

## **Is the Grass REALLY Greener?**

A study of increased turnover and the associated recruitment and retention practices of  
Sidney Department of Fire and Emergency Services

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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

The Sidney Department of Fire and Emergency Services (SDFES) had historically experienced a low turnover rate due to resignation. The problem the organization faced was a significant increase in turnover by new employees. Over the last five years, seven members of the department (all with less than seven years of service at SDFES) resigned to take employment with other fire and emergency medical services (EMS) organizations. This resulted in a widening seniority gap, increased overtime expenses, and a decreasing pool of prepared candidates for future leadership positions. The purpose of this research was to identify and describe the reasons for increased turnover and to develop practical strategies to address them.

The research questions posed in this descriptive study included: 1) What were the factors and circumstances that lead to resignation? 2) How did generational changes, shifts, and differences impact employee turnover? 3) What strategies had other fire departments of similar type and size established to avoid turnover and increase retention of employees? 4) What retention strategies could SDFES employ to meet the career needs and goals of employees?

This research utilized four survey instruments, organizational documents (financials, exit interviews, SDFES run volume and activity data), and a review of existing literature. The results indicated a focus on identifying candidates whose core values align with the organization's values. Additionally, data indicated the recruitment and development of local candidates would aid retention as the majority of respondent's value working close to home. The recommendations proposed further research into the problem by creating partnerships with local and regional public safety services to share knowledge and resources, increasing recruitment and training of local candidates, and developing retention plans and policies to support mentoring, participation, advancement, and recognition of new employees (Millennials).

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## INTRODUCTION

### **Statement of the Problem**

The loss of an up-and-coming, valuable employee to another organization is detrimental to any business. The Sidney Department of Fire and Emergency Services (SDFES) is a 35 member, all-career fire department that has experienced a significant increase in resignations of firefighters with seven years of service or less. Due to turnover, duty shifts have maintained staffing with overtime personnel for many months. The increased rate of resignation created a widening experience gap in the department. The average seniority gap is just under fifteen years (14.958 years) when comparing the average tenure of the top four firefighters against the bottom four firefighters across the three shifts. Of further concern is the average length of service of a member in the bottom four firefighters per shift. This number equates to just over one year (1.125 years). The total cost associated with the turnover problem is significant. Staffing overtime costs increased \$158,918 (101%) between 2012 and 2013 and have not had an appreciable decrease since. From 1966 to 2012 according to SDFES records, only five members voluntarily resigned their positions and did not return. Since 2012, SDFES has lost seven members to positions with other fire and emergency medical service (EMS) organizations. *The problem this study will address is the increased turnover of new employees in the Sidney Department of Fire and Emergency Services.*

### **Purpose of the Study**

*The purpose of this study is to identify and describe the reasons for increased turnover and develop practical strategies to address them.* The findings of this research will be reported to the administration of SDFES. The administration may use these findings to address

recruitment and retention weaknesses internally, insert recommendations from this research into the strategic plan, or conduct further evaluation and research. As best practices are defined and identified, SDFES administration will need to evaluate the practicality of implementing these concepts to reduce and eliminate the turnover problem. Additionally, exterior motivators or factors leading to resignation will be identified and should be addressed if feasible. The results of this research will be used to improve recruitment strategies and develop a focused retention plan within SDFES.

### **Research Questions**

*The research questions this descriptive study investigated were:*

1. What were the factors and circumstances that lead to resignation?
2. How did generational changes, shifts, and differences impact employee turnover?
3. What strategies had other fire departments of similar type and size established to avoid turnover and increase retention of employees?
4. What retention strategies could SDFES employ to meet the career needs and goals of employees?

## **BACKGROUND AND SIGNIFICANCE**

The City of Sidney is the county seat for Shelby County, located in west-central Ohio along the Interstate 75 corridor. Sidney is a city comprised of a light industry and commercial tax base with a population of 21,229 according to the 2010 United States census. Sidney was named the county seat of Shelby County in 1820 and was incorporated as a village in 1834. It was not until 1897 that Sidney was incorporated as a city.

The Sidney Department of Fire and Emergency Services (SDFES) have a long history of service to the citizens of Sidney, Ohio. The department history has been traced and documented back to 1857.

Within SDFES there exist five ranking positions as identified by department policy; Senior Firefighter, Lieutenant, Assistant Chief, Deputy Chief, and Fire Chief. Each rank has specific roles and responsibilities with little redundancy due to the size of the organization. The span-of-control in the department ranges from three to five, depending on the level of management.

The department is comprised of thirty-one members in the Operations Division and three members in the Prevention Division. SDFES has two members who are classified as Administrative. All personnel are under the command of Fire Chief Bradley Jones. Deputy Chief Cameron Haller serves as second-in-command and directly supervises the prevention and training divisions. Three assistant chiefs serve as shift commanders, lead the operations division, and are assisted by a lieutenant on each shift. Two lieutenants are assigned to the Fire Prevention office (Prevention Division) and one lieutenant is assigned to the Training office (Operations Division). Twenty-four firefighters serve in the Operations Division and are divided into three shifts with eight firefighters, one lieutenant, and one assistant chief per shift. The



department currently operates out of two stations. Planning for a third station is underway with a tentative opening scheduled for 2021.

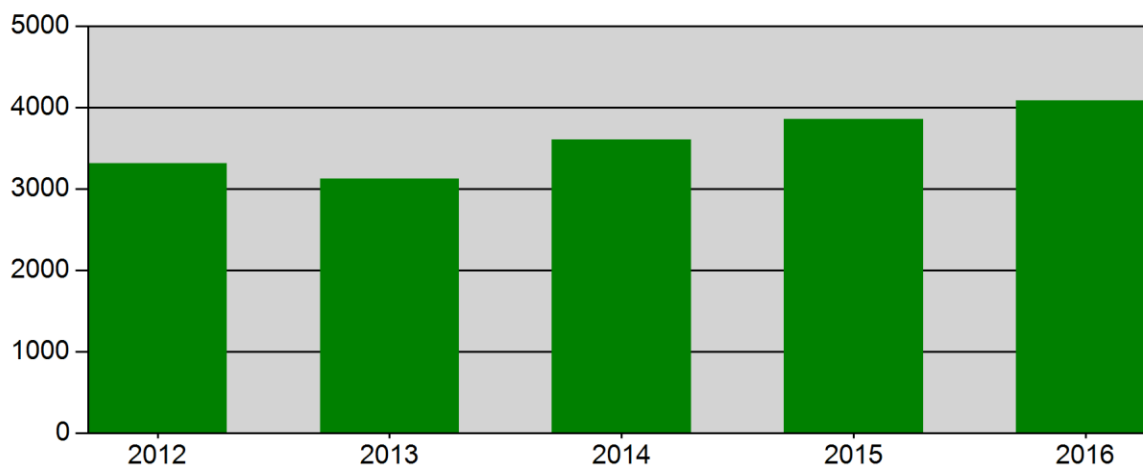
SDFES works cooperatively and collaboratively with the ten county fire departments and the four other EMS departments located in Shelby County. SDFES is the only career department in the county and offers training, mutual aid, and a host of other services to their county partners. SDFES is the technical rescue team for the entire county and supports the county-based hazardous materials team with the majority of its members and leadership. Additionally, SDFES works with and supports regional groups such as Ohio Region Three Strike Team, Greater Miami Valley EMS Council (GMVEMSC), Wilson Health, Shelby County Public Health and others.

SDFES provides fire inspection and fire prevention services to the city of Sidney and the surrounding townships (Clinton, Orange, Franklin, and Washington). The department is a partner with the Red Cross, Lion's Club and the local chapter of the Elk's to offer free smoke and carbon monoxide detectors to the community. Members of the department install, test, and maintain smoke and carbon monoxide detectors for members of the public who request this service.

