service
  - Get a paramedic on every truck
  - Medic one supervision role
  - Improved EE skill levels
- Need own PSAP
- Improve relationship at the county
- Flexibility of schedule
  - Strict 24, younger gen has diff goals
  - Peak time staffing
- Require all staff to be paramedics
- Health care prevention in schools

Threats
- Dept growing at speed of the community
- Sticking to traditional anything- have to keep changing and adapting to move forward
- Negative publicity threat to morale, retention and public perception
- Staffing levels
- Retention
  - Hiring process- can't just wait on academy
- Communication- people not aware of why

- Risk to EE about comm- termination
- 911 center
- social media

Strengths

- People/employees- see the passion/dedication- go around problems and seek alternatives
- People work together as a team
- Dedication to each other is very deep- family
- Knowledge and experience- wide range of jobs and abilities
- Fire and EMS services- all hazards
- Universal- fit into any need
- Equipment needed- quality
- Reliability- being able to help
- Line officers- take it upon themselves to go out
- Paramedic level care and experience

Improvements

- (7) Employee appreciation
  - incentives for those that go out on their own for training
  - finding fault rather than praise
  - if you don't like what we are doing, then leave
- (4) Recruitment and retention
  - not going after military personnel
- (6) Leadership- lack of clear direction and clarity of mission
- (2) Fear of discipline and write up- fear of getting into trouble
  - see Chief when in trouble
  - in 11 years, never seen chief
- (1) Information exchange- not knowing why
- (1) Perceived that we are not represented fairly- insurance costs and benefits
  - vacation more limited by GFRD
  - used to be annual
  - limits placed
- (1) Compensation- insurance going up more than pay incentives
- (2) Would like to have more opportunities to learn and develop- ex USAR- invest more time in people and their abilities
- Staffing levels constrict opportunities
- (1) Training- basis is Moodle, not hands on
- Some folks not used training tower in years- training on computer- no hose on ground
- (1) Limited fire training
- Funding
- (5) Staffing

- o   fail to meet consensus standard
- o   leaving gaps in city
- (6) Deployment plan is a disaster
- (3) People places in roles that they are not ready for
- Perception of data manipulation to show statistics
- Captains and Lts who have not done EMS in years are being required to regain certs as paramedic and be responsive for EMTs

Opportunities
- Recruiting military personnel
- ECU and Pitt-convince them to host regional training
- Take advantage of surrounding area
- Recruit at ECU and Pitt
- Data collection
- Better in house and external training
- More hands on, applied training
- Build in dedicated training time
- Class b burnouts not working
- Dept heads/council don't know who we are and what we do
- No citizens fire academy

Threats
- Lack of training
- Turnover and poor retention
- Young, inexperienced staff
- Lack of learning what is needed to hold into staff
- Disgruntled EE's
- Change in retirement benefits, esp health benefits
- Worry and fear of going into dangerous situation with young, less experienced, under trained staff
- Favoritism/prejudice
- Fear of speaking up

Strengths
- Our people-no matter what is going on- we do what we need to do to get the job done
- Large variety of services provided- all hazards
- Community relations involvement and education
- Handle high volume of calls

- Diversity in delivery of service
- Adaptation- trained to do multiple jobs
- EMS- good at it
- Cardiac arrest- pitt crew CPR
- How we treat the community and how we respond
- Do a lot with little in many areas
- Internally- motivated
- Willingness to share info with coworkers
- Equipment, replacement plan
- Willingness to be progressive
- Diversity within the department

Improvements
- (7) more live fire training
  - more training in general
  - almost never out of service for training
  - fear to take truck OOS
  - training often gets canceled
  - squad almost never gets are fire training
  - not made up when cancelled
- (10) Leadership weak- micromanagement
  - station officers not allowed to manage their own stations
- (1) Lack of communications- why and why not
- Very unorganized in divisions of the dept
  - Don't communicate and coordinate with each other
- (1) lack of training due to call volume and failure to communicate within the dept
- Station 4 has to switch between trucks on calls and they operate differently than the rest of the department
- Frambulance is a patchwork solution rather than having enough personnel to operate
- (5) Staffing levels
  - stations per population
  - need to staff fire apparatus
  - station 7 is in progress
    - more hiring is needed
- Not being given reasons why
- Retention- told millennials- but we have lost tenured, senior, well trained personnel- can't keep up- gap in experience
- Hear nationwide retention problem- everyone's problem- not good enough
- (3) Better transparency in promotional opportunities
  - deployment plan created some new roles/responsibility
  - promotions without process
  - move to Lt than cpt

- o logistics division promotes without process
- Training- medic 1 may be promoted as well without competitive process- hand-picked without any announcement
- Heavy focus on numbers
  - o Unit utilization- data reported does not reflect reality
  - o Negative connotation that you are working less than you are
  - o Tracking sleep time
  - o Not a good tracking methodology
  - o No rotation for squad trucks
- 911 quality of data reporting is not accurate
  - o 15 min increments
  - o poor system for tracking
  - o partial credit for calls
- (9) squad deployment model
  - o limited training for new EMTs
  - o lots is missed on data
  - o when program started, we used EMS specialists and squads were support- now we are the primary provider
  - o model has not changed, except squad now covers 4 units
- (1) when concerns are brought up about deployment model, you are hammered about data points and put down
- (5) not as much training time on current model- loss of on the job training
  - o asking a lot of new employees in the first year to drive, decide, stage, report
  - o used to provide training and mentorship
- would not have enough paramedics today to go back to the old model
- (1) Level of experience/FTO program more important than the 2 vs 3 on EMS unit
- could hire externally for fire or paramedic
- we need to be more competitive with other departments- used to be the place to be- no more
  - o better shifts
  - o lower call volume
  - o competitive pay
  - o better benefits
  - o more time off
- (5) staffing of rescue
- training staff is inadequate- need 3 folks- 1 per shift to help provide training
- Training- when it does occur it is short and rushed
- Lack of knowledge and understanding by elected officials

Opportunities
- Recruit in military bases
- Use of employees

- Gives EE's a voice and listen
- Lost opportunity to ensure advanced training to individuals for some certs
    - Perceptions that outside training denied sometimes because of money
- Loss of seasoned staff
- Mutual aid- we don't use this enough to avoid exhaustion
- Allow more discretion at station level
- Educate city council and public as we build station 7
- Deployment opportunities

Threats
- Retention
- Loss of reputation in industry
- Communication barriers
- Loss of pride
- Way of hiring people, recruiting of people
    - Could hire people with more fire/ems
- No having true career ladder
- Bandaid of problems with promotion process
- Climate in academy not the same

Appendix 2- Active Duty Survey Tabular Data and Content Analyses by Question

Employee Satisfaction with Work (Questions 7-16)

Table 1: Q7. I am satisfied with the variety of my work

I am satisfied with the variety of my work.		
Answer Choices	Responses	
Strongly disagree	1.80%	2
Disagree	9.91%	11
Neither agree nor disagree	12.61%	14
Agree	53.15%	59
Strongly agree	22.52%	25

Table 2: Q8. Resource Availability

Resource Accessibility:						
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Total
I have access to adequate equipment to provide EMS service	40.00% 44	54.55% 60	4.55% 5	0.91% 1	0.00% 0	110
I have access to adequate equipment for Fire protection	30.91% 34	51.82% 57	8.18% 9	5.45% 6	3.64% 4	110
I am typically able to get sufficient sleep while on duty (in general, there will always be exceptions)	4.55% 5	18.18% 20	26.36% 29	32.73% 36	18.18% 20	110
I am backed by experienced personnel when faced with a challenge	11.71% 13	27.93% 31	23.42% 26	28.83% 32	8.11% 9	111
I have access to a supervisor when I have questions	27.93% 31	43.24% 48	17.12% 19	9.01% 10	2.70% 3	111
Other (please specify)						33

An analysis of 33 comments for this question follows in Table 3.

Table 3: –Content Analysis of Comments Regarding Resources

Comment	*Count

Organization	
Variety of work is lacking	1
Lack of experienced employees / experienced employees pushed out	11
Experienced employees not placed in positions to be able to teach new employees	1
Promotions are nepotistic	2
Employees mocked by coworkers for asking questions	2
Sleep time not accurately tracked / Not enough sleep time	3
Understaffed	2
Equipment frequently broken or out of service	3
Hiring process & training not difficult enough	1
Trucks / equipment purchased not practical	1
Leadership	
Leadership lacking	1
Questions have to go up several levels of command to be answered	3
Answers to questions inconsistent	2
Fear repercussions when questions are asked / told to leave if they question a policy	2
Only some supervisors trustworthy	3
Supervisors inaccessible	2
Poor management styles in leadership	2
Other	
Questions do not apply to Administration	1
I am 40-hour staff so sleep quantity question is not applicable to me.	1
While access for me is allowed now, in my position as battalion chief (I voluntarily stepped down) was nonexistent.	1

Full Responses (33)

- Questions do not apply to Administration
- We have excellent equipment, but the leadership is lacking, if you ask a supervisor a question they always have to ask someone higher, or will later be told they were wrong.
- In reference to the last question regarding access to a supervisor- Personally I have never had an issue with access to a supervisor when I'm in need of answer(s) to any of my question(s). Do I trust my supervisors to provide me with accurate honest answers? No. Am I confident that my question(s) will remain confidential upon my request? Absolutely not. At times I fear that my questions, whether asked in a private or public setting, will be followed up with repercussions from my supervisors as well as their superiors.
- I ride Squad a lot so my variety of work is lacking. I get little fire exposure and experience. There is a big gap in experience at the department. Due to loss of employees with experience I am often the "senior member" at a station
- We do not always have experienced personnel to help with some things. We have a lot of employees who do not care to become experienced or well versed in aspects that are critical in the fire service as a whole.
- There are quite a few very experienced and very knowledgeable people on shift but it reflects poorly when a mandated monthly training topic turns into the youngest member of a crew

teaching the "experienced" leader of a station how to conduct basic operations and that Lieutenants who can't pass an engine operator test are expected to tech younger members how to operate fire apparatus. The majority of personnel with adequate knowledge and experience who can properly teach are riding squad trucks most shifts and are not around the station long enough to thoroughly teach any given topic.

- I'm classified as a senior man and half the time we have no backing from upper management when we try to ask question about a situation and we get told that if we don't like it that other places are hiring

- My immediate supervisor is limited in what can be answered because of the lack of integrity of the chief and deputy chief. Unprofessional and unethical behaviors of the top management are not able to be explained by my lieutenant.

- There has been a significant loss of employees at GFR, due to this a significant amount of experience and highly qualified people have left. Furthermore, several recent officer promotions have seemed to have been based on personal connections and preferences rather than skills and abilities. In reference to experience, I have personally been told that skills and ability to perform a job task were not important but rather having a person in the leadership position that would support the chief was most important and technical abilities did not matter.

- As a new person a lot of our coworkers don't make you feel comfortable asking for help without making a mockery of you because it's considered "tradition" to do so. So that sets barriers to your willingness to want to know more and further your skills.

- Sleep time is not accurately tracked.

- I am 40-hour staff so sleep quantity question is not applicable to me.

- I trust only a few supervisors and I would only ask for help from those I trust. Many are tied to upper management.

- In regards to being backed by experienced personnel when faced with a challenge, there are a lot of new employees I do not feel comfortable providing support in a fire or EMS situation. I am towards the middle of the years of service on my shift with just over 4 years. That concerns me as I have been the second most tenured personnel at a station behind the station officer certain days. While an officer is often readily available, it speaks volumes with how much turnover has occurred and the general lack of experience among our ranks when almost half the shift personnel have less than 5 years of service.

- Due to staff shortages, we have to take equipment out of service frequently.

- Always something broken on the EMS unit, not in service I have been requesting new turnout gear for two years now, I have had holes and rips in my gear, in the past month I finally acquired a used set of gear that fit from an employ that left. One EMS truck at station two, you never get any sleep from running calls all day plus training, then the nursing homes at night as well as downtown and station 5. We have no experienced personnel, we are all burnt out, 90% of personnel that have over 20 years of service are already checked out and do not care, People below 20 years only do things in front of cretin people to help their chances of getting promoted, and will turn their back on you in a second. We can ask questions to our supervisor but we always get the same generic answer because they are afraid to step on any toes to harm their chances of getting another promotion.

- Due to the amount of senior personal leaving I feel as such everyone next to me knows as much as I do and no one person is hardly ever "senior" & "More knowledgeable" as the personal that are leaving have. Therefor the decision making process on scene can sometimes be challenging although we are trying to learn to adapt to our ever changing situation.
- Our staff has been allowed to just get by in training and on the job for a few years now. It starts with the non-competitive hiring process and physical agility test. This encourages people to just be average and not push themselves. There is little to no support from the top for competition and motivation. Several years ago, the dept. did physical abilities testing and had a reward created for the fastest time and refused to give it due to them not wanting to "alienate anyone."
- The new EMS/Fire trucks they are buying are not good for the department. To big for EMS and not good for fire. Going on a fire call the crews can't put turnout gear on until you arrive on scene. When going to a MVC the crews are getting dressed in the streets and getting dressed on scene for fire calls. Plus these trucks cost 3 or 4 times more than a regular truck. At this time both are out of service. Always something wrong with them. They are to big and can't take running call volumes we run.
- Access to a supervisor, whether qualified or not.
- Not all Supervisors are Assessable
- In regards to sleep, because I am a squad rider more than anything else, I am suffering from more sleep deprivation than others. Of course, most of this comes during the night time hours when the engine crew typically gets more sleep than I do. But I take naps whenever possible and I typically retire to my room earlier than others, because I ride the squad truck and know what to expect.
- For experienced personal there are times when I am the most experienced personal and while I feel competent I do feel that with my limited years of service there are just things that I may not have exposure to and a more experienced personal would benefit me in that situation. And with the supervisor, I have had both excellent and terrible experiences in that area it all depends on the supervisor in a given situation.
- It feels as though it is easier to seek advice from a senior man than it is to speak freely with some officers.
- Many people that i would go to for answers of technical rescue have quit. Due to lack of support in that area of our job.
- I am backed by experienced personnel sometimes, depending of staffing that day.
- My supervisor has a horrible management style and I avoid talking to him.
- Very few paramedics. The few paramedics that are available do a majority of the work.
- I am not backed by experience as a large majority of the personnel are no longer experienced. While there are some competent supervisors in place, many are not and have to result to always calling there supervisor before being able to make any decision.
- I feel like it's more of a burden than a resource to ask questions to supervisors due to the fact that for the most part it they can't give straight forward answers.
- I am backed by experienced personnel on a small scale, but the current trend is that these individuals are becoming more rare
- While access for me is allowed now, in my position as battalion chief (I voluntarily stepped down) was nonexistent.

Table 4: Q9. I know what my work goals are that I must accomplish

I know what my work goals are that I must accomplish.		
Answer Choices	Responses	
Strongly disagree	2.70%	3
Disagree	13.51%	15
Neither agree nor disagree	15.32%	17
Agree	40.54%	45
Strongly agree	27.93%	31

Table 5: Q10. I am confident I can meet my work goals

I am confident I can meet my work goals.		
Answer Choices	Responses	
Strongly disagree	1.80%	2
Disagree	4.50%	5
Neither agree nor disagree	20.72%	23
Agree	37.84%	42
Strongly agree	35.14%	39

Table 6: Q11. I am satisfied with the degree of autonomy (freedom or independence over my work) I have for my rank and duties.

I am satisfied with the degree of autonomy (freedom or independence over my work) I have for my rank and duties.		
Answer Choices	Responses	
Strongly disagree	11.71%	13
Disagree	35.14%	39
Neither agree nor disagree	12.61%	14
Agree	24.32%	27
Strongly agree	16.22%	18

Table 7: Q12. I am satisfied with the degree of independence I have for my rank and duties.

I am satisfied with the degree of independence I have for my rank and duties.		
Answer Choices	Responses	
Strongly disagree	11.71%	13
Disagree	28.83%	32
Neither agree nor disagree	15.32%	17
Agree	26.13%	29
Strongly agree	18.02%	20

Table 8: Q13. While at work, I'm almost completely focused on my work project/duties.

While at work, I'm almost always completely focused on my work projects/duties.		
Answer Choices	Responses	
Strongly disagree	1.80%	2
Disagree	8.11%	9
Neither agree nor disagree	13.51%	15
Agree	56.76%	63
Strongly agree	19.82%	22

Table 9: Q14. I have passion and excitement about my work.

I have passion and excitement about my work.		
Answer Choices	Responses	
Strongly disagree	0.90%	1
Disagree	6.31%	7
Neither agree nor disagree	9.91%	11
Agree	27.93%	31
Strongly agree	54.95%	61

Table 10: Q15. I frequently feel that I'm putting all my effort into my work.

I frequently feel that I'm putting all my effort into my work.		
Answer Choices	Responses	
Strongly disagree	0.00%	0
Disagree	2.70%	3
Neither agree nor disagree	11.71%	13
Agree	41.44%	46
Strongly agree	44.14%	49

Table 11: Q16. I would rate my morale as:

I would rate my morale as:		
Answer Choices	Responses	
Excellent	14.41%	16
Very good	15.32%	17
Good	23.42%	26
Fair	22.52%	25
Poor	24.32%	27

Q17. Comments about Employee Satisfaction with Work

The majority of the comments reflect concerns about work conditions, leadership and morale while a minority of respondents indicate that their personal or individual morale is OK because of their passion or commitment for the job.

Table 12: – Content Analysis of Comments About Morale

Comment	*Count
Organization	
Personal morale only okay due to passion for the job	8
Rules, regulations, and duties constantly changing / confusing	5
Loss of experienced personnel	4
Not enough sleep or down time	3
Unrealistic job duties assigned for time allotted / understaffed	3
Personal morale good, coworkers' morale poor	3
Morale overall is poor / non-existent	3
Told to go against protocols / not use proper equipment due to cost	2
A lot of employees are not passionate or motivated	2
Had to change expectations to keep personal morale up	2
Unit utilization time not recorded accurately	1
Hard work has been rewarded	1
Lack of focus on skills / job performance	1
Need appropriate compensation for higher-skilled jobs	1
Morale overall is good	1
Leadership	
Morale poor due to upper management	11
Leadership does not care about / support / appreciate employees	5
Promotions nepotistic / promotions not skills-based	4
Leadership does not support employees in meeting goals / training objectives	4
Leadership micromanages employees	4
Afraid of disciplinary actions / retaliation from upper management	3
Immediate supervisors are good	2
Upper management poor	2
Questions must go up chain of command to be answered	1
Leadership is unprofessional / unethical	1
Told by leadership that McDonald's is hiring	1
Other	
N/A / none	2
What is morale I think everyone thinks it is something different to them.	1

Full Responses (47)

- The overall morale as a whole is terrible due to the lack of support from superiors ███████ ██████ when it comes to doing a good thing at your job.
- morale is directly related to leadership, when there is not confidence in the officers promoted over the last few years it affects morale. Upper management micro managing officers has made a place where we cannot build confidence in new officers and may have been put in positions not because of knowledge, but because they will do whatever is told to them from above.
- In my 5+ years of service there have been many times that my yearly goals have not been met due to the following: The department denying my request to attend a courses needed so that I could meet my goal for that particular year. This request was formally submitted through the Travel Training Request located on COGNET. Included in the request was a written explanation stating this course was needed in order to obtain the goal I had submitted for that particular year. Theres been numerous times a supervisor has allowed me to submit a goal, knowing it was not achievable, but failed to inform me of such and/or steer me in a different direction.
- Constantly been denied for whatever I put in for, paramedic class 3 times, Funsar class etc..
- I would say management moves the goal post often. Which means what is the rule today will not necessarily be the rule tomorrow which keeps morale down generally.
- There is a lot of micromanagement so freedom to do the job is often "muzzled" by administration
- I used to love my job and love going to work every third day. I feel that when I am at work I maintain my duties and always try to learn more.
- Comment has been summarized because of identifying information: Concerns about apparatus, concerns about lack of sleep, concerns about unit time calculations being inaccurate, inconsistencies of decision making and support for decisions, concerns with own very poor morale and feeling stuck as an employee.
- I am very passionate about my job and the many aspects of it. I feel I perform my job very well and to the best of my abilities. If I am not as good as some things, I personally take time to make those skills better. We seem to hire many people that want to collect a paycheck and are not here because they want to be the best firefighter they can be or the best at the job. This is very disheartening because the individuals whom our supervisors know can and will make things happen in times of need are held to a very high standard and others who are not motivated or just are not good at this job can just scathe by without any repercussions.
- Work goal. Other than answering calls the priority of work goals for other things varies and changes with such frequency that its hard to prioritize/ juggle our list of duties. We are constantly micro managed on decisions and task. That is right up until we have questions about grey area things or hard situations and on multiple occasions for me the answer was " If I have to do your job what do I need you for".
- I truly love what I do and working for my community. I hate that a group of well trained individuals, perfectly capable of doing their job on a day-to-day basis, are micro-managed and told exactly what to do and how to do it. Often times it seems as though we are made to jump through hoops with no available explanation.
- I can only speak from my experience. We have a direct supervisor who was promoted for the sole reason that he is phenomenal at the administrative and paperwork side, but this same individual has absolutely no leadership ability. This is a common sight in our department, and

with being such a young department now we need people whom are leaders that can shape, mold and mentor their employees into firefighters and medical service providers. The people that have been recently promoted are self centered and unfit for the leader role they are in.

- Morale starts as high as the chief and when he is negative all that negative travels down the chain command to the lowest man on the pole. If we were showed appreciation to the men. Like even when a family member is sick or dying and you never hear anything from the upper management or even ask how things, I truly feel they don't care.

- Unprofessional and unethical behaviors of the top brass create and perpetuate chaos in order to maintain their distance from accountability.

- N/A

- I spend every available minute working for my department, however I and we are expected to do more than time allows. The more you can do, the more you are expected to do and we have too many divisions that are not working together to understand what others want. I am on the busiest unit in the city and it is very difficult to eat, shower, and sleep let alone do other things expected form the department. Some of us are just expected to do too much. I have absolutely no down time at all. I can't say this for everyone, as some do have down time. But the longer you are employed and have certain qualifications as myself I am not able to get everything done and can't keep up training for the certifications I have while on duty. And I am up about 20 out of 24 hours constant work so I am exhausted when I get off.

- I have worked very, very hard and it has paid huge dividends for me and my family. My hard work has been paid off in full.

- I have continuously attempted to better myself and my technical abilities, at the expense of personal time and working extra swaps to attend educational opportunities. I have often seen promotions and leaderships positions directly above me placed with no effort for the position or attempt to better themselves. Technical abilities are not focused on or required for promotions. Personal preference has appeared to be a top priority for promotions and not skills and abilities. As a side note, I have not attempted or been turned down for these promotions, this is purely unbiased observations on recent promotional processes. For morale, station pride and pride in the job are not focused on by the department. There is a lack of focus on performing job requirements at the highest standards and more of a focus on making upper management look good. I have seen several instances of poor performance that have been brushed to the side and "no one got hurt and we all went home" used as the "positive" outcome of the incident. I have had a love for the job and have experience as a FF/Paramedic prior to Greenville. Never have I been unhappy about my work until recently. I still love the job and the career; however, I am currently unhappy with the direction of the department and focus of the job.

- I would rate my morale as very good. What discourages me is seeing the low morale of others with whom I work.

- I like my job as a firefighter/medic and supervisor but the job is not the problem. Morale is very poor due to upper management (DC, Chief and their puppets they promoted). They are not leaders and the buck never stops at the Chief.

- I am confident in my knowledge, skills, and abilities. Enthusiasm and passion are more volatile and have been affected by loss of personnel and a general poor work atmosphere and lack of joy of fellow peers. I also try to maximize time and use spare time at work on outside education.

- 2,5 years straight at station 2 has taken the life out of me. Between trying to train new people, training 3 successful driver operators, running calls, acting officer for the station and floating out to do the same, at the busiest station with the busiest engine and EMS units in the city, has left me with sleep deprivation, consistently tired, ill, on CPAP now, ISB and depression from all the events. You do not know who is in charge of an EMS call, in charge of the EMS truck, or what is expected of you. Comment summarized b/c of identifying information: concern over lack of empathy for injured employees or when family are ill. Being told as an employee by administration that if I don't like my job McDonald's is always hiring. Or if we received a promotion and we are not liking it we are not always allowed to go back to doing what we were doing being told if we were a french-fries maker and went to make apple pies and did not like it and wanted to go back to making french-fries we might half to go somewhere else.
- In regards to "I would rate my morale as:", Me being the new employee to a city this size and having the love and excitement I have coming into work can sometimes be hard to keep first as a priority due to the "Senior personal" that have been here longer than me being "Disgruntled" towards being at work because of the current leadership and how the department is being ran. I fully understand there frustration towards that and which is why i hope there is a resolution that changes the mindset and makes the "Senior personal" want to come to work everyday.
- Morale worse that I have ever before felt or seen.
- During my duration at GFR, I have had high highs and low lows. There was a period when all I did was hate my employers and the non-motivated co-workers. I have since matured and realized that I had to change who I was due to my overall attitude and well-being.
- What is morale I think everyone thinks it is something different to them.
- My morale would be better if there was compensation for riding in the lead position on a EMS unit. Which has been majority of my role since 6 months on shift due to being an ALS provider as an EMT-I
- My morale and the departments morale is very low. The departments command staff make rules up as they go depending on the person. Make rules up but will not put it on paper that way they can change it depending on the person who is in trouble. One person can do something and get time home without pay but the chiefs drinking buddies or his speical group get nothing at all. If you try to say anything then you could end up home without pay.
- I believe morale is all in how much bs your willing to put up with.
- I love being a Firefighter/Paramedic. I hate coming to work worried if I'm going to be Disciplined or fired on a daily basis
- I feel as though my direct leadership ie. senior employees, station officer, and shift chief are great leaders. They don't micro-manage, but are always available to offer advice and counsel when asked. However, I do not feel like fire chief and asst fire chief genuinely care about the employees or their employees well-being, evidenced by taking vehicles out of service to conserve budget. It's put an incredible amount of extra strain on an already overworked and burned out employees. Also, the only time fire chief griffin has made attempts to communicate with lower echelon employees was when he was defending himself and his actions after the news articles were released late last year.
- I rate MY morale as excellent, because I am a highly motivated individual with a positive mental attitude regardless of how others may feel about a particular issue within our department. The

work project/duties which I am involved in which has become difficult involves the driver operator training, which I have fallen behind in, mainly due to the fact that I ride the squad truck so much, that I am not able to properly train for the D/O position, which ironically, is a requirement to maintain the "Specialist" rank which I have achieved. I was made a Squad guy without my driver stuff done, and now am expected to complete D/O training even though I am going on so many more calls now. That makes no sense.

- For the focused on goals, there are many times where my goals and objectives are put to the side for other things out on my stations plate by varying supervisors that also had that placed on there plate by different supervisors.
- There is an almost "black cloud" over the department most days. We are constantly seeing our friends and coworkers leaving due to poor management styles. Morale as a whole is very low. Many feel as though their work is not appreciated and that they cannot get ahead.
- I have been a firefighter for 18 and been a member of many groups. But the management has ruined morale here
- My morale stays ok because of the passion that I have for the work that I do. I feel that I have freedom in my rank to do my job however I do not feel that I have the support or backing of the department if something was to go wrong. I feel that they would throw me under the bus to make themselves look good. In that statement I mean the upper management not my immediate supervisor.
- I am at a station with great people and morals is good. I'm coming off one of the most frustrating years of my career. ███████ is the most frustrating supervisors I've ever had.
- Once again, lack of paramedics are our biggest downfall. I have to multitask more than what should be expected instead of concentrating on my primary duties. It seems that I am constantly pulled away to complete task that would not normally be expected of station and crew manger.
- Morale is non existent at gfr
- The first several years of my employment were wonderful, and I did everything I could to better myself as well as the department. However, the last 4 to 5 years, with the high attrition rate, bullying/retaliation from upper management, micromanagement, unequal treatment/discipline administered to employees, and the overall poor management of the department has led to a big decrease in my morale. That being said, I do still love the " actual job" of being able to help people without any of the "interference" caused by the department itself, and I take pride in always treating my patients, and general citizens of the community as I would want to be treated.
- None

Perception of my colleagues (Qs 18-23)

Table 13: Q18. In GFRD, employees are encouraged to take action when they see a problem or opportunity

In GFRD, employees are encouraged to take action when they see a problem or opportunity.		
Answer Choices	Responses	
Strongly disagree	9.01%	10

Disagree	18.92%	21
Neither agree nor disagree	19.82%	22
Agree	39.64%	44
Strongly agree	12.61%	14

Table 14: Q19. My co-workers quickly adapt to challenging or crisis situations.

