

Ineffective Leadership at Lafayette Township Fire Department

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CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1. This paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

2. I have affirmed the use of proper spelling and grammar in this document by using the spell and grammar check functions of a word processing software program and correcting the errors as suggested by the program.

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ABSTRACT

This research project investigated how ineffective leadership at Lafayette Township Fire Department affects firefighter efficiency. The study utilized descriptive research. An anonymous internal survey questionnaire was distributed to 27 department members at fire department functions. The study revealed that officers do not address poor performance after a member has reached 6 or more years of service; fire department guidelines are not consistently applied; and the majority of fire department members feel they are paid fairly for the work they do. It is recommended that officer development, education, and training be mandated for current and future officers; officers and members review fire department guidelines regularly; and fire department members be held accountable for performance both good and bad.

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INTRODUCTION

Statement of the Problem

The problem this study will investigate is an existing problem Lafayette Township Fire Department is experiencing with ineffective leadership. Lack of accountability, employee turnover, inadequate response to emergencies, low morale, and lack of motivation are critical problems resulting from ineffective leadership at Lafayette Township Fire Department. This problem has led to inefficient job performance exhibited by a number of employees. The problem has attributed to a percentage of personnel not adhering to minimum department requirements. Personnel are not held accountable for their inefficient performance, causing dissatisfaction among those personnel members, who have continued to meet minimum department requirements.

Purpose of the Study

The purposes of this study is to provide information that can guide the fire department administration in determining what measures should be taken to maximize job performance, boost morale, and lead more effectively.

Research Questions

The research questions this study will investigate are:

1. Why do employees lose interest and withdraw themselves from the fire department?
2. Why do fire department officers not apply rules and standards equally?
3. Why don't personnel commit to 24 hours of minimum non-staffed hours monthly?
4. Why are there no minimum training and education standards for the fire department officers?

BACKGROUND AND SIGNIFICANCE

Lafayette Township is located south of Cleveland, Ohio in Medina County. The 25 square mile township is mostly rural with the highest density lying in the eastern half of the township near the Village of Chippewa Lake.

The first fire department established in Lafayette Township was Chippewa Lake Fire Department. Chippewa Lake Fire Department was established in January of 1919. Chippewa Lake is known for having the largest natural lake in the State of Ohio and one of the oldest amusement parks in the country, Chippewa Lake Park. The park closed in 1978. (Lafayette Township Fire Department, 2013)

In 1954 twenty-five residents, mostly farmers assembled and established Lafayette Volunteer Fire Department. Lafayette Township continued to fund both fire departments. By 1977 community members launched a door-to-door campaign to raise money to purchase an ambulance. In 1978 Lafayette Township started providing emergency medical services. Each department had its own chief, budget and administration. Lafayette Township Trustees voted unanimously to combine both departments in 1999. Lafayette Township Fire Department was then established and led by one chief. (Lafayette Township Fire Department, 2013)

Today, Lafayette Township Fire Department has 38 men and women who are paid on call during non-staffed hours. LTFD responds to an average of 500 calls per year. Station 1 is staffed on odd calendar days, station 2 is staffed on even calendar days with three personnel from 06:00-18:00. The fleet is comprised of three engines, one tender, two squads and one boat. The department serves a population of 7,552. LTFD currently has an ISO public protection class rating of a 5 in hydranted areas and an 8b in non-hydranted areas.

Lafayette Township Fire Department did not have any guidelines until 2011. The guidelines were written to address problem areas and problems exhibited by certain personnel. One area the guidelines focus on is minimum employee requirements.

Many personnel, including officers, are guilty of not meeting minimum requirements. An example of this can be observed by the lack of attendance at regularly scheduled meetings and trainings. It is common that trainings and meetings are attended by less than half of the membership. Fire department SOG #29-01-03 reads: *Firefighters and EMTs are required to attend 18 hours of training per year with 12 of those hours being internal. EMTs are required to maintain their individual CE requirements based on level of certification. Failure to meet this requirement within our fiscal year of January 1 – December 31 may result in disciplinary action, up to, and including termination.* (Lafayette Township Fire Department, 2012) There has been no corrective action taken for any personnel who have failed to meet this minimum requirement.

Although personnel are required to sign up on a night crew schedule for a minimum of 24 hours per month, there are numerous night shifts that go uncovered. The lack of personnel has led to a need for mutual aid to be called to handle some emergency calls.

Ineffective leadership is a continuing problem at Lafayette Township Fire Department. Personnel have not been held to the same standards, which leads to confusion and lack of confidence in fire department officers. An example of this would be personnel who meet the minimum requirements questioning why they have to fulfill minimum requirements to receive paid shifts during staffed hours when others do not. Personnel who are non-compliant are still able to respond to calls and attend meetings and trainings when they feel like it.

Lafayette Township Fire Department has incurred significant costs during the hiring process. Each employee is provided with turnout gear, radio equipment, uniforms, training, physical, and background check. When an employee does not perform his/her duties the taxpayers' investment becomes an unrecoverable expense.