The services and obligations outlined above illustrate that SDFES is involved in significantly more than handling routine emergency calls for service within the city of Sidney. These extra functions the department performs provide a well-rounded service to the community at-large, but require additional time and energy from the members of SDFES. With these additional services come additional training, scheduling, and preparation. As the available work force is depleted by turnover, these functions carry on. This puts additional responsibility on the members who remain to accept additional work assignments to fulfill the obligations.

In addition to the services described above, SDFES has experienced a steady increase in calls for service. From 2010 to 2015, the department saw an increase of 425 EMS calls and 382 fire calls. (2015 Summary of Activity, 2016) Total calls for service went from 3,048 in 2010 to 3,855 in 2015. Department records indicate that in 2016, the call volume rose to 4,083 calls for service. It was during approximately the same period (2012 to 2016) that the department began to experience the increasing employee turnover problem. See Table 1.1 below:

Table 1.1 – SDFES Incidents by Year for Year Range



In 2009, SDFES reduced the shift staffing levels from eleven to ten through attrition. These measures countered decreasing tax revenue and necessary budget cuts brought on by the recession. The staffing levels per shift have remained at ten funded positions with an eight person minimum staffing level since. In 2015, the city funded the return of two of the positions lost in 2009 on a 'peak-demand' status. These two positions have not been implemented as planned due to the ongoing turnover issue. In 2009 SDFES responded to 3,230 calls for service with eleven personnel per shift. In 2016, 4,083 calls for service were answered with ten personnel per shift and the staffing shortages due to turnover increased the workload for the members.

Available department records indicate that approximately 76 members have been hired since 1966. Prior to 1999, resignation was a rare occurrence. During the late 1970's, two members resigned who later returned to SDFES to serve until their retirements. Twelve members have voluntarily resigned since 1999 and seven of those resignations have occurred since 2012. There have been several members of the organization who have resigned their positions with the department in lieu of discipline or termination. Available department records indicate that since 1966 five members have resigned in lieu of termination/discipline. The three most recent resignations in lieu of termination/discipline occurred once in 2009, 2011, and 2016.

All seven of the members who resigned since 2012 (and took other positions within the fire service) had served the department for seven years or less. Additionally, all seven (born between 1984 and 1990) were Millennials. Millennials are defined as those born between the years 1981 through 1997. (The Generations Defined, 2015)

To accurately reflect the full nature of this problem, a review of turnover from 2012 to present is offered. In 2012, a probationary firefighter was unable to complete basic fire training and resigned leaving the fire service. Another probationary firefighter with less than one year of service resigned to take a position with Columbus Fire Department. In the same year, SDFES had two members retire. Two years later a probationary firefighter with 10 months of service resigned to take a position with the Kettering Fire Department. In 2015 a firefighter with four years of service resigned to take a position with Clearcreek Fire District and two members retired. The following year brought the resignation of two firefighters. The first firefighter resigned after four years of service to take a position with the Kettering Fire Department. The second firefighter (another probationary firefighter) resigned one week short of a year of service and was employed by the Beavercreek Township Fire Department. One firefighter retired in

2016. In 2017, two more firefighters resigned to take positions with the Kettering Fire Department and two members retired. Over the last five years, fifteen members of SDFES have left the organization by resignation or retirement. Service retirements are unavoidable and to some degree may be planned for. What cannot be accounted for is the unexpected nature of resignations.

The increase in resignations has led to a number of issues that are associated with a high turnover of employees: decreased productivity, turnover costs (i.e. overtime, recruiting and testing expenses, etc...), and experience (seniority) gaps on the shifts are among the primary concerns. The problem of increased turnover has decreased productivity by creating a recycling of new recruits that never mature into “value-added” employees. A new employee with SDFES will serve a twelve month probationary period. The employee is considered for regular appointment after successful completion of the probationary period. Shortly after completing their probationary period, a number of the recently resigned firefighters have exited the organization.

SDFES has a long standing practice of mentoring employees at all levels. During the 1990’s through the early 2000’s, SDFES realized tremendous success with this endeavor. Mentorship training and the assignment of a mentor to all new firefighters demonstrated the organizations commitment to this endeavor. Many employees hired during this period have become valuable members of the organization and some have achieved promotion within the organization. Some of those who chose not to promote, have earned recognition through exemplary performance of their assigned duties. Mentoring is not currently given the same attention it once was at SDFES. Training to develop mentors, assignment of a mentor to new firefighters, and evaluation of the mentorship program only occurs on a limited basis.

Organizationally, there is little direction and emphasis on developing mentoring relationships. Instead, time and energy has been spent getting new employees to a basic performance level (regular appointment) within the organization.

The continuous “reset” of new employees has created an experience gap that continues to widen. Currently, twelve members of SDFES have less than five years of experience. Within the next five years, nine members will be eligible to retire. If retirements occur as planned, over half of the department at that time would have less than ten years of experience. Career development and preparation for advanced responsibility will have to be expedited to accommodate for the lack of normal job-related experience. If the current trend of high voluntary resignation is not reduced or eliminated, SDFES will be faced with a shortage of experienced candidates for future formal and informal leadership positions. If the employees in the lower seniority levels fail to stay at SDFES and never mature into seasoned firefighter/paramedics, the pool of qualified candidates for leadership positions will be small. The issues identified are significant enough to warrant further investigation and research.

Turnover cost is another problem facing the organization. This issue has many facets that impact the department, both in regards to productivity and finance. First, the additional workload is not being absorbed evenly amongst the remaining employees. The overtime to cover minimum staffing levels has resulted in a number of employees working disproportionate amounts of overtime. In 2015, data indicates that 8,157.75 hours of overtime was worked within SDFES. (City of Sidney Finance Department, 2016) That year, seven members worked in excess of 400 hours of overtime, with two of them working over 500 hours and one member worked over 600 hours. Comparatively, in 2013 8,338.25 hours of overtime was worked. Only one firefighter worked over 500 hours that year and the amount of overtime accepted by the

remaining members was more evenly dispersed. Furthermore, the budgetary implications of compensating that much overtime is a concerning financial problem. In 2015, six department members were in the top ten highest paid employees in the city. (Treasurer of Ohio; Josh Mandel, 2017) The fire chief and deputy chief were not among those six. Department records from 2009 reflect that \$113,230.61 was spent in overtime compensation related to the operations division. In 2015, that number had increased to \$331,714.15. The five-year average 2007-2011 was \$175,682.31 and \$272,952.03 for the years 2012-2016. Additionally, the dollars lost in onboarding and orientation costs for new employees such as uniforms, fire gear, pre-employment physicals, background investigations, and training add to the fiscal problem.

See Table 1.2 below:

Table 1.2 – Cost, Hours, and Resignation/Retirement Comparison

<b>Column1</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
Overtime Cost	\$156,353.4	\$315,271.4	\$277,219.6	\$331,714.1	\$284,201.4	
	5	5	9	5	2	
Overtime Hours	5,788.50	8,338.25	7,888	8,157.75	7,722.25	
Number of Resignations	2	0	1	1	2	2
Number of Retirements	2	0	0	2	1	2

The reassignment of fire prevention and training lieutenants to backfill operations positions and reduce overtime costs compounded the problem. The “cost-saving” measure had impacted the prevention efforts and hampered delivery of department training. The fire prevention bureau was vacant from January of 2016 until July of 2016 due to the lieutenants being temporarily assigned to duty shifts. This had all but eliminated fire inspection activities. The training bureau was temporarily vacant due to resignations during the same time period and

in July of 2017 the training officer was again assigned to shift with no return date to the training office given.