My co-workers quickly adapt to challenging or crisis situations.		
Answer Choices	Responses	
Strongly disagree	1.80%	2
Disagree	13.51%	15
Neither agree nor disagree	12.61%	14
Agree	47.75%	53
Strongly agree	24.32%	27

Table 15: Q20. My co-workers rarely give up despite difficulties.

My co-workers rarely give up despite difficulties.		
Answer Choices	Responses	
Strongly disagree	0.90%	1
Disagree	13.51%	15
Neither agree nor disagree	18.92%	21
Agree	46.85%	52
Strongly agree	19.82%	22

Table 16: Q21. My co-workers deal very well with unpredictable or changing work situations.

My co-workers deal very well with unpredictable or changing work situations.		
Answer Choices	Responses	
Strongly disagree	3.60%	4
Disagree	14.41%	16
Neither agree nor disagree	19.82%	22
Agree	41.44%	46
Strongly agree	20.72%	23

Table 17: Q22. My co-workers are flexible when they need to take on more or additional work tasks during a shift.

My co-workers are flexible when they need to take on more or additional work tasks during a shift.		
Answer Choices	Responses	
Strongly disagree	1.80%	2
Disagree	14.41%	16
Neither agree nor disagree	16.22%	18

Agree	49.55%	55
Strongly agree	18.02%	20

Table 18: Q23. I am satisfied with the relationship with my co-workers on my shift.

I am satisfied with the relationships with my co-workers on my shift.		
Answer Choices	Responses	
Very dissatisfied	2.70%	3
Dissatisfied	2.70%	3
Neither satisfied nor dissatisfied	14.41%	16
Satisfied	51.35%	57
Very satisfied	28.83%	32

There were 51 comments made in response to the section about co-workers. The content analysis for these comments is in Table 19 below. A mixture of sentiments are represented in the comments with a good number of people commenting on their individual relationships with others but also that the strain of certain work conditions is impacting relationships. A full transcript of comments follows.

Q24. Comments (Referring to Q23: I am satisfied with the relationships with my co-workers on my shift)

Table 19: Content Analysis of Comments for Perceptions of my Colleagues Section

Comment	*Count
Organization	
Teams are re-structured too often to create good working relationships	2
New responsibilities often added outside of job requirements	2
Having to serve multiple roles takes a toll over time	2
Understaffed	1
Not enough experienced staff	1
Employees	
My co-workers / relationships are great	12
Some colleagues are great, others not	8
Employees are not properly trained / forced into roles they aren't ready for	7
New employees are unmotivated	6
Emergency calls go well, additional activities not as much	2
Line personnel great	2
Coworkers complain	2
Only one coworker is supportive and willing to teach	1
Generation gap between employees makes it hard to relate	1
Employees try their best, but it is a no-win situation	1
Leadership	
Employees afraid to make decisions / report issues due to retaliation	4

Some employees get special treatment / not required to follow the same rules	2
Good employees are put down so often they become less passionate and effective or leave	2
Employees who aren't properly trained are then disciplined when they fail	1
I am in complete support of ██████████████	1
Reported problems are ignored by upper management	1
Lack of support and understanding from upper management (eg: inaccurate 911 call unit utilization logs)	1
Issues are due to upper management and not employees	1
Issues are due to employees and not upper management	1
Other	
Some of the older employees and most of the newer employees don't possess any of these traits.	1
None	1
I took this part of the survey assuming that my "co-workers" are from the EMS Specialist position and down!	1

Full Responses (51)
- The guys I work with are great people. Would hate to see any of them leave due to lack of morale.
- Any time a good work relationship is built, people are moved and divided so the higher performers can to bring the lower achievers up, but over time has beaten many people down to where they do the bare minimum
- I'm beyond satisfied with my co-workers on my particular shift. Although the morale on my shift is lowest of seen it thus far. In my opinion this is due to- Newer individuals being forced to take on roles they aren't prepared for. Said personnel are placed into a positions, at times admittedly they are not prepared for, and expected to perform at a level that requires years of experience. Upon failure there is disciplinary action rather than mentorship and guidance. These individuals have lost pride, enthusiasm, and love for the job due to such. GFR's mentality is by forcing individuals into a role with greater responsibility they will eventually fall into place. The department is in desperate need of a formal training process to prepare our newer personnel for roles that require a great deal of responsibility i.e. assigned lead roles on our EMS units, driver operators, acting officers, officers.
- I have said before there is always more stuff added to plate but never anything being removed. We are losing experience and those responsibilities get passed on to those that are left. So many of our people are new and under motivated so the middle of the road guys who take the job seriously keep getting more duties stuffed into our bag. All this without any monetary incentive.
- There are those that get the job done no matter what. Those on the line at GFR are one of our great strengths.
- i have only been with GFR for a little over a year and have only worked with a hand full of the people but have learned that the people i have worked with are great and they adapt very well to over come the work load every day

- The majority of my co-workers adapt to challenges while on work. I am satisfied with the relationships I have with my coworkers. Of course there will always be some bad apples in the group, but I try to deal with those people as little as possible.
- With the lack of experience and some of the new employees that don't care, just want a paycheck; some are unable to adapt when the situation calls for it. They do not care to better themselves to be ready for these moments. They don't want to wake up to clean in the mornings or preform task throughout the day around the station. This should start in the Academy, but administration has been know to allow things to happen in the Academy and all this does it carry over on the shift.
- We are encouraged to take action when we see a problem unless it is with certain people then it is okay if they don't do their jobs. Some people are protected and get away with a lot of things that other people would be crucified for. We have certain people on shift who do not even put on their turnout gear when going to a fire when they are the hose person on the fire. They also blatantly have said they are not going in fires which is completely unacceptable if you are in this career.
- I'm satisfied working with my co-workers and the working conditions at GFR
- A professional work relationship is often kept around the station. Many people have close friendships with coworkers. A changing work dynamic is often seen and many people make verbal complaints and can become stressed over situations but it is often handled very well. The fire service itself is a career that is constantly evolving and adapting but the constant moves made with personnel from station to station and repeated rule changes made by sending out an email sometimes seem as though its being done just to keep people uncomfortable.
- When it comes to emergency calls adapting and getting to job done, and not giving up is done well. Other activities or extra duties are where folks are more likely to give up and not adapt as well. Many have either been involved in or experienced negative consequences from "sticking their neck out" or making decisions based on what they deem fitting for the situation that they are now reluctant to make those calls or take on responsibility because of the lack of mentoring and only negative consequences.
- Some of the older employees and most of the newer employees don't possess any of these traits.
- These questions are hard to answer for the fact that a multitude of these guys are very passionate, responsible and great under pressure, yet after being put down and ridiculed time after time these characteristics and attributes die off and are wasted.
- The guys on shift get along well, other than the ones that usually run and tell upper management what going on, especially when certain employees don't get there way. Comment summarized b/c of identifying information: Concern expressed that some who are promoted use senior leadership to get their way by threatening to tattle and attempting to exploit relationship with senior leaders several ranks above own position.
- Most coworkers have a good attitude toward getting the task at hand accomplished. The problem is many are not experienced so they have a difficult time accomplishing tasks as they should. We all get along with each other, but the morale is down.

- Because of the generation gap, I do not see eye to eye with some of my co-workers. I'm not a complainer. I do my job and things I can't control I deal with. I am in complete support of Senior Leaders.
- The line personnel at GFR are what makes GFR able to function. Often personnel are asked to go above and beyond their basic duties to make the department function on a daily basis. Recently there was a survey completed by Greenville that marked GFR as outstanding performers. This is directly due to the line personnel that the public interacts with on a daily basis and has basis on the administration and actions of the administration.
- I enjoy the camaraderie that is found within our line of work and enjoy the people with whom I work.
- Only one of my coworkers at my station makes me feel comfortable to ask questions and want to learn. A lot of the others have displayed poor morale which has made me take a second look at what kind of people I'm dealing with that I'm supposed to trust my life with.
- Most problems reported are pushed aside by stock answers or redirection from upper management.
- Some employees work and adapt better than others. Some are below expectation.
- We are asked to do a lot at GFR and be good at all of it. We are firefighters, EMT/Medic, inspectors, instructors, driver/operators, rescue technicians, USAR trained, work on your informal education and whatever else is asked. The members do a good job joggling many jobs and wearing many hats. This takes a toll on because we can't be great at everything but we are expected to be.
- I believe coworkers are encouraged to be proactive with problems or issues, but the ball has been dropped in showing newer employees the proper avenues and methods for reporting and taking corrective measures. Individuals lack the basic knowledge to even find information they are looking for and find it easier to ask someone else to help them rather than learn where to look.
- The overall attitude among shift personnel seems to be a lack of motivation and satisfaction that is compounded by the lack of perceived support and understanding from upper management. For example, the squad units are run quite frequently and the answer from above when the topic is brought up is "the data shows differently." They have admitted to having inaccurate times from 911 but, also rely on those for unit utilization.
- Coworkers do take on multiple task but complain about it to each other but do it anyway.
- Constant bitching about the department. Constant complaining from guys with less than 5 years of service.
- All employees try to the best but it seem its a no win situation.
- My coworkers and I are able to adapt to varying situations and curve balls due to the frequency.I am satisfied with the other employees that WANT to be here vs some that are here for a check.
- Some officers are not equipped to deal with complex fire command operations or employee problems
- My station is very cohesive and skilled
- You are forced to be flexible in work duties due to the dynamic EMS model in place. Your assignment may change day to day and even during the shift. I think most employees with

tenure adapt well to the flexibility however it leads to complacency due to serving multiple roles in the department. Expectations change daily.

- "My Coworkers" for me, refers to the guys and girls that I spend 24 hours a day with. These are the grunts. The troops on the ground. We adapt and overcome. We complete extra daily tasks. We drive across town to pick up vehicles and supplies. We attend unannounced trainings at a moments notice. I can not speak for those who work on the 40 hour side. Some I have worked with daily and they have moved on to be a part of the administrative process. Others over there, mainly the chief and deputy chief, I have never seen do actual work so I can not speak for what they do. As far as being encouraged to take action when seeing a problem or opportunity, that's a slippery slope. If you see a problem and take action, there are instances where speaking up will backfire on you and the department as a whole. And as far as opportunities go, we all know that outside training opportunities have been decreasing dramatically and therefore, since folks expect to get denied for a training request, often times people no longer apply for the chance to take a class.

- All of these questions depend very heavily on the individual. I would say it is 50/50. You have the go getter individuals who come to work with the best of intentions, who want to do the best they can and are very flexible and adaptable. You have the middle of the road workers who just come to work. And then you have the bottom of the barrel who are a harm to our department. And as far as taking action it depends on the situation. If you have something that the city would like to hear they want you to report it, if not then they would prefer you didn't.

- There are many people here who are only here for a paycheck and title. They lack passion and joy for the job. Our staffing issues have forced us to take anyone who is applying, instead of selecting the best of the best for the department. We have so little experience left, that people with little on job experience are forced in to uncomfortable and dangerous situations, constantly.

- My squad crews are great to work with and are very supportive to the EMS units.

- We are mostly good at adapting cause we are doing the job with about a 3rd of the personnel needed. And we hardly have no guidance

- My coworkers are all a good group of people with a very few exceptions. I feel that most of the issues that we have come from the upper management and not my fellow coworkers.

- I am satisfied with my relationships with my co-workers, but not with all of my supervisors. I feel there is a lot of mistrust as well as retaliatory actions.

- My co-workers do amazing things under undue pressures. They don't typically ally give up until they are broken, then the resign.

- A vast majority of my experienced co-workers have left the organization. 5 years ago, I could have easily answered agree to the previous 5 questions. There are still knowledgeable employees left, but a large amount are those that have less than 5 years, and have not had enough time or experience to be able to adapt to such situations. This is why I am in the middle on the last 5 questions.

- Motivation is an issue with newer employees. There is not a drive to move forward in their EMS capabilities. Attempts have been made to motivate these individuals but they see the workload that the current paramedics have and want no part of it. There is currently no requirement for newer employees to meet any of these benchmarks in their careers.

- The people on shift doing the job are always going to make things happen. It's our job.
- None
- Daily personnel are given little direction and they adapt and overcome based on personal beliefs of what is right (ethics). Problems that have been brought up by personnel in the past are seen as threats by management and the employee(s) become isolated by upper management.
- Folks adapt and overcome, but aren't always positive about it. The mission will be completed though.
- In relation to answering calls, co-workers handle tasks very well. Adding additional tasks is when the flexibility decreases.
- I took this part of the survey assuming that my "co-workers" are from the EMS Specialist position and down!
- I am satisfied by the relationships I have built as a supervisor with my co workers. I have never had any issues with their level of caring and love for the job. Over the last 5 years, this has become more difficult due to the belief by current management that there should be no relationship, only fear (they call it respect).
- New hires have become very lazy
- The days of the strong brotherhood bond in the fire service seems to be gone. This in my opinion is affected by the firefighters and not management. 1 bad apple will quickly spoil the bunch and make it so others do not want to socialize.

Compensation and Benefits (Q25-26)

Table 20: Q25. Please rate your satisfaction with the following:

Please rate your level of satisfaction with the following:					
	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Satisfaction with base compensation	4.50% 5	33.33% 37	17.12% 19	36.04% 40	9.01% 10
Being paid competitively with the local job market	6.31% 7	30.63% 34	23.42% 26	28.83% 32	10.81% 12
Opportunities for incentive, variable pay (for education, rank)	2.70% 3	9.91% 11	12.61% 14	48.65% 54	26.13% 29
Health Insurance	8.11% 9	45.05% 50	18.02% 20	20.72% 23	8.11% 9
Other insurance (dental, vision, etc.)	8.11% 9	56.76% 63	19.82% 22	12.61% 14	2.70% 3
Flexibility of schedule	11.71% 13	37.84% 42	23.42% 26	17.12% 19	9.91% 11

Time off benefits	13.51% 15	47.75% 53	12.61% 14	18.02% 20	8.11% 9
Retirement plan	12.61% 14	50.45% 56	21.62% 24	10.81% 12	4.50% 5
City Tuition Reimbursement	18.92% 21	45.05% 50	29.73% 33	4.50% 5	1.80% 2
City paid training	10.81% 12	35.14% 39	20.72% 23	24.32% 27	9.01% 10

Q26. Comments

Fifty-four comments were captured about compensation and benefits and appear below in Table 21.

Table 21: Content Analysis of comments regarding compensation and benefits satisfaction

Comment	*Count
Salary	
No incentive pay for certifications or degrees / only raises with promotion	19
Pay not competitive for amount of responsibility (EMS & Fire / high call volume)	8
Raises have not covered rising cost of living / insurance costs	5
Pay competitive with similar cities	4
Paramedics underpaid	4
Base pay should be higher / base pay raises should apply to existing employees and not just new hires	3
Salary not competitive with similar departments	3
Working as EMS agency, but being paid and scheduled as a fire department (24/48 instead of 24/72)	3
Benefits	
Time off benefits must be booked a year in advance	9
New employees do not keep insurance benefits upon retirement, making it difficult to recruit and retain good candidates	8
Training & education benefits often denied	8
Benefits competitive with similar cities	6
Insurance quality has decreased and costs increased	5
Training & education benefits approval nepotistic	4
Must sign employment contract to receive education benefits	4
Training & education had to be paid out of pocket	4
Earned vacation time denied due to understaffing	4
Staffing shortages make it difficult to use time off benefits	3
Overtime pay typically runs out before the end of the fiscal year	2
Must provide documentation for sick time	1
Increased responsibilities make it difficult to last 30 years	1
401k contributions should be flat percentage of base salary	1

Training difficult to obtain due to understaffing	1
City tuition reimbursement money typically runs out before the end of the fiscal year	1
Other	
I am very happy with my job I would to get the proper raises	1
None	1

Full Responses (54)

- My dissatisfaction with the insurance benefits does not relate to me but to the new employees. In an effort to continue to recruit top performers in this line of work we must be competitive with more than just pay. Currently new employees do not keep their insurance when they retire, this alone will continue to make it difficult to retain and recruit quality employees.

- Time off benifits are good, , but time can not be taken unless it was scheduled the year before so if something comes up you have to use other options even if you have the time available

- It's impossible to compare other department's pay structure to GFR's. GFR is a fire based EMS transport department. The state has very few departments similar. Nationwide there are many departments who share the same fire based EMS transport model as GFR. These departments offer their employees incentive pay for their paramedic certifications. GFR does not; requires you to obtain a promotion to receive a raise for such. These promotions are not guaranteed and are very competitive. GFR does not offer incentive pay for a advanced certifications such has ACLS, PALS, Fire Officer or Technical Rescue. Degrees are not recognized either.

- When I applied for training. I have been denied serval times. It is very frustrating to get better at your career when the higher rank officer's doesn't not allowed you to. I was told a few times that I should join a volunteer fire department to get your experience. My mind set is that I already work at a full time fire department my training should come from GFR.

- We are paid very good for a fire department. Unfortunately we are kinda average for an EMS department and on top of that we have some of the highest call volumes in the country. Plus we still have to keep up with our fire responsibilities.

- Although base pay is competitive, there is many opportunities for pay raises outside of being promoted. This leads to members going after promotions before they are ready, just to get paid. There are a lot of outside training events that are missed due to "budget reasons" and not being "part of the job description."

- I am dissatisfied with the base compensation, competitive pay and incentive pay. For the jobs that we do which is Fire Fighting and EMS we should be getting paid more than what another Fire dept in another town gets paid especially when they only do Fire Fighting. Other Fire depts give raises when you get certifications, degrees and such. It may only be a 2% pay raise for getting a degree but if it's towards your line of work it will help you further yourself in the department. When it comes to base compensation it should be higher. The folks that were hired in January will be if they are not already getting paid more than myself and others that have been at this department as long as me. If the base goes up for the new hires then the base should go up for everyone else.

- Although some may say the pay is good, the call volume has steadily increased, staffing has not increased and call load for individuals has increased with no increase in pay. Seeing that GFR is cross trained, I think that our pay should be increased.

- I am currently enrolled in a paramedic program that I am paying for out of my pocket because I was not selected to be compensated by the city. But when I finish, they will expect me to perform as a paramedic and use my skills when I have not received any assistance or compensation for my 500 plus hours of education to become a paramedic. I will not be eligible for the specialist promotion which is thrown in every employees face that we do pay for paramedics for another year. I also paid a thousand dollars to become a swift water rescue technician out of my own pocket because the deputy chief decided he would not sponsor me to become a swift water technician. We are a state task force team who are struggling for member but i had to pay for it out my pocket. Since I have received this cert, they will expect me to deploy and use my skills even though they do not have any money or reimbursement of any kind in my education. Certain individuals get sponsored by our department for any class they wish to take even if they are the lowest on the seniority list. The chief and deputy chief state that these classes are "seniority based" but that is false.
- I think the City of Greenville pay & benefits is pretty much competitive with other cities of its size.
- The benefits provided by the city are fairly good. Just before I was employed, the city changed the retirement to not include medical benefits once retired, even after a full 30 years. Vacation time is earned at a fair rate but you have to plan to take time off a year in advance and often times with the number of picks given, you are not able to even use the time earned. Sick time is also given regularly but employees (depending on how close they are with their respective supervisor) are required to bring in documentation. I was once sent home by my station officer after getting sick at work and later received a call demanding that I bring in documentation for the absence.
- Lack of retirement insurance for new employees is a huge factor in retention. Us older employees have an incentive to stay because of the benefits. New employees can take their time and be nomads with no negative consequences and potentially increasing these benefits.
- There is no compensation for personal ambition and acquiring higher level certifications that the department clearly benefits from and utilizes.
- Getting approved for training through GFR entirely depends on who you are and if you fit their mold you. Time after time we see an individual put in a request for a class and get denied then a different individual whom they "like" and "fits their mold" puts in a request for the EXACAT same class. times and dates and they are approved. We are cross trained for Fire, Rescue and EMS duties and unlike other Fire Departments whom run first responder we do full transport. There are departments throughout the region whom run similar or equivalent services and pay drastically more then GFR does. GFR does NOT give pay incentives for obtaining new credentials or furthering their education. In other departments you may get a percentage pay raise for obtaining different levels of Driver Operator, obtaining a higher EMS certification, or getting a degree. We are constantly told how few Paramedics we have, but yet are ridiculed when asking about offering an incentive such as a slight percentage raise for those whom obtain their Paramedic.
- We should be paid more for the work we do. No one appreciates us until they need us. If the city would bring back longevity than the employees have something to look forward to help pay for there Christmas.

- Most often, only the people who are looked upon favorably by the top management are provided additional outside training and more flexibility with their schedules.
- Many years ago this department was competitive for salaries but over the past few years other departments have stepped up and are really competitive now drawing many of our employees to them. Our health insurance has changed significantly trying to change with what the City thought was projected for Obama Care, however Obamacare has been proven to be very beneficial and now we are stuck with plan options the city does not wish to change back. We do not have options for Vacation time as we used to and the Vacation plan of having to schedule vacations a year in advance is just ridiculous. We used to could pick up or add vacation days if our plans changed and now we are locked with having to swap time. When you are running the busiest units in the city, you do not want to swap time because you can't do 48 hours straight. We used to get raises if an employee obtained a degree when was set by a previous Chief as standing policy however it is not the case now. The requirement for a particular promotion required an associates degree, so I went and obtained this. Upon completion I neither was compensated for the degree and the policy that required the degree for the promotion was opened back up so many others could take the promotional process. I was not promoted. Retirement plan for this department should not be 30 years as 30 years is too long to run all the calls, and do expected training as our department asks us to do. Many of us are overworked to do 30 years of what we do. Some that work here are not, but as you have certain qualifications you are expected to do more than time allows.
- I have made more money while at GFR that I could have ever imagined. The benefits has awarded me the opportunity to take care of my family and myself very very well.
- Flexibility of schedule has decreased due to staffing shortages. The ability to get vacation has decreased drastically due to the decrease in staffing. Open vacation slots are not being filled and people asking for open vacation slots are being denied due to lack of personnel. City paid training has decreased and staffing has been used to deny training opportunities for people requesting. Again, time off benefits are nice; however, due to decreased staffing vacation picks have been limited in the past few years and now waitlist spots along with unfilled spots are not being granted due to staffing shortages.
- I haven't been dissatisfied with the amount of money that I make. However, I recently have become aware that it seems there are places in our state that may be compensating at a somewhat higher level than us. However, I have not done research for myself. Also, it would be nice to see some additional compensation for increased responsibility and education within the same rank. However, the lack of compensation for increased responsibility has not kept me from pushing myself.
- We provide Paramedic care and fight fires. We get paid and run firefighter shifts. If we were an EMS agency we would have 24/72 shifts not 24/48.
- No incentive to obtaining paramedic or degree like other departments.
- I've determined the City does well with pay and benefits compared to other cities. Time off is limited due to increased individuals leaving and overtime concerns. We pick our vacations a year in advanced (which is tough knowing every event a year out). In the past we could put in for open vacation slots and if there was one you were almost guaranteed to get it. Over the past few years this has stopped and now we are forced to get someone to work for us or call out sick.

- Compensation is a BIG issue. The fire department and city gets an absolute steal for the services we provide. Although 83% of our calls our EMS related we are still a categorized as a fire department. This impacts overtime pay as a fire department employee has an average 56 hour work week before receiving overtime. Comparably EMS agencies compensate employees for OT after 40 hours per week. Fire department full-time employees work on average 2912 hours per year where as EMS full-time employees work 2190 hours per year. EMS agencies also compensate employees upon receiving ALS certifications at state level. AEMT makes ~15$/hr and EMT-P ~18$/hr. At GFR there is no immediate compensation for these advanced skills. A FR Officer could be a Paramedic and still be making 13$/hr. Paramedics are in high demand and underpaying them is a major reason for poor retention. A GFR employee can quit the department and work about 800 hours less a year and make about the same money if they have an ALS certification. These agencies may also run a lower call volume than the city of Greenville. This is why ALS providers are leaving Greenville. The city retirement contributes a flat $780 per year to 401K. This is 2.16% for an employee making 36k a year, and less as your yearly compensation increases. This need to be a flat percentage of the employees base salary because right now its an absolute joke. Long term incentives like having your health insurance paid for with a full retirement have been eliminated for new employees. No reason for employees to pass up higher paying opportunities because there are no long term "prizes" that can't be found at any other job. City sponsored training comes with a contract now for any valuable certification, 5 years for paramedic. If the city just paid employees more once they received there training then they would likely retain a lot more of the people.
- We get a good amount of vacation, but due to staff shortages we are unable to use it effectively. All vacation is put in a year in advance and we are not able to pick up a day during the year as the need arises even if you have the time and there are open slots.
- Outside departmental training is a joke. Unless you are an officer, or on the list to be promoted, on the USAR team you are 95% likely not going to attend any outside training. I do not agree with over half of the requirements to become anything over the rank of specialist, but then again we do not have a place on out deployment model for specialist, and we just give away the FR II promotions, the LT and above are the ones that totally agree with whats going on, and will be the first ones to stir the pot to try and get you in trouble just to get a promotion.
- Although we are higher paid compared to surrounding entities, I am what you would describe as a base totem-pole level right now being I am a firefighter/Basic-EMT. However there are some Fire/Rescue I's that make less than I do and they are a NC certified paramedic In which makes up 90% of what this department does and in turn brings MUCH RESPONSIBILITY. I don't believe someone that is doing 10% more than I am doing should be making less than what I am, regardless If they are certified to be an engineer also. As far as the benefits go, I cant complain and haven't seen the full benefit from them yet which can be a good thing. One thing that bothers me as an employee that wants to retire from here, the city now does not offer health insurance after you retire with 30 years of service! As far as the retirement plan goes I believe it is okay but I have much learning to do as far as setting myself up for the future so I cant agree nor disagree just yet.
- Tuition reimbursement is only for the "favored" employees. All other paperwork seems to go missing for the "unfavorable" employees

- Cigna is terrible insurance . you have to spend an hour on the phone after each visit for them to pay.
- I have over 11 yrs. service. I've been close to 9 yrs without a merit raise. A few cost of leaving raises(1% to 2%) but every time you get one the insurance goes up and you lose about $40 or $50 a pay check. It feels like every year my bring home pay keeps going down.
- I appreciate my job and the oppurtunities afforded to me but I also believe the compensation is not accurate to the amount of work we do and calls we run. The new hires are coming out of the Academy making more then the people on shift and I don't believe that should be the case. Evaluations are a joke. Nothing has come from any of the evals I have been apart of even though I scored well.
- I am very happy with my job I would to get the proper raises
- my retirement benefits are better than the newer employees and that's part of their problem, no commitment to stay long term with GFR
- Outside training is very difficult to obtain if not friends with the command staff
- I struggle paycheck to paycheck while I live relatively frugally, when I tell people how much I am paid their jaws drop and they always say wow, I can't believe that's all they pay you guys. From what I understand, to be sent to paramedic course you are required to sign additional contract for another year of employment with the city. While I may stay here on my own will for that time, it makes myself and others feel uncomfortable with going ahead and taking the course.
- Flexibility of schedule. If this means work schedule as in 24/48 shift then I am very dissatisfied. Our leadership has referred to our department as an "EMS DEPARTMENT" however we don't get to work an EMS schedule (24/72) as other local agencies do. If this is referring to flexibility of schedule as in ability to pick up vacation shifts then I am also very dissatisfied. It is almost impossible to get a day off that isn't planned a year ahead of time (due to picking a years worth of vacation at one time). Half way through the fiscal year overtime monies have disappeared due to the complete and total lack of planning from the administration. Whether this be from allowing too many people off on the waiting list during the first half of the year or not budgeting for our high rate of turnover (which they consider to be normal).
- Incentive variable pay = The problem is that you don't get a raise when you achieve a new milestone. In other words, when you make paramedic, you should get a raise. And GFR doesn't do that. Insurance = Our insurance costs have increased and the quality of the product has decreased. Along with the increase in cost, has NOT come a pay raise that adequately offsets this. Thats where the dissatisfaction comes from. City paid training = I go back to my earlier remarks about the lack of D/O program and I would add the Paramedic training to that. GFR has a very high demand for drivers and yet, there is no training program in place to ensure the success of the employees in this area. Additionally, we are hard pressed right now for paramedics, yet there is not a single person employed here that is currently enrolled in the PITT Community College's Paramedic Program. And only a handful of employees were awarded the opportunity to attend the Edgecombe program that is currently going on. And others have had to go to Beaufort CC for their program and I hear that they are not being compensated for their time. Thats not good. Something has to change in this regard.
- GFR needs to do away with the employment and training contracts...employees who need to leave and want to leave stay due to not monetary commitment...those who want train while

being supported by the department don't...this causes employees to go to the training on their own causing bitterness from a lack of compensation and a utilization of skills

- I'm not satisfied with the the health insurance because I lose it upon retirement, I'm not satisfied with the incentive for pay because the incentive is very specific and sometimes difficult to obtain, I'm not satisfied with the training because I have not ever been sent to any class that I have applied for, their is now a contract for many of the trainings that I would like to go to, and it is simpler to just send myself honestly.
- With the lack of personnel on shift, the opportunity for extra training is virtually non existent. It is extremely difficult to get training due to lack of staffing, lack of overtime budget available and people not wanting to swap time due to them not wanting to spend any extra time at that they don't have to.
- with the current loss of employees vacations are not offered or denied on request for individuals that have been moved to other shifts to support the department.
- There should be pay for people getting EMS certifications such as medics that would lead people to getting certs. There more and higher trained people should get paid
- I put that i am dissatisfied with my base compensation due to having to ride the squad truck. We do three times the work as other people in the same rank yet we get no extra compensation for it. Our benefits have gotten worse every year yet our cost for it continues to go up.
- Schedule is not flexible, but ability to do shift swaps is a plus. As far as time off benefits go, the vacation earned is nice, but because of staff shortage (which is no fault of the average employee) sometime we are not granted the time off.
- The city is pretty competitive with its pay, and very competitive with its benefits. However, due to the surge in attrition over the last few years, it is become nearly impossible to get vacation time if it was not initially picked due to the staff shortages (we pick our vacation one time for an entire year). The low score on incentive pay is because it does not exist. The only way to make a higher salary is to get a promotion in which the promotional processes seem to have become somewhat "handed out" versus being earned. In other words, an EMT-Basic makes the same pay as an EMT-Paramedic unless the Paramedic is able to obtain the rank of "EMS Specialist" (even thought the Paramedic has gone through many hours of training and benefits the department and city much more than the basic). The same is true with driver/operators. A person who can operate every apparatus in the department is paid the same as someone who cannot operate anything, even though they have put in many hours of training, check offs, and assume the extra responsibility to become driver/operators. They do not recieve any extra compensation however, until they obtained the rank of "Fire Rescue II".
- Vacation time is so closely regulated by my supervisor that it's hard to get time off unless it is scheduled a year in advance.
- Benefits have decreased over the years and cost has gone up. Raises have been non existent for the 7+ years before that. City Tution Reimbursement normally runs out of money towards the end of the budget year leaving the burden on employee to continue thus leaving a question on if they must skip a semester. No incentive for further education except the possibility of a promotion years down the road. City paid outside training is somewhat useless due to having to work additional mandatory days and not have time off. Vacation time can only be picked one

time a year and if additional days are needed, they are not approved if mandatory employees are pulled even though slots are open.