Failing to address ineffective leadership within Lafayette Township Fire Department could have catastrophic results. Firefighters who are not held accountable for minimum monthly trainings are a risk to themselves and other firefighter's lives and safety. EMS personnel who do not attend minimum monthly training and med-control meetings may possibly become deficient in their skills, which could result in poor patient care. The services provided by the fire department (emergency and non- emergency) become jeopardized when employees are not held accountable for minimum requirements.

The potential impact this study could have on the Lafayette Township Fire Department is to create a new approach on how to manage and lead our most valuable resource, people. The study will provide information used to justify the need for leadership training for department officers. The study will substantiate the reason employees' need taught what is expected of them and what their minimum responsibilities are.

LITERATURE REVIEW

Schwartz (2010) a study by the consulting firm Towers Perrin's reported that only 20% of employees felt fully engaged. Employees who are engaged will go above and beyond what's required of them. Non-engaged, disenchanted or disengaged employees lack sense of purpose and passion about what they're doing. Employees who are enrolled are capable of being engaged, but lack commitment. The level of commitment and engagement affects the company's bottom line. (The way we're working isn't working, 2010)

Peshawaria (2011) asked the question "Of all the bosses you've had in your career, how many would you call truly great leaders?" to thousands of business executives in across a wide range of industries. In the study, "a great leader" was defined as someone who inspired you to show up every morning and do your best possible work, made you believe in yourself, genuinely cared about your success, and someone whom you wanted to follow willingly. The average answer of the business executives who were questioned was between zero and two bosses. The results of the study were quite staggering considering that companies spend \$134.39 billion annually on employee training, \$40.47 billion of the employee training budget is spent on leadership training. (Too many bosses, too few leaders, 2011)

"Either you will manage your culture, or it will manage you" (Connors & Smith, 2011, p. 7) Culture is simply the way we do things within our organizations. In order to manage and change the culture, accountability must be implemented. Accountability should be the strongest thread that runs through the complex fabric of any organization (Change the culture change the game, 2011) If we continuously do things wrong, our culture will be to do things wrong. Accountability is something many organizations put on the back burner until something goes

wrong. Many times accountability is used only as a basis for punishment. Accountability used this way usually does not result in a positive outcome. (Change the culture change the game, 2011)

“Contented cows give better milk” is a rule of thumb phrase used by farmers. Employees (people) are referred to as cows and the milk is the end product. Leaders of contented cow companies understand their employees have individual preferences, but there is a common list of things that they desire such as 1) meaningful work 2) high standards 3) a clear sense of purpose and direction 4) balanced “worth it’s” 5) a level playing field (Contented cows still give better milk, 2012, pp. 29-30) Employees want to be challenged and proud of their work. They may at times, gripe about high standards, but deep down inside they do not want to be associated with losers. Employees want to contribute and want their work to be meaningful. They demand truthfulness and want to be given clear direction. Employees want their workday to be worth it. Emphasis should be placed on building value and sharpening learned skills. (Contented cows still give better milk, 2012)

Forsyth acknowledges that good, positive motivation enhances the performance of employees. Employees of today want to be involved in the workplace and demand to know what is going on. At the end of the day they want their work to be worth it and be proud of their contribution. The benefits of motivation are increased efficiency and productivity. Lack of motivation increases the time it takes to manage people. Lack of motivation also harbors negative behaviors such as absenteeism and gossip.(How to motivate people, 2006)

Sounders (2003) wrote that a firefighter’s job spent on emergency runs is miniscule to the time spent at the station. Leadership skills needed to lead firefighters at the fire scene are very

different from skills needed to lead them in non-emergent daily activities. More often than not, mid-level officers are selected by their skills and abilities at emergency scenes. During non-emergency activities, the company officer is faced with handling problems by trial and error while on the job. Knowledge of the incident command system does not teach officers how to lead people other than at emergency scenes.

Barr, R., Eversole, J. (2003)

(The M factor, 2010) Interviewed several millennials. They found that many talked constantly about making a difference in the workplace. Many millennials were dissatisfied in the workplace they “felt their work lacked meaning and passion.” Many workers in other generations argue that millennials should “pay their dues and learn the ropes” before finding meaning in their job. Millennials argue “why enter a job if you can’t play a meaningful role? Why work if you aren’t making a difference for somebody?” Millennials are passionate about what they do. According to the Kelly Global Workforce Index, 51% of young workers were surveyed. The young workers were prepared to accept a lower wage job in exchange for a job where their work would contribute to something more meaningful and important. Millennials value “psychic income.” Millennials will choose employers that “provide an environment where they are valued, have freedom to work on projects important to them, and be recognized as individuals” over employers who pay higher wages and do not provide a meaningful atmosphere (The M factor, 2010)

Dealing with change can be challenging for some. The author uses two mice, two little people, cheese, and a maze to illustrate change and how we react or don’t react to it. The cheese can be a situation we face in our lives or a job. We are the mice and little people. Mice and little

people also surround us at work and our lives. The maze is the path we take when seeking change and new opportunities. Some of us become comfortable enjoying our “cheese” and are reluctant to change. When a change happens are we left with nothing, or have we prepared ourselves to find another piece of “cheese”. Some will be left wondering what happened and become weak while others will have overcome their fears and ventured into the “maze” to find new opportunities. The ones who venture out become successful and see change as an opportunity to better themselves and become stronger. The ones who stay back and are fearful of what lies ahead will constantly wonder, “Who moved my cheese” (Spencer Johnson, 1998)