The increased workload has been cited by some members as the source of their frustration and withdrawal. Many members claim a prevalent low morale across the organization. A 2014 survey of department members was conducted related to research being performed by the Health and Safety committee. (SDFES Health and Safety Survey, 2014) There were nineteen respondents to the survey. Of those respondents, thirteen (68.42%) indicated that department management did not ensure that goals and objectives were communicated and understood by all workers. Furthermore, sixteen (84.21%) responded that department management did not establish clear lines of communication with department members. In the year after the survey, numerous members decreased their participation in overtime assignments and withdrew from committees and special teams. In the first two weeks of February 2015 four standing committees (Uniform, EMS, Pride and Ownership, and Training) had multiple members resign from each of the committees. While morale is a difficult factor to quantitatively define, it must be recognized. Happy and engaged employees are more apt to remain loyal to their employer. Disconnected and dissatisfied employees will readily search for better opportunities. (Heathfield, 2016)

Recently, a number of injuries and illnesses have further exacerbated the staffing issue and it is uncertain if these injuries/illnesses can be attributed to the staffing shortages due to turnover. The process of hiring new employees can take several months and in the interim the remaining employees must absorb the workload of the lost employees. *The potential impact this study could have on the Sidney Department of Fire and Emergency Services includes, but is not limited to decreased overtime and hiring costs related to resignation, reduced physical and*

*mental stress on current employees, and a balanced workforce with members of high, middle, and low seniority.* The community of Sidney and Shelby county needs to continue to be served by a fire department composed of well-rounded, experienced members and leaders.

A more difficult component to quantify is the overall improvements in department morale. Reducing physical and mental stress will surely improve working conditions for some employees, but it is understood that the attitudes of some employees will be seemingly unaffected by even the greatest of improvements. A potential benchmark for improvement is increased engagement. A return of members to various committees and special team assignments could indicate that retention and recruitment efforts are successful.

Outside of the fire department, a number of city members play an integral role in hiring employees. A reduction of resignations within the fire department would alleviate the extra work required by these city employees. If individuals can be freed from the increased duties of preparing applications, monitoring the hiring process, and conducting interviews, their time can be spent on other responsibilities.

Finally, of utmost importance is the future of SDFES and the service it provides to the city. It is imperative that SDFES maintain viable candidate pools for future leadership roles (both formal and informal). With a reduction in turnover, SDFES will be able to more fully engage in succession planning, mentoring, and career development. These identified benefits encompass the desire to insure that this research is both detailed and comprehensive.



## LITERATURE REVIEW

When attempting to accurately discern what it is that leads employees to resign their position, it is prudent to evaluate the recruitment and retention efforts of the organization. Furthermore, research and literature that collects data from “exit interviews” and employee satisfaction is important. Data and research specific to the career fire service is limited. However, the business and military communities have conducted ample research on the topics of recruitment and retention.

Internet-based resources on the topics of recruitment and retention are prolific. Numerous journals and publications provide “best practices” and research-based information relevant to the topics. A Google search query for “firefighter AND recruitment AND retention AND career” yielded approximately 380,000 results. Removing the parameter of “firefighter” from the query increased the yield to over 25.8 million results. Ample material is available on the topic, but the researcher must be attentive to the source and content. The researcher must be aware that a significant portion of the information published to the internet is purely opinion-based articles.

Books related to business and professional development also provide relevant material. This research found information related to recruitment and retention in unlikely materials. As the search for information became less focused on specifically recruitment and retention and increasingly focused on good business practices and professional development; information was found readily. The literature review was less of a beginning and ending process and more ongoing in nature. New information continues to be presented in regards to Millennials, generational differences in the workplace, and best practices regarding recruitment and retention.

It appears that the study of these topics will continue to be explored as the need for information is sought after.

It is imperative that fire officers receive training on the various topics of human relations. “How the firefighters are treated will have more impact on retention than any other programs or “gimmicks” if you are sincere.” (The Fire Chief's Handbook Sixth Edition, 2003) This truth parallels recent research by CEB Global that was published in the Harvard Business Review. The research sights conflicts with their boss, lack of upward mobility or better opportunities with other companies as the steadfast leading reasons for resignation. (Why People Quit Their Jobs, 2016) Furthermore, Heathfield addresses ten factors that are under the direct control of the employer. Recognizing that some resignations are truly influenced by personal reasons, she states that the vast majority are issues within the control of the employer. (Heathfield, 2016) Heathfield purports that the ten most critical issues include: employee/boss relationships, coworker relationships, boring/unchallenging work, utilization of skills and abilities, impact on organizational goals, independence, and meaningfulness of work, employer financial stability, corporate culture, and employer recognition of job performance. (Heathfield, 2016)

Millennials are now the largest population in the workforce in the United States, accounting for 40 percent of the workforce in 2017. (Brack & Kelly, 2012) Additionally, Millennials place high importance on growth opportunities and advancement potential. (Rigoni & Adkins, 2016) In the issue currently facing SDFES, all the recent resignations are Millennials. It is believed that most of the recent SDFES resignations were due to better opportunities elsewhere. However, research suggests that may not be the case. A work culture that is aligned with an individual Millennial is the leading indicator of retention and longevity according to a recent study. (Schawbel, 2013) “Millennials place a greater emphasis on opportunities to learn

and grow and opportunities for advancement” than other generations. (Rigoni & Adkins, 2016)

One study suggests that a leading reason for millennial turnover is disengagement, citing that 71 percent of Millennials polled identify as “not engaged” or “actively disengaged at work”. (Rigoni & Adkins, 2016) A 2014 study indicated that only 40 percent of employees polled could identify their company’s goals and vision. (Zimenoff, 2015) This disconnection with the direction of the organization leads to a failure to relate work with a greater purpose and in turn, disengagement.

Rich Milgram states, “The Millennial Generation has learned to be two things during the recession: resilient and nomadic. As the job market improves, the level of confidence will improve along with it and cause many in this age group to reevaluate their current situation, possibly seeing value in seeking greener pastures.” (Schawbel, 2013) While Milgram’s statement indicates that this generation has a nomadic quality to it, this tendency can be managed with retention plans such as workplace flexibility and mentoring. (Schawbel, 2013) According to Guido Stein, companies can be successful in managing Millennials. To do this, an organization should focus on mentoring, work/life balance, understand that Millennials primary motivator is not financial, accelerate feedback intervals, provide a strong organizational culture, provide recognition, and embrace digital technologies. (Stein, 2016) Mentoring, work/life balance, and recognition were all factors mentioned in several exit interviews of the millennial employees who left SDFES.

It is generally accepted that Millennials have brought a new and challenging dynamic to the workplace. Mentoring, managing and engaging Millennials requires strategies as diverse as the generational group those procedures are intended to influence. Millennials are unlike other generational groups in many ways. Rigoni and Adkins point out that unlike Baby Boomers and Gen Xers, Millennials are less concerned with a fun and creative workplace. (Rigoni & Adkins,

2016) In their book *Fish Tales* (published in 2002, just as Millennials began to enter the workplace), Lundin, et al, cite numerous businesses that touted high retention and employee satisfaction due to a fun work environment. One such citation reports 25 percent improvement in retention numbers at all Sprint Global Connection Services locations after disco balls, speaker systems and big-screen televisions were installed. (Lundin, Christensen, Paul, & Strand, 2002) However, these “fun” improvements that were warmly received by Baby Boomers and even Gen Xers to some degree would have had little influence on Millennials according to recent studies.

The United States Navy (USN) had already begun to learn these lessons when Capt. D. Michael Abrashoff published his book *Its Your Ship*. Abrashoff was placed in command of a ship (USS Benfold) that had one of the worst retention rates in the entire USN. The USS Benfold had a retention rate of only 28 percent prior to Abrashoff instituting his maverick leadership style. During his command, a leadership style that fostered engagement was implemented and the retention rate leapt to 100 percent. (Abrashoff, 2012) Abrashoff and his officers broke from the traditional naval leadership model and began to experiment with a brand of leadership never before exercised in the USN.