- None
- Benefits are good, but there is always a cost increase if there is a raise. That makes our taxable income go up, and insurance increase, sometimes resulting in a net loss.
- dissatisfied with city paid training because most of the time you are not granted out side training that you will be given time off or compensated. I personally was declined by my battalion chief for an outside training. I was requesting one shift day off for a swift water rescue class. I was going to pay the expenses for the class and no lodging or meal plan was needed. When I asked why my request would not be sent up for approval I was told that "There is no reason for you to take this class when two other people from you're shift are already taking this class". I feel as if consideration for my career development and goals were not taken into account because other people were already doing this. By the way we have a swift water rescue team at GFR.
- After several requests for multiple different training opportunities, have only been approved for 1 training
- The compensation during these last years has been stable but no significant pay increases and the merit program has been gone for years. Pay is only a temporary fix for people's job satisfaction.
- Can't take additional vacation days due to understaffing. Other shifts are able to allow more off than mine.
- Everyone would always like more money. I would say that it doesn't help to get a raise and then insurance go up the next 6 months for which offsets the raise. Retirement benefits are a anchor that hold people to a job. When the city changed the retirement benefits a couple of years ago the city lost that anchor to retain long term employees.

Leadership (Q27-32)

Table 22: Q27. How effectively are you and your immediate supervisor able to work together?

How effectively are you and your immediate supervisor able to work together?		
Answer Choices	Responses	
Not at all effective	0.90%	1
Not so effective	9.91%	11
Somewhat effective	32.43%	36
Very effective	33.33%	37
Extremely effective	23.42%	26

Q28. Please select a management style that best matches each rank listed based on your personal experience and opinion. Leadership style definitions all assume actions taken by leaders in non-emergency situations.

Table 23: Q28. Please select a management style that best matches each rank listed based on your personal experience and opinion.

Please select a management style that best matches each rank listed based on your personal experience and opinion. Leadership style definitions all assume actions taken by leaders in non-emergency situations.					
	Chaotic /Permissive, Clear standards or direction rarely provided, passive or reactive communication	Participative / Democratic – employee input in decision making, delegates, team focused, proactive	Authoritarian – seeks feedback but makes decisions, persuades, paternalistic, little delegation	Directive – unilaterally makes decisions, motivates by threat or discipline, top down communication,	Don't know, not enough contact to have an opinion
Immediate supervisor's management style	11.01% 12	63.30% 69	14.68% 16	8.26% 9	2.75% 3
Station Officer	9.52% 10	61.90% 65	14.29% 15	7.62% 8	6.67% 7
Battalion Chief	14.81% 16	26.85% 29	31.48% 34	22.22% 24	4.63% 5
Deputy Chief	8.26% 9	14.68% 16	7.34% 8	56.88% 62	12.84% 14
Chief	13.64% 15	17.27% 19	8.18% 9	45.45% 50	15.45% 17
GFRD Management Overall	13.89% 15	13.89% 15	23.15% 25	43.52% 47	5.56% 6

Table 24: Q29. Please rate how satisfied you are with your immediate supervisor for each of the following:

Please rate how satisfied you are with your immediate supervisor for each of the following:					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Trust with employees	18.02% 20	43.24% 48	14.41% 16	18.02% 20	6.31% 7
My personal relationship	20.91% 23	44.55% 49	20.91% 23	9.09% 10	4.55% 5
Respect for my ideas	23.42%	44.14%	16.22%	13.51%	2.70%

	26	49	18	15	3
Feedback about my job performance	19.82% 22	45.95% 51	16.22% 18	17.12% 19	0.90% 1
Recognition of effective employee job performance	20.72% 23	36.04% 40	21.62% 24	14.41% 16	7.21% 8
Frequency of communication	21.62% 24	46.85% 52	15.32% 17	14.41% 16	1.80% 2
Communication of organization goals and strategies	18.92% 21	35.14% 39	24.32% 27	13.51% 15	8.11% 9

Q29. Thirty-one comments were made in response to Q29 regarding satisfaction with supervisors on various activities. The content analysis of these comments follows in Table 25.

Table 25:– Content analysis of comments regarding satisfaction with immediate supervisor

Comment	*Count
Organization	
Organizational goals are always changing	2
Station officers change frequently	1
Leadership	
Supervisor listens to feedback or questions	4
Some supervisors better than others	4
Good relationship with supervisor	4
Supervisor respects employees	3
Supervisor not trusting	3
Station officer does not support or respect employees	2
Station officer unable to lead due to micromanaging of upper management	1
Supervisor gives constructive feedback / teaches	1
Supervisor praises successes	1
Supervisor does not reprimand employees when needed	1
Supervisor does not take criticism well	1
Supervisor does not listen to feedback	1
Not all employees held to the same standard / required to follow rules	1
Battalion Chief blindly follows Chief & Deputy Chief	1
▇▇▇▇▇▇ is a good leader	1
Chief and Deputy Chief do not interact with employees	1
Battalion Chief good	1
Deputy Chief is a bully	1
Supervisor does not train	1
▇▇▇▇▇ is ineffective	1
Upper management violates employee rights by openly sharing issues	1
Battalion Chief micromanages	1

Other	
Immediate supervisor is station officer	6
Immediate Supervisor BC Horne	1
Understanding my role and responsibilities are key to success	1
Assuming this is below the station officer level, and at the EMS specialist level.	1

Full Responses (31)

- This is my immediate supervisor as in my station officer.
- Immediate Supervisor is a BC
- Immediate supervisor being station officer
- My immediate supervisor is my station officer. Station officers are often unable to lead their stations due to micromanaging but my station officer leads a good crew and the professional relationship is of mutual respect.
- My Lt. respects each and everyone of us. My Lt. also gives feedback and also works with each of us to help us learn more and to become better at each and everything we do.
- He does a decent job of recognizing employees who do a good job, but also does nothing to individuals who have caused trouble and refuse to do their job to any extent. It is always well nobody has told me this is going on when there has been multiple people who have addressed this issue and nothing will ever be done about it.
- no issues. I have many more years experience and he is open to suggestions and listens as a supervisor should. We get the job done.
- Not very trusting and is very certain of himself. He does not take criticism well, even when he is in the wrong.
- I have recently had a change in station officers. My previous officer would not have scored nearly as well as my previous officer.
- I'm a Senior man so my officer and Battalion chief respects my thoughts and decisions I have.
- Organization goals and strategies are a constantly moving target.
- Understanding my role and responsibilities are key to success
- Please note that immediate supervisors (station officers) change frequently. In the past evaluation cycle (1 year) I have had three different station officers.
- I have a good relationship with my immediate supervisor
- My Lt and I along with the statements I've heard from others don't exactly get along. He does not like change and is not welcoming to new ideas
- Not all empolyees are held to the same standard and do not follow all the policies that are in place.
- My immediate supervisor would be my Battalion Chief. I like him personally but he is a robot using upper management rhetoric. Comment summarized bc of identifying information: There have been several incidents when others were doing wrong or unethical things and senior leaders allowed it or participated. Walks around with blinders and only sees what wants to see.
- Immediate supervisor is station officer
- I have known Chief ███ for my entire tenure at GFR. He is a great Battalion Chief who does a difficult job on a daily basis. I have been impressed with his trust in me and also in his leadership

style allowing me to make decisions and also challenging me to look frequently at "the bigger picture."

- Immediate supervisor would be station officer. Some station officers have a good working relationship with fire fighters. A few are trying to get promoted so they run back to the chief with every little problem.
- An "S" needs to be added to the word supervisor. Since there are multiple supervisors involved throughout the day. I have no problems with any of the white shirts that work on shift. Today alone, I have had a Captain and a Lieutenant in charge of the firetruck I am assigned to. I have had contact with the Squad Lietuenant as well. No problems with any of them. I could easily go to any of the 6 stations and have no problems with the immediate supervisors I would encounter. As for the Chief and Deputy Chief, they simply don't come around. I have very little interaction with them on a daily basis. And for the most part I wouldn't expect to. It would be nice if every once in a while, they showed their faces at each fire house and maybe came through with some lunch or dinner and spent some time with the crews. It would help boost morale overall if this happened. But it doesn't, and if it did at this point, it would be perceived as not being genuine, because of what has been happening. In recent weeks and months, there has been an increase in " Thank you Emails" as well as public displays of interest in situational happenings, and the general impression that I have is that this is nothing more than a response to the East Carolinian Articles which have been coming out lately.
- Goals are guessed at best
- I respect my battalion chief immensely and feel he is the best battalion chief in the department, I feel that our Fire Chief is too vague and reactive and ineffective, Content summarized bc of identifying information: concerns expressed about other senior leaders by name. I am extremely dissatisfied with my current station officer, especially since I just came from one who I say is the best station officer I have ever had. I do not feel as though my station officer does anything for me, and everything for his own benefit.
- Station officer is known for speaking behind employees backs. Is unable to handle situations without becoming flustered and aggressive towards the employees. Has little to no respect from anyone stationed with him.
- My station officer is who I consider my immediate supervisor and he always takes imput from the group and works as a team.
- There is little to no trust between myself and my immediate supervisor. Has not heeded any of my requests to work with me on sharpening my skills as a potential future leader.
- Currently, I have an excellent immediate supervisor (Lieutenant) who has experience, seeks input from his employees, not afraid to admit faults and leads by example. This is a case by case basis. 6 months ago my answers would have been much different.
- Chief ████ lacks the innate abilities to be an effective supervisor.
- Assuming this is below the station officer level, and at the EMS specialist level.
- Trust is #1 failure. Both personal and personnel problems have been shared by upper management in open environments and violates the employees rights.
- My direct communication with my battalion chief is not bad. He is a micromanager by design from the current leadership. He is scared to let anyone other than himself make a decision due to the level of scrutiny he is under.

Q30. Please rate how satisfied you are with your station officer for each of the following:

Table 26: Leadership – Q30: Satisfaction with station officer about multiple variables

Please rate how satisfied you are with your station officer for each of the following:					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Trust with employees	19.82% 22	46.85% 52	18.92% 21	9.91% 11	4.50% 5
My personal relationship	21.62% 24	45.95% 51	22.52% 25	7.21% 8	2.70% 3
Respect for my ideas	20.00% 22	44.55% 49	23.64% 26	10.00% 11	1.82% 2
Feedback about my job performance	21.62% 24	40.54% 45	24.32% 27	12.61% 14	0.90% 1
Recognition of effective employee job performance	21.62% 24	38.74% 43	23.42% 26	11.71% 13	4.50% 5
Frequency of communication	21.62% 24	47.75% 53	22.52% 25	7.21% 8	0.90% 1
Communication of organization goals and strategies	17.12% 19	41.44% 46	22.52% 25	11.71% 13	7.21% 8

Q30. Twenty-nine comments were made in response to Q30 regarding satisfaction with the Station Officer on various activities. The content analysis of these comments follows in Table 27.

Table 27:– Content analysis of comments regarding satisfaction with the Station Officer

Comment	*Count
Organization	
Organizational goals unclear	3
Station officers change frequently	1
Leadership	
Supervisor listens to feedback	2
Supervisor knowledgeable	2
Lt is a great supervisor	1
Supervisor professional	1
Supervisor respects employees	1
Supervisor does not support employees	1
Some supervisors better than others	1

Supervisor does not trust employees	1
Supervisor not effective in high-pressure situations	1
Other	
Immediate supervisor is station officer	6
Not applicable	6
I am the station officer	2
I am the Battalion Chief	1
I am a station officer. Answers are based on my previous station officers that I had.	1
I am a station officer, but when I had one I trusted most of them and communicated well with them.	1
I am currently a station officer. I took a voluntary transfer downward from battalion chief in 2016. I was skipped down to Lieutenant so I would not be in a position to go back to battalion chief if something in leadership changed.	1

Full Responses (29)
- Station officer is immediate supervisor
- My station officer is my immediate supervisor
- To add to my last question. My Lt. is a great communicator and gives great feedback. My Lt. makes sure that we accomplish our goals and even more.
- Does not apply
- no issues. I have many more years experience and he is open to suggestions and listens as a supervisor should. We get the job done.
- Very knowledgeable in most aspects of our job. He seems very focused and maintains a professional demeanor at all times.
- Get along fine with my station officer because he expects certain tasks from me and he respects my decisions I make
- My immediate supervisor and station officer are the same person.
- I am the Station Officer
- I am the B/C
- Please see above.
- Please note that immediate supervisors (station officers) change frequently. In the past evaluation cycle (1 year) I have had three different station officers.
- My station officer is also my immediate supervisor
- I am a station officer. Answers are based on my previous station officers that I had.
- Not applicable to me
- N/A to my current rank & experience
- I am a station officer, but when I had one I trusted most of them and communicated well with them.
- N/A
- Don't answer to Station officer
- Communication of organization goals and strategies is very low due to that individual not knowing.
- I think my immediate supervisor and my station officer are one and the same.

- Goals are guessed at
- Communication of organization goals and strategies. According to my supervisor this is hard to do as the strategies of the department change daily. Administration is very reactive instead of proactive.
- I do not like my station officer as I have made readily aware in previous comments.
- My station officer and immediate supervisor are the same person.
- My answers are the same for 30 and they are for 29 as my current immediate supervisor is my station officer/Lieutenant.
  - Currently, I have an excellent immediate supervisor (Lieutenant) who has experience, seeks input from his employees, not afraid to admit faults and leads by example. This is a case by case basis. 6 months ago my answers would have been much different.
- I am the station officer.
- Tries to be you're friend but talks about you behind you're back to other employees. When ever he is put into a situation were he does not know what to do or "the pressure is on" becomes very erratic and starts fussing and cussing at employees. Always feels as if every one is out to get him. Has no trust with his employees.
  I am currently a station officer. Content redacted bc of identifying information.

- Due to my rank, I do not have a station officer

Q31. Please rate how satisfied you are with your Battalion Chief for each of the following:

Table 28: Leadership – Q31: Satisfaction with Battalion Chief about multiple variables

Please rate how satisfied you are with your Battalion Chief for each of the following:					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Trust with employees	13.51% 15	27.03% 30	22.52% 25	27.03% 30	9.91% 11
My personal relationship	15.32% 17	33.33% 37	28.83% 32	12.61% 14	9.91% 11
Respect for my ideas	13.51% 15	25.23% 28	28.83% 32	19.82% 22	12.61% 14
Feedback about my job performance	13.51% 15	32.43% 36	27.03% 30	14.41% 16	12.61% 14
Recognition of effective employee job performance	14.41% 16	25.23% 28	31.53% 35	13.51% 15	15.32% 17
Frequency of communication	14.41% 16	27.93% 31	30.63% 34	17.12% 19	9.91% 11

Communication of organization goals and strategies	14.41% 16	27.03% 30	23.42% 26	23.42% 26	11.71% 13

Thirty-one comments were made regarding satisfaction with the Battalion Chief on various activities. The content analysis of these comments follows in Table 29.

Table 29: Content analysis of comments regarding satisfaction with the Battalion Chief

Comment	*Count
Organization	
Micromanagement style forced on BCs by upper management	3
Organizational goals are constantly changing / non-existent	2
Did not receive merit raise despite increased education and rank	1
BCs are just trying to stay on the Chief's good side to avoid being demoted	1
BC constantly being bullied by upper management	1
Battalion Chief's Leadership	
Micromanages	6
Trusts and respects employees	2
Not open to alternative ways of doing things / His way only way	2
Have decent relationship with B/C / few negatives to raise	2
BC doesn't seem comfortable with job parameters / lacks leadership skills	2
BC does not respond / want to communicate with "privates"	2
Did not take time for proper annual evaluation	1
Listens to employees	1
Does not micromanage	1
Safety issues raised were met with data analysis and training instead of concern	1
███ great at acknowledging employee successes	1
███ takes time to ensure face-to-face interaction with employees	1
███ trusts his employees	1
███ challenges his employees to "look at the bigger picture"	1
███ is a great BC	1
███ is honest and fair	1
BC is best in the department	1
Has not provided the schedule needed for required training/testing	1
Professional relationship with BC	1
Chief Nichols openly spoke negatively about subordinate	1
Does not trust employees	1
Other	
Not applicable	5
I am the B/C	1
.	1

Full Responses (31)

- Did my 2016-17 evaluation in less than 5 minutes and just put "meets expectations for every catagory" and also cost me a merit raise. In the same year I finished my Associate's Degree, Fire Officer I, Fire Instructor I, Level 1 and 2 Driver Operator and was Promoted to Specilist. Also, was asked to ride the Squad due to my skills and leadership.
- I believe my BC trusts each and everyone of us to our jobs to the best of our ability.
- Does not apply
- He believes his way is the only way. He also believes he can do everything better than anyone else and believes everything can be done in just a few minutes, not realizing many things takes time. He is not up on things as he thinks he is and is not aware of daily operations as he should be, however he has only been in this position a few months so he has to gain experience. I'd like for him to listen and understand there is more than one way or his way to do something.
- Wants to micromanage every aspect of everyone's job instead of letting trained individuals perform the duties of their given role. Often seems to have separate priorities when it comes to performing job duties.
- Hard know goals because they change the order of priority so often.
- My battalion Chief is a very good guy. He try to listen to his men and he try to help them in anyway he cans. He the best out of all 3 shifts and he has trust in his men and he respects most. He doesn't micromange his men.
- I am the B/C
- I feel I have a decent relationship with my Battalion Chief. However, I would like to see him cast a better vision for our shift and to promote ownership with a little less micro-managing.
- Not applicable to me
- N/A to my current rank & experience
- When I brought up concerns some of them being safety issues with lack of sleep. I was met with data analysis and more training instead of immediate concern for myself and my crews.
- N/A
- Chief ▮▮▮ is great at recognizing individuals and acknowledging their good deeds and hard work on a daily basis. Plenty of face to face interractions and almost always stops by the station at least one time every shift, whether for work purposes or just for opportunity to have cordial conversation.
- see above
  - I have known Chief ▮▮▮ for my entire tenure at GFR. He is a great Battalion Chief who does a difficult job on a daily basis. I have been impressed with his trust in me and also in his leadership style allowing me to make decisions and also challenging me to look frequently at "the bigger picture."
- Chief ▮▮▮ is a great example on what a good officer looks like. Honest , Fair, and has a heart for Greenville Fire Rescue
- They are doing what ever they can do to keep from getting demotted. Its like they will do what ever to stay on the chiefs good side.
- I have very little to say in the negative about my Battalion Chief

- My only real complaint in regards to my current Battalion Chief is that I do not feel as though he has made the appropriate arrangements to get me off of the squad truck and onto an engine, any engine, for consecutive days, so that I may properly train to be tested for the D/O assessments that I need to complete. But this may not be his fault. I really don't know. As for my personal relationship, I do not have a personal relationship with my BC. We do not hang outside of work. When we do see each other at work, I try to keep it professional.
- No goals
- I feel that I have the best battalion chief in the department and am sad to see him retire.
- BC doesn't seem to be comfortable within his job parameters. Gets flustered very easily. It is well known that he is intimidated by his superiors and gets bullied by them constantly.
- Have sent my battalion chief emails on multiple occasions with no response at all. On one occasion my battalion chief sent my station officer an email asking why a "private" was sending the battalion chief an email.
- I believe a lot of the issues I have with my Battalion Chief are a direct result of the micromanagement he face from upper management. That being said, the majority of the station officers are not typically allowed to truly run their station as should be the case. There is very little interaction between the "privates" and the BC.
- I have frequently witnessed my battalion chief speaking negatively about his subordinate in mixed company. I have had closed door meetings with him requesting him to come directly to me about my performance rather than gossip about me. (Nichols)
- Battalion Chief does not know what he is doing. He will always be right no matter what. Assumes that since he is Battalion Chief he knows everything. Lacks leadership skills. Will not take into considerations employees ideas or thoughts. Will not back his employees in any situation. Will automatically write people up for minor things that could be solved differently to "cover his butt". No trust or confidence in or with his employees.
- The BC's for the most part micromanage based on what the overall executive level wants done. Little leeway is given for the station officer to do his/her job.
- Due to my rank , I do not have a BC
- Micromanagement that is forced on him from upper echelons.
- Current BC is a micromanager who is sometimes not capable of making a timely decision.

Q32. Please rate how satisfied you are with your Senior Leadership (Deputy Chief/ Chief) for each of the following:

Table 30: Leadership – Q 32: Satisfaction with Senior Leadership about multiple variables

Please rate how satisfied you are with your Senior Leadership (Deputy Chief/ Chief) for each of the following:					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Trust with employees	12.61% 14	9.01% 10	11.71% 13	32.43% 36	34.23% 38
My personal relationship	15.32% 17	16.22% 18	27.93% 31	18.92% 21	21.62% 24
Respect for my ideas	15.45% 17	12.73% 14	26.36% 29	24.55% 27	20.91% 23
Feedback about my job performance	15.32% 17	14.41% 16	19.82% 22	23.42% 26	27.03% 30
Recognition of effective employee job performance	14.41% 16	12.61% 14	17.12% 19	22.52% 25	33.33% 37
Frequency of communication	13.51% 15	14.41% 16	10.81% 12	24.32% 27	36.94% 41
Communication of organization goals and strategies	13.51% 15	15.32% 17	13.51% 15	20.72% 23	36.94% 41

Q32. Thirty-five comments were made regarding satisfaction with the Senior Leadership (Chief/Deputy Chief) on various activities. The content analysis of these comments follows in Table 31.

Table 31: Content analysis of comments regarding satisfaction with the Senior Leadership (Chief/Deputy Chief)

Comment	*Count
Organization	
Organizational goals / vision for the future not shared with employees	8
DC & Chief have pushed out good employees	4
DC & Chief do not have the best interests of employees, the job, or the city as their priority	2
I trust that the DC & Chief have the best intentions for the department and city	1
DC promoted without adequate experience	1
Communication	

DC & Chief do not interact / communicate with employees	7
DC & Chief do not listen to feedback / ideas	6
DC & Chief intimidate / threaten / bully employees	5
DC & Chief only started recognizing and thanking employees after DA surveys / articles	5
DC & Chief belittle / berate employees	4
DC & Chief ignore / walk past employees without acknowledgement	3
Recognition of job performance could be improved	1
Leadership	
Employees do not trust DC & Chief	4
DC & Chief nepotistic	4
DC & Chief Promote backstabbing / "tattling" among employees	3
Like it or leave leadership style	3
DC & Chief do not care about / respect / support employees	3
Employees frequently retaliated against when issues are brought up	2
Good working relationship with DC & Chief	2
I have personally had no problems with the DC & Chief	2
█████ has shown great leadership while being stabbed in the back by employees	1
DC & Chief do not trust employees	1
DC & Chief feared	1
DC & Chief are not effective leaders	1
Other	
As it is said, "everything flows downhill". Therefore both good and bad behaviors (etc) will follow this path.	1
I have a Chief or Deputy Chief?	1

Full Responses (35)
- tells about what is going on, does not share future plan or accept criticism, if anyone tries to give anything even constructive they are viewed as an enemy and retaliated against for years to come
- It's sad when it took the Developmental Associates coming out to each station and then these surveys for the department to get recognitions here recently. All of a sudden we started receiving constant emails thanking us for all of the hard work we are doing and for making things run smoothly on busy shift days that involve 5+ standbys/events. When either the Deputy Chief or Chief do come by the stations they are trying to be intimidating towards all of the employees. Yes they are at the top of the officers m, but they should come out and interact with the employees more. Carry on conversations that bring laughter amongst everyone. Not conversations where they are constantly trying to get someone in trouble. Making threats towards employees about changing our 24 hr shifts to 12 hr shifts need to be stopped.
- No one trust these individuasl at all. They have never recognized anyone for job performance until these articles have surfaced. They lead with threats and scare tactics which is no way to get respect or recieve a good following. They promote backstabbing, tattle tales, and throwing people under the bus to make certain people look best in their eyes. These peopel have alwasy been lazy and just poor employees but now they are "model employees" because of who we have as our chief and deputy chief.