Understanding why people want to join our department is key to the success of our organization. When people join they give many reasons such as, to save a life, because a family member is, always wanted to be a firefighter, etc. The primary reason people volunteer has always been, and will remain to be, “the desire of the individual to meet their personal human needs”. (Johnson, Snook, Olson, & Buckman III, 2006, p. 28) Meeting the needs of volunteers will minimize turnover. In the past it was thought that people joined the volunteer fire department for the social aspect. Studies have proved that theory wrong. Successful recruitment and retaining requires meeting the needs of volunteers such as growth and development, recognition, reward, and a sense of belonging combined with developing programs which include a contemporary and stimulating training program. Understanding why people join the department will give leaders better knowledge of what programs attract volunteers and keep them around. (Johnson, Snook, Olson, & Buckman III, 2006)

Leaders who use their power to make people do something, do not empathize with peoples personal problems and emotions, and do not communicate policy well are all reasons for

retention failures according to a study done by the National Volunteer Fire Council (1993). The study also showed that good leadership is critical to volunteer fire department retention and that nearly all retention failures can be attributed to poor leadership. Leadership failures that cause dissatisfaction amongst members either causes them to quit or become “deadwood on the roster” (Perkins & Benoit, 1996, pp. 131-133)

PROCEDURES

The purpose of this research project was to investigate how ineffective leadership affects the services provided by the Lafayette Township Fire Department. The researcher began by reviewing a variety of printed leadership and management resources obtained from the local public library. A one on one interview was also conducted by the researcher with the current fire chief. An internal anonymous survey was distributed to answer research questions 1-3(see Appendix A). 27 of 35 members (77%) of Lafayette Township Fire Department was surveyed. Only 27 members were surveyed because the other 7 members were not in attendance. The researcher is also a member and did not complete a survey. The researcher at two regularly scheduled trainings, two staffing shifts, and a fire association fundraiser, which extended over four Sundays in February, distributed the internal survey. In addition to written instructions, the researcher, each time the survey was distributed, gave verbal instructions. Members were asked to place their completed anonymous survey in a designated folder located in the room or office the survey was being completed in. Each member was given time to complete their survey when the researcher left the room. At the conclusion of each session the researcher collected the folder. 100% of the 27 members responded by turning in a survey.

A one on one interview with Lafayette Township Fire Chief was conducted to answer research question # 4. The researcher drafted three oral interview questions (see Appendix B). The first two interview questions led up to the final question, which is research question #4. The scheduled 45-minute interview with the chief was held in private. Before the interview the researcher explained to the chief the purpose of the interview, how long the interview was expected to last, and an explanation of the research question the researcher was attempting to

answer. The interview was conducted on Friday March 14, 2014 at 17:30. The researcher read all three interview questions that were used for the interview. After all three questions were read; the interview began with interview question #1. After the interview was complete the chief was thanked for his time.

Definition of Terms

SOG. Standard Operating Guideline

ISO. Insurance Service Office - A for profit organization that provides statistical information on risk.

Public Protection Class. A rating given to fire departments from ISO. Scale is from 1-10 with 1 being the best. Insurance companies may calculate insurance rates based on the public protection class rating.

Night Crew Schedule. Schedule used by Lafayette Township Fire Department to organize squad crews to respond at night during non-staffed hours from 18:00 to 06:00.

Squad Crew. A crew of personnel, usually 3-4 who are on duty to respond to EMS calls

Six of the surveys were turned in without question # 7 answered. Five of the six surveys were from members indicating they have more than 15 years in public safety and one survey was from a member who indicated they have between 11 and 15 years in public safety. The researcher assumes that question #7 may have been written unclearly.

There was not a separate survey for fire department officers.

RESULTS

The results of this applied research project arrive from an extensive search of articles, books, and texts on motivation, change, and leadership. Data was collected from an anonymous internal survey and a one on one interview with current fire chief.

Research question one was “Why do employees lose interest and withdraw themselves from the fire department”? The researcher chose to compare survey results with years of service to see if there was any correlation. Survey question 1 asks “How many years of public safety service do you have?” 41% of the survey respondents indicated they have more than 15 years of service. Members who have less than 5 years of service represent 26% of the membership followed by 18% who have 6-10 years of service and 15% who have 11 to 15 years of service. (See appendix 4)

To answer research question one, the researcher wanted to know if lack of growth or lack of pay was a factor. Survey question 2 (see appendix 5) asks if personnel are given the opportunity to grow within Lafayette Township Fire Department. The results of the survey indicate that 85% of the members surveyed feel that LTFD gives them the opportunity to grow within the organization.

The literature review suggests that successful recruitment and retaining requires meeting the needs of volunteers such as growth and development, recognition, reward, and a sense of belonging combined with developing programs which include a contemporary and stimulating training program. (Johnson, Snook, Olson, & Buckman III, 2006)

Survey question 10(see appendix 6) asks if personnel are paid fairly for the work they do. 66% of the members surveyed feel they are paid fairly. The contrast between members who have less than 5 years and members who have more than 15 years is quite interesting. 14% of members who have less than five years feel they are not paid fairly compared to 45% of members who feel they are not paid fairly and have more than 15 years of service. The results of this survey agree with the literature review of (The M factor, 2010). Millennials want to make a difference in the workplace. Many workers in other generations feel that millennials should have to pay their dues by being assigned meaningless jobs. Millennials are willing to accept a lower wage job in exchange for meaningful work.