Millennials place a high value on work that is attractive, allows for transition between work assignments, networking with like-minded people, and a less rigid atmosphere. (Stein, 2016) These characteristics that are so attractive to Millennials abound within the fire service. The fact that this generation is tech-savvy, driven to help others, and excellent at collaborating with likeminded individuals makes them prime candidates for the fire service. (Kenyon, 2017)

To reduce the turnover associated with this generation, organizations must learn to engage them. Rigoni and Adkins report that 47 percent of “actively disengaged” Millennials indicated a high likelihood of leaving their jobs if better conditions exist elsewhere. (Rigoni &

Adkins, 2016) A key factor to employee engagement is trust. A lack of trust (manager-employee trust gap) leads to less productivity and effort, and an increase in turnover. (Brower, Lester, & Korsgaard, 2017) Communication is a key component to establishing healthy employee/employer relationships. Openly communicating goals, information, and sensitive matters signals that the employees are trusted by the manager. (Brower, Lester, & Korsgaard, 2017) Trust is a foundational organizational criterion that is a critical building block for strong leadership. (Lipman, 2013) As a core value for organizational success, the value of trust will transcend generational differences. Trust will either contribute to success or erode the effectiveness of an organization. (Lipman, 2013)

## PROCEDURES

In order to adequately address the four research questions raised in this descriptive applied research study literature review, data collection, and survey instruments were utilized. As stated earlier in this study, literature and research germane to the recruitment and retention of career fire service personnel is limited. Therefore, research and literature from the business sector is utilized to substantiate the finite material specific to the career fire service.

Organizational documents such as exit interviews, emergency incident run data, activity logs, and budgetary documentation provided necessary facts and figures to fully develop the scope of the problem. These sources included records and documentation from City of Sidney Human Resources department and SDFES. Exit interviews conducted by human resources and SDFES yielded information that was both contrary and consistent with the literature review. Financial and administrative costs were derived from reports provided by human resources personnel and SDFES. These reports identified the actual cost per resignation on average based on the necessary expense to replace the employee. The actual cost was found by adding the “onboarding” costs provided by human resources with the “orientation” costs from SDFES.

Finally, four survey instruments were created. All four surveys were piloted on fire service personnel representing the same demographic groups, but outside of the intended survey populations. Feedback was received through SurveyMonkey.com with comments and suggestions for clarification of question intent. The first survey (Survey 1 – SDFES Current) addressed the internal culture of SDFES. The population of this survey was 34 participants and 22 responded for a completion percentage of 64.71%. Included are all SDFES uniformed personnel from the rank of firefighter to fire chief. This culture survey was based on the top ten reasons people quit their jobs. (Heathfield, 2016) The second survey (Survey 2 – SDFES

Resigned) targeted ten firefighters and gathered information from eight firefighters (80%) who left SDFES for other fire service positions and responded to the survey. Three of those firefighters left the organization under the previous administration and the remaining seven have left under the current administration. The goal of this survey was to confirm data derived from exit interviews, but also to address other relevant subject matter not covered during the typical exit interview. The third survey instrument (Survey 3 – External Individual) identified a population of 1,326 career firefighters in western Ohio. There were 230 respondents to the survey for a 17.34% return. The purpose of this survey was to identify the trends in turnover on a regional basis. Age, longevity at current position, organization selection, and retention motivators were the focus of this survey. The final survey (Survey 4 – External Organizational) targeted 44 fire service organizations in west-central Ohio with a return of 29 surveys (65.91%). The topics of this survey focused on organizational recruitment and retention efforts, generational hiring trends, and turnover data. Furthermore, the surveys requested information on the age of those who resigned to discern if the problem has generational implications. Additionally, departments that have experienced low or no turnover will be contacted directly for interview at the approval of the participant. The purpose of the interview will be to determine what retention strategies those organizations have implemented that are successful in avoiding turnover.

### **Definition of Terms**

Voluntary resignation. The choice of an employee to resign their position absent duress (i.e. anticipated, pending, or ongoing discipline; resignation in lieu of termination)

Onboarding cost. Financial expense for pre-employment testing (i.e. background check, polygraph, complete physical exam, mental assessment, etc.) estimated at \$1,550 per employee

Orientation cost. Financial expense for uniforms, personal protective equipment, and other equipment specific to each newly-hired employee, approximately \$3,800 per employee

### **Limitations of the Study**

This applied research project was limited by four main factors. As stated previously in this paper, literature and research on the topic of recruitment and retention in the career fire service is limited. The research attempted to locate as many viable sources as possible. However, that effort yielded little success. When conducting recruitment and retention research for the career fire service, alternative sources of information are necessary to obtain baseline understandings of the scope of the problem. Research has been conducted in the volunteer ranks of the fire service and provides some value to the career fire service research. An abundance of research has been and continues to be performed in the private sector. This research is germane to the retention problem as well as the generational differences presented by the current workforce. As future researchers investigate the problem of recruitment and retention in the career fire service, it is recommended that a broader search for information be conducted. Future researchers should explore the research conducted by the various branches of the military. Additionally, the Executive Fire Officer (EFO) program through the National Fire Academy and the Ohio Fire Executive (OFE) program both have growing entries on the topic.

Second, the knowledge and skill of the researcher in preparing, dispersing, collecting, and analyzing survey data is limited. This is evidenced in the under-representation of Millennials in the external individual survey. The Millennial group accounted for only 48 of the 230 respondents (20.87%). Compared to current research that demonstrates that Millennials account for 40 percent of the workforce, the survey sampling yielded only half of the desired responses from this generation. (Brack & Kelly, 2012) That means the GenX and Baby Boomer



generations accounted for 79.13% of the data derived from that survey when other research demonstrates that these generations account for only 60 percent of the workforce in 2017. (Brack & Kelly, 2012) It is possible that Brack and Kelly's findings are inconsistent with the current generational make-up of the fire service in west central Ohio.

The next limitation addressed is the opinion and understanding of the questions by the respondents of all the survey instruments. While the researcher piloted the surveys on control peer groups before release, there still exists the plausibility that respondents misinterpreted the question. The data is only as valid as the input of the respondents to the surveys.

Finally, accurately measuring the direct and indirect financial costs of the problem presented difficulty. While the direct cost of each resignation can be identified by adding the "onboarding" cost to the "orientation" cost, what proved difficult was clearly addressing the indirect cost. Accurately accounting for the time spent training and acclimating new employees to the organization could not be determined. Furthermore, the financial cost of lost productivity and experience proved unattainable.

These addressed limitations did not adversely impact the overall research. The researcher recognizes them and provides them as reference for future research on the topics of recruitment and retention.