- With the many issues going on in our department, I can see why one would feel he can't trust others. I personally have a great working relationship with them, however I can see room for improvement in many areas. I have many years experience and see many things that happen from supervisors to subordinate and I think my ideas, concerns, and feedback for many things should be listened to. I believe they do not really know the many things we have to tolerate as more and more is added on to us and recognition of job performance can be improved upon. I believe I could help disseminate many problems if I knew more of the organizations goals. And if they say we know them or they have to do with the agenda for accreditation, we need a more realistic and detailed agenda for goals. I believe I could help if I knew what goals and strategies were and if my ideas of what I see were listened to.
- It has been stated many times that all of our employees are performing poorly, nobody has any ideas good enough to be considered and whatever you did or you're doing, you are wrong. Bullying, belittling and making an active effort to lower employee morale is a common occurrence. Saving lives and property is the reason most employees are with this department but has never been a priority of the department leadership.
- There is no trust running in either direction.
- We rarely see either of the two and there is an overall intimidation that prevents any communication with them.
- Our Chief and DC do NOT have the majority of the employees trust. Comment summary: Perception that senior leaders favor others in promotional process and that to be promoted one must be part of inner circle. Perception that Senior leaders avoid contact with some employees. I will say that since this investigation began he has been seen mingling with employees in the truck bays a lot more; but is it too little too late...
- They don't communicate with anyone unless they are trying to find out information on someone else. The deputy chief is every quick to be little someone to make himself look better
- As it is said, "everything flows downhill". Therefore both good and bad behaviors (etc) will follow this path.
- We have a great and respectful working relationship
- There has been no communication on goals or objectives. In fact there have been instances where the Chief has addressed the shift and alluded to "big changes" but he isn't going to let everyone know now. It is constantly the feeling of hiding information to gain power. I have been present when the Chief berated the Battalion Chief for his inadequacies in front of the entire shift. Since this evaluation process has begun there have been more recognition emails sent than I remember in the year prior. I have received no feedback on my performance from the chief or deputy chief.
- I have a hard time ranking Senior Leadership because I have never had negative interactions with them personally. However, I feel they could do a better job of vision casting for the department and of promoting ownership and autonomy.
- Little to no communication from the top. Info is need to know basis only. Most conversations take placed through chain of command not direct person to person.
- I trust that the Chief & Deputy Chief have the best intentions for this department & the City and that they make decisions based on how much impact the outcome will have on the effectiveness of the dept.

- Comment summary reflects lack of respondents respect toward senior leaders and lack of trust in motivations. Concern over departure of other senior officers.
- Almost non-existent relationship. First year or two I remeber a couple station visits every now and then, but the last two years I can't recall a single time. Until all the bad publicity from the East Carolinian almost no emails of recognition to individuals for their accomplishments or efforts. Since the East Carolinian ran reports a couple emails have come out offering appreciation but now it doesnt seem genuine due to timing and current happenings. Seems more like trying to save face at this point. Might have responded lower to a few of the questions if I had actually had an opportunity to express my ideas to them, but from what I recall when the squads were introduced senior management was extremely dismissive of ideas or other ways to deploy EMS services.
- feared
- ███████ has shown great leadership during this back stabbing mess he has had to face for years. Mostly from the same guys. The guys are out of hand this mess has gone on too long .
- MY WAY OR THE HIGHWAY. If you don't like it get out. thats the way they talk to people and thats way we keep losing people. They treat people different. The Chief goes drinking with certain people in the department and tells them what his plans are. He speaks to certain types (?????) of people but will walk buy some and ack like is on the phone or something to keep from speaking. The Chief has destroyed the trust and morale of this department. And I don't think he cares.
- I personnelyl have never had troubles i do my job and i go home
- As I have previously stated, there is very little communication with both the Chief and DC. I believe the lack of response to recent accusations in the newspapers and TV is proof of that. They are mute. They don't come around. What little communication there is typically happens through Email and the occasional teleconference. I do not have a personal relationship with them and I really don't want to. We have very little in common outside of this job.
- I have a Chief or Deputy Chief?
- I have never heard either of the senior leaders talk about anything positive or commend employees. When I see them they are extremely aloof. Fire chief has walked past me before and ignored my good morning to make small talk to an employee who I was hired with
- Comment Summary – concern that senior leaders are not effective and that department is less effective. Concern that turnover is because of senior leaders. Wants to be leading standards as a department and fears falling behind.
- Comment Summary – concern that intentions of senior leaders are not for employees well being. Concern over behaviors perceived as negative towards employees. Concern that turnover is related only to leadership.
- Comment Summary: Concern that senior leaders are main issue. Fear that report will not result in change. Believe that senior leaders are not supportive of speciaty rescue staff.
- No Direction Or Vision portrayed to employees
- Comment Summary: Senior leaders perceived not to be interested in ideas of others.
- Often times, decisions are made by senior leadership without the employees having any knowledge of a pending change. They say they have an open door policy for communication, but retaliation is often feared if we have concerns about certain issues.

- I have never worked for an organization where the upper management cares so little for its employees than this department currently does. We are typically scolded much more than we are ever praised. Ideas from employees are frowned upon. Management seems completely non-approachable and seems to "rule with an iron fist" rather than leading by example.
- They haven't done a good job with explaining the departments future vision of our deployment strategy.
- Content Summary: Concern that senior leaders do not communicate with lower level employees nor care about their ideas. Concern that favoritism is shown in promotions. Concern that employees have been invited to leave and work at McDonalds if they are unhappy. Concern that turnover not seen as a problem because of senior leader perception that positions can be filled easily.

Communication (Q 33-28)

Q33. I have a clear understanding of my organization's vision.

Table 32: Communication – Understanding of organization's vision

I have a clear understanding of my organization's vision.		
Answer Choices	Responses	
Strongly disagree	21.82%	24
Disagree	27.27%	30
Neither agree nor disagree	16.36%	18
Agree	19.09%	21
Strongly agree	15.45%	17

Q34. What are specific methods you would like to see for employee recognition?

Table 33: Content analysis of comments regarding ideas for employee recognition

Comment	*Count
Organization	
Pay-Based / raises, incentives, bonuses, market based, sleep time	37
Employee recognition events / continue awards ceremony, increase merit consideration in awards, expand reasons for awards (e.g. beyond cardiac saves), yrs of service recognition	16
Recognition during staff meetings / morning roll call	5
Merit-based promotions / training opportunities	5
Small gifts / gift cards / meals	3
Any type of recognition / anything is better than current	3
A lot of employees do not participate in current recognition events	3
Better benefits / retirement plans	2
Employee of the month	2

"Full complete job performance evaluation of all employees as it pertains to their job description, once these job descriptions are wrote or re-evaluated Split the department in two divisions, Fire and EMS"	1
Holiday / vacation time	1
Being told what the organizational goals are	1
Something specific to each person	1
A more positive team-based environment	1
Point system like Recognize Core	1
Communication	
Verbal recognition or praise / positive reinforcement (good job, thank you, etc)	25
In-person interaction / Something more than an email	12
Handshake or pat on the back	5
Recognition for educational accomplishments	4
Recognition emails only started after DA surveys / articles	3
Upper management listening to the ideas or feedback of employees	1
Leadership	
Less nepotism	6
If recognition were started now it would not seem to have meaning due to source / timing	2
Respect for employee's skills enough to not micromanage	2
Less punishment and retaliation from upper management	2
Administration should recognize and appreciate dedicated employees	2
Utilize employees' skills regardless of personal vendettas	1
Administration should reach out to employees who are sick/hurt or who have family members who are	1
Other	
Not sure	4
N/A	4
None needed, it's just my job, unless actions are truly above and beyond	2
I'm satisfied with current methods	2
?	1
EMS	1
No opinion	1

Full Responses (110)
- Any type of recognition.
- Utilizing employee's skill regardless of personal vendettas
- pay incentives
- Recognition for educational accomplishments as well as monetary compensation for such.
- Bring back service award recognition (celebration/party) with 20+ years that was done in the past

- I don't need recognition for doing my job. Recognition should be reserved for actions above and beyond. With that said, the upper-management occasional saying good job wouldn't hurt.
- For me, I didnt come in this line of service expecting a pat on my back for everything "good" thing I do. It's my job, just as I serve in the USMC I don't look for recognition, I do it because my heart is in.
- Only recognition is the city program for years of service, and the awards ceremony once a year everyone views as a joke because certain people who have to go to every code but do not help much get the same recognition as the ones doing the work
- Incentive pay for GFR
- A simple "good job" being voiced. Lately the Chief has been sending via email employee recognition(s) which is very rare. These emails are sent department wide with the city manager being carbon copied. This is very out of the ordinary and seemed to initiate upon announcement of this "study".
- ?
- I'm not sure at this point. Basic "good job" now seems condescending or used just to say that they recognized. No meaning behind it.
- Incentives, bonuses, verbal recognition, personal one on one recognition, an employee recognition event
- EMS
- not sure
- Respect to do the job without being micromanaged would be great recognition - recognition of ones skills, knowledge, and experience.
- Verbal or monetary recognition.
- i would like to see this methods change from just sending an email to a little more than an email.
- Give raises based on accomplishments like degrees, certifications and such. Give more praises for the hard work that we do.
- Continue awards ceremony and recognition during staff meetings
- Increase pay Job incentives Better benefits, retirement plans Full complete job performance evaluation of all employees as it pertains to their job description, once these job descriptions are wrote or re-evaluated Split the department in two divisions, Fire and EMS
- I like to just see good job or pats on the back so to speak. Also, give employees who are deserving the recognition they deserve. People who can perform job duties receiving promotions not just because the chief likes using them as a rat. Give the guys who work hard every day the raises they deserve not to people who only work hard during promotional processes or during evaluation time.
- Merit increases when an employee has completed and performed many items within a year pertaining to their job.
- Just Thank you or small gift.
- Compensation or award based recognition for education, certification or training accomplishments. Acknowledge and encourage involvement in ancillary, non-mandatory activities (e.g. USAR, Academy Instructors, etc.)
- As always, a simple acknowledgement will do

- I would like to see a formal employee recognition program aimed to reward employees formally either in terms of bonuses or awards handed out at the month of a time cycle.
- More personnel interaction.
- Make selections for outside training and promotions based on employee job performance would be a great start.
- In person. There are periodic emails sent but there is no personal relationship with leadership and the majority of the shift personnel. A personal we got great feedback from_____. would show a level of care for employees appreciation.
- There is very little positive reinforcement in the department. I think that there are some good people in the department that consistently perform at a high level and they deserve praise for it as well as better financial compensation for the job they perform.
- Simple public recognition for "above and beyond" actions from employees in front of our peers. Timely and accurate years of service recognition. Not getting a tiny plastic trophy 8 months late. Opportunity to win holiday and/or vacation time. Win catered dinner for station for major achievements or actions.
- What there plan is. The chief told us one time he was excited about where the department will be in 18 months but didn't bother to tell us what that when we are the ones doing the job to make this department look well.
- Eliminate the punishment and retaliation by the top brass (chief and d/c). Implement an unbiased set of guidelines for recognizing employee accomplishments and give equal opportunity to all employees (not just the ones who are in the preferred inner circle).
- Staff specific for each person
- Pay raises.
- Personal, face to face, interactions. Recognitions that are received are often half-hearted forwarded emails.
- I would like to see more recognition through positive reinforcement.
- An occasional thank you.
- I'm not sure
- Continue to recognize employees for special achievements such as Degree, promotions, etc. We currently due this at an annual ceremony.
- unknown at this time.
- Merit raises and/or employee recognition award program for employees that work hard aside from cardiac save awards and promotional recognition.
- NA
- Satisfied
- Current employee recognition methods are efficient. Ex: annual badge pinning & employee recognition ceremony; positive comments from the Customer Satisfaction Survey are forwarded to the applicable crew members & their supervisors
- First, every employee should get the same recognition. This administration does not recognize everyone equally. They hand pick. They have recently started putting out emails to thank everyone for a great job. It is lip service and not well taken by crews. A little too late to start now.
- This question does not apply to me

- More in person recognition. Possibly providing acknowledgement over video conference during morning roll call.
- Hand shakes, Job well done comments. Support not using employees/ Station Officers as shields
- More positive feedback for the employees. Appreciation for the hard work that they put in especially in this tough time.
- more interaction at the station level
- Performance on training, leadership, actions on calls. A true employee recognition for accomplishments not just for cardiac saves, with a true award, certification, and service recognition with awards and ribbons
- Positive feedback coming from all levels of leadership when deemed a positive thing for the department.
- Reinstate merit raises. We have no incentives for obtaining extra certifications. The department as a whole is treated as just another department in the city when our job is unique. New ideas or changes expressed by employees are dismissed especially lower level employees.
- Pay raise
- anything is better than what we have now.
- occasional visits to stations to acknowledge the employees as human beings. It would also build capital with employees by the chiefs actually going to calls and functioning at the "troop level" so that they can see the actual job being done by employees.
- Don't have specific most don't participate in what is currently done for them
- A more positive environment . We are not a true TEAM
- The chiefs more involved in employees by showing that there is still a brotherhood in the fire service.
- Raise
- If the employee is doing a job that is out of his job title give them pay for that job.(Acting officers and people being put in charge of the EMS truck) If you stay up all night with no sleep pay the sleep time. Over 11 yrs and never been paid for no sleep time.
- Genuine acknowledgement of a job well done, not just forwarding other peoples emails.
- Monetary Compensation
- Pay Incentives
- PAY
- N/A
- Pay for education/training/certification benchmarks
- Let it known when a job is well done.
- Proper promotions. Earned, not just because they are friends with upper management.
- education / certificates incentives, longevity pay for all employees and insurance for all retirees to include the new employees
- For starters, how about some financial compensation. Employee of the month would be good with a local restaurant gift card to go with it. How about some basic acknowledgments on a personal level. Buy lunch for the station. A little kindness goes a long way.
- I think a point system such as Recognize Core to recognize employees for things such as: going above and beyond their daily job expectations, being kinder than expected, being a good team player, acts of service, etc; where they get points by being recognized by fellow employees and

supervisors that they can then use to purchase items in an online shop- would be a good way to make employees feel appreciated.

- I think the department does a good job with recognition of years of service - cardiac saves. I think the department does a poor job of recognizing when an employee or their family is sick or has been in an accident. We've had multiple employees who's children, parents, spouses, have been sick/hurt (long periods of time in the local hospital) and the administration fails to recognize or support the employee or their family.
- Simple Praise to start off with and not followed by a "But" recognizing of Unique gifts and employee possesses
- Face to face contact, as simple as a handshake
- Verbal communications of appreciation and a job well done
- Just for the upper management to recognize and reward effort in both the officers and employees.
- Verbal recognition of a job well done. Pay incentives for employees trying to better themselves for the department.
- Morning roll calls I believe, provide prime opportunities for employees to be recognized for excellent performance as a team or crew. Its done through teleconference and employees can see the staff appreciates the efforts being made.
- Training hours dedicated. Life save recognition. Time given to the community

Q35. How are new policies and procedures most frequently communicated to employees?

Table 34: Communication – Methods of communication for policies and procedures

How are new policies and procedures most frequently communicated to employees?		
Answer Choices	Responses	
Email	45.45%	50
Station Officer	21.82%	24
Use of SOP/SOG	10.00%	11
Battalion Chief or higher meeting	6.36%	7
Posted in the station	0.00%	0
Other (i.e., all of the above, word of mouth, etc.)	16.36%	18

Table 35: Response to "other" option related to policy and procedure communication

Comment	*Count
Comments	
Depends on the policy	1
Through e-mails	4
Through station officers / down chain of command	4
SOP/SOG	2
Word of mouth / verbally (not written down)	3
When someone is punished / makes a mistake	3
All / most of the above	3

Memos (sometimes that contradict SOP/SOG)	1
City internal website	1
Other	
Policies are outdated and rarely updated	1

Full Responses (18):
- All the above
- Some are, some aren't. Depends on what the policy is about or who it is about.
- Through e-mails and station officers.
- New policies and procedures are rare; furthermore, updated policies and procedures are equally rare. We are sometimes required to review a SOP/SOG only to find that it is so outdated that it is no longer of much value.
- Combination of email and introduction of new SOP/SOG
- Word of mouth
- new policies are introduced at the monthly Command Staff meeting then disseminated through the ranks. New policies for immediate release are also introduced to all personnel by email then further explanation is followed up by the Shift Commanders.
- Many times things will be said verbally and not written down. This creates inconsistencies across shifts which inreturn creates confusion
- Supervisor
- not sure that they a passed along until someone is punished for something
- Several ways most listed above
- through training and education by officers of all levels
- don't think there is 1 particular way. Emails, morning meeting information dissemination. Discussion of new and old SOPs. Its pretty well spread out IMO.
- Memos. Employees are held to the standards of a memo that may have been emailed or passed down through the station officers. However the SOP/SOG's are conflicting yet your held accountable to the memo
- Who knows sometime email or we get told we broke a rule or wrote up when we clearly didn't break policy.
- They are generally shared on the city internal website, however, sometimes we are not made aware of the changes.
- SOPs are only reviewed if leadership feels there have been mistakes made, and employees need to be reminded of department policies
- Word of mouth, not clearly written down.

Q36. Based on your personal experience (not hearing about someone else's), discipline policies and procedures are consistently carried out across shifts.

Table 36: Communication – Consistency of carrying out disciplinary policies

Based on your personal experience (not hearing about someone else's), discipline policies and procedures are consistently carried out across shifts.		
Answer Choices	Responses	
Strongly disagree	40.00%	44
Disagree	20.00%	22
Neither agree nor disagree	20.00%	22
Agree	9.09%	10
Strongly agree	10.91%	12

Q37. Policies and procedures (not disciplinary) are consistently carried out across shifts.

Table 37: Communication – Consistency of carrying out non-disciplinary policies and procedures

Policies and procedures (not disciplinary) are consistently carried out across shifts.		
Answer Choices	Responses	
Strongly disagree	34.55%	38
Disagree	28.18%	31
Neither agree nor disagree	10.91%	12
Agree	20.91%	23
Strongly agree	5.45%	6

Q38: Comments on Communication Section

Table 38: Communication – Summary Comments

Comment	*Count
Organization	
No consistency between shifts	18
Supervisors are not trained / experienced enough in policies	3
Policies and procedures are handled the same on all shifts	1
Leadership	
Leadership enforces rules / disciplines inconsistently	23
Leadership acts nepotistically	8
Leadership does not listen to both sides of a story	1
I have a clear understanding of department objectives, but not a clear understanding of the plan on how to achieve them	1
The Chief, Deputy Chief, and Battalion Chiefs are striving for a cohesive, consistent, and reliable dept across all shifts and stations	1
Disciplinary actions are reviewed by management to assure fairness	1
Other	
I have not been disciplined during my tenure	3

You really should provide a not applicable option	1

Full Responses (48)

- There is no consistency between the shifts.
- There is no consistency to disciplinary actions and/or the enforcement of our policies and procedures. The administration utilizes favoritism in not only the mentioned but promotions and assignments.
- There is a big disparity in employee disciplinary along with other issues
- All 3 shifts run things differently...an example being how the squad is run or what calls they respond to.
- In the policies and procedures it clearly states that anyone involved in an MVC has to take a drug test whether it is their fault or not. All past MVC's those involved had to do a drug test. One BC who was involved in an MVC while responding to a call, did not take a drug test and returned back to work a little while later after the accident. No matter whether he was at fault or not he should have taken a drug test.
- Certain people have gotten crucified over thing that were a bold faced lie but because the individual who told lie about the other employees said it, there was no questions asked or sides of the story. It was immediate discipline and the chief and deputy chief stated that they did not give a damn about our side of the story. There was only one side which was from their tattle tale. No one elses side or opinion of the matter was even heard or questioned.
- We definitely have 3 shifts and many different ideas of how to do and enforce policy. Many supervisors have not had experience nor have any training on many things to know what is correct.
- Policies and procedures are handled pretty much the same on all shifts
- Policies and procedures are completely situational and used against employees who have, in some way, upset a department officer. Different SOPs are enforeced differently across the three shifts and are "at the discretion of the Battalion Chief".
- With direct involvement, I've seen discipline carried out completely different for the exact offensives.
- There are multiple levels of favoritism in the department, including prejudice based on race favoritism towards minirities.
- Disciplinary punishment varies greatly depending on who you are and how close or connected you are with certain superiors.
- Depends on who the employee us and if they are held to the same standards as the other are held too
- Policies and procedures are very often implemented differently across the three shifts and even across the different stations. Sleep time is an excellent example of this.
- Policies are not held across shifts. For example, there are no squad response guidelines and each shift/ each squad on each shift has their own ideas of how and when to respond.
- I feel that I have a clear understanding of the objectives that our department has in providing emergency services. However, what I want to see more of is a clear vision of how we want to accomplish them as a team and how we can work and grow effectively as a team.
- Rules differ between shifts. Punishments differ according to person or rank.

- Favoritism is showed to certain employees over others and in some instances I have been discipline for carrying out the same action as another employee who was not disciplined due to them having a better personal relationship with the station officer and battalion chief.
- As an organization, we have come along way from the "3 shifts, 3 ways of doing things" mentality. The current Chief, Deputy Chief, and Battalion Chiefs have made it obvious that they strive for a cohesive, consistent and reliable dept across all shifts and stations.
- There is the Chief's discretion. This allows inconsistencies and fairness in disciplinary actions taken against individuals. I have witnessed some individuals being disciplined more harsh due to who they were than what they did.
- You really should provide a not applicable option
- Never been disciplined during my tenure.
- There is no consistency in discipline or policies are carried. Discipline depends on who you are, if you are in line for what the administration wants or aginst them.
- Each shift is unique in how it operates at the management level which is understandable to an extent. If there is communication between shifts, it is difficult to recognize.
- there are three separate departments at GFR, each shift operates by it's own methods and must procedures are word of mouth and brought to light in punitive situations.
- All three shifts operate different . We all should be on the same page.
- Every shift does something different. It depends on who is in charge and how they interpret the rules. (Famous last words) IN THE DISCRETION OF THE OFFICER) So in other words no matter what the SOP's are its up to the officer in charge.
- When it comes to discipline the general enforcement is to write people up and ask questions later. There is a lot of hypocrisy as well. I've been written up for doing the same thing I've witness my station officer do. It depends on their mood that day.
- I have had almost no disciplinary actions taken against me. I have heard numerous things from the individuals themselves and I have noticed a severe inconsistency in disciplinary actions per the individual. "What's good for the goose is good for the Gander."
- disciplinary actions are reviewed by management to assure that all employees are treated fairly
- There have been instances of bias and unfair discipline within the department. 2 people could commit the same infraction and you would have 2 completely different outcomes. One need look no farther than the housing location requirements to see that. Also, the sick/call out policy is another example of where discipline has fluctuated. As for non-disciplinary procedures, I would take a look at each shifts utilization of the squad truck and how the supervisory role is filled. It isn't consistent. Another example of this would include Paramedic Student ride time and the opportunities to utilize paramedic skills while in the clinical phase of the classes. (When students are allowed to count their ride time).
- Our disciplinary policies are carried out depending on the person and how good a feeling they are to the chief, deputy chief, or battalion chief. Their is no consistency in discipline. If you're friends with the chief or deputy chief and hang out with them on off time then you can do just about anything that you want and just get a slap on the wrist while others will get severe disciplinary actions up to and including time off with out pay for doing the same thing. People who are also friends with them are allowed to jump the chain of command when an issue arises when other would get disciplinary actions for doing the same. Our rules are not consistent and

our diaciplin is not consistent. Our rules are also written in policy but an email will get sent out saying a rule has been changed which new employees will not see when they get hired due to the email not being in the policy's and procedure.

- I was disciplined (written up) for missing a call at 4am during a shift that I had already responded to 10+ calls. The supervisor that disciplined me was the same supervisor who had missed a call during a shift at 3pm during a weekday a week prior to my incident. I personally awoke this supervisor from his bed. When I asked if he was held to the sameness standard that he was holding me too he responded "that's none of your business".
- "That now how out shift does it." A very common phrase
- I have never been disciplined, so I can't speak for myself
- Different interpretations of policies at different levels of supervision with no consistent application across shifts
- It is inconsistent in discipline and upholding policies.
- The policies and procedures are constantly mangled and twisted to fit the need for upper management. While the rules are not applied to some, mior infractions are blown way out of proportion for others. There is little consistency in how the rules are followed.
- People have been demoted for stuff that wasnt policy, then others have done the exact same thing with a smack on the hand. There is also officer that dont meet the requirements for there rank but have not been demoted when others have.
- A term I hear very often when working on another shift for overtime or a swap is "that's not how we do it on our shift".
- After witnessing what is done to others and from personal experiences, people are treated VERY differently when it comes to policies, procedures and discipline. I have a stack of documentation that confirms this.
- The way each shift operates couldn't be more different.
- There is no consistency. They play favorites.
- There are different rules for different individuals and sometimes if something is reported, retaliation takes place on the individual reporting the issue.
- All 3 shifts do things different. Depending on who you are and how good of friends you are with upper management depends on how you are disciplined
- Battalion chief and officers decide what they want to follow and what they don't. Depends on what fits their agenda.
- BC's lack knowledge of the existing policies along with even the executive level knowledge. Officer/private discipline is different as well.
- Since there is no collaboration between the battalion chiefs, there is room for too much variance.

Career Development (Q39-44)

Q39: I am satisfied with my current career development opportunities at GFRD.

Table 39: Satisfaction with Career Development Opportunities

SUMMARY	TOTAL	
Very dissatisfied (1)	15.60%	17
Dissatisfied (2)	22.02%	24
Neither satisfied nor dissatisfied (3)	16.51%	18
Satisfied (4)	31.19%	34
Very satisfied (5)	14.68%	16
TOTAL	100.00%	109

Q40: Please rank what you believe would be most effective as career development tools for the Greenville Fire and Rescue Department.

Table 40: Rank of Common Career Development Strategies

Career Development Strategy	(Rank and Mean Score
Implementing incentives (e.g. rank, pay) for achieving certain milestones (e.g. Paramedic and/or Intermediate level)	1) 3.58
Creation of a career plan for each employee, updated annually that allows upward or lateral movement to positions	2) 3.83
Having defined, published, and consistently followed eligibility standards and credentials for each position	3) 3.97
Defined supervisor and management skills development prior to promotion processes	4) 4.05
Having assigned mentors/ field training officers for personnel at different ranks with a specified curriculum and for a specified time period	5) 4.93
Succession planning to plan for retirements and other turnover	6) 4.97
Allowing a limited number of specialization career tracks for paramedics and firefighters	7) 5.62
Creating additional promotional levels within the department	8) 5.95
Other (pay increases, goal setting, actual promotion process, etc.)*	9) 8.1
Total	109

Table 41: Q41: If you said other above, please specify here: (Q40: Please rank what you would believe would be most effective as career development tools for the Greenville Fire and Rescue Department)

Comment	*Count
Comments	

It should be fair / employees doing good work should be promoted / decreased nepotism	4
Pay increase / merit or incentive raises	3
Promotions based on proven skills, not just the written test	3
Create clear career development path	2
Goal setting and achievement	1
Promotional process instead of appointments	1
Specific guidelines to determine educational request approvals	1
Assessment for squad leaders	1
Bring back retirement benefits	1
Don't require employees to sign contracts	1
Consistent training curricula	1
Split fire & EMS	1
More shadowing opportunities	1
Expand the department to keep up with growth of Greenville	1
Other	
Not applicable	10
None	3
Did not put other	1
?	1
I am not qualified to determine the effective promotional process for others at GFR	1
Don't have answer	1
This is a very confusing question to answer. I am not sure if I am supposed to rank these items in order of importance. If so, I can't. They are all equally important, except for the one about a limited number of specialization career tracks. I don't think you can limit them. That sounds unfair.	1

Full Responses (40)
- Does not apply for Administration. Questions are for shift employees
- N/A
- N/A
- Pay increase
- Did not put other
- Those that have completed many tasks and have proven they can do the job should be promoted if the Chief and Battalion Chief can verify. Written test only shows someone understood material studied, not they can do the job.
- Goal setting and obtaining goals in a timely manner
- none
- Opportunities for raises such as merit raises.
- Have actual promotion process for the position that they just been appointing over the last few years.
- n/a
- N/A

- n/a
- N/A
- n/a
- ?
- N/A
- It should be fair
- I am not qualified to determine the effective promotional process for others at GFR
- Recognize what employees are doing good work and promote them.
- None.
- Have a defined guideline that specifies what criteria is used to select one employee over another for educational requests. It can't be first come first serve because the "favored" employees get a heads up prior to the opportunity being posted.
- Don't have answer
- Have an assessment for squad leaders
- Stop promoting people how are not qualified. The Chief promotes people buy how he likes them or his drinking buddies. He changes the qualifications to work for who he wants.
- I think that benefits after retirement would help turnover slightly. Something to work towards vs working 30 years and getting a clock.
- Having lateral transfer to positions if a person has shown that they can perform the job.
- This is a very confusing question to answer. I am not sure if I am supposed to rank these items in order of importance. If so, I can't. They are all equally important, except for the one about a limited number of specialization career tracks. I don't think you can limit them. That sounds unfair.
- Don't require employees to sign contracts
- N/A
- There should be incentives for firefighter certs that specialize in technical stuff. Not just EMS certs we are a fire dept. Too they focus so much on ems and dont support the specialized trained members in rescue they have that's why so many have quit. Look at the ones that have left most were usar members also
- None
- consistent training curricula
- the department needs to stop hand selecting who they want to develop based on irrelevant criteria. (friendships, relationships, race)
- Ems is too much for our fire department to handle. We need specialized fire division and a specialized ems division. We've done too much with too little for far too long.
- Solid career development plan with yearly expectations based on tenure.
- More acting or shadowing opportunities.
- Promote off of skill level
- The growth of our department, meaning more stations, employees, and overall growth to keep up with the growing demand of call volume and development of Greenville.
- A clear path with incentives along the way keep people moving up. Some positions however do require select individuals to insure overall accomplishment of department. Example medic1 and squad leaders

Q42. I am satisfied with my promotional opportunities.