Research question two asks, why do fire department officers not apply rules and standards equally?To answer research question two, the researcher sought after a general opinionabout the LTFD SOG's (see appendix 7) and seek the opinion if poor performance is addressed appropriately by officers. 44% of the personnel surveyed have an opinion that the SOG's are inconsistently applied. 15% share the same opinion if the SOG's were followed it would help them do their job better which is the same percentage as personnel who have the opinion the SOG's are too hard to follow. Only one member or 4% has no opinion and 19% of personnel feel the SOG's are consistently applied.

Survey question 9 asks if poor performance is appropriately addressed by officers.(see appendix 8) 71% of personnel who have less than five years of service claim that officers do address poor performance. The percentage falls drastically for those who claim the officers address poor performance to 31% of personnel with 6-10 years of service and takes even a sharper dive to only 25% of personnel with 11-15 years of service who feel the officers address poor performance. The percentage nearly doubles for members who have more than 15 years of service to 45% who claim officers address poor performance. The percentages for the department as a whole is 48% feel the officers do a good job addressing poor performance compared to 52% who feel the officers do a poor job addressing poor performance.

According to (Connors& Smith, 2011.p7) “Either manage your culture, or it will manage you.” Accountability should be the strongest thread that runs through the complex fabric of any organization. (Change the culture change the game, 2011) The literature review suggests that many times accountability is placed on the back burner until something goes wrong. The results of the study indicate that officers do not apply fire department standards consistently and mostly address poor performance only for those members who have less than five years of public safety service.

Research question three asks, why personnel don't commit to 24 hours of minimum non-staffed hours monthly?(see appendix 9) To answer research question three the researcher first examined how many hours were posted on the night crew schedule by each survey respondent group. 25 of 27 personnel surveyed responded by answering survey question five. 22% of the members surveyed indicate they post less than the required 24 hours per month. Members who

post the required minimum amount of hours also represent 22%. Personnel who post more than the required 24 hours per month represent 48% of the department. Personnel who did not answer the question represent 7%. Secondly the researcher wanted to know the reason for personnel not posting their availability on the night crew schedule.(see appendix 10) 52% of the survey respondents indicated that they post their availability hours consistently. 22% did not answer the question. 19% indicated they have no time and 4% do not post their availability because they are not held accountable. The results of the study very slightly from the literature review. Schwartz (2010) a study by the consulting firm Towers Perrin's reported that only 20% of employees felt fully engaged. Employees who are engaged will go above and beyond what's required of them. Non-engaged, disenchanted or disengaged employees lack sense of purpose and passion about what they're doing. 48% of the survey respondents in figure 6 go above and beyond what is expected of them as far as posting above the minimum required 24 hours per month.

Research question four asks why there are no minimum training and education standards for fire department officers. The researcher conducted a one on one interview with the current fire chief. Three questions were asked during the interview. (see appendix 2) The results of the interview reveal that lack of time is the reason there is no minimum training and education standards for LTFD fire department officers. The interview participant expressed difficulty staying current on certifications and keeping up with constant changes as reasons for not having time to mandate training and education standards for officers. The opinion of the chief is there needs to be more emphasis at the state and local level in promoting leadership education. "More classes need to be available on nights and weekends." Consistent application of rules and standards has been difficult. Officers need to be more disciplined. There has not been enough

focus on leadership. Higher standards need to be placed on officers. “Bosses push people, leaders encourage.” The chief understands and sees the value of leadership training and education for department officers. In fact, the participant praised the Maxwell 21 Irrefutable Laws of Leadership class offered by The Ohio Fire Chiefs. The opinion of the chief is the Maxwell class should be a requirement for all officers. The Maxwell class is the best class the chief has ever taken. “In due time there will be mandated officer training and education standards” for Lafayette Township Fire Department.

DISCUSSION

The results of this research study confirm that Lafayette Township Fire Department has a problem with ineffective Leadership. The study revealed three major problem areas. The problematic areas that exist are inconsistent application of fire department guidelines (SOG's), officers not addressing poor job performance, and no minimum training and education standards for fire department officers.

The first area of ineffective leadership is inconsistent application of fire department guidelines (SOG's). The opinion of 44% of survey respondents feel the fire department SOG's are inconsistently applied. The importance of this finding indicates to the researcher that personnel comprehend the importance of the SOG's. Failing to apply the SOG's consistently has caused personnel to be confused and disenchanted. The literature review conclusions of this problem suggest the following commonalities desired amongst employees; high standards, a clear sense of purpose and direction, and a level playing field. (Contented cows still give better milk, 2012, pp. 29-30) Consistent application of the SOG's could aid in changing the culture and morale of the department by leading all personnel in the same direction and treating them equal.