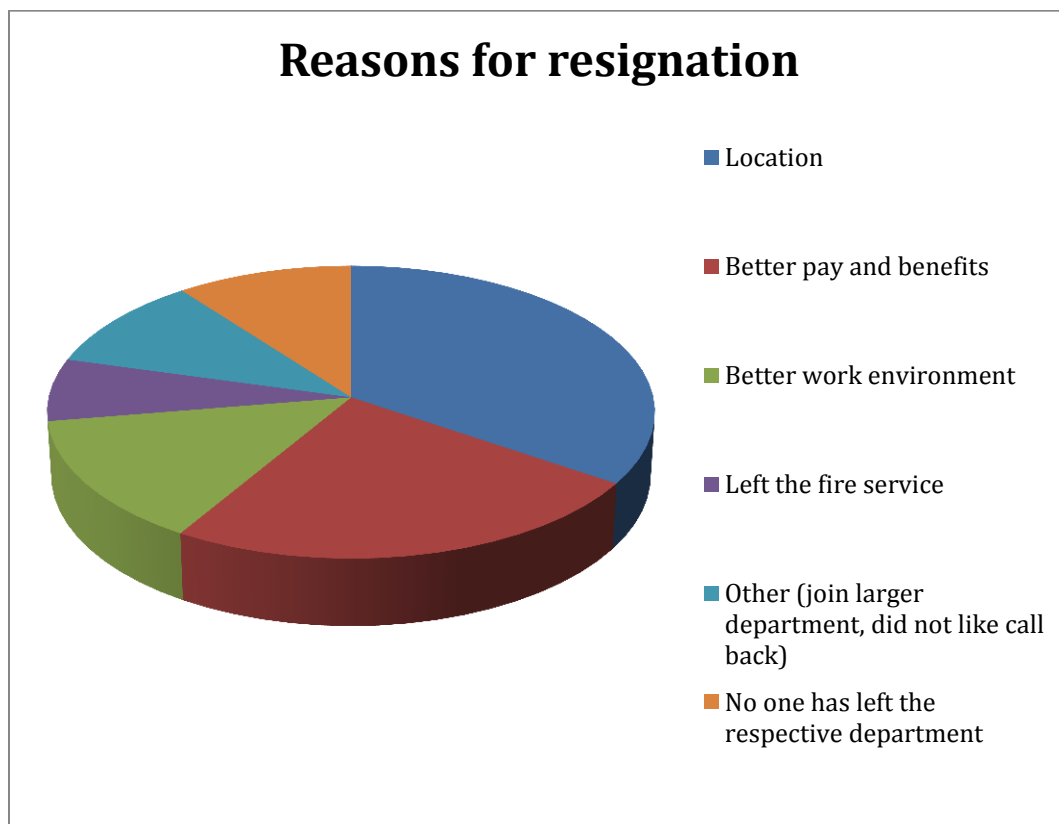
## RESULTS

To obtain data to answer the four research questions that were posed through this descriptive research, four survey instruments were utilized. The surveys were:

- Survey 1 – SDFES Current (Current, active members of SDFES)
- Survey 2 – SDFES Resigned (Individuals who voluntarily resigned from SDFES)
- Survey 3 – External Individual (Firefighters from departments of like size and type to SDFES from west-central Ohio)
- Survey 4 – External Organizational (Organizations of like size and type to SDFES from west-central Ohio)

### **1. What are the factors and circumstances that lead to resignation?**

All four of the survey instruments contained questions that addressed this question. Survey 4 – External Organizational ( $N=29$ ) posed the question, “Of those firefighters who resigned with less than five years, what was the primary reason given for resignation?” A new position closer to home yielded 34.48% ( $N=10$ ) of the responses followed by better pay and benefits at 24.14% ( $N=7$ ) and a better work environment elsewhere at 13.79% ( $N=4$ ).



**Figure 1.**

Primary reasons given for the resignation of firefighters with five years or less from departments in west-central Ohio

Results from Survey 3 – External Individual ( $N=230$ ) showed that 81.66% answered that they are employed by a fire department in the county (or adjacent county) to where they were raised. When this group was asked what would motivate them to leave their current position, the majority (36.99%) indicated that nothing could persuade them to leave. An increase of 20% of their salary would motivate 31% to leave and 29.53% indicated that a better work environment would motivate them. From Survey 2 – SDFES Resigned, four of the eight (50%) respondents indicated that location was a key factor in their resignation. Three (37.5%) indicated management issues were the cause and one (12.5%) indicated that a better opportunity elsewhere

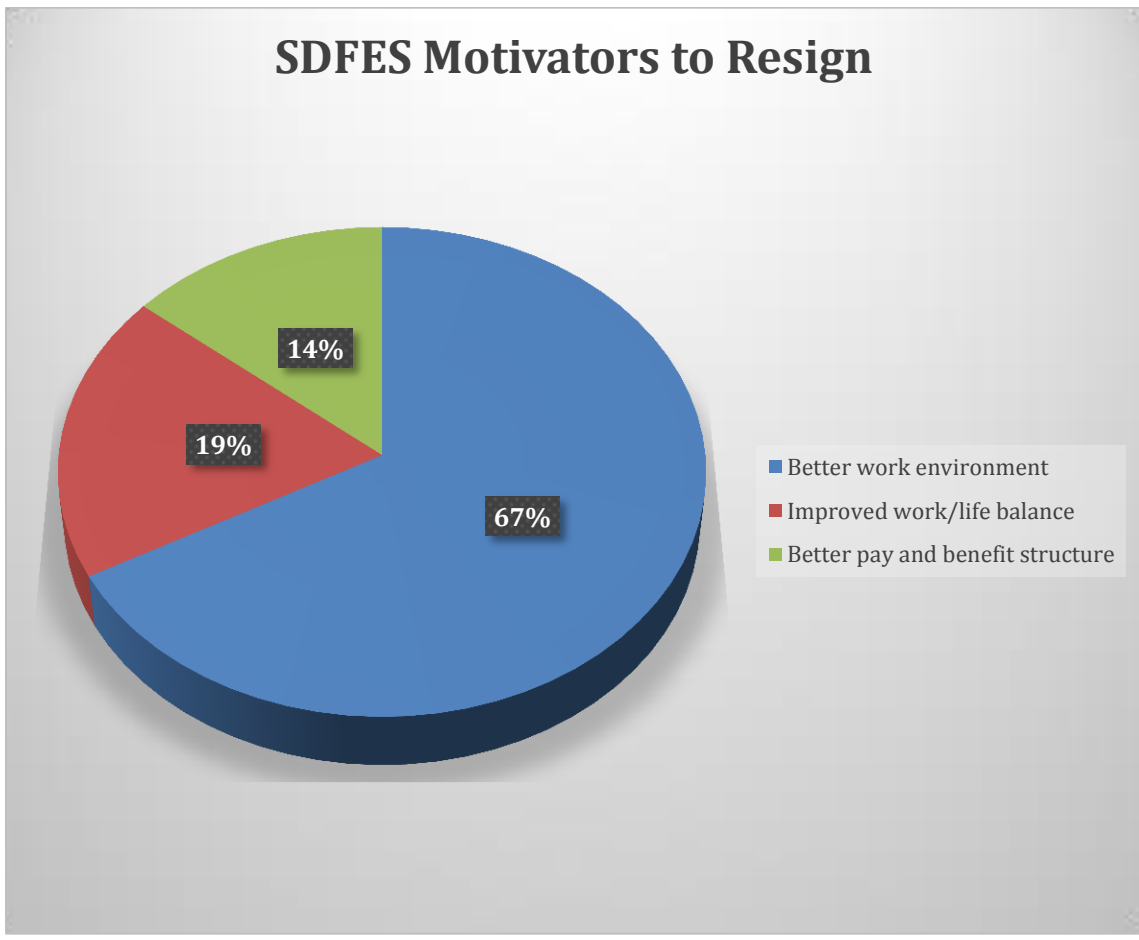
was the primary motivator. Survey 1 – SDFES Current posed several questions related to the factors and circumstances that impact recruitment and resignation. Employees were asked what brought them to SDFES. The results indicated that members chose SDFES primarily because of the location motivator (45.45%). Other factors (call volume, first department to offer full-time position) accounted for 22.73%. Pay and benefits (13.64%), reputation of the department (9.09%), and career growth opportunities (9.09%) accounted for the remaining factors.