Table 42: Career Development: Satisfaction with Career Development Opportunities

Answer Choices	Total Responses	
Strongly disagree	12.84%	14
Disagree	23.85%	26
Neither agree nor disagree	24.77%	27
Agree	31.19%	34
Strongly agree	7.34%	8
	Total	109

Q43. With what specific methods would you like promotions to be handled (e.g. appointment by chief, written assessment, assessment centers, other)?

Table 43 : Career Development – Q43: Desired Promotional Strategies

Answer Choices	Responses	
Skill Assessments (like assessment centers)	59.63%	65
Interviews	11.93%	13
Appointment by Chief	10.09%	11
Other (e.g. combination of all, varies by position, externally conducted, etc.) Refer to Appendix X for full survey responses	15.60%	17
Written Tests	2.75%	3

Table 44 : Career Development – Q43: "Other" Response for Desired Promotional Strategies

Comment	*Count
Comments	
Skills test in addition to written / proven ability to perform job	10
Combination of all of the above	6
Not by appointment / unbiased	4
By clearly defined standards / procedures	4
Experience and time in rank	3
With the assistance of an outside agency	3
Vary depending on the position	2
Chief making final decision based on whom he trusts	1
With command staff	1
Leadership evaluation	1
Other	
This does not apply to me	1

Full Responses (27)

- All of the above
- less emphasis placed on written test and more on duty specific test.
- Needs to be a full process with no Bias with all of the above except appointment
- Make sure the person is ready for the promotion.
- It needs to vary depending on the position. A combination of the items mentioned above is suitable for most positions.
- experience and time in rank
- With the Chief making the final decision. The Chief must have TRUST in the individuals he/sher plans to work with
- A combination of methods should be used for promotions.
- Promotions should be based on employees effort and ability to perform the required tasks effectively. Persons can pass a test and an interview and still not be able or motivated to perform the job at the standard necessary to provide the best service to the community and department.
- This does not apply to me
- Based on experience, seniority, certifications, and the ability to act under pressure and not loose your stuff
- with an outside agency assisting in the determination
- there have been too many appointments by Chief in recent years. This has only damaged the process in which people are put into upper level management
- With command staff after guidelines are set
- I think skill assessments, written tests and interviews
- All should be available
- I think that promotions should be done when a person shows that they can perform the duties of that position. Not everyone is a good test taker or interviewer. I think if a person can do the job then that should be the qualifier for the promotion. A person that rides as acting officer, squad leader which makes numerous decisions daily or runs a station on a regular basis should be looked at before someone who doesn't do those things but can pass a test.
- i feel that each level of promotions ie.. FFII, EMS spec. Lt., capt. BC all require different process based on the position.
- You can't just have 1 method of promotional criteria. It requires written, oral, and hands on skills assessments. This is kind of a no brainer.
- I would like to see promotions earned by 1) being eligible for position (clearly defined standards) 2) written assessment and/or job knowledge test. 3) skills assessment highest scorer earns the position. Our department currently operates on the "good ole boy" system. Administration promotes people according to their personal relationships with administration. There have been many employees promoted who were not mentally nor physically ready to perform at their assignment yet were promoted because the administration could "trust" them. Promotions in the public workforce should not be determined by your social status with the administration.
- Combination of skills assessment, leadership evaluation, experience
- Interviews conducted by outside sources, not the chief or deputy chief.
- Combination of everything listed

- I would like for standards to be standards, and not changed on a case by case basis depending on "who is going out". If it is a matter of filling positions with who is wanted (seems to currently be the case) then that should be the standard.
- Assessment centers use to be based on objective view of employees as outside assessors completed the process. Now all is done in house and subjective measurements of an employee hinder promotions of certain people.
- Promote based on skill level and not book knowledge
- Combination of a written test as well as skills and educational background. And needs to be followed consistently and not based off of who the upper management has a personal relationship with.

Table 45: Q44: Comments (Career Development)

Comment	*Count
Career Development Comments	
Unbiased / not nepotistic / not just appointments	10
Working skills need to be given equal weight to book knowledge / has proven abilities	8
Promotional process should be consistent / clearly defined	7
Better promotional opportunities for EMS employees	2
Need an outside agency / outside peers	2
Minimum qualifications set for each position	1
Chief should make appointments based on department leadership feedback	1
Years of service should be able to substitute for a degree	1
Effort should be rewarded with promotion in addition to skill set	1
We currently effectively use assessment centers	1
People who do not get along with management should not be promoted	1
Need incentives to receive outside training	1
Employees should be promoted based on their ability to help develop new positions	1
Leadership Comments	
Upper management has been making appointments who are friends, not based on knowledge or skill	9
Other	
There is only one position in my field at GFR. Promotions are not necessary.	1
along with interviews and written	1

Full Responses (40)
- 43. I believe that each rank or position should have a list of qualifications or certifications that you must meet to be eligible. Once you meet all of the criteria for the position, you are eligible and should be appointed by the chief based off of the department leaderships recommendation.
- I think Promotional processes need to be as fair and unbiased as possible. Promote the best person for the job, not just the people that can suck up to their officers and get promoted based on their friendship and not based on their job knowledge or skills.

- Years of service should be considered in the place of a degree. Where I see the importance in a degree the fire service has put to much stock in it. How does my English degree aid me in the decisions I have to make on scene? A degree should be a merit raise or intensive pay bump at the most, again I understand the importance of the degree but.......
- It should be based on book knowledge as well working skills. I don't want to go into a house fire with a Lt. and have to tell him what needs to be done because he is to incompetent of himself to make a decision. Yes it has happened.
- The current situation we have with weak leadership is due to the number of appointments by the chief who are personal friends, or have proven loyal, and not due to knowledge or skill
- The appointment of positions is one of the major faults that have driven department moral down. Favoritism is the main determining factor when an appointment of personnel to a position occurs.
- Promotional processes should be consistent and valid. Once one has proven through experience, knowledge, skill, and overall performance that they are ready for the position they should stay on a ranked list and truly when a position comes open the next in line should get that spot
- All promotional processes should include a written test, skills assessment and an interview. By passing all of these assessments those in the promotional process will have earned their promotion. Whereas some officers were promoted by the Chief and they did not earn their promotion. It's kind of like respect, respect is earned not given.
- As for myself, I have everything already that a person at the above rank is required to obtain. Because I am weaker in a written test it is said I must not have studied enough to pass and those who passed the written test have passed the GATEKEEPER portion. The fact is, a person who passed a written may have guessed correctly or they may have obtained knowledge to pass the test. One of the biggest issues is, If I have passed many other tests and certifications from the State or National level which is a 3rd party, should definitely say I can perform. The next is, If I am consistently used to fill in as an acting officer in this position on a regular basis should prove I can do the job. This being said, I am totally lossed as to why others can be promoted because they passed a GATEKEEPER test but do not and have not applied themselves in many areas and are just pushed into positions. I have many years experience as a supervisor in many businesses. I am really at a loss.If this is all human resource issues, I'd really like to have a conversation with them.
- Allowing one or two individuals to make all of the final decisions for hiring and promotions has put a lot of under qualified individuals in positions that they are not ready for. Just as well, highly qualified individuals who are not close with the people making decisions are being passed over.
- Really just consistency, there has been no consistence process used as of late.
- Promotional expectations should be clearly defined making it easier for employees to know what is required of them as well as making it fair across the department.
- Whom the individual is should play no factor in the promotional process. Time after time we see someone whom scored very high in the process if not the highest get passed up simply because administration (Chief and DC) don't care for or like that person. Promotions are heavily based on Chiefs personal agenda and self preservation.
- There been some great employees look over because they didn't fit the need of the upper management so they were passed by

- Need promotional opportunities in the EMS field. We are an EMS department but higher pay only comes with fire knowledge.
- Employees should be recognized with raises and promotions for their efforts in addition to their skill set. Allowing for more motivated management and promoting lower level employees to increase their work ethic.
- We currently & effectively use assessment centers that incorporate written tests, interview boards (that includes scenario-specific assessments), Chief's interview, personnel file review (that assigns extra points for educational achievements). This allows the employee's KSA's to speak for themselves instead of the ol'boy network that used to picked the chief officer's friend regardless of qualification.
- Upper management has its hands so deep in the promotional processes (and promotional appointments) it becomes too subjective. The only objective part is the written test. If we had a competent HR I would say let them handle it but unfortunately they are not. Only an outside agency would be able to have a fair process. Please stop the promotions without process. Stop moving individuals in a dept. just to move them up the ranks.
- There is only one position in my field at GFR. Promotions are not necessary.
- Over the last couple of years people are getting promoted that could not past the written test with the past Chiefs. Now he promotes people without a process. What ever works for him. Just like the FF11 position. He just made it a promotion based on seniority. The four people promoted had 25 plus years but could not pass the written test. (All Drinking BUDDIES) Several Lt. promoted the same way.(Never past the test)
- Our processes are supposed to incorporate all of the above listed. More times than not, promotions appear to be from favoritism and the "yes" men are the ones promoted.
- There are too many people in positions that have little to no business being in positions they are in. They got to where they are because they are friends with whoever appointed them.
- I think that promotions should be made more on seniority and people who show that they can do the job. Not every person is a good test taker or even a good interviewer but that doesn't take away from the fact that they have been their a long time and have proven that they can do the job by riding as acting officers and or doing other supervisory roles such as riding the squad, being a squad leader, and running the station when an officer is out.
- no employee should be promoted if he/or she can not get along with management.
- I guess the only thing I would add is that it makes no sense to me that an EMS Specialist would be required to be checked of to drive the fire engine. That should be a separate promotion all together.
- I believe that promotions should be based on merit and not on being in good graces of the upper management. Several people who would do well in higher promoted roles are held back because of the upper management's opinion of them.
- It is apparent that many promotions have happened due to personal bias and friendships vs actual job skill
- By outside peers
- I believe that creating incentives to receive outside training would be off a great benefit
- With the evolvement of the department and the not so traditional style, GFR needs to have appointments by the Chief to feel roles based on the individuals ability to not only handle the

role and responsibility but be able to leave a thumbprint in the development of such positions as the Squad or Medic 1 roles.

- They should be written and assessments center. The Chief changes them anytime someone needs to be promoted that dont ot cant meet the standard
- there should NEVER be appointments as a means of promotion… it should be merit-based. appointments of promotion have got us in the boat we are in now.
- Too many times the chief has either had selected or altered requirements so someone who had failed to promote multiple times could be considered. ███████████████████ ████
- along with interviews and written
- All promotions made recently have been appointments by the chief.
- Qualified individuals for qualified positions. To many individuals have been promoted that have left a question as to the vision of the department.
- We are a performance based profession. Promotion should be based off of job knowledge AND performance. Some people that have been promoted are book smart but have no idea how to do the job or leadership skills
- There should be consistent, thorough, and comprehensive interview processes that every officer position would be subject to
- Assessment center should include a wide variety of skills and should be tailored to the position.
- Promote off of skill level and experience

Training (Q45-57)

Q45. How frequently do you participate in uninterrupted (out of service) hands-on training?

Table 46: Training– Frequency of out of service hands-on training

How frequently do you participate in uninterrupted (out of service) hands-on training?							
	Fire		EMS		Other		Total
Every shift	5.88%	1	17.65%	3	76.47%	13	17
Weekly	15.00%	3	30.00%	6	55.00%	11	20
Monthly	33.33%	16	43.75%	21	22.92%	11	48
2-4 times per year	60.00%	42	25.71%	18	14.29%	10	70
5-10 times per year	28.30%	15	54.72%	29	16.98%	9	53
Don't know	20.69%	6	51.72%	15	27.59%	8	29
Other (please specify)							41

Q45. Forty-one comments were made regarding the frequency of uninterrupted hands-on training. The content analysis of these comments follows in Table 47.

Table 47 – Content analysis of comments regarding Q45: Frequency of uninterrupted hands-on training?

Comment	*Count
Training Comments	
Out of service training very rare	15
Out of service training cannot happen due to understaffing	5
Units are usually just listed as last to take a call	4
Never had uninterrupted training	4
Only out of service training is external training	2
No out of service EMS training	2
The lack of productive fire training is dangerous / I feel incompetent	2
Never had out of service fire training	2
As needed – not assigned to a shift	1
1-2 times per year	1
Needs to happen on a regular basis, it doesn't.	1
Probably closer to 10 a year for both Fire & EMS	1
Other	
Survey does not allow same response for both Fire and EMS.	3
Applies to shift employees, not administration	1
Does not apply	1
Based on data I'm sure I'm wrong!! As usual.	1

Full Responses (41)

- asdfa
- Very rarely taken out of service for training.
- Rarely are we out of service for any type of training.
- Applies to shift employees, not administration
- Technical Rescue Training is very in frequent, fire is very infrequent
- Training is only out of service when you request to attend outside training
- The majority of training is interupted due to the understaffing of EMS and the department. There are not enough units (especially EMS) to be out of service for training.
- As needed - not assigned to a shift
- The only time I have been out of service completely is when your company came for this survey. Sometimes they say to be out of service but then when a call comes in they want it taken. We do not have staff to currently take units out of service. We are a Fire/Rescue Department performing convalescent calls to Dr. Offices and Nursing homes at the employee and many others career expense. We need a total transformation of our EMS deployment model to fit our department, not to fit what is need by all the Dr. Offices and Nursing homes. If we choose for our department to fit that call volume load then we need to increase our staff with EMS employees.
- Very rarely - Most always effectively last call status.
- none unless sent to an outside school
- Very rarely do we participate in training when we are actually out of service and unavailable for calls. I can only remember 2 or 3 times in the past couple years.

- We barely ever are taken out of service for fire training. The majority of the time we are still in service and have to stop mid drill, take all of our gear off, and respond to the call. This is ineffective and honestly a waste of time.
- Answers formatted incorrectly. Does not allow same response for both Fire and EMS.
- Department does only a few out of service hands on fire training a year and no out of service EMS training
- It won't let me choose "2-4 times per year" for both fire & EMS. We do not allow for out of service status for units in training, instead, units are on a "quasi-last unit to take a call" rotation
- I have not experienced training without interruptions. We are so slammed with calls, standbys and other activities we rarely if ever have uniterrupted training
- Does not apply
- Probably closer to 10 a year for both Fire & EMS
- Based on data I'm sure I'm wrong!! As usual.
- maybe 1 to 2 times a year
- there is a serious and dangerous lack of productive fire training. Our employees do not as a majority recognize the hazardous involved with fire fighting.
- Its impossible with the call volume we experience
- Very Little uninterrupted training
- We very rarely have any uninterrupted trading.
- never
- I have no idea. I don't keep track. Not very often, I guess, because most training opportunities get interrupted by calls. But that is to be expected when you are on shift, which is why I have said time and again that D/O training should be taking place off shift and you should be paid to come back in to train.
- We rarely are ever taken out of service for training on either fire or EMS tactics and training. I believe that it is hurting our ability to be a proficient fire fighting department.
- I feel extremely incompetent with the fire aspect of my job, I have almost no experience and since being on shift almost no training whatsoever
- Only special Occasion
- I have not to date participated in such training
- Hardly never cause we cant get enough people to work to keep trucks in service so we can train.
- never for ems training
- never OOS fire training
- It seems that once about every 30-60 days we will go out of service for a training for either fire or EMS, typically we will be "last call status" versus completely out of service.
- This needs to happen on a regular basis. (it doesn't)
- Options will not let me place 1-4 times a year for both fire and EMS
- I can't remem being out of service for a training in at least 5 years...
- Ems training is also done monthly, but rarely oos
- Fire training does not occur when the "Fire Unit" is totally out of service
- There are very few opportunities to get uninterrupted training. It's always last call status.
- Staffing levels to low to train on shift

Q46. How frequently do you participate in uninterrupted (out of service) computer-based training?

Table 48: Training– Frequency of out of service computer-based training

How frequently do you participate in uninterrupted (out of service) computer-based training?							
	Fire		EMS		Other		Total
Every shift	5.26%	1	26.32%	5	68.42%	13	19
Weekly	12.50%	3	50.00%	12	37.50%	9	24
Monthly	31.25%	10	40.63%	13	28.13%	9	32
2-4 times per year	39.29%	11	32.14%	9	28.57%	8	28
5-10 times per year	20.00%	5	48.00%	12	32.00%	8	25
Don't know	25.00%	9	30.56%	11	44.44%	16	36
Other (please specify)							52

Q46. Fifty-two comments were made regarding the frequency of uninterrupted computer-based training. The content analysis of these comments follows in Table 49.

Table 49: Content analysis of comments regarding Q46: Frequency of uninterrupted computer-based training?

Comment	*Count
Training Comments	
Computer based training never/rarely uninterrupted/out of service	44
Have to complete training off duty	4
As needed - not assigned to a shift	1
Sometimes	1
Other	
I don't know	2
It won't let me choose "2-4 times per year" for fire & EMS.	1
Both	1
Options will not allow correct answers- This type of training is typical not provided.	1
Moodle is required monthly for both fire and EMS and is computer based.	1

Full Responses (52)
- Very rarely taken out of service for training.
- Moodle is never uninterrupted.
- We do no uninterrupted computer based training.
- We never get OOS time for training other than an occasional planned training
- None
- All of the above would be "I don't know." Very seldom are we able to participate in any uninterrupted training
- Never

- Never have uninterrupted computer training
- As needed - not assigned to a shift
- We very seldomly have uninterrupted trainign time due to call volume.
- NONE! I do most of mine at home on my time and do not get compensated for it. Many employees are not at a busy station as myself so they can fit it in during the month. I guess this is one of the PERKS of being on the busiest unit in the city (according to the Data). We have to run all the calls, having no down time and do required training at home without pay.
- Very rarely - Most always effectively last call status.
- none
- I have never done computer-based training while out of service
- none
- Never
- We are never taken out of service for computer based training. All that online classwork is expected to be done while on duty in between out thousands of calls.
- None we have to get that on are time
- This does not happen as far as I am aware.
- Computer based training has never been out of service
- Never OOS for computer training
- Department has no out of service based training
- It won't let me choose "2-4 times per year" for fire & EMS. We don't ever take a unit out of service for computer-based training that I am aware.
- Computer-based we can just leave and come back unlike packing up everything to responsed to a call
- Maybe when a big technology update was implemented like use of Kronos Telestaff from old AS400 system, but likely not at all on a yearly basis
- only when off duity
- never
- Don't know
- We dont we are always interrupted for our training
- never
- Moodle is required monthly for both fire and EMS and is computer based.
- None, since ive been here
- none
- never
- We very rarely have any uninterrupted training.
- never
- I have already been interrupted while completing this survey. I don't come to work and expect to get any kind of training done without interruptions.
- I constantly stay awake, late in to the night to complete my online EMS training.
- Sometimes I can get all the noodle courses finished without interruptions
- Both
- we are vary rarley out of service. More of last call lineup.

- I have not
- No training is uninterrupted at GFR
- I don't recall any fire trucks being called out of service to complete any computer based training.
- never for both
- never OOS
- I do not recall having one class for Telestaff that we once went out of service for. Our normal "fire/EMS" online training is done at our own pace, when we can in between calls.
- never out of service for computer training.
- Options will not allow correct answers- This type of training is typical not provided.
- I have never been out of service/ uniterrupted
- No uninterupted training on duty.
- Never uninterrupted while on shift.

Q47. In the last year, how often have you engaged in off-duty training:

Table 50: Training– Frequency of out of service off-duty training

In the last year, how often have you engaged in off-duty training:							
	Fire		EMS		Other		Total
Daily	17.65%	3	17.65%	3	64.71%	11	17
Weekly	32.00%	8	36.00%	9	32.00%	8	25
Monthly	37.50%	12	21.88%	7	40.63%	13	32
2-4 times per year	49.12%	28	28.07%	16	22.81%	13	57
5-10 times per year	24.24%	8	39.39%	13	36.36%	12	33
Don't know	17.24%	5	27.59%	8	55.17%	16	29
Other (please specify)							47

Q 47. Forty-seven comments were made regarding the frequency of off-duty training. The content analysis of these comments follows in Table 51.

Table 51:–Content analysis of comments regarding Q 47: the frequency of off-duty training

Comment	*Count
Training Comments	
None / never	22
Only through outside organizations / not paid by GFR	10
Once / rarely	3
Required training off duty	1
USAR training off duty	1
2-4 times per year	1
I can't depend on GFR to keep me sharp as a Paramedic and Driver Operator. Also, it takes constantly training to stay proficient at both, I understand why they are two different jobs at most places	1
Specific continuing education for inspections.	1
GFR sponsored Paramedic class	1
I have been proactive in seeking opportunities, most don't get this many.	1
Other	
Does not apply to	2
It won't let me choose "2-4 times per year" for fire & EMS.	1
I spend my time with my son when I am not at work	1
Both	1

Full Responses (47)
- Required training off duty
- Does not apply to administration

- never for fire or EMS only USAR training done off duty
- Training is not sponsored nor organized by GFR. These trainings are being obtained at my local volunteer department.
- None
- Fire, EMS, and Other (Rescue) would be 2-4 times a year
- I can't depend on GFR to keep me sharp as a Paramedic and Driver Operator. Also, it takes constanly training to stay proficient at both, I understand why they are two different jobs at most places.
- None
- This training is done at my volunteer department and is not affiliated with GFR
- You are now saying off-duty. I have been to many training events during the year off duty, not being compensated for it because I need the training. This means not getting paid. With a department of which is losing as many employees as it is, should have some benefits in place to keep those employees, not have them train off-duty not getting paid. Many of our benefits have been taken away, there is no need to continue doing it.
- none
- None
- specific con ed for inspections.
- None of this off duty training was paid for, sponsored and facilitated through GFR. All the training events ive attended off duty were on my own dime and time.
- I am currently enrolled in a department sponsored off duty Paramedic Class. I have not engaged in off duty Fire training in the past year.
- None
- None
- 0 fire or ems
- Have completed no off duty training of any kind.
- It won't let me choose "2-4 times per year" for fire & EMS.
- Off duty is only if you sign up for a class on your own. The dept. might send you or you take it on your own. There is no scheduled training done off duty.
- Does not apply
- Zero outside training requests. I have been in Paramedic class for the past 8 months although I am not sponsored through the department I am financially doing it on my own and taking personal vacation to attend class.
- This is through my volunteer department and some outside training
- None this past year.
- not allowed at GFR
- one time
- never
- None.
- none
- none
- I don't usually do off duty training.

- 0
- My PT job allows me to "Train" for EMS often. As for fire training off duty, I am not on a volunteer department and GFR isn't having folks come in on their off days and train. Again, that's what I have been mentioning in this survey all along.
- I have not engaged in any off duty training put on by the City of Greenville in the last year.
- I spend my time with my son when I am not at work
- Both
- I go to Dept of Homeland Security classes but gfr doesn't pay for that
- No off duty fire training has been completed.
- Never for the city, have done outside training on my days off that was not sponsored by the city
- never
- I do not recall any off-duty training that I have participated in in the last year.
- I have been proactive in seeking opportunities, most don't get this many.
- Never
- Once
- Very rarely
- None, all outside training request have been denied.

Q48. I am satisfied with the technical training program for EMS.

Table 52: Training– Satisfaction with technical training for EMS

I am satisfied with the technical training program for EMS.			
Answer Choices	Responses		
Strongly disagree	5.56%	6	
Disagree	28.70%	31	
Neither agree nor disagree	37.04%	40	
Agree	23.15%	25	
Strongly agree	5.56%	6	

Q49. I am satisfied with the technical training program for Fire.

Table 53: Training– Satisfaction with technical training for Fire

I am satisfied with the technical training program for Fire.			
Answer Choices	Responses		
Strongly disagree	17.59%	19	
Disagree	27.78%	30	
Neither agree nor disagree	31.48%	34	
Agree	19.44%	21	
Strongly agree	3.70%	4	

Q50. I feel that I have the working conditions needed to be successful in my role.

Table 54: Training– Working conditions needed for success

I feel that I have the working conditions needed to be successful in my role.		
Answer Choices	Responses	
Strongly disagree	13.89%	15
Disagree	31.48%	34
Neither agree nor disagree	19.44%	21
Agree	24.07%	26
Strongly agree	11.11%	12

Q51. I feel that I receive the necessary training to be successful in my role.

Table 55: Training– Necessary training needed for success

I feel that I receive the necessary training to be successful in my role.		
Answer Choices	Responses	
Strongly disagree	9.26%	10
Disagree	31.48%	34
Neither agree nor disagree	23.15%	25
Agree	25.93%	28
Strongly agree	10.19%	11

Q52. Based upon your knowledge, skill and professional training, how would you gauge your current, individual capabilities to respond and react appropriately to a:

Table 56: Training– Individual Assessment of knowledge, skill and training for various situations

Based upon your knowledge, skill and professional training, how would you gauge your current, individual capabilities to respond and react appropriately to a:	Low	Moderate	Proficient	Total
Typical residential house fire (<2000 square feet)	4.63% 5	24.07% 26	71.30% 77	108
Commercial building fire	19.44% 21	44.44% 48	36.11% 39	108
High risk/low frequency type fire (health care, Greek house, special hazard)	37.04% 40	37.04% 40	25.93% 28	108
Comment				26

There were statistically significant differences in response for perceived capability to respond to commercial building fires between Millennials and Generation X respondents in the proficient category (highlighted below). There were no other statistically significant differences in response patterns for any

other demographic groups (i.e. race, age, rank etc.). Appendix 3 contains tables and data for statistically significant differences.

Q 52: Twenty-six comments were made regarding the self-assessment to respond to typical fire scenarios. The content analysis of these comments follows in Table 57.

Table 57:—Content analysis of comments regarding Q 52 self-assessment to respond to typical fire scenarios

Comment	*Count
Training Comments	
Proficient due to outside training / experience (not GFR sponsored)	6
Training insufficient / would like more fire training	6
Personally proficient, not all personnel are	5
Skills for residential structures good, need better training for larger fires	4
Personally proficient due to years of experience	2
Personally deficient / do not feel prepared	2
Crews are skilled and adaptable	1
Constant transfers to different crews makes it difficult to learn everything	1
Other	
Does not apply	2

Full Responses (26)
- Does not apply to administration
- I participate in outside training events on my own to keep skills up
- I labeled my self proficient because my overall training is outside of GFR and I did not go threw GFR's Academy.
- This is due to the training that I do outside of GFR.
- I feel i am proficient to respond to these types of incidents but all personnel are not.
- This probably has a lot to do with me years of experience and prior training I had before our department was consumed by EMS. We currently do not get training we need and those whom have been in the department for less than 5 years are in desperate need of more training especially good quality training, not just spending an hour on something to check a box.
- Crews are for the most part very skilled and adapatable. While we may have little experience or training in these low frequency events most employees are able to improvise and adapt their existing skills and abilities.
- I have seen a few hours in my time with GFR and that is usually what we train for and I have become fairly proficient at it. However, hands-on training for larger fires is not something that we get often
- Residential structures are bread and butter. Commercial strucutres and high risk/low frequency fires are definitely something i have no background in or experience through training.
- I want the opportunity to receive more hands on fire based training!