Officers not addressing poor job performance, in other words, not holding people accountable is another area of ineffective leadership revealed by the survey. This was indicated by 52% of survey respondents. An interesting result of the survey was 71% of the respondents who have less than five years of service indicate that officers do address poor job performance. Then the response changes drastically for respondents who have greater than six years of service. These results indicate to the researcher that officers spend a great deal of time addressing performance of personnel who have less years of service and experience. This necessarily is not

a negative result since personnel with less years of experience require more attention, however, the performance of all personnel needs addressed at all times. Accountability should be the strongest thread that runs through the complex fabric of any organization.(Change the culture change the game, 2011)The literature review suggests in order to change the culture of the organization, accountability must be implemented.

Lastly, the third area of deficiency is no minimum education and training standards for fire department officers. Having the time to devote to leadership training and availability of courses are the two main reasons given by the chief, during a one on one interview, for having no minimum training and education standards. People struggle with staying current on certifications and keeping up with constant changes are his reasons for not implementing training and education standards. The chief acknowledged that consistent application of rules and standards has been difficult. Officers need to be more disciplined. In due time the chief stated, there will be mandated officer training and education standards. The literature review suggests that high standards are desired by employees. (Contented cows still give better milk, 2012, pp. 29-30)Leadership skills needed to lead firefighters on scene are very different from skills needed to lead firefighters in non-emergent day to day activities. (Eversole & Barr, 2003)The literature review stresses the need for additional leadership training and education.

RECOMMENDATIONS

In order for Lafayette Township Fire Department to overcome the ineffectiveness of its leadership in the future, changes must be made in how officers are trained, educated and promoted. The purpose of this study was to provide information to guide administrators in determining measures to take to maximize job performance, boost morale and lead more effectively. The fire department membership is a fine group of men and women who want to do the right thing. They just need more effective leaders to lead them. Based on research, I make the following recommendations to be considered in the future.

I. The first recommendation is for the chief officers to review the SOG manual, starting with officer job descriptions. The job descriptions should be evaluated with corrections and additions made for each position so the expectations for each position are clearly defined.

After the review is complete. Each officer needs to be evaluated and given a copy of his or her job description. Each officer will then be rescheduled for another evaluation every 6 months thereafter.

Once the officers have been evaluated, it is recommended that all the officers as a team review the job descriptions of firefighters and EMT's. The expectations of each position should be clearly defined. Once any additions and/or corrections have been made, evaluations should be completed for each member. Job descriptions will be reviewed with individual during the evaluation. Throughout the evaluation it is important to focus and understand what the needs and desires are of each individual.

Currently the chief officers do use the officer job descriptions to hold officers accountable for their duties. This causes confusion amongst the officer core and does not

translate well to the other members. Officers generally do not know what is expected of them. Research question two was: Why do fire department officers not apply rules and standards equally? If the chief officers do not, how can it be expected of the other officers? The positive outcome of this recommendation will encourage future officer evaluations and use of the SOG's from the chief officers down. The literature review supports the need to minimize leadership failures. Leadership failures that cause dissatisfaction amongst members either causes them to quit or become "deadwood on the roster" (Perkins & Benoit, 1996)

II. The second recommendation is for the development of minimum training and education standards for fire department officers. Education and training standards should be established to outline the minimum requirements to become an officer. Members should then be encouraged to attend classes to develop their leadership skills. Once a position is posted members who meet the minimum standard are eligible to become an officer candidate. The positive outcome of this recommendation is developing and maintaining a standard that encourages each member to develop their leadership skills over time. Having a minimum standard for officers givesmembers something to work toward. This reduces the time constraints identified by the chief during the one on one interview.

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APPENDIX 1 – SURVEY QUESTIONNAIRE

Survey Questions

Asst. Chief Winter is conducting a research project for the Ohio Fire Executive program. The research project will investigate how ineffective leadership affects services provided by Lafayette Township Fire Department. Thank you for taking the time to complete this survey. Please complete as accurately as possible.

1. Which services, provided by the fire department interest you the most?
(Check all that apply)

 Fire EMS Fire Prevention / Education Association / PR

2. Are you given opportunity to grow within Lafayette Township Fire Department?
(Please check one)

 Yes No

3. Do you have a good understanding of the mission and goals of Lafayette Township Fire Department?
(Please check one)

 Yes No

4. Do officers listen to your ideas, opinions, questions, and concerns?
(Please check one)

 Yes No

5. How many hours per month do you regularly post your availability on the night crew schedule?
(Please check one)

 You post less than 24 hours
 You post 24 hours
 You post more than 24 hours

6. Why do you post your availability on the night crew schedule?
(Please check one)

- You are required You are committed You do not post any hours
7. You do not post your availability on the night crew schedule because:
(Please check one)
- You do not have time to be on call You are not held accountable
 You consistently post your availability
8. Please select the most appropriate statement that best describes your opinion about the fire department SOG's
(Please check one)
- The SOG's are consistently applied
 The SOG's are inconsistently applied
 The SOG's are too hard to follow
 If I follow the SOG's they will help me do my job better
 I have no opinion because I never read them
9. Is poor performance addressed appropriately by officers?
(Please check one)
- Yes No
10. Are you paid fairly for the work you do?
(Please check one)
- Yes No
11. How many years of public safety service do you have?
(Please check one)
- Less than 5 6 to 10 11 to 15 More than 15
12. What is your type of certification?
(Please check all that apply)
- Probationary Firefighter EMT Firefighter/EMT

Thank you!