**Table 2.1**

*Reasons internal employees chose SDFES*

	Reason	
	<i>N</i>	%
Location	10	45.45
Other factors	5	22.73
Pay and Benefits	3	13.64
Reputation of the department	2	9.09
Career growth opportunities	2	9.09
TOTAL	22	100

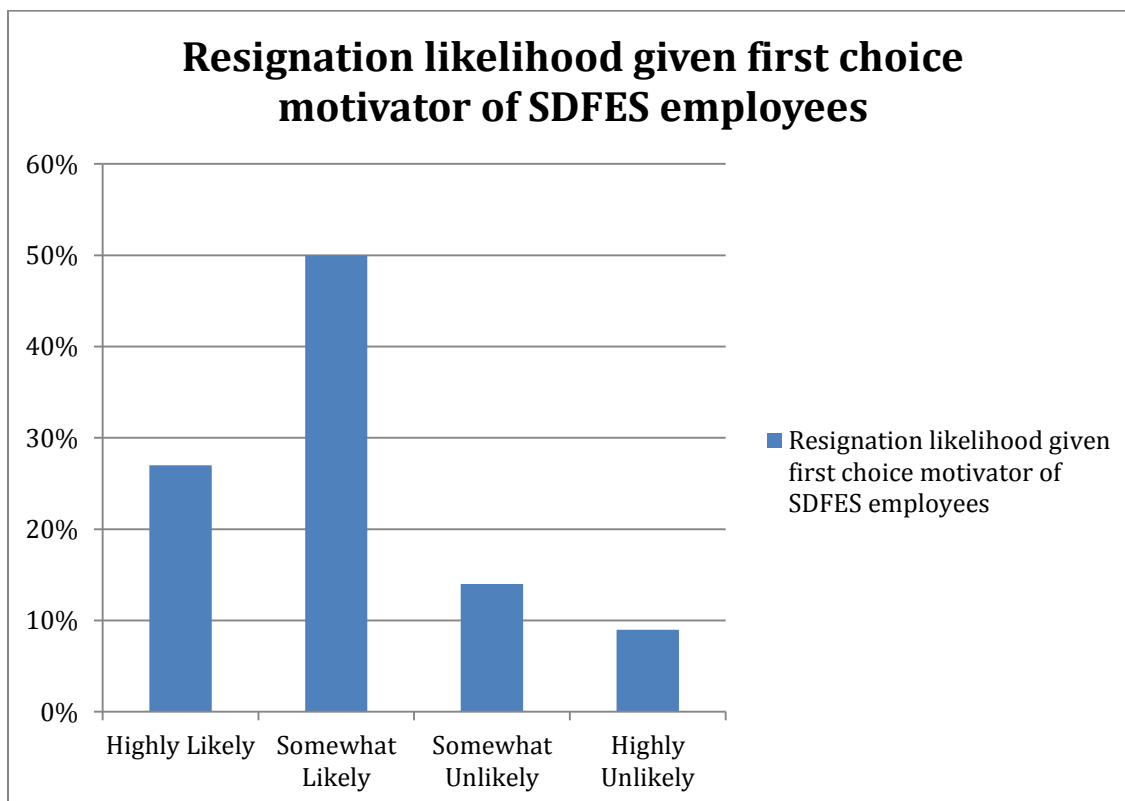
The next question asked what could another fire service organization offer to draw your attention and cause you to consider leaving SDFES. A majority (66.67%) of the respondents indicated that a better work environment was their first choice, followed by a better work/life balance at 19.05% and better pay and benefit structure at 14.29%.



**Figure 2.**

SDFES current member’s motivators to consider resignation

The follow-up question of how likely would you be to leave if another organization offered you this first motivator yielded 50% indicating that they would be somewhat likely to leave followed by 27.27% indicating that they would be highly likely to leave. Just under 14% indicated that they would be somewhat unlikely to leave and 9.09% responded that they would be highly unlikely.



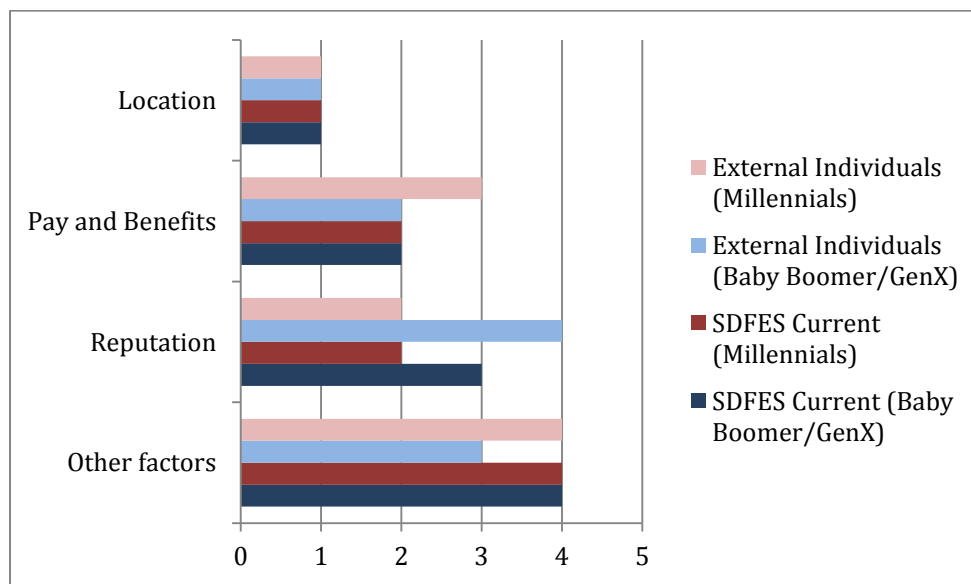
**Figure 3.**

Likelihood of SDFES employees to resign if given first choice motivator

## **2. How do generational changes, shifts and differences impact employee turnover?**

Two of the four survey instruments (Surveys 1 and 3) asked specific questions to determine what generational groups the respondents belonged to. Generational assignment was determined for Survey 4 – External Organizational by determining that all the firefighters who resigned were between the ages of 18 and 31 years old, thus placing them in the millennial generation. Survey 2 – SDFES Resigned respondents were determined to be millennial or GenX generations based on the time of their resignation and SDFES internal documents (exit interviews, employment records).

The primary focus was to parse out the millennial respondents from the GenX and Baby Boomers for the total of the individual responses (Surveys 1 and 3) ( $N=252$ ). Millennials accounted for 23% of the respondents from the two surveys ( $N=58$ ). The Baby Boomer and GenX generations accounted for 77% of the total responses ( $N=194$ ). When choosing an organization to accept a position with, location was a significant factor in the data. Survey 1 – SDFES Current respondents ( $N=22$ ) and respondents to Survey 3 – External Individual ( $N=230$ ) from all three identified generational groups selected location as their most important factor. Pay and benefits was the second highest factor for Baby Boomer and GenX members from Survey 1. The millennial group from Survey 1 – SDFES Current indicated that pay and benefits, and also the reputation of the department were their second highest choice. The Baby Boomers and GenXer's from Survey 3 indicated pay and benefits were their second highest choice, concurring with all Survey 1 participants. However, the millennial group from Survey 3 indicated the reputation of the department was their second highest choice, followed by pay and benefits. All of the generational groups, except the Baby Boomer and GenX generation respondents from Survey 3, agreed that other factors (career growth, work/life balance, call volume, etc...) was the lowest motivator. The Baby Boomer and GenX respondents from Survey 3 – External Individual placed other factors third and reputation of the department fourth. Figure 4 illustrates this data in line graph format.



**Figure 4.**

Motivating factors for department choice; Survey 1 – SDFES Current and Survey 3 – External Individual (1 = highest motivator, 4 = lowest motivator)

Respondents from Survey 2 – SDFES Resigned were asked what caused them to resign. Two respondents who represented the GenX generation and three respondents from the millennial generation indicated location was the primary motivator for their resignations. Three respondents who are Millennials indicated that other factors (career growth, management issues) were the causation of their decision to resign.