- Again this goes back to training. With all of the hats we wear we will not be proficient at the things we don't see often and that is commercial and high risk events. We are pretty proficient at residential fires because that is what we go to most
- Does not apply
- Never work on the same truck enough to know everything. Everyday your on a different truck and a different crew.
- I feel i am compenet enough to handle these situations with another competent individual not some of the employees the city has hired.
- I have been doing fire for over 20 years and feel that I am proficient at most of what it takes at any given fire. I could still use more hands on training to better improve myself.
- We just don't train enough on any and all fire scenarios. And we don't have fires like that around here. We train on EMS all the time because we go on EMS calls all the time. The calls themselves are training in addition to the required training which is frequent. Fire training on the other hand is an area where we are clearly lacking.
- Residential fire training is much more common than others listed.
- With the lack of training and experience in the department, we would struggle to put out any sort of fire. A standard room and contents fire could quickly spiral in to a fully involved structure fire, due to our inexperience and our Chief's attitude toward interior fire fighting tactics.
- I know very little about firefighting
- I am very confident in my skill level but I'm highly trained. There isn't many of us left though
- from the training i have recieved here on a day to day bases low on everything. From my experience and training at my volunteer department and out side training not associated with GFR proficient
- I feel quite competent in my abilities as I have 10 years experience with GFR and another prior 5 years in the fire service prior to.
- I have confidence in myself and a select few. Not the people in charge of the incidents.
- We are not prepared for these incidents.
- These answers are based solely on me being a volunteer firefighter and doing regular training there. If it were based on what GFR has trained me for the answers would be different.
- Again lack of experience in officers and personnel play a key role in this answer. I feel confident only a handful of officers will make a successful rescue, and likely most others would struggle.

Q53. When training is conducted, how are your skills verified? Check all that apply

Table 58: Training– Skill Verification

When training is conducted, how are your skills verified? Check all that apply			
	Field Training	Computer Training	Total
Visual Assessment by trainer	82.18% 83	35.64% 36	101
Verbal assessment by trainer	81.32% 74	34.07% 31	91
Written assessment	24.44% 22	86.67% 78	90
Simulation assessment	68.09% 64	45.74% 43	94

Q54: For you individually, which of the following methods do you believe could best strengthen and improve your performance on emergency medical calls?

Full Responses for "Other" (8)
- Does not apply to administration
- I wanted to check Dedicated Out of service but is needs to be with well educated instructors. We do not currently have well experienced instructors. We need the training but not from our department or division. We need training form instructors who know what they are doing and talking about. Not just checking boxes. We need higher level instructors such as hospital staff.
- all of these are good. I would need to say both hands-on, scenario based, and classroom. All the above would be best
- does not apply
- Additional hands on class time and dedicated time.
- Combination of dedicated and out of service training and hands of skills
- Self initiated study in subjects I feel need attention
- More hands on training through accompanying experienced paramedics in the field and dedicated out of service training and scenario based training evolution

Table 59: Training– Methods needed to strengthen EMS performance

For you individually, which of the following methods do you believe could best strengthen and improve your performance on emergency medical calls?		
Answer Choices	Responses	
Additional classroom instruction taught by training staff	7.41%	8
More hands-on training through accompanying experienced paramedics in the field	41.67%	45
Dedicated/Out of service training and scenario-based training evolution	38.89%	42

Critical incident reviews	4.63%	5
Other (please specify)	7.41%	8

Q55. For you individually, which of the following methods do you believe could best strengthen and improve your performance and safety on the fire ground?

Table 60: Training– Methods needed to strengthen fire ground performance

For you individually, which of the following methods do you believe could best strengthen and improve your performance and safety on the fire ground?		
Answer Choices	Responses	
Additional classroom instruction taught by training staff	4.63%	5
More hands-on training through evolutions on the training grounds and utilizing acquired structures	32.41%	35
Dedicated/Out of service company training and multi-company training evolutions	52.78%	57
Critical incident reviews	2.78%	3
Other (please specify)	7.41%	8

Q55: For you individually, which of the following methods do you believe could best strengthen and improve your performance and safety on the fire ground?

Full Responses for "Other" (8)
- Does not apply to administration
- I believe all could strength and improve my performance and abilities with Dedicated/Out of service being priority not only for myself but the department as a whole.
- does no apply
- More dedicated time of hands on training with competent crews.
- ts a combination of all of these. While being out of service, and off duty, paid to come in on days off. Provide a financial incentive for folks to train, and they will participate.
- All of the above
- Self-initiated study of areas I feel need attention
- Both hands on training through evolutions on the training grounds and utilizing acquired structures and dedicated out of service company training and multi-company training evolutions

Q56. How well has your training prepared you for the challenges that you face in your current job in the following functional areas?

Table 61: Training– Individual assessment of perceived preparation for varied areas

How well has your training prepared you for the challenges that you face in your current job in the following functional areas?

	Extremely well prepared. Expert level of mastery. I train others.	Well prepared. I can effectively handle this challenge when it arises.	Adequately Prepared. The majority of the time I can handle this challenge effectively when it arise	There are times when I am not confident nor feel fully prepared for handling this challenge.	I do not feel confident nor prepared to handle this challenge when it arises	Total
Advanced Life Support (ALS) level emergency medical calls for service	25.93% 28	37.04% 40	24.07% 26	9.26% 10	3.70% 4	108
Basic Life Support (BLS) level emergency medical calls for service	50.00% 54	37.96% 41	8.33% 9	1.85% 2	1.85% 2	108
Infection control	15.89% 17	29.91% 32	41.12% 44	8.41% 9	4.67% 5	107
Violence against providers (by combative patients, citizens, etc.)	12.04% 13	26.85% 29	36.11% 39	18.52% 20	6.48% 7	108
Structure fire interior attack	27.62% 29	43.81% 46	20.95% 22	4.76% 5	2.86% 3	105
Extrication/Heavy Rescue calls for service	17.59% 19	27.78% 30	29.63% 32	19.44% 21	5.56% 6	108
Carcinogen/Cancer prevention	6.48% 7	24.07% 26	36.11% 39	18.52% 20	14.81% 16	108

There were some statistically significant differences among Millennial and Generation X respondents for the areas of infection control, violence against providers, and extrication/heavy rescue calls for service Not surprisingly, more experienced respondents, had more confidence in their preparation to respond to different challenges. An unsurprising assumption can be made that, in most cases, those of an older generation will have benefitted from more training and exposure to the different challenges. Those areas are highlighted below. For infection control response, the difference between response for Millennials and Generation X employees in the "extremely well prepared" category was statistically significant with only two Millennials selecting this response (3.85%) as compared to 12 Generation X

respondents (25.53%). The functional area of "violence against providers" showed statistically significant difference in response in the "there are times when I am not confident..." category between Millennials and Generation X respondents. 15 Millennials (28.30%) selected this response as compared to only four (8.51%) of Generation X respondents. Finally, there were statistically significant differences in response among Millennials and Generation X respondents in the functional area of "Extrication/Heavy rescue calls for service." In the "Well prepared" category, only nine Millennials (16.98%) selected this response as compared with 18 (38.30%) of Generation X respondents. Appendix 3 contains tables and data for statistically significant differences.

Q57. Comments on Training:

Table 62: Content analysis of general comments about training

Comment	*Count
Training Comments	
Need more uninterrupted / out of service training	7
Need paid training (not having to rely on external organizations off duty)	7
Need more specialized training (eg: technical rescue, extrication)	6
Need more hands-on training (instead of online)	5
Need more hands-on fire training	5
Need more training (in general)	3
Need more EMS training	3
Training has improved recently	3
I have received adequate support and training from department leaders	3
Poor training quality due to being understaffed	3
Need more experienced training staff	2
Need more time to train	2
Training is too rushed / cut short	2
Cross-training with other departments needed	1
Physical fitness regiment needs implemented	1
Leadership	
Upper management needs to make training a bigger priority	2
Other	
Questions do not apply to administration	1
Need two sets of turnout gear (cancer prevention)	2
Past training applies here. Training in the last 5 yrs has Diminished my skills	1

Full Responses (41)
- Need uninterrupted training.
- Questions do not apply to administration

- Again, most of my training has come from outside resources. I activly search out training opportunities and most will be supported by my volunteer department leaving my to pay out of pocket and take time off.
- WE NEED MORE!!!!!
- The lack of training (Live Fire, Extrication, Stabilization) is not to fall on the Training officer as his fault. It is the responsibility of ███████████████ to allow us the time on/off shift to be able to do these trainings.
- the training we do is typically fire based which of course is important but EMS training probably needs to increase
- Our department has been making positive strives to improve the training division but I believe we need more positions in the training division (Battalion Chief, Captain, 3- Lieutenants or Fire Instructors/FTOs at a minimum). We need more hands on evolution fire training and try to bring the firefighter basics to a mastery levels for the majority of the department. We also need more specialized training in areas like technical rescue for those certified in those specific areas.
- he majority of the training that I rely on comes from sources outside of GFR
- Need more hands on training instead of online training
- Most of what i have learned is from outside sources and I feel that GFR needs to work on all training and have more hands on training in every field that providers may run into
- Majority of the training has come from outside of GFR.
- We do not nearly enough training on fire ground operations. We also are not anywhere proficient enough in extrication. We only have a handful of people who can adequately perform on an extrication scene, and they are very few and far between.
- We need well experienced instructors and many times we need particular training at different levels form our station personnel. The Training division believes it knows what we need when really we are just checking boxes. Every station has a different level of training depending on the experience it has at the station. We do not have time to train as needed because we are too busy checking boxes for the training division. IN all my answers of saying checking boxes, I mean the training division has a monthly agenda and it list mandatory trainings. These are great if we have time to do them and check the box that we did it. We need to do what our station or shift needs to work on. The training division is trying to justify its job and I understand. It also has allot to do with accreditation. The problem with accreditation is they do not know what we need.
- We should be training much more in order to do our jobs more successfully but it has not been made a priority by many people and is almost impossible to do adequate training while on duty and still in service.
- More time to train is needed. with the volume of calls and lack of personnel as well as the need of more stations make squeezing time out of the day difficult.
- Training is one of our biggest shortcomings. We simply need a wider variety of it, with greater difficult with a more regular availability.
- Training has improved in the last 2 years with the training officer we have in charged
- I am pleased with the efforts of the current training officers. They are moving in the right direction. However, there is a need for more fire-based training to occur on a more frequent basis and without interruption. Compared to EMS, fire calls are a lower frequency occurrence and need more emphasis to be prepared and maintain mastery.

- There was not enough training given on how to handle combative patients
- Out of service training and off duty scheduled hands on training would benefit myself and the department as a whole greatly. This would allow better focus and opportunities for skill and knowledge growth, both for EMS and Fire.
- Would like more O.O.S. training with multiple companies or mutual aid departments. Also would like more training on extrication and vehicle stabilization. Some stations should be encouraged to complete non mandatory training when there is time.
- We need more training on heavy rescue. Unless you go on your own somewhere or you belong to a volunteer dept. you will not get much or any of this training after the Academy. We need to sets of turnout gear. There is a lot of talk about preventing cancer but when you only have one set of gear and you have a fire you must continue to wear that gear throughout your shift. We are told to change out our hoods but we do not need to continue to wear our gear when it is dirty. We need to be issued two sets.
- I receive adequate training to perform my job. My supervisor and ███████ have always supported that I seek training to improve my skills.
- We have had several great leaders in the training role
- When we do training it feels like we rush in and rush out so we can hurry up and finish so we can go back in service.
- The training officer has done a great job in affording opportunities but I feel those opportunities are cut short a lot of time due to call volume or other events happening.
- We do very little hands on training. Most of our training is done on computer through the college. It is great knowledge but your not putting your hands on anything.
- What else needs to be said. We need more fire training. We need live fire training. We need buildings and structures to train in and around. We need cars to cut up. We need to burn stuff. And lastly, everyone that works for GFR needs to be following a physical fitness regiment so that nobody is in danger of having a heart attack at the fire ground. We have some out of shape and overweight individuals within our department and they are a danger to themselves and those around them.
- Cancer/Carcinogen Prevention - I feel the department has failed us a whole. After going to a fire there is no spare gear. As simple as providing a second hood; the department initiated a program of having a few spare hoods on R1 however it has since fell by the way side and the last time I checked there were only 2. not to mention even if there were spare hoods on R1 that unit is rarely staffed and doesn't make it to the fire due to only having 1 driver who is most likely responding on Tower1.
- The lack of training is in direct correlation to the lack of staffing, when we barely have enough people to meet the minimum staffing requirements, we cannot take trucks out of service for training time. In the case of a large scale incident, I believe the department will struggle mightily. Between the lack of training/ experience, the need by upper management and certain station officers to be in charge and lack of people putting forth effort, I believe we will fail.
- The training is poor, I have never been around true fire. Only burn boxes
- Past training applies here. Training in the last 5 yrs has Diminished my skills
- Not enough of it. Our training tries but isnt supported. Technical training is not great and we are to busy with minimal staffing

- The reason that i have rated these at this level is not from any training I have received at GFR but from training that I have done on my own not associated with GFR.
- Off duty paid training would be the most effective way to do fire training.
- Training should be facilitated, out of service, learning experiences that are not just testing environments. There need to be off duty programs (driver operator) that candidates can apply for selection. They could dedicate time without distraction to learning new skills.
- ████████ has made a lot of great changes In the training division. He is the only reason we get fire training on occasion.
- The main issue with training for me is Not being able to be dedicated to a training. Staffing levels don't allow. Also there is a huge liability for the way we introduce new employees to ems. They are placed on a unit with other new people and dong know where they are going much less what to do when they get there. The answer that we as senior people are given is that the squad we be there. I ride the squad and know first hand that we don't get there when the ems unit gets there and we feel pressured to beat them to the scene when you have two new employees on a ambulance together. We are putting these employees in a bad spot.
- Need more hands-on training. Computer based training is good to fill the gap and bring some material that doesn't necessarily fill the hands on portion, but nothing can compare to being on the fire ground or in a classroom reviewing your performances.
- While more hands on training would be helpful. I believe more support from management for our training division is the biggest key.
- Need of "out of service" time for hands on training

Deployment Model (Q 58-59)

Q58. What are the advantages of the current deployment model?

Table 63: Training– Advantages of Current Deployment Model

What are the advantages of the current deployment model?	
Answer Choices	Responses
More hands available at incident scenes	51.85% 56
High level of opportunity to provide patient care for paramedics assigned to squad units	10.19% 11
Reduces the percentage of committed time (unit hour utilization time)	3.70% 4
Other (please list)	34.26% 37

In the "other" category, 33 of 27 responses actually reflected dissatisfaction with the model or no advantages.   "Other" responses for Q58 are in Table 64 below.

Table 64:   Q 58 "Other" responses for Advantages of Deployment Model

Comment	*Count

Advantages	
More hands on scene	4
Paramedic level care / more paramedics	3
More supervision	1
Addition of one EMS unit	1
Disadvantages	
No / limited advantages	22
Sometimes too many people on scene (not efficient use of time & resources)	6
Employees overworked	5
Patients suffer from understaffing of paramedics	3
Liked 3 person EMS	2
Current model lacks written procedures	1
Commitment time not tracked accurately	1
ALS is not always on scene in a timely manner	1
Other	
Does not apply	2
Combination of all choices	1
I'm admin therefore I don't know	1

Full Responses (37)

- Advantages are limited. However nice to have more hands. More hands are not always needed and having too many people on scene and in the back of the ems truck can be a bad thing sometimes. The Squad is nice to have for assistance on higher acuity calls. But not all calls.
- Does not apply to administration
- There aren't any
- There are zero advantages to the current model. The current model lacks any written direction and/or procedures. This is a model that is beyond dynamic and has no been successful.
- There is no advantage to our current deployment model. The employees and public have suffered due to this nonsense. You don't need 5 people on an EMS scene, two will end up watching the others work. We are putting everyone at risk and running ourselves ragged.
- Combination of all choices
- We do not give the patient the highest level of care as fast as we could when we had paramedics on all aparatus.
- None
- None
- Paramedic level care, more hands on scene & more supervision
- I do not see a clear advantage.
- In my experience the current model does not work. The dept is unable to get the true committment time of the squads because it is not tracked accurately. We are putting too many individuals at a scene when majority of the time two individuals can handle it (medic on all trucks). We are endangering ourselves and the public by running so many trucks and individuals to one scene. We are putting wear and tear on the vehicles also
- Does not apply

- to many people and to many units responding creating more availability of accidents
- The only advantage I can see in the new plan is the addition of ONE ems unit to the cities response. The department has placed the "squad" unit on a pedistal and refuses to see the negative side of that unit. The majority of people on that unit are great paramaedics that are being abused. The upper management sees it as a specialized unit and hand picks who has to ride on it discriminating against other EMS specialists and not assigning them because of personal bias.
- no advantage at all
- Don't see advantage
- The current ems model for all intents and purpose is a cover up, a band aid if you will. Its a temporary solution for a big problem. The current model runs everyone ragged. Taking trucks out of service due to lack of staffing makes everyone run more and is not the fault of the shift people. If the people making these decisions had to run on these trucks and do some of the things their asking they would quickly change they model. Treat employees like you trying to get them and you wont lose them.
- I liked 3 person ems
- No Advantages
- ALS is not always on scene in a timely manner
- none
- It usually puts more hands on scene but sometimes it takes longer to get a paramedic on scene than the way we used to run things do to a medic having to come from another territory a lot of times.
- A combination of additional resources both people and supplies on scene, as well as multiple paramedics available.
- if applicable: more paramedic units available in the city. However paramedic turnover is so high these units are normally staffed BLS.
- here are no advantages.
- None noted
- Their is no advantage to this model over the previous model of deployment.
- The current model is unknown and doesn't work
- I note zero advantaged. We are no longer a strong EMS teaching department. With three man EMS units, there was always a preceptor on each truck and you could ride as a student as the third person.
- The current model does allow for many people on scene of any given EMS call. That said, in most cases the excess of amount is not needed, creates an excessive amount of fatigue on the squad members, and is simply not needed if each unit simply had a paramedic/specialist.
- There are none. This model is horrendous.
- There is no benefit. Current model has more individuals that can do less. Not efficient in allowing time to complete other required task that need to be completed. Committed time on calls with more people creates less time to train, maintain units and manage stations.
- None
- NONE!
- I'm admin therefore I don't know

- I do not feel there are advantages in this current model

Q59. What are the disadvantages of the current deployment model?

Table 65: Training– Disadvantages of Current Deployment Model

What are the disadvantages of the current deployment model?	
Answer Choices	Responses
Limited ability for newer EMTs to learn medical skills in the field environment	17.59% 19
Work load and call volume for the squad units	19.44% 21
Ambulances (transport units) arriving on emergency scenes without a paramedic on board	10.19% 11
Weakening the department's ability to control and suppress fire	0.93% 1
Other (please list)	51.85% 56

Other responses for Q59 are in Table 66 below.

Table 66: Q 59 "Other" responses – Disadvantages of Deployment Model

Comment	*Count
Disadvantages	
All of the above	38
Paramedics arriving on scene after ambulance puts patients at risk	7
Employees are overworked / not enough sleep or off duty time	7
Limited ability for new EMTs to learn in the field / 2 person instead of 3 person model	7
High call volume / need an extra squad	4
Poor assignment of responders needed / reduced hands on fire grounds	3
Requires a high level of supervision	1
The inablility for some individuals to except change	1
Too many people on scene	1
Advantages	
More hands on scene	1
Current model is functional	1
Leadership	
Upper management should listen to feedback from squad leaders	1
Poor employee retention directly related to the administration	1
Other	

Does not apply	2
I'm admin, therefore I don't know	1

Full Responses (56)

- All of the above.
- Does not apply to administration
- These are all disadvantages of our current model. This model has failed numerous times on emergency calls. Most importantly failed the patient. EMS units with EMT Basic level care are arriving to calls 5 mins prior to a paramedic. This puts the public at a great risk. Evidence of the failure continue to stack up daily. Rather than having the closet paramedic respond to provide an ALS assessment as quick as possible the department focuses on checking the box that states a paramedic responded.
- All of these are very accurate
- All of these are concerns. But for me riding the Squad has affected my personal life greatly. I've had to sleep on the side of 264 bypass before finishing my commute to keep from crashing. working a 60 hour work week and the having to sleep 4-6 hours as soon as you get home takes you away from your family for nearly 80 hours a week. All in the name of possible promotion. I found that it just wasn't worth it.
- Dynamic system that requires high level of supervision
- How can you as a surveyor possibly ask a question which you already know disadvantages because they have been brought up to you and then you ask a question in which we can only choose one answer. All of the above are disadvantages. We have one advantage and that is we have put more hands on scene. The disadvantage is the department has infected its operations and has not been open to asking the Squad Leaders what can be done to improve the model because it surely is not a stable plan. I know many people whom are just hanging on because they either have too many years, or they are hoping something will change and change pretty quickly. The department heads need to have meetings and be willing to listen. They need to swallow the PRIDE and admit that the current deployment model is not working and look into ways to change it. No one wants to work 20 out of 24 yours. Utilization is definitely in the teens out of 24 hours putting it at over 50% no matter what the data says by the folks that pull the data. You can make those numbers say what you want. These units are way too busy to be able to have nay downtime mentally and train themselves as medical education changes continuously. This does not even include regular training. And the Department heads do not even know what responsibility Squad Leaders are putting themselves out on a limb for with all these basic EMT's whom do not know how to do there job because they have only become an EMT about a year. Squad Leaders have to follow Protocols and we are not even given the chance to do our job correctly because Chief Supervisors do not even know or understand what is needed. We are rally setting ourselves up for failure for ourselves, for our customers, and also an individual. This could really go on allot more than I can type in this space. This deployment model can not sustain itself as it currently is in place. As it continues to, we will continue to see Paramedic level employees whom ride the Squad leave our department if we do not change the call volume. The City Manger needs to just wash the slate clean and say "Look, it's OK to say the EMS deployment model did not work as you planned and we need to know what will it take to

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work." For this to happen, input needs to come form the Squad Leaders whom run the model and know what is going on and know what the responsibility is of this job. Squad people are responsible for making it work and we are trying to make it work. But we are not patching holes in street pavement nor are we picking up trash. We are not making parks look good, cutting lawns, nor scheduling appointments, or planning for City adventures, nor repairing equipment to keep the city vehicles running. I'm not knocking any of these tasks or job descriptions.. But what I am trying to say is we actually are responsible for a persons life and the care given to them from the time we meet them until care is transferred to Vidant Medical Center.. These other jobs performed by city employees cannot say that. We need some serious meetings to take place and folks whom have a caring heart for the department as myself to be involved in making sure we deliver the best service we can with the most reasonable equipment and personnel we can. And I could go on.

- Limited ability for newer EMTs to learn medical skills in the field environmenWork load and call volume for the squad unitst
- Potential for quickly exhausting departmental assets
- All of the above.
- All of the above
- All could be veiwed as disadvantages.
- ALL of these are disadvantages of the current model.
- All of these are disadvantages with our current model, and these only scratch the surface.
- All the above are disadvantages for this department and they all need to be addressed
- All of the above.
- The inabllity for some individuals to except change
- All of the above
- All are disadvantages we see everyday.
- an additional Squad unit in service would reduce the call volume of the two squads currently in service.
- All the above. This is why it doesn't work
- does not apply
- Limited ability to learn in field for new EMTs, ambulances arriving on scenes without paramedic, social loafing phenomenon (we have 8 people on a scene and everyone is expecting someone else to take charge or too many people try to take charge and it is overly chaotic)
- All the above
- ALL OF THE ABOVE
- All of the above
- All of the above. Recently a commerical strucutre fire was handle by only two engines, one with only two people on it and two EMS units. there was however two squad units in the city with four capable firefighters who did not respond to the fire.
- All of the above
- Limited ability for EMTs to learn new skills; and ambulances without paramedics
- All of these are disadvantages.

- All of the above listed!! No to mention that we used to have 3 man trucks that could handle what now utilizes at minimum two vehicles and 4 people. More commonly 3 vehicles and 7 people. Seems to be a step backwards to me.
- All of the above.
- These are all disadvantages associated with current model
- All of the above
- Newer EMTs are put driving and are not being given the opportunity to be in the back to improve on or learn the skills that they need to perform their jobs.
- Again its a combination. Many of the squad riders are also the hardcore firemen that you would trust your life with at a fire, and now they aren't going to fires because they are stuck on the squad truck. And they are burned out because of the call volume and sleep deprivation. Add to that, the frequency of ambulances having 2 brand new basics on board and its a recipe for disaster sometimes.
- All of the above
- The squad personnel are our most elite employees for the most part and they are being abused by the current system. It is only a matter of time before a squad member makes a fatal mistake due to exhaustion. None of the upper management has ridden the squad truck before and they have no idea of the mental and physical strain that it puts on them.
- All of the above
- All of the above.
- All of the above should be a choice
- All of the above are disadvantages
- Current model is functional
- I believe that every selection listed above are disadvantages of the current model. Burnout is a major issue for the select employees riding the squad units. Ambulances routinely arrive on scene without a paramedic on board. It gives less hands on a fire grounds.
- Every one of these i think are relevant disadvantages
- The work load is extremley high for the squads but the possibility for a high aquity call to lack a paramedic for critical moments in the begining is a diservice to the public we serve.
- ALL OF THE ABOVE
- Work load has increased creating issue with time for training and other much needed tasks.
- ALL OF THE ABOVE!!!
- All except weaking suppression. While UHU is acceptable, the fact that there is a call every hour or so precludes restful sleep.
- Going from a 3 person unit to a 2 person unit not only cut out on the job training and a strong mentorship, but as well on the fire ground losing 3 additional personnel for suppression.
- I'm admin, therefore I don't know
- I feel that all of these answers are severe disadvantages of the current deployment model. They all clearly illustrate how detrimental the current model is to our system
- All of the above are distinct disadvantages of the current model. The model has devolved during the last few years though due to the amount of paramedics and high level providers we have lost. The squad units would work with some tweaking and the morale of the employees being addressed. There is a retention problem directly related to the administration that is crippling

our ability to provide the high quality of service we are used to. ███████ repeatedly points to the community survey that showed the citizens were happy with out service. That's because we will not let our morale affect our performance and taking care of our customers. It has nothing to do with administration.

- All of the above
- All of the above. Stress to the fewer paramedics, long response times to get a medic on scene

Appendix 3- Active Duty Cross Tabs

Cross-tabulation analyses were conducted by age (generation), race, position, tenure and shift. The only variable that yielded statistical significance in some, but not all, questions was age. Statistically significant differences follow for relevant items.

Employee Satisfaction with work (Q7-16)

Q8. Resource Availability

AGE- I am backed by experienced personnel when faced with a challenge						
	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Total
Q1: Born 1980-2000 (You are considered a Millennial)	3.70% 2	25.93% 14	24.07% 13	35.19% 19	11.11% 6	50.47% 54
Q1: Born 1965-1979 (You are considered Generation X)	16.33% 8	32.65% 16	24.49% 12	20.41% 10	6.12% 3	45.79% 49
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	25.00% 1	0.00% 0	3.74% 4

Q16. I would rate my morale as:

I would rate my morale as:					
	Excellent	Very good	Good	Fair	Poor
Q1: Born 1980-2000 (You are considered a Millennial)	3.70% 2	14.81% 8	25.93% 14	25.93% 14	29.63% 16
Q1: Born 1965-1979 (You are considered Generation X)	22.45% 11	16.33% 8	24.49% 12	18.37% 9	18.37% 9
Q1: Born 1946-1964 (You are considered a Baby Boomer)	75.00% 3	0.00% 0	0.00% 0	0.00% 0	25.00% 1

Perception of my colleagues (Q18-23)

Q18. In GFRD, employees are encouraged to take action when they see a problem or opportunity.

In GFRD, employees are encouraged to take action when they see a problem or opportunity.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Q1: Born 1980-2000 (You are considered a Millennial)	11.11% 6	24.07% 13	27.78% 15	31.48% 17	5.56% 3
Q1: Born 1965-1979 (You are considered Generation X)	6.12% 3	14.29% 7	12.24% 6	48.98% 24	18.37% 9
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	25.00% 1	0.00% 0	50.00% 2	25.00% 1

Q21. My co-workers deal very well with unpredictable or changing work situations.