APPENDIX 2 – ONE ON ONE INTERVIEW RESEARCH QUESTIONS



LAFAYETTE TOWNSHIP FIRE DEPARTMENT

"Dedicated to our community"

PROUDLY SERVING THE COMMUNITIES OF:

Lafayette Township, Chippewa Lake, & Gloria Glens

Interview Questions

Date: March 14, 2014

1-How can officer development training benefit the LTFD?

2-Would officer training and development help with equal application of department rules and standards?

3-Why are there no training and education standards for LTFD officers

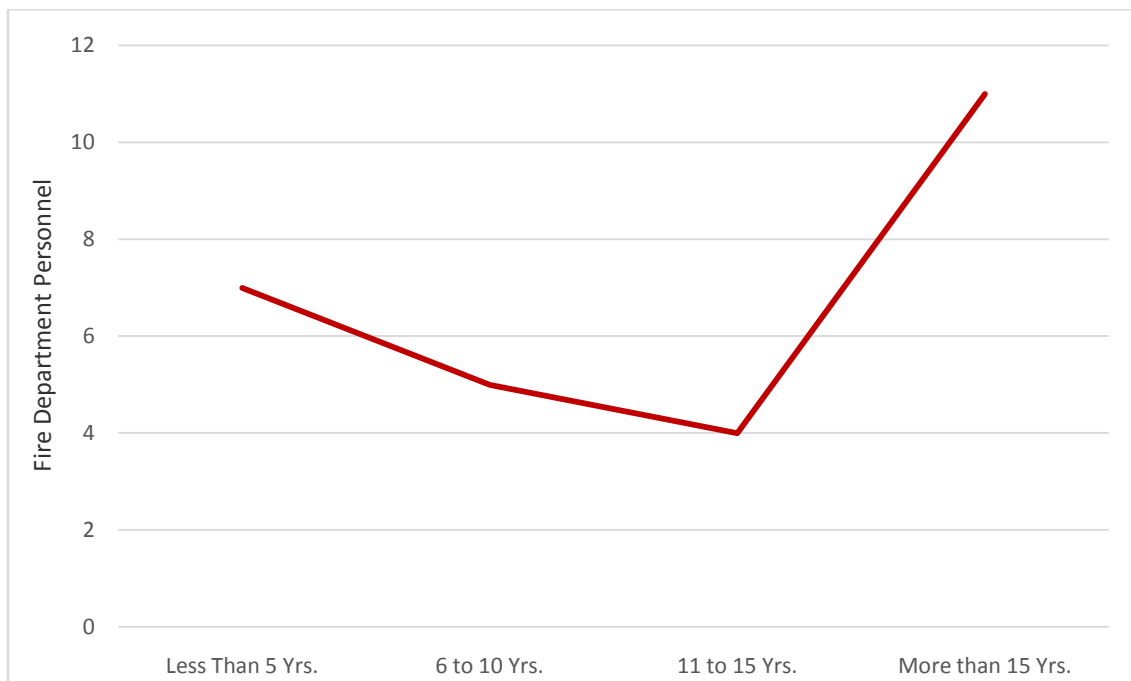
Fire Station #1, Headquarters
6776 Wedgewood RD
Medina, OH 44256
PH: 330-722-4965
Fax: 330-722-3059

Chief Jeff Hall
www.lafayettetwpfire.com
www.facebook.com/lafayettetwpfd

Fire Station #2
5834 Heather Hedge DR
Chippewa Lake, OH 44215
PH: 330-769-2831
Fax: 330-769-2565