Respondents to Survey 4 – External Organizational indicated that location was the reason given (34%) for the resignation of members with five years or less of service. The average age for all new hires referenced in this survey was between 18 and 31 years old (18-24 = 13 or 45% / 25-31 = 16 or 55%). That places all of those who resigned in the millennial generation.



**3. What strategies have other fire departments of similar type and size established to avoid turnover and increase retention of employees?**

Ten fire chiefs, who provided contact information and indicated they were willing to participate, were contacted via email to schedule a telephone interview. These chiefs all indicated that their organizations have low resignation rates and/or successful recruitment and retention plans in place. Six of those chiefs responded to the email and completed the interview with the researcher. All six were asked the following questions: What are the top three things your organization has done to improve retention? What changes to your retention strategies have you made to target the millennial generation? Has your organization always been successful at retaining quality employees? If not, how did your organization change to address the problem?

The answers provided by the chiefs for the first question are summarized into six categories: increased pay and benefits, offering training/certification, interview and selection process, department/community promotion, ownership in the department/culture, and clear organizational expectations. Of all the answers given, the two most prominent were ownership in the department/culture and interview and selection process. As the chiefs gave examples of efforts related to ownership/culture they provided both detailed and broader answers. The six answers categorized as ownership and culture were:

- Performance evaluation changes to focus on goals rather than scores
- Involving members in sensitive department activities (i.e. purchasing, budgeting, hiring/interviews, etc...)
- Delegating community communications through social media to trusted, tech-savvy department members

- Meeting the needs of department members by purchasing needed safety equipment and increasing the training budget
- Fostering a work environment where members enjoy coming to work (being responsive to and leading change in a positive manner)
- Administration openly supports the labor group during negotiations (monetary bargaining item “The employees are worth every dime they are asking for!”) and in turn, holds the members to that standard through the delivery of the departments mission

The chief who discussed fostering a good work environment recalled that when he became chief, the organization had a number of traditions that were questioned by some of the members. The chief (who came from within the department/promoted through the ranks) was comfortable with the traditions, but could not provide justification to continue some of the obsolete traditions. Some of the changes actually improved efficiency within the department. One such change stopped a practice of handwriting a daily station activities log. Instead, computer software and applications could be used to track daily activities such as station and equipment maintenance and training. Although the chief was not in favor of the initial changes, he could not justify ignoring other suggestions when the department efficiency and effectiveness was improving. He trusted his firefighters and officers, exercised good judgement and sound leadership, and now has an organization that boasts low turnover and highly engaged employees.

Table 2.2 illustrates the full scope of all the response categories.

**Table 2.2***Retention improvement strategies offered by six west-central Ohio fire chiefs*

	Respondents	
	<i>N</i>	%
Increased pay/benefits	2	11
Offering training/certification	2	11
Interview/selection process changes	5	28
Promotion of the department/community	1	6
Member ownership and department culture	6	33
Clear goals and objectives	2	11
TOTAL	18	100

The second highest category was changes to the interview and selection process. All five of these responses fall in to one of two categories; changing the interview process to allow for more personal interaction or selecting candidates whose core values (rather than certifications) match those of the organization. One chief offered that his organization had changed the hiring standards from no required certifications to requiring Firefighter II and EMT-Paramedic certifications for appointment. After a period of time, this requirement was removed due to having an abundance of certified candidates on a civil service hiring list, but finding that very few of them fit the culture and values of the organization. This chief offered that his organization was not the only public safety department in his region to experience this trend. He spoke of a local law enforcement agency that refused to hire candidates whose values and personalities did not fit the culture of the department, although the candidates were certified by the Ohio Peace Officer Training Academy (OPOTA). Instead, the law enforcement agency went approximately one year with unfilled vacancies rather than to hire who they believed to be the wrong candidates for their department.

Two respondents conveyed that although their organizations are successfully retaining quality members, that was not always the case. Both chiefs spoke of a period of time when their departments had unacceptable levels of turnover. The first chief identified a period of time when his organization lost several members who returned to their hometowns. To address his retention problem, the chief changed his selection process to look for candidates who would not only fit the organization, but the community they serve. He made his expectations clear to candidates that he expected his firefighters to be active participants in the community. The other chief also identified a period in his organization when retention was a problem. Organizationally, a significant change was made to the interview/selection process. This department has a two-step interview process. The first interview is a peer interview with firefighters and line officers (in this case lieutenants). The second interview is an officer interview consisting of the departments shift commanders and an administrative officer. This fire chief does not actively participate in the hiring process. He conveyed that he trusts his members to recommend the right candidates for the organization. “They are the ones who will work beside the new firefighter, not me...” he said.

#### **4. What retention strategies can SDFES employ to meet the career needs and goals of employees?**

Survey 1 – SDFES Current gathered significant data related to engagement, work environment, and member demographics. These factors were reported by Heathfield to have significant impact on retention. (Heathfield, 2016) The respondents to the survey were fairly evenly spaced by seniority within SDFES. One respondent elected to skip this question. See Table 2.3.

**Table 2.3***Survey 1 – SDFES Current respondents by seniority*

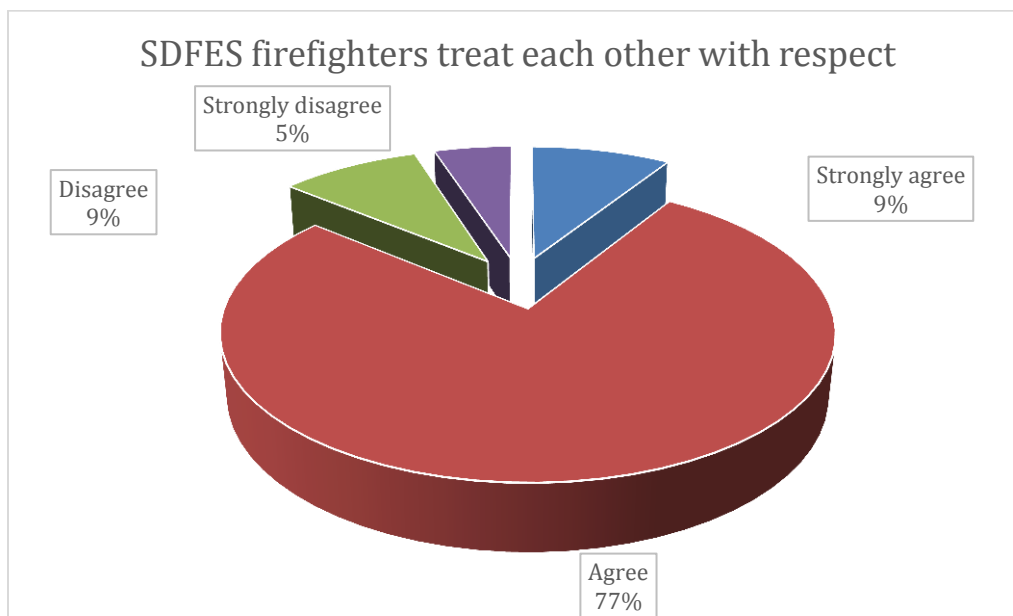
	Respondents	
	<i>N</i>	%
0-6 years of service	7	33.33
7-13 years of service	2	9.53
14-20 years of service	6	28.57
21 years or more of service	6	28.57
TOTAL	21	100

Nineteen of the twenty-two respondents (86%) indicated that they believe themselves to be either somewhat engaged ( $N=6 / 27\%$ ) or highly engaged ( $N=13 / 59\%$ ). The criteria presented for a highly engaged employee was acceptance of most overtime offerings, regular attendance at box alarms/recall, and participation on department committees and special teams.

When asked if members were satisfied with the professional growth opportunities offered by SDFES, twelve (54%) indicated that they agreed and three (14%) strongly agreed. Seven members (32%) indicated that they disagreed and zero respondents strongly disagreed.