My co-workers deal very well with unpredictable or changing work situations.	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Q1: Born 1980-2000 (You are considered a Millennial)	3.70% 2	7.41% 4	14.81% 8	51.85% 28	22.22% 12
Q1: Born 1965-1979 (You are considered Generation X)	4.08% 2	22.45% 11	18.37% 9	34.69% 17	20.41% 10
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	0.00% 0	100.00% 4	0.00% 0	0.00% 0
Total	3.74%	4	14.02%	15	19.63%	21	42.06%	45	20.56%	22

Compensation and Benefits (Q25-26)

Q25. Please rate your level of satisfaction with the following:

Please rate your level of satisfaction with the following:					
Satisfaction with base compensation					
	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	1.85% 1	24.07% 13	16.67% 9	44.44% 24	12.96% 7

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1965-1979 (You are considered Generation X)	4.08% 2	44.90% 22	18.37% 9	28.57% 14	4.08% 2
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	25.00% 1	0.00% 0

Being paid competitively with the local job market

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	0.00% 0	27.78% 15	20.37% 11	37.04% 20	14.81% 8
Q1: Born 1965-1979 (You are considered Generation X)	8.16% 4	36.73% 18	26.53% 13	22.45% 11	6.12% 3
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	25.00% 1	0.00% 0	0.00% 0

Health Insurance

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	1.85% 1	53.70% 29	14.81% 8	16.67% 9	12.96% 7
Q1: Born 1965-1979 (You are considered Generation X)	14.29% 7	34.69% 17	22.45% 11	24.49% 12	4.08% 2
Q1: Born 1946-1964 (You are considered a Baby Boomer)	25.00% 1	50.00% 2	0.00% 0	25.00% 1	0.00% 0

Leadership (Q27-32)

Q27. How effectively are you and your immediate supervisor able to work together?

AGE- How effectively are you and your immediate supervisor able to work together?					
	Not at all effective	Not so effective	Somewhat effective	Very effective	Extremely effective
Q1: Born 1980-2000 (You are considered a Millennial)	1.85% 1	16.67% 9	33.33% 18	29.63% 16	18.52% 10
Q1: Born 1965-1979 (You are considered Generation X)	0.00% 0	4.08% 2	32.65% 16	38.78% 19	24.49% 12
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	0.00% 0	0.00% 0	25.00% 1	75.00% 3

Q28. Please select a management style that best matches each rank listed based on your personal experience and opinion. Leadership style definitions all assume actions taken by leaders in non-emergency situations.

Please select a management style that best matches each rank listed based on your personal experience and opinion. Leadership style definitions all assume actions taken by leaders in non-emergency situations.					
Immediate supervisor's management style					
	Chaotic /Permissive, Clear standards or direction rarely provided, passive or reactive communication	Participative/ Democratic – employee input in decision making, delegates, team focused, proactive	Authoritarian – seeks feedback but makes decisions, persuades, paternalistic, little delegation	Directive – unilaterally makes decisions, motivates by threat or discipline, top down communication,	Don't know, not enough contact to have an opinion
Q1: Born 1980-2000 (You are considered a Millennial)	14.81% 8	68.52% 37	5.56% 3	7.41% 4	3.70% 2
Q1: Born 1965-1979 (You are considered Generation X)	6.38% 3	57.45% 27	23.40% 11	10.64% 5	2.13% 1
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	100.00% 4	0.00% 0	0.00% 0	0.00% 0
Deputy Chief					
	Chaotic /Permissive, Clear standards or direction rarely provided, passive or reactive communication	Participative/ Democratic – employee input in decision making, delegates, team focused, proactive	Authoritarian – seeks feedback but makes decisions, persuades, paternalistic, little delegation	Directive – unilaterally makes decisions, motivates by threat or discipline, top down communication,	Don't know, not enough contact to have an opinion
Q1: Born 1980-2000 (You are considered a Millennial)	13.21% 7	3.77% 2	5.66% 3	60.38% 32	16.98% 9
Q1: Born 1965-1979 (You are considered Generation X)	4.17% 2	20.83% 10	10.42% 5	54.17% 26	10.42% 5

	Chaotic /Permissive, Clear standards or direction rarely provided, passive or reactive communication	Participative/ Democratic – employee input in decision making, delegates, team focused, proactive	Authoritarian – seeks feedback but makes decisions, persuades, paternalistic, little delegation	Directive – unilaterally makes decisions, motivates by threat or discipline, top down communication,	Don't know, not enough contact to have an opinion
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	75.00% 3	0.00% 0	25.00% 1	0.00% 0

Chief

	Chaotic /Permissive, Clear standards or direction rarely provided, passive or reactive communication	Participative/ Democratic – employee input in decision making, delegates, team focused, proactive	Authoritarian – seeks feedback but makes decisions, persuades, paternalistic, little delegation	Directive – unilaterally makes decisions, motivates by threat or discipline, top down communication,	Don't know, not enough contact to have an opinion
Q1: Born 1980-2000 (You are considered a Millennial)	18.52% 10	5.56% 3	7.41% 4	48.15% 26	20.37% 11
Q1: Born 1965-1979 (You are considered Generation X)	8.33% 4	25.00% 12	10.42% 5	43.75% 21	12.50% 6
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	75.00% 3	0.00% 0	25.00% 1	0.00% 0

GFRD Management Overall

	Chaotic /Permissive, Clear standards or direction rarely provided, passive or reactive communication	Participative/ Democratic – employee input in decision making, delegates, team focused, proactive	Authoritarian – seeks feedback but makes decisions, persuades, paternalistic, little delegation	Directive – unilaterally makes decisions, motivates by threat or discipline, top down communication,	Don't know, not enough contact to have an opinion
Q1: Born 1980-2000 (You are considered a Millennial)	22.22% 12	5.56% 3	22.22% 12	44.44% 24	5.56% 3
Q1: Born 1965-1979 (You are considered Generation X)	4.35% 2	17.39% 8	28.26% 13	43.48% 20	6.52% 3
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	75.00% 3	0.00% 0	25.00% 1	0.00% 0

Q30. Please rate how satisfied you are with your station officer for each of the following:

AGE- Please rate how satisfied you are with your station officer for each of the following:					
Trust with employees					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	12.96% 7	50.00% 27	14.81% 8	12.96% 7	9.26% 5
Q1: Born 1965-1979 (You are considered Generation X)	22.45% 11	42.86% 21	26.53% 13	8.16% 4	0.00% 0
Q1: Born 1946-1964 (You are considered a Baby Boomer)	75.00% 3	25.00% 1	0.00% 0	0.00% 0	0.00% 0
My personal relationship					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	14.81% 8	57.41% 31	12.96% 7	9.26% 5	5.56% 3
Q1: Born 1965-1979 (You are considered Generation X)	24.49% 12	36.73% 18	32.65% 16	6.12% 3	0.00% 0
Q1: Born 1946-1964 (You are considered a Baby Boomer)	75.00% 3	25.00% 1	0.00% 0	0.00% 0	0.00% 0
Respect for my ideas					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	16.98% 9	47.17% 25	13.21% 7	18.87% 10	3.77% 2
Q1: Born 1965-1979 (You are considered Generation X)	20.41% 10	42.86% 21	34.69% 17	2.04% 1	0.00% 0
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	50.00% 2	0.00% 0	0.00% 0	0.00% 0
Feedback about my job performance					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	18.52% 10	42.59% 23	18.52% 10	20.37% 11	0.00% 0

Q1: Born 1965-1979 (You are considered Generation X)	20.41% 10	38.78% 19	32.65% 16	6.12% 3	2.04% 1
Q1: Born 1946-1964 (You are considered a Baby Boomer)	75.00% 3	25.00% 1	0.00% 0	0.00% 0	0.00% 0

Q31. Please rate how satisfied you are with your Battalion Chief for each of the following:

Please rate how satisfied you are with your Battalion Chief for each of the following:					
Recognition of effective employee job performance					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	14.81% 8	25.93% 14	33.33% 18	5.56% 3	20.37% 11
Q1: Born 1965-1979 (You are considered Generation X)	10.20% 5	20.41% 10	32.65% 16	24.49% 12	12.24% 6
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	25.00% 1	0.00% 0	0.00% 0
Communication of organization goals and strategies					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	12.96% 7	31.48% 17	20.37% 11	16.67% 9	18.52% 10
Q1: Born 1965-1979 (You are considered Generation X)	12.24% 6	20.41% 10	30.61% 15	32.65% 16	4.08% 2
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	0.00% 0	25.00% 1

Q32. Please rate how satisfied you are with your Senior Leadership (Deputy Chief/ Chief) for each of the following:

Please rate how satisfied you are with your Senior Leadership (Deputy Chief/ Chief) for each of the following:					
Trust with employees					
	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	5.56% 3	5.56% 3	9.26% 5	35.19% 19	44.44% 24

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1965-1979 (You are considered Generation X)	16.33% 8	12.24% 6	16.33% 8	30.61% 15	24.49% 12
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	0.00% 0	25.00% 1

My personal relationship

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	5.56% 3	14.81% 8	27.78% 15	24.07% 13	27.78% 15
Q1: Born 1965-1979 (You are considered Generation X)	22.45% 11	18.37% 9	30.61% 15	12.24% 6	16.33% 8
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	0.00% 0	25.00% 1

Respect for my ideas

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	5.56% 3	11.11% 6	27.78% 15	29.63% 16	25.93% 14
Q1: Born 1965-1979 (You are considered Generation X)	22.92% 11	14.58% 7	29.17% 14	18.75% 9	14.58% 7
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	0.00% 0	25.00% 1

Feedback about my job performance

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	5.56% 3	11.11% 6	18.52% 10	29.63% 16	35.19% 19
Q1: Born 1965-1979 (You are considered Generation X)	22.45% 11	18.37% 9	24.49% 12	16.33% 8	18.37% 9
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	0.00% 0	25.00% 1

Recognition of effective employee job performance

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	5.56% 3	11.11% 6	16.67% 9	22.22% 12	44.44% 24

Q1: Born 1965-1979 (You are considered Generation X)	20.41% 10	14.29% 7	20.41% 10	22.45% 11	22.45% 11
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	0.00% 0	25.00% 1

Frequency of communication

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	5.56% 3	11.11% 6	5.56% 3	27.78% 15	50.00% 27
Q1: Born 1965-1979 (You are considered Generation X)	18.37% 9	18.37% 9	18.37% 9	20.41% 10	24.49% 12
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	0.00% 0	25.00% 1

Communication of organization goals and strategies

	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
Q1: Born 1980-2000 (You are considered a Millennial)	5.56% 3	12.96% 7	11.11% 6	27.78% 15	42.59% 23
Q1: Born 1965-1979 (You are considered Generation X)	18.37% 9	18.37% 9	18.37% 9	12.24% 6	32.65% 16
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	0.00% 0	25.00% 1

Communication (Q33-38)

Q33. I have a clear understanding of my organization's vision.

AGE- I have a clear understanding of my organization's vision.					
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
Q1: Born 1980-2000 (You are considered a Millennial)	20.75% 11	35.85% 19	22.64% 12	11.32% 6	9.43% 5
Q1: Born 1965-1979 (You are considered Generation X)	16.33% 8	22.45% 11	12.24% 6	28.57% 14	20.41% 10

Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	0.00% 0	0.00% 0	25.00% 1	25.00% 1

Career Development (Q39-44)

Q40. Please rank what you believe would be most effective as career development tools for the Greenville Fire and Rescue Department.

Creation of a career plan for each employee, updated annually that allows upward or lateral movement to positions										
	1	2	3	4	5	6	7	8	9	Total
Q1: Born 1980-2000 (You are considered a Millennial)	20.75% 11	15.09% 8	13.21% 7	15.09% 8	1.89% 1	15.09% 8	3.77% 2	13.21% 7	1.89% 1	50.48% 53
Q1: Born 1965-1979 (You are considered Generation X)	22.92% 11	20.83% 10	8.33% 4	8.33% 4	12.50% 6	8.33% 4	4.17% 2	10.42% 5	4.17% 2	45.71% 48
Q1: Born 1946-1964 (You are considered a Baby Boomer)	75.00% 3	0.00% 0	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	3.81% 4
Implementing incentives (e.g. rank, pay) for achieving certain milestones (e.g. Paramedic and/or Intermediate level)										
	1	2	3	4	5	6	7	8	9	Total
Q1: Born 1980-2000 (You are considered a Millennial)	35.85% 19	15.09% 8	13.21% 7	15.09% 8	3.77% 2	1.89% 1	5.66% 3	3.77% 2	5.66% 3	50.48% 53
Q1: Born 1965-1979 (You are considered Generation X)	16.67% 8	14.58% 7	10.42% 5	20.83% 10	22.92% 11	6.25% 3	2.08% 1	4.17% 2	2.08% 1	45.71% 48
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	0.00% 0	25.00% 1	25.00% 1	25.00% 1	0.00% 0	25.00% 1	0.00% 0	0.00% 0	3.81% 4
Allowing a limited number of specialization career tracks for paramedics and firefighters										
	1	2	3	4	5	6	7	8	9	Total
Q1: Born 1980-2000 (You are considered a Millennial)	3.77% 2	11.32% 6	7.55% 4	3.77% 2	24.53% 13	13.21% 7	15.09% 8	20.75% 11	0.00% 0	50.48% 53
Q1: Born 1965-1979 (You are considered Generation X)	6.25% 3	0.00% 0	8.33% 4	10.42% 5	6.25% 3	25.00% 12	22.92% 11	14.58% 7	6.25% 3	45.71% 48
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	25.00% 1	25.00% 1	0.00% 0	50.00% 2	0.00% 0	3.81% 4
Having assigned mentors/ field training officers for personnel at different ranks with a specified curriculum and for a specified time period										
	1	2	3	4	5	6	7	8	9	Total

Q1: Born 1980-2000 (You are considered a Millennial)	7.55% 4	13.21% 7	5.66% 3	11.32% 6	20.75% 11	9.43% 5	18.87% 10	13.21% 7	0.00% 0	50.48% 53
Q1: Born 1965-1979 (You are considered Generation X)	6.25% 3	4.17% 2	27.08% 13	8.33% 4	16.67% 8	8.33% 4	10.42% 5	12.50% 6	6.25% 3	45.71% 48
Q1: Born 1946-1964 (You are considered a Baby Boomer)	25.00% 1	25.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	50.00% 2	0.00% 0	3.81% 4

Q42. I am satisfied with my promotional opportunities.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Q1: Born 1980-2000 (You are considered a Millennial)	13.21% 7	30.19% 16	32.08% 17	20.75% 11	3.77% 2	50.48% 53
Q1: Born 1965-1979 (You are considered Generation X)	12.50% 6	16.67% 8	20.83% 10	43.75% 21	6.25% 3	45.71% 48
Q1: Born 1946-1964 (You are considered a Baby Boomer)	25.00% 1	0.00% 0	0.00% 0	25.00% 1	50.00% 2	3.81% 4
Total	13.33% 14	22.86% 24	25.71% 27	31.43% 33	6.67% 7	100.00% 105

Q43. With what specific methods would you like promotions to be handled (e.g. appointment by chief, written assessment, assessment centers, other)?

	Appointment by Chief	Skill Assessments (like assessment centers)	Interviews	Written Tests	Other	Total
Q1: Born 1980-2000 (You are considered a Millennial)	1.89% 1	75.47% 40	5.66% 3	3.77% 2	13.21% 7	50.48% 53
Q1: Born 1965-1979 (You are considered Generation X)	18.75% 9	41.67% 20	18.75% 9	2.08% 1	18.75% 9	45.71% 48
Q1: Born 1946-1964 (You are	25.00% 1	75.00% 3	0.00% 0	0.00% 0	0.00% 0	3.81% 4

considered a Baby Boomer)						
Total	10.48% 11	60.00% 63	11.43% 12	2.86% 3	15.24% 16	100.00% 105

Training (Q45-57)

Q50. I feel that I have the working conditions needed to be successful in my role.

I feel that I have the working conditions needed to be successful in my role.						
AGE						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Q1: Born 1980-2000 (You are considered a Millennial)	16.98% 9	35.85% 19	20.75% 11	22.64% 12	3.77% 2	50.96% 53
Q1: Born 1965-1979 (You are considered Generation X)	10.64% 5	29.79% 14	17.02% 8	25.53% 12	17.02% 8	45.19% 47
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	25.00% 1	0.00% 0	25.00% 1	50.00% 2	3.85% 4
Total	13.46% 14	32.69% 34	18.27% 19	24.04% 25	11.54% 12	100.00% 104

Q52. Based upon your knowledge, skill and professional training, how would you gage your current, individual capabilities to respond and react appropriately to a:

Based upon your knowledge, skill and professional training, how would you gage your current, individual capabilities to respond and react appropriately to a:				
Typical residential house fire (<2000 square feet)				
	Low	Moderate	Proficient	Total
Q1: Born 1980-2000 (You are considered a Millennial)	5.66% 3	26.42% 14	67.92% 36	50.96% 53
Q1: Born 1965-1979 (You are considered Generation X)	4.26% 2	21.28% 10	74.47% 35	45.19% 47
Q1: Born 1946-1964 (You are considered a Baby Boomer)	0.00% 0	25.00% 1	75.00% 3	3.85% 4
Commercial building fire				
	Low	Moderate	Proficient	Total

Q1: Born 1980-2000 (You are considered a Millennial)	24.53% 13	50.94% 27	**24.53% 13**	50.96% 53
Q1: Born 1965-1979 (You are considered Generation X)	12.77% 6	42.55% 20	**44.68% 21**	45.19% 47
Q1: Born 1946-1964 (You are considered a Baby Boomer)	25.00% 1	0.00% 0	75.00% 3	3.85% 4

High risk/low frequency type fire (health care, Greek house, special hazard)

	Low	Moderate	Proficient	Total
Q1: Born 1980-2000 (You are considered a Millennial)	45.28% 24	35.85% 19	18.87% 10	50.96% 53
Q1: Born 1965-1979 (You are considered Generation X)	29.79% 14	38.30% 18	31.91% 15	45.19% 47
Q1: Born 1946-1964 (You are considered a Baby Boomer)	25.00% 1	0.00% 0	75.00% 3	3.85% 4

Q56. How well has your training prepared you for the challenges that you face in your current job in the following functional areas?

How well has your training prepared you for the challenges that you face in your current job in the following functional areas?

Infection control

	Extremely well prepared. Expert level of mastery. I train others.	Well prepared. I can effectively handle this challenge when it arises.	Adequately Prepared. The majority of the time I can handle this challenge effectively when it arise	There are times when I am not confident nor feel fully prepared for handling this challenge.	I do not feel confident nor prepared to handle this challenge when it arises	Total
Q1: Born 1980-2000 (You are considered a Millennial)	**3.85% 2**	26.92% 14	50.00% 26	13.46% 7	5.77% 3	50.00% 52
Q1: Born 1965-1979 (You are considered Generation X)	**25.53% 12**	34.04% 16	31.91% 15	4.26% 2	4.26% 2	45.19% 47
Q1: Born 1946-1964 (You are considered a Baby Boomer)	75.00% 3	25.00% 1	0.00% 0	0.00% 0	0.00% 0	3.85% 4

Violence against providers (by combative patients, citizens, etc.)

	Extremely well prepared. Expert level of mastery. I train others.	Well prepared. I can effectively handle this challenge	Adequately Prepared. The majority of the time I can handle this challenge	There are times when I am not confident nor feel fully prepared for	I do not feel confident nor prepared to handle this challenge	Total

		when it arises.	effectively when it arise	handling this challenge.	when it arises	
Q1: Born 1980-2000 (You are considered a Millennial)	5.66% 3	24.53% 13	35.85% 19	28.30% 15	5.66% 3	50.96% 53
Q1: Born 1965-1979 (You are considered Generation X)	14.89% 7	29.79% 14	38.30% 18	8.51% 4	8.51% 4	45.19% 47
Q1: Born 1946-1964 (You are considered a Baby Boomer)	75.00% 3	0.00% 0	0.00% 0	25.00% 1	0.00% 0	3.85% 4

Extrication/Heavy Rescue calls for service

	Extremely well prepared. Expert level of mastery. I train others.	Well prepared. I can effectively handle this challenge when it arises.	Adequately Prepared. The majority of the time I can handle this challenge effectively when it arise	There are times when I am not confident nor feel fully prepared for handling this challenge.	I do not feel confident nor prepared to handle this challenge when it arises	Total
Q1: Born 1980-2000 (You are considered a Millennial)	16.98% 9	16.98% 9	35.85% 19	24.53% 13	5.66% 3	50.96% 53
Q1: Born 1965-1979 (You are considered Generation X)	17.02% 8	38.30% 18	25.53% 12	12.77% 6	6.38% 3	45.19% 47
Q1: Born 1946-1964 (You are considered a Baby Boomer)	50.00% 2	25.00% 1	0.00% 0	25.00% 1	0.00% 0	3.85% 4

Appendix 4- Former Employee Survey Tabular Data

Demographic Questions (1-5)

Q1. Position

Table 1: Former Employee Demographics– Position

What was your position with Greenville Fire Department?		
Answer Choices	Responses	
Fire Officer 1	29.03%	9
Fire Officer 2	16.13%	5
EMS Specialist	29.03%	9
F/R Lieutenant	12.90%	4
F/R Captain	9.68%	3
Other (specify if desired) – Battalion Chief	3.23%	1

Q2. Tenure

Table 2: Former Employee Demographics– Tenure

How long were you employed with Greenville Fire Department?		
Answer Choices	Responses	
Less than 1 year	0.00%	0
1-2 years	0.00%	0
3-5 years	9.68%	3
5-10 years	32.26%	10
11-15 years	16.13%	5
16-20 years	9.68%	3

Q3. Age

Table 3: Former Employee Demographics– Birth year/ Generation

What is your birth year? We are asking to help better understand generational differences in the department.		
Answer Choices	Responses	
1980-2000 (You are classified as a Millennial)	35.48%	11
1965-1979 (You are classified as a Generation X)	48.39%	15
1946-1964 (You are classified as a Baby Boomer)	16.13%	5

Q4. Highest Education Level

Table 4: Former Employee Demographics– Highest Education Level

What is your highest education level?		
Answer Choices	Responses	
High School Diploma or GED	9.68%	3
Some college, no degree	22.58%	7

Associate's Degree		35.48%	11
Bachelor's Degree		29.03%	9
Some graduate school (master's program or higher), no degree		3.23%	1
A graduate degree (Master's degree or higher)		0.00%	0

Q5. Race

Table 5: Former Employee Demographics– Race

What is your race or ethnicity?		
Answer Choices	Responses	
White	86.67%	26
Black or African American	13.33%	4
Hispanic or Latino	0.00%	0
Asian or Asian American	0.00%	0
Alaskan Native or Native American	0.00%	0
Native Hawaiian or Pacific Islander	0.00%	0
Mixed Race	0.00%	0
Other	0.00%	0

Q6. What was the biggest factor that led you to leave GFRD or to accept another job?

Table 6: Reasons for leaving GFRD

What was the biggest factor that led you to leave GFRD or to accept another job?		
Answer Choices	Responses	
Morale Level	19.35%	6
Conflict with manager	16.13%	5
Retirement	16.13%	5
Career Interests- changing career, better alignment with my Goals	9.68%	3
Increased pay at the new position	6.45%	2
Conflict with other employees	0.00%	0
Training opportunities in the new position	0.00%	0
Leadership opportunities in the new position	0.00%	0
Increased benefits at the new position	0.00%	0
Better hours/work schedule at the new position	0.00%	0
Relocation to another community	0.00%	0
Other (please specify) (Low Morale, Disability Retirement, Management, etc.)	32.26%	10

There were 10 comments made regarding other reasons for leaving GFRD. The content analysis of these comments follows in Table 7.

Table 7: Content analysis regarding reasons respondents left GFRD for other work

Comment	*Count
Organization	
Disability retirement	1
Morale level	1
Insufficient training	1
Overscheduling	1
Retired due to lack of further promotion opportunities and the fact that subordinate employees with less experience were being compensated at a higher rate	1
Leadership	
███████████████████████ created hostile work environment / showed favoritism	3
Poor management / leadership	3
No moral support for employees or their needs	2
Micromanagement	1
Perceived negative attitude from Chief after speaking to City Council member	1
Details to establish new resources not fully thought out	1
Lack of integrity on management level	1
███████████████████████ made it clear that employees were just a number and could be replaced easily	1
Other	
Utilization of employee as a paramedic on an ambulance without compensation	1
Negative climate in city as a whole	1

*Notes: Some items could appear in two different categories (e.g. transparency and honesty) but were assigned only to one area. Some respondents listed multiple challenges in one response and these were counted separately therefore the count does not align with the total number of respondents.

Q9. How effectively were you and your supervisor able to work together?

Table 8: Effectiveness of supervisory relationship

How effectively were you and your supervisor able to work together?		
Answer Choices	Responses	
Not at all effective	12.90%	4
Not so effective	3.23%	1
Somewhat effective	51.61%	16
Very effective	29.03%	9
Extremely effective	3.23%	1
Comments:		19

There were 19 comments made regarding effectiveness of the work relationship between the respondent and his/her supervisor. The content analysis of these comments follows in Table 9.

Table 9:–Content analysis regarding effectiveness of the work relationship between the respondent and his/her supervisor

Comments	*Count
Organization	
The outline station officer is limited to his resources and guidance from his supervisor	1
Leadership	
Line officers were effective, problems with upper management	6
Lower officers afraid to challenge upper management / input disregarded by upper management	4
Working relationships good only because employee did not challenge upper management	3
Some supervisors good, others not	3
Leadership incompetent regarding needed skills	2
Relationship with supervisors was good but the pressures from upper management have changed the dynamic	2
Only supervisors who supported upper management promoted	1
Other	
Was in a light duty administrative position due to absences	1

Q10. How would you describe your immediate supervisor's management style?

Table 10: Description of immediate supervisor's management style

How would you describe your immediate supervisor's management style?		
Answer Choices	Responses	
Directive - top down communication, unilaterally makes decisions, little delegation, command even in non-emergency situations, motivates through discipline and threats.	12.90%	4
Authoritative - seeks input but makes the decisions, paternalistic, persuades to motivate, little delegation	29.03%	9
Participative/ Democratic - encourages communication in all directions, involves employees in decisions when possible, motivates based on successes at individual and team level	45.16%	14
Chaotic/ Passive - No clear structure or standards provided, passive or reactive communication, not decisive, lets others make decisions	9.68%	3
Don't know, not enough contact to have an opinion	3.23%	1
Other (please specify)		10

There were 10 comments made regarding the respondent's perception of his/her immediate supervisor's management style. The content analysis of these comments follows in Table 11.

Table 11:–Content analysis regarding respondent's immediate supervisor's management style

Comments	*Count
Supervisor does not have the freedom to manage in their own style / upper management forces them to comply with their agenda	6
Good supervisors and staff have left due to upper management	2
Some supervisors good, some not – suggest retesting	2
Supervisor would not defend employees to management	1
Supervisor tried to stand up to management	1
Comments	*Count
Supervisor does not have the freedom to manage in their own style / upper management forces them to comply with their agenda	6
Good supervisors and staff have left due to upper management	2
Some supervisors good, some not – suggest retesting	2
Supervisor would not defend employees to management	1
Supervisor tried to stand up to management	1

Q11. How would you describe your Station Officer's management style?

Table 12: Description of Station Officer's management style

How would you describe your Station Officer's management style?		
Answer Choices	Responses	
Directive - top down communication, unilaterally makes decisions, little delegation, command even in non-emergency situations, motivates through discipline and threats.	12.90%	4
Authoritative - seeks input but makes the decisions, paternalistic, persuades to motivate, little delegation	9.68%	3
Participative/ Democratic - encourages communication in all directions, involves employees in decisions when possible, motivates based on successes at individual and team level	29.03%	9
Chaotic/ Passive - No clear structure or standards provided, passive or reactive communication, not decisive, lets others make decisions	12.90%	4
Don't know, not enough contact to have an opinion	6.45%	2
Immediate supervisor was station officer	29.03%	9
Other (please specify)		7

There were seven comments made regarding the management style of the respondent's perception of his/her Station Officer. The content analysis of these comments follows in Table 13.