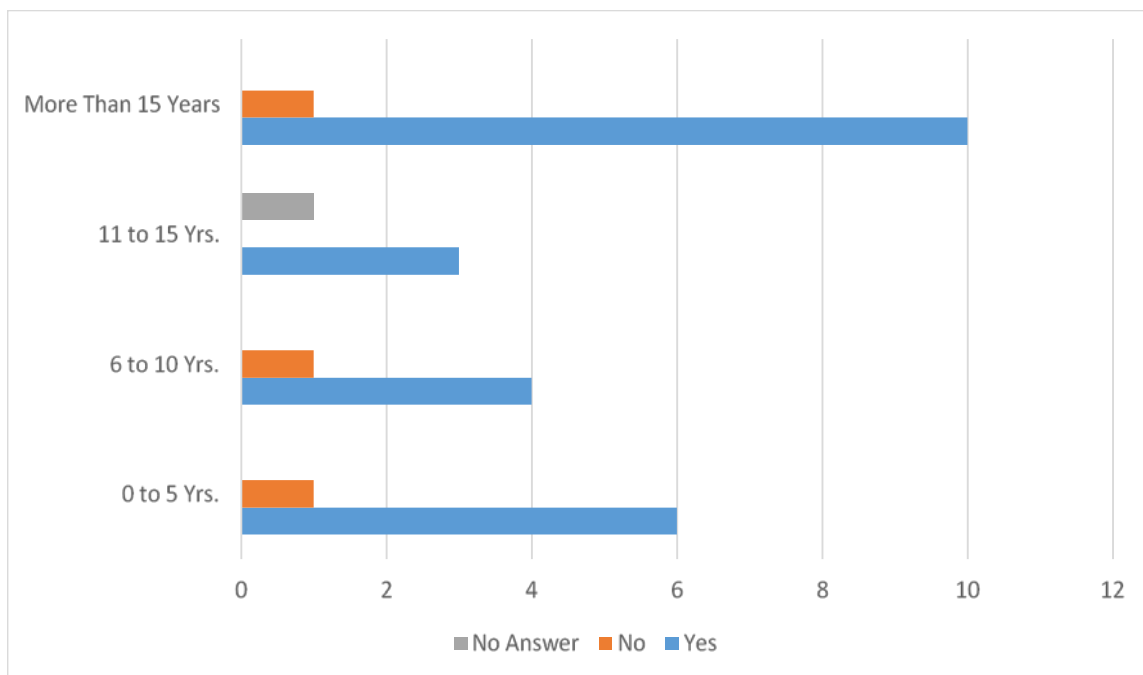
APPENDIX 3 – SURVEY QUESTION 1

How many years of public safety service do you have?



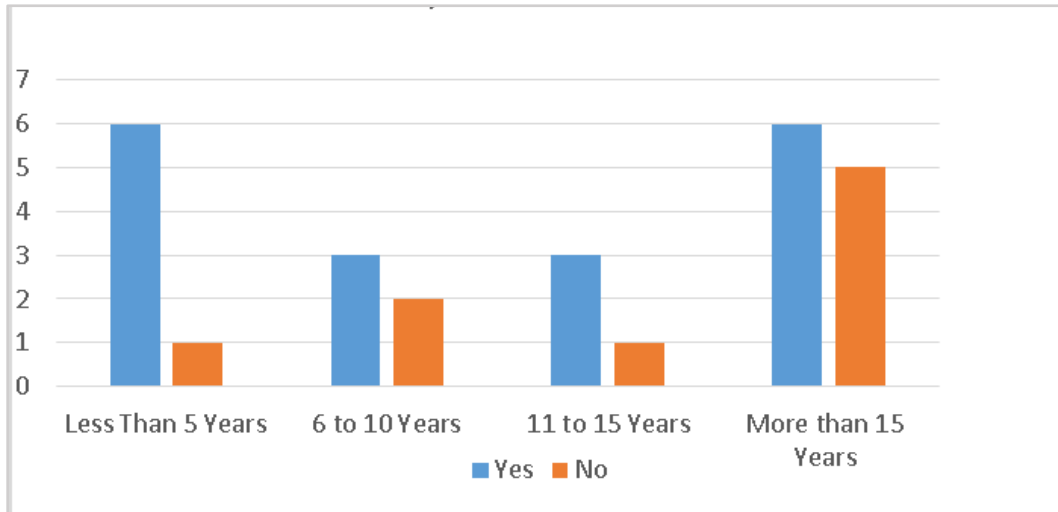
APPENDIX 4- SURVEY QUESTION 2

Are you given the opportunity to grow within Lafayette Township Fire Department?



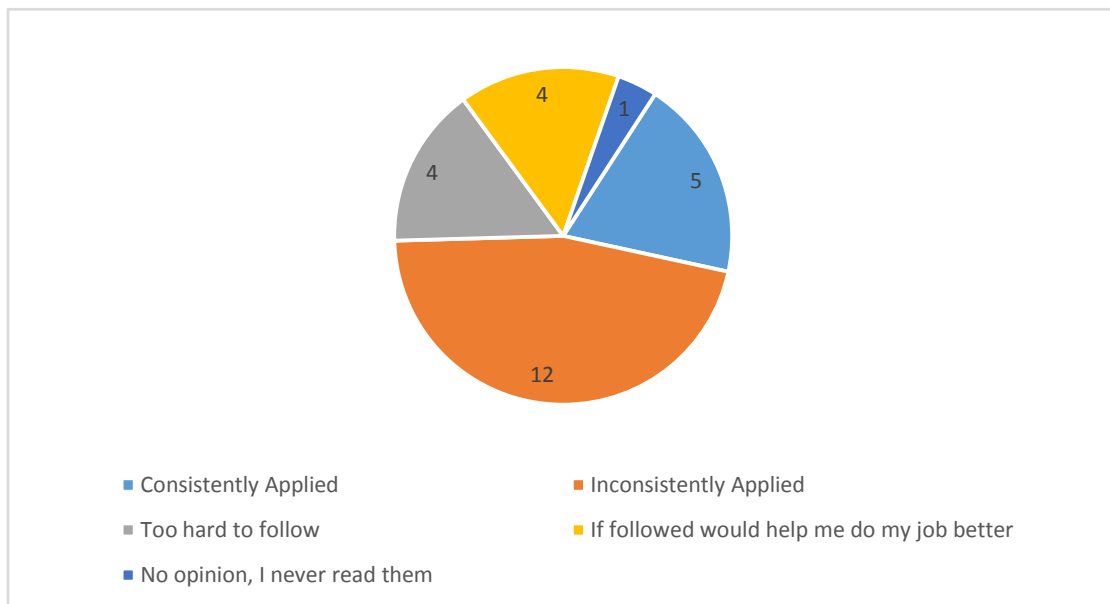
APPENDIX 5- SURVEY QUESTION 10

Are you paid fairly for the work you do?