When respondents were asked if they are satisfied with the opportunities to apply their talents and expertise, thirteen (59%) agreed and two (9%) strongly agreed. Seven (32%) disagreed with the statement and zero strongly disagreed.

Survey 1 participants indicated strongly that respect amongst fellow firefighters was high. See Figure 5.



**Figure 5**

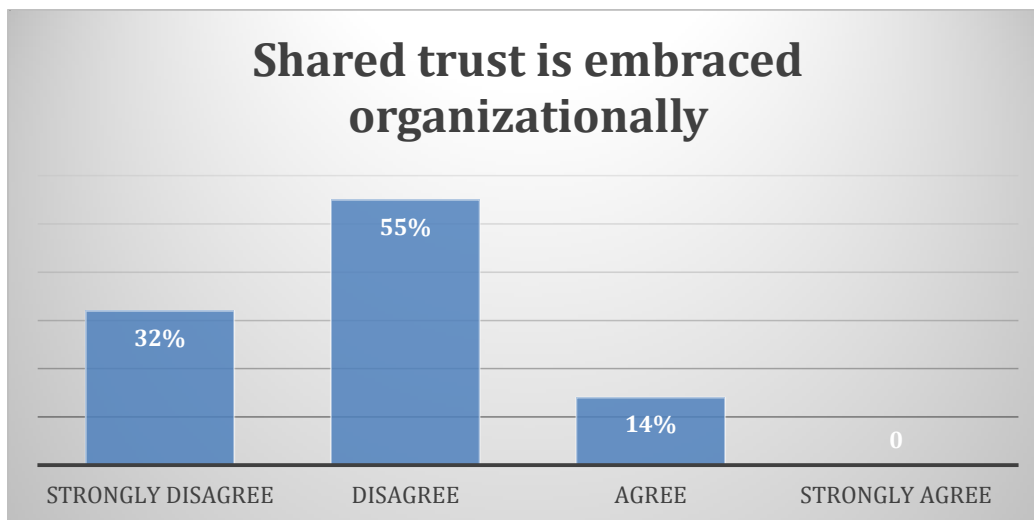
*Survey 1 – SDFES Current Shared respect amongst firefighters*

Respondents were closely divided when asked if they had been able to achieve a healthy balance between work and their personal life. Thirteen (59%) indicated that they agreed with the statement while nine either disagreed ( $N=6 / 27\%$ ) or strongly disagreed ( $N=3 / 14\%$ ). No respondents strongly agreed.

Regarding workplace flexibility, again respondents were split. Ten respondents (45%) agreed that the workplace flexibility offered by SDFES was satisfying. Ten (45%) disagreed with the statement and two (9%) strongly disagreed.

The respondents were asked if SDFES organizationally lived out the core values of the department. Ten (45%) answered affirmatively that they believed the organization does live out the core values. Twelve (55%) did not believe that organizationally the core values were lived out.

Respondents were asked to consider if the value of shared trust was embraced organizationally by SDFES. The majority did not perceive that it was. See Figure 6.



**Figure 6**

*Survey 1 – SDFES Current SDFES organizational embracement of shared trust*

## DISCUSSION

A myriad of factors have weight and influence on an individual's decision to resign a position with a career fire and EMS organization. Research indicates that the majority of these factors are under the direct control of the employer. (Heathfield, 2016) The data collected for this research demonstrated two main factors influencing recruitment and retention in SDFES and the career fire service in west-central Ohio, location and the work environment. These two factors mirror well documented influences in the private sector.

One of the primary influences within the private sector is a healthy work/life balance. Working and serving the community a firefighter was raised in or now calls "home", contributes to a positive work/life balance. The location factor can only be controlled by the employer during the recruitment and selection phase. After that, the location factor is a choice that the employee must care for. Due to the passage of Senate Bill 82 in 2006 and the decision by the Ohio Supreme Court in 2009 to uphold the residency law, firefighters are no longer required to live in the community that they serve. However, the data collected in this research indicates that the majority of the firefighters surveyed choose to live in or close to the community they serve.

All of the firefighter groups surveyed for this research indicated that location was the primary influencer in choosing a department. Many members of SDFES (45% of those surveyed) chose the department because of the location. Members of SDFES who responded to the survey indicated that the majority (57%) were either raised in Shelby County (or an adjacent county). Eighty-one percent of firefighters outside of SDFES who were surveyed indicated that they work in the county (or adjacent county) to where they were raised. A former SDFES firefighter respondent offered the following hypothesis to explain SDFES' recent recruitment and retention problem:



*“Due to it's proximity from a large labor pool (Dayton), SFD's challenge will be to recruit locally, finding the firefighter or future firefighter that grew up around Sidney and has a local connection.”*

A fire chief who participated in the telephone interviews offered the following rationale for the low turnover that his organization has experienced:

*“We hire candidates who are likeminded to our current employees, individuals who come from similar communities who have similar interests and backgrounds. This allows our new hires to acclimate quickly and form connections with other firefighters.”*

Four out of the seven recent resignations from SDFES came from the greater Dayton region. All four indicated that their resignation decision was primarily influenced by location. Three firefighters who left SDFES in the late 1990's and early 2000's all left for organizations that better accommodated their location desires. The location factor is a real problem for SDFES. The city of Sidney is a typical representation of a rural community in western Ohio. The entertainment offerings and lifestyle choices follow the trends of the rural community. If a new firefighter at SDFES was raised in a metropolitan area, has recreational and off-duty pursuits that are not available in a rural setting, and does not acclimate to the rural community; the individual will most likely begin to explore other options. This facet of the overall problem of high turnover is difficult to navigate. SDFES is bound by civil service rules for hiring. If local candidates are unable to achieve a sufficient ranking on pre-employment testing to be considered, the organization has no choice but to hire the candidates who are not local. Furthermore, location is not justification alone to hire a candidate. Several of SDFES' most

accomplished members are not “home-grown” local candidates. These successful members of the organization have however, made the city of Sidney and Shelby County their home.

“How the firefighters are treated will have more impact on retention than any other programs or “gimmicks” if you are sincere.” (The Fire Chief’s Handbook Sixth Edition, 2003) This timeless statement bares an abundance of relevant truth. Firefighters are most adept at navigating hardship, difficulty, and frustration; for a period of time. However, even the most flexible firefighter has their limit. A key factor presented in the data from Survey 1 – SDFES Current was that SDFES has a trust problem. The majority (86%) of respondents to this survey indicated that they disagreed or strongly disagreed to the statement, “The value of shared trust is embraced organizationally by SDFES.” A lack of trust will manifest in a plethora of unhealthy ways within an organization.

Employee/boss relationships and corporate culture are two significant factors that Heathfield reports are critical issues that fall within the control of the employer. (Heathfield, 2016) Furthermore, conflicts with the employer are a leading cause of resignation cited in CEB Global research. (Why People Quit Their Jobs, 2016) SDFES firefighters (67% of those who responded) indicated that a better work environment was their primary motivator choice to entertain an offer from another department and 77% indicated that if they were given their first choice motivator it was likely (50%) or highly likely (27%) they would leave the organization.

A department survey conducted in 2014 brought forth data that suggested that SDFES was experiencing a communication breakdown between management and labor. (SDFES Health and Safety Survey, 2014) It appears that the communication issue has now manifested into a trust issue that is causing significant strain on the organization. Several former SDFES employees brought forth both the communication and trust issues during their exit interviews.

These combined issues play a role in member disengagement. Disengagement of employees is a key indicator in employee turnover. (Rigoni & Adkins, 2016) Lipman and Brower, et al, concur in their research that communication and trust are key foundational components of engagement. (Lipman, 2013) (Brower, Lester, & Korsgaard, 