Table 13: Content analysis regarding management style of the respondent's Station Officer

Q12. How would you describe your Battalion Chief's management style?

Table 14: Description of Battalion Chief's management style

How would you describe your Battalion Chief's management style?		
Answer Choices	Responses	
Directive - top down communication, unilaterally makes decisions, little delegation, command even in non-emergency situations, motivates through discipline and threats.	32.26%	10
Authoritative - seeks input but makes the decisions, paternalistic, persuades to motivate, little delegation	12.90%	4
Participative/ Democratic - encourages communication in all directions, involves employees in decisions when possible, motivates based on successes at individual and team level	16.13%	5
Chaotic/ Passive - No clear structure or standards provided, passive or reactive communication, not decisive, lets others make decisions	32.26%	10
Don't know, not enough contact to have an opinion	6.45%	2
Please Explain Response		16

There were 16 comments were made regarding the respondent's perception of his/her Battalion Chief's management style. The content analysis of these comments follows in Table 15.

Table 15:– Content analysis of comments regarding the respondent's Battalion Chief's management style

Comments	*Count
Organization	
Battalion Chiefs do not have the freedom to manage in their own style / upper management forces them to comply with their agenda	3
Leadership	
Battalion Chief not qualified for the job / did not know how to do job	4
Battalion Chief would not accept feedback or suggestions on decisions	3
There needs to be one overarching management style under a Battalion Chief, but Station Officers are micromanaged	2
Battalion Chief was unsure of himself on the fire ground / is a danger to his men's safety	3
If Battalion Chief was more interactive with subordinates it would increase morale	1

Employee was reprimanded for using swap time for continuing fire education, even though it was compliant with policy	1
Battalion Chief is afraid to go against upper management	1
Battalion Chief was vindictive	1
Battalion Chief did not communicate plans	1
Battalion Chiefs adopted the dictatorial style that the Chief implemented	1
Other	
Rating only reflects current Battalion Chief	1

Q13. How would you describe the management style of the Deputy Chief overall?

Table 16: Description of Deputy Chief's management style

How would you describe the management style of the Deputy Chief overall?		
Answer Choices	Responses	
Directive - top down communication, unilaterally makes decisions, little delegation, command even in non-emergency situations, motivates through discipline and threats.	74.19%	23
Authoritative - seeks input but makes the decisions, paternalistic, persuades to motivate, little delegation	6.45%	2
Participative/ Democratic - encourages communication in all directions, involves employees in decisions when possible, motivates based on successes at individual and team level	6.45%	2
Chaotic/ Passive - No clear structure or standards provided, passive or reactive communication, not decisive, lets others make decisions	9.68%	3
Don't know, not enough contact to have an opinion	3.23%	1
Other (please specify)		16

There were 16 comments were made regarding the respondent's perception of the Deputy Chief's management style. The content analysis of these comments follows in Table 17.

Table 17:–Content analysis of comments regarding the respondent's Deputy Chief's management style.

Comments	*Count
Leadership	
Uses intimidation or threats to maintain control / dictatorial / condescending	6
Questionable tactics to get ahead / Focused on political gain	3
Gossipy / more interested in "getting the scoop" than leading	2
Poor communicator with subordinates	2

No care for staff or the public	2
Does not listen to input from lower ranks	2
Seeks chances to punish subordinates	2
Lacks education on modern fire tactics	1
Untrustworthy	1
Other	
Your choices reflect only those who do not communicate often with the DC. As a part of management I dealt with issues with the DC regularly and had no problems as we communicated often.	1
When I got hired I remember ████████████ telling me he would do whatever it takes to be able to spend time with his family and he did. From Lt. to DC in 5-6 years...where else does that happen?	1

Q14. How would you describe the management style of the Chief overall?

Table 18: Description of Chief's management style

How would you describe the management style of the Chief overall?		
Answer Choices	Responses	
Directive - top down communication, unilaterally makes decisions, little delegation, command even in non-emergency situations, motivates through discipline and threats.	80.65%	25
Authoritative - seeks input but makes the decisions, paternalistic, persuades to motivate, little delegation	9.68%	3
Participative/ Democratic - encourages communication in all directions, involves employees in decisions when possible, motivates based on successes at individual and team level	6.45%	2
Chaotic/ Passive - No clear structure or standards provided, passive or reactive communication, not decisive, lets others make decisions	3.23%	1
Don't know, not enough contact to have an opinion	0.00%	0
Other (please specify)		17

There were 17 comments were made regarding the respondent's perception of the Chief's management style. The content analysis of these comments follows in Table 19.

Discussion:

Table 20: Content analysis of comments regarding respondent's perception of the Chief's management style.

Comments	*Count
Leadership	
Dictatorial / autocratic	5
Promotes without merit / Nepotism towards those who agreed with him	5
Berating / Condescending	4
Not open to discussion or alternative opinions / dismissive	4
Holds grudges / punishes those who don't agree with him	3
Uneducated in modern fire tactics / does not research his new ideas	2
Does not trust officers	2
Unapproachable / disconnected from employees	2
Failed to maintain a deployable USAR staff	1
Micromanager	1
Unprofessional	1
Unwilling to admit that the direction the EMS is heading is a failure	1
Poor communicator	1
Does not care about staff or public	1
Focused on how to get ahead	1
Untrustworthy	1
Other	
Frequent sayings like "McDonalds is hiring" / you're replaceable	3
Told an officer that if it was up to him, he would take air packs off the trucks.	1
Again, not enough choices...for a position that is responsible for the department	1

Q15. How well did management recognize employee contributions?

Table 21: Management recognition of employee contributions

How well did management recognize employee contributions?		
Answer Choices	Responses	
None at all	25.81%	8
A little	54.84%	17
A moderate amount	12.90%	4
A lot	6.45%	2
A great deal	0.00%	0
Please Explain Response		21

There were 21 comments made regarding management recognition of employee contributions. The content analysis of these comments follows in Table 22.

Table 22: Content analysis of comments regarding management recognition of employee contributions

Comments	*Count
Management only recognized their favorite employees	5
More negatives addressed than positives	4
There was an annual awards ceremony	4
Almost never got recognition	3
Only if it made the administration look good	3
CPR achievement pins for ROSC calls when patients were revived	1
Occasional appreciation dinners	1
Did not feel like the Chief or Deputy Chief cared at all about staff or their contributions	1
Could do better for employee retirement celebrations	1
Only officers were awarded firefighter of the year	1
Other	
The fire department is in the fire prevention, extinguishment and EMS business It is done as a group. I think when extra effort if displayed there is a far amount of reconviction given. Mainly at the station level but upper level also.	1

Q16. CA

Q17. How effectively were new policies and procedures communicated to employees?

Table 23: Effectiveness of communicating new policies and procedure

How effectively were new policies and procedures communicated to employees?		
Answer Choices	Responses	
Not at all effective	38.71%	12
Not so effective	32.26%	10
Somewhat effective	22.58%	7
Very effective	6.45%	2
Extremely effective	0.00%	0
Please Explain Response		22

There were 22 comments were made regarding other reasons for leaving GFRD. The content analysis of these comments follows in Table 24.

Table 24:–Content analysis regarding effectiveness of communicating new policies and procedure

Comments	*Count
Confusing to know which policies were to be followed / inconsistent / ambiguous	6

Most were word of mouth and not written	5
Communicated through emails / memos	5
Little explanation on why new policies were implemented	3
New policies were mostly about consequences / disciplinary threats	3
Had to search for current policies themselves	2
Dependent on which division they came from	1
Briefed on policies and procedures regularly	1
Told to go against policies or procedures	1
No feedback allowed	1
Specific Examples	
Only 2 days notice given to implement new EMS deployment plan	1
they did not make a policy or procedures for the squad truck, but they wrote employees up.	1
Statements such as, "the EMS model is dynamic, and we can't make a policy to cover every situation," were prevalent.	1
Other	
"E"	1

Q18. How consistently were policies and procedures carried out across shifts?

Table 25: Consistency of applying policies and procedure across shifts

How consistently were policies and procedures carried out across shifts?		
Answer Choices	Responses	
Not at all consistent	54.84%	17
Not so consistent	25.81%	8
Somewhat consistent	19.35%	6
Very consistent	0.00%	0
Extremely consistent	0.00%	0
Please explain response		22

There were 22 comments were made regarding consistency of applying policies and procedure across shifts. The content analysis of these comments follows in Table 26.

Table 26: Content analysis of regarding consistency of applying policies and procedure across shifts

Comments	*Count
Varied by Supervisor / Shift	11
Enforced differently depending on employee	6
Told to go against policies or procedures	1
No clear written policies and procedures to follow	3
Other	
I didn't follow up on how other shifts worked out procedures.	1

Q19. I felt that I had the tools, resources and working conditions to be successful in my role.

Table 27: Had needed tools, resources and working conditions to be successful

I felt that I had the tools, resources and working conditions to be successful in my role.		
Answer Choices	Responses	
Strongly disagree	35.48%	11
Disagree	25.81%	8
Neither agree nor disagree	25.81%	8
Agree	12.90%	4
Strongly agree	0.00%	0
Please Explain Response		21

There were 21 comments were made regarding having the needed tools, resources and working conditions to be successful. The content analysis of these comments follows in Table 28.

Table 28: Content analysis of comments regarding having the needed tools, resources and working conditions to be successful.

Comments	*Count
Working environment / conditions were sub-par	8
The tools and resources were available	5
Understaffed / sleep deprived	4
Only those who supported the administration were offered the tools and resources available / succeed	4
Training unavailable due to time constraints	2
Integrity and skills questioned	1
Undermined on the scene	1
Put into supervisory role without proper training or compensation	1
Varied by supervisor's ability to utilize employees' strengths	1
Came in with higher education that was not utilized	1
Each employee was expected to find proper training for themselves	1
Micromanaged	1

Q20. I felt that I had the necessary training to be successful in my role.

Table 29: Had needed training to be successful

I felt that I had the necessary training to be successful in my role.

Answer Choices	Responses	
Strongly disagree	9.68%	3
Disagree	16.13%	5
Neither agree nor disagree	19.35%	6
Agree	32.26%	10
Strongly agree	6.45%	2
Please Explain Response	16.13%	5

There were six comments were made regarding having necessary training to be successful. The content analysis of these comments follows in Table 30.

Table 30: Content analysis regarding having necessary training to be successful

Q21. How satisfied were you with the technical training program for EMS?

Table 31: Satisfaction with EMS technical training

How satisfied were you with the technical training program for EMS?		
Answer Choices	Responses	
Very dissatisfied	19.35%	6
Dissatisfied	25.81%	8
Neither satisfied nor dissatisfied	22.58%	7
Satisfied	29.03%	9
Very satisfied	3.23%	1
How could training be improved?		16

There were 16 comments were made regarding satisfaction with EMS technical training. The content analysis of these comments follows in Table 32.

Table 32: Content analysis regarding satisfaction with EMS technical training

Comments	*Count
Training is inadequate / rubber-stamped	4
Had to pay for own education / could not get training or education sponsorship approved	3
Continuing education/training opportunities are mostly online	3
There is not enough time to train properly	3
GFR makes it difficult to train / has destroyed relationship with Pitt Community College	3
Limited practical scenarios / mentoring	2
Was put in supervisor position without proper experience	1
No training to be up-to-date with current practices and technologies	1
Specific Suggestions for Improvement	

Utilize our own qualified instructors for class time/clinical hours.	1
Perform training at station level on weekly basis	1

Q22. How satisfied were you with the technical training program for Fire?

Table 33: Satisfaction with Fire technical training

How satisfied were you with the technical training program for Fire?		
Answer Choices	Responses	
Very dissatisfied	16.13%	5
Dissatisfied	35.48%	11
Neither satisfied nor dissatisfied	25.81%	8
Satisfied	19.35%	6
Very satisfied	3.23%	1
How could training be improved?		22

There were 22 comments regarding satisfaction with Fire technical training . The content analysis of these comments follows in Table 34.

Table 34: Content analysis regarding satisfaction with Fire technical training

Comments	*Count
Not enough hands-on training	5
Most training was EMS / not enough fire training	5
Training mostly online / inadequate	4
Was trained well in an Academy setting	3
Training not standardized / consistent	2
There is not enough time to train properly	2
Not enough off-duty training	2
Supervising officers not up-to-date with current fire tactics	1
GFR makes it difficult to train	1
Challenging courses were discouraged	1
Specific Suggestions for Improvement	
Hold the station officers accountable for the people that they supervise.	1
Needs to be focused on at least on bi weekly basis	1

Q23. How satisfied were you with career development opportunities?

Table 35: Satisfaction with career development opportunities

How satisfied were you with career development opportunities?

Answer Choices	Responses	
Very dissatisfied	45.16%	14
Dissatisfied	22.58%	7
Neither satisfied nor dissatisfied	25.81%	8
Satisfied	6.45%	2
Very satisfied	0.00%	0
How could career development be improved?		21

There were 21 comments regarding career development opportunities. The content analysis of these comments follows in Table 36.

Table 36: Content analysis regarding career development opportunities

Comments	*Count
There is no definitive career development path / only nepotism	14
Was denied requests for continuing education	3
Career development sought out by employees is on their own time	3
Career development opportunities lacking	2
Only within the EMS system	2
Pay grades for education level and title not implemented	2
Leadership did not follow what was learned in department management classes	1

Q24. How satisfied were you with promotional opportunities?
Table 37: Satisfaction with promotional opportunities

How satisfied were you with promotional opportunities?		
Answer Choices	Responses	
Very dissatisfied	29.03%	9
Dissatisfied	45.16%	14
Neither satisfied nor dissatisfied	22.58%	7
Satisfied	3.23%	1
Very satisfied	0.00%	0
How could the promotion process be improved?		20

There were 20 comments regarding satisfaction with promotional opportunities. The content analysis of these comments follows in Table 38.

Table 38: Content analysis regarding satisfaction with promotional opportunities

| Comments	*Count
Only nepotistic promotions occur, even when unqualified	17
No pay incentives to advance to paramedic	2
Racism prevents promotional process from being equal	2
Need more career development opportunities	1
No proper compensation or title for people doing higher level jobs	1

Appendix 5: Demand Response Data

The following reports are daily reports independently drawn from CAD data. The full discussion of this data can be found in Section 2.
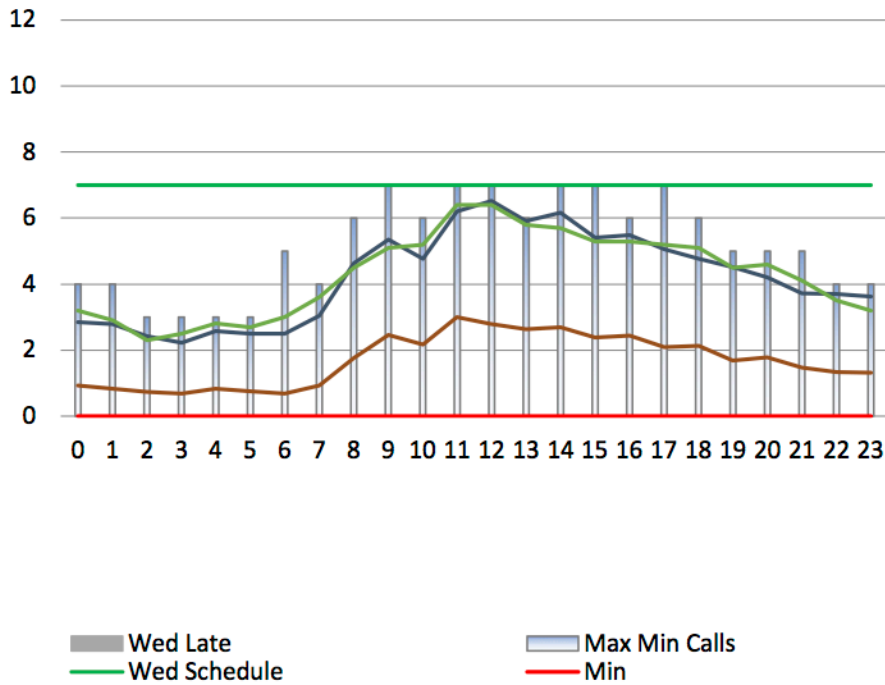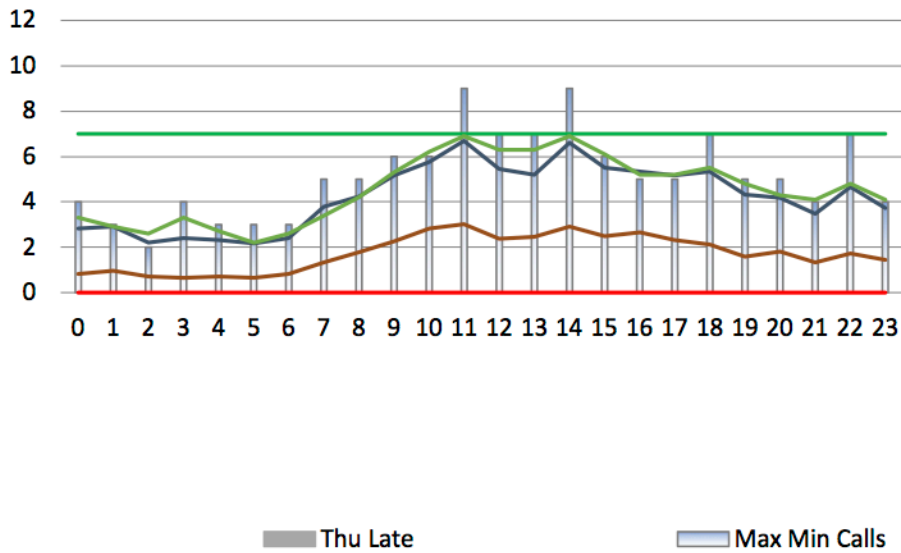
Demand for Mondays from Mar 27, 2017 - May 14, 2018

Mon Late   Max Min Calls
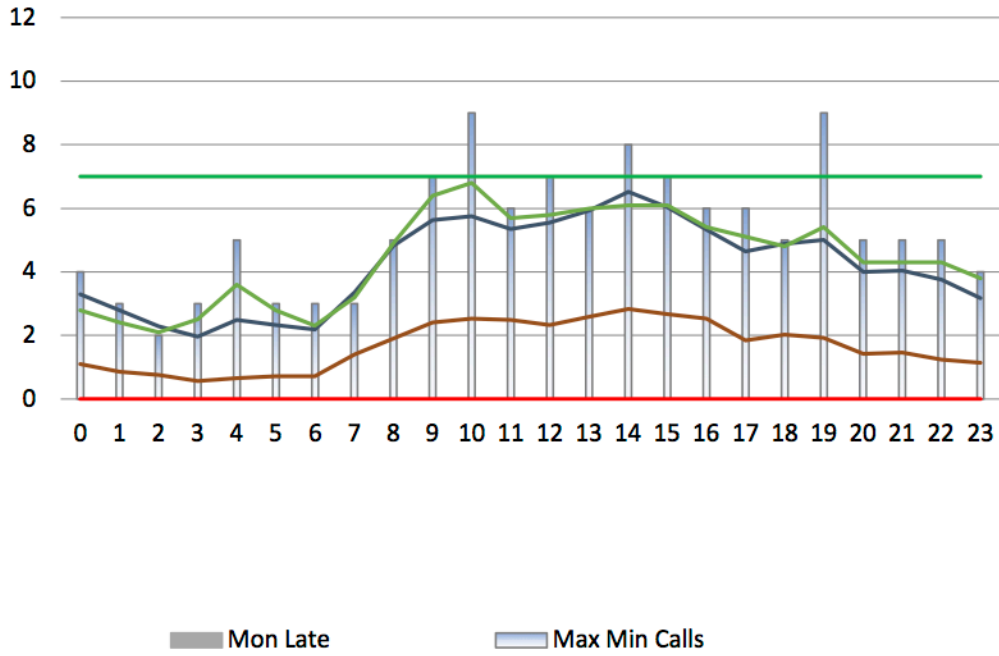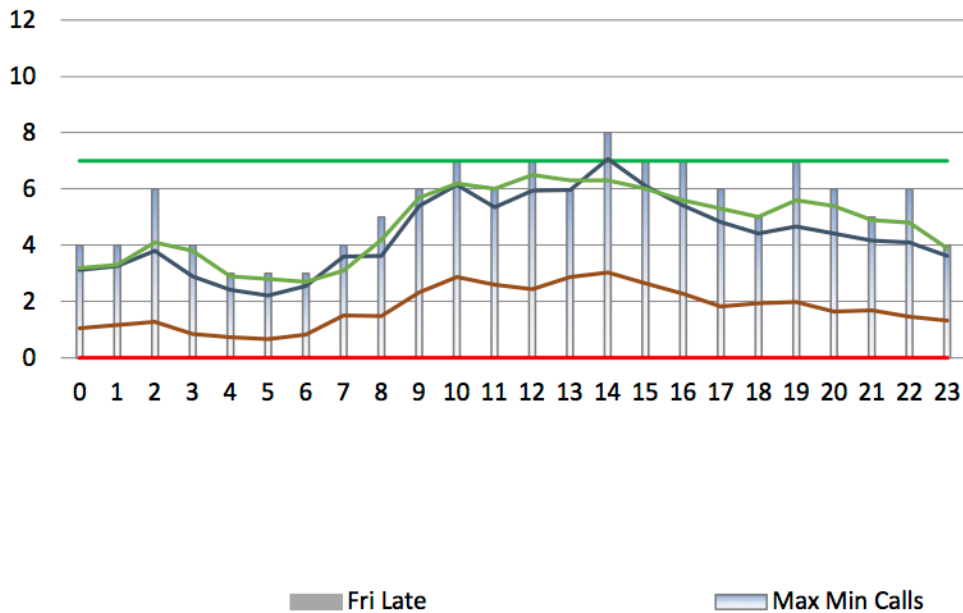
Demand for Tuesdays from Mar 28, 2017 - May 15, 2018

Tue Late   Max Min Calls
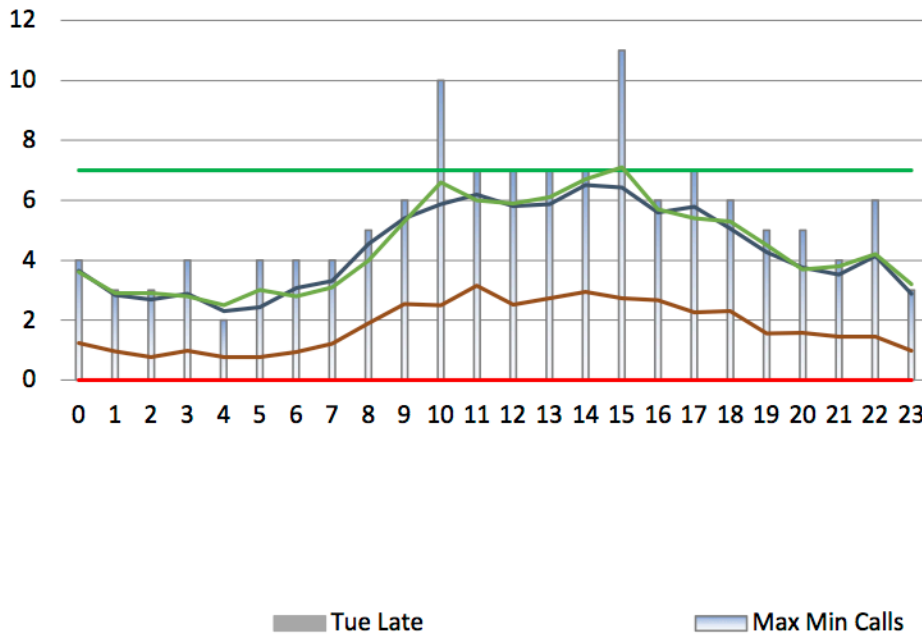
Demand for Wednesdays from Mar 29, 2017 - May 16, 2018

Wed Late   Max Min Calls
Wed Schedule   Min

Demand for Thursdays from Mar 30, 2017 - May 17, 2018

Thu Late   Max Min Calls

Demand for Fridays from Mar 31, 2017 - May 18, 2018

Fri Late   Max Min Calls

Demand for Saturdays from Apr 1, 2017 - May 19, 2018

| | Sat Late | | Max Min Calls |
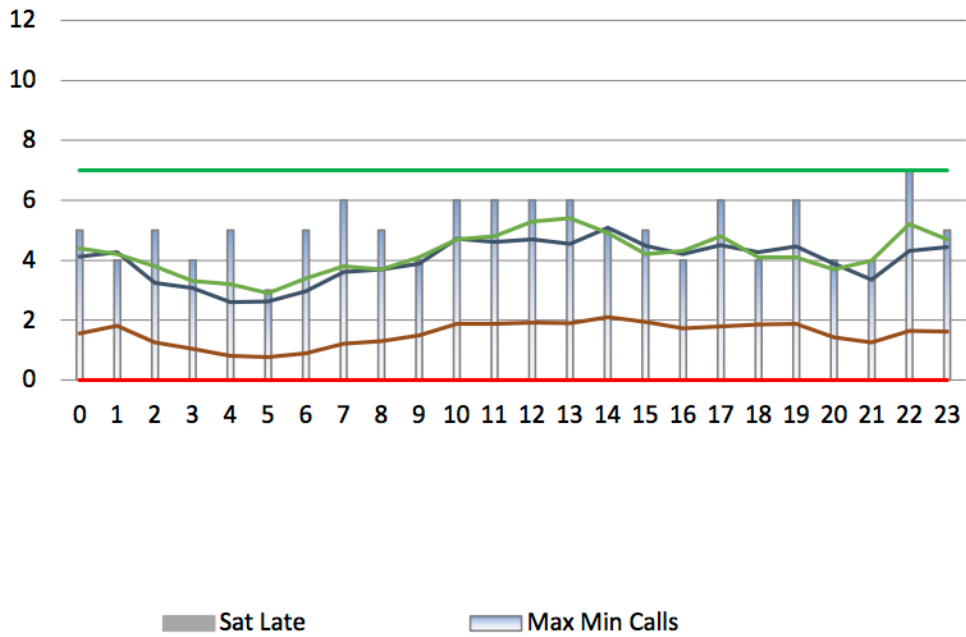
Demand for Sundays from Apr 2, 2017 - May 20, 2018

| | Sun Late | | Max Min Calls |
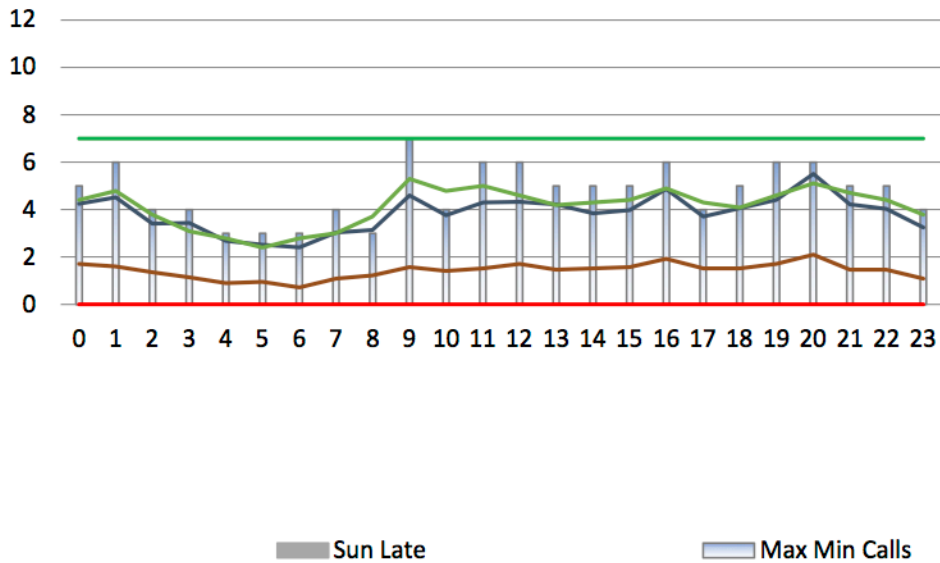
Appendix 6: Surveys for Active Duty and Former Employees

Appendix 7: Resource Documents