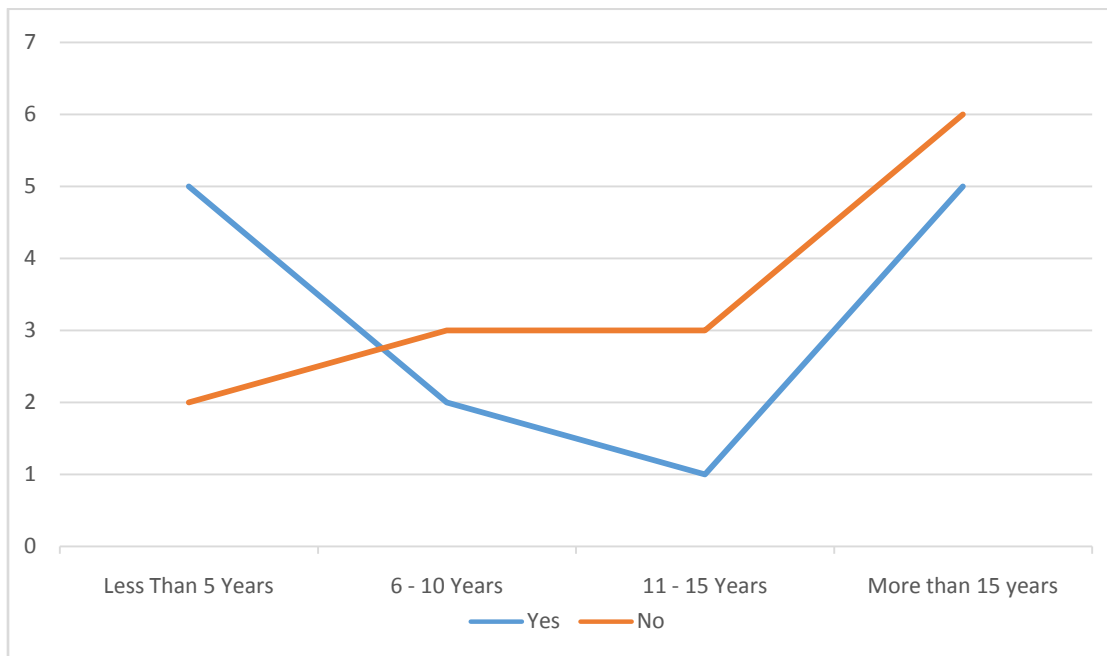


APPENDIX 6- RESEARCH QUESTION 8

Please select the most appropriate statement that best describes your opinion about the fire department SOG's

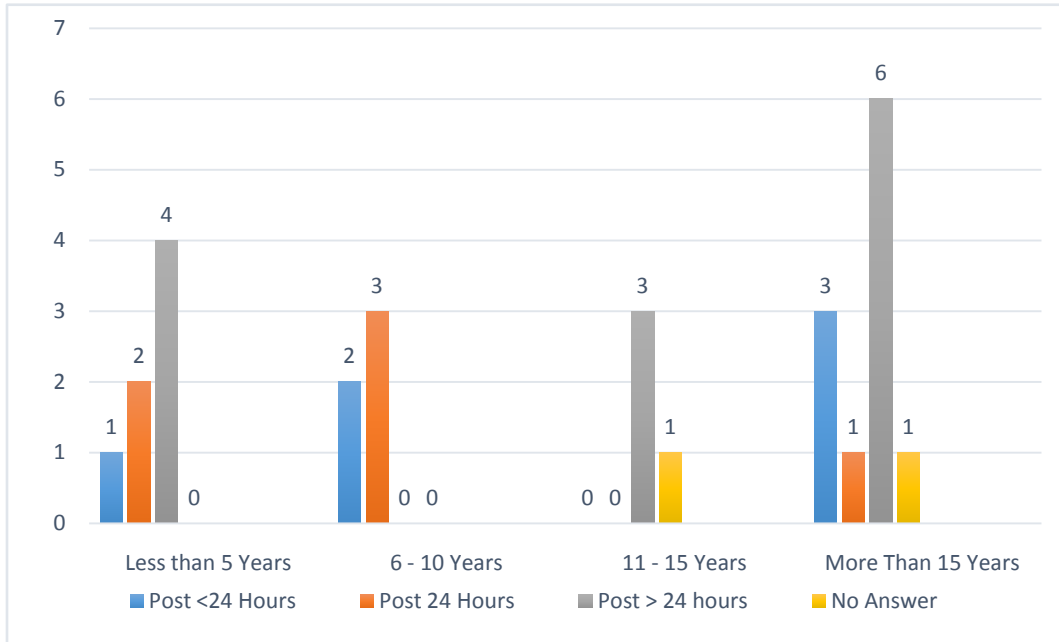
**APPENDIX 7- SURVEY QUESTION 9**

Is poor performance address appropriately by officers?



APPENDIX 8- SURVEY QUESTION 5

How many hours per month do you regularly post your availability on the night crew schedule?



APPENDIX 9- SURVEY QUESTION 7

You do not post your availability on the night crew schedule because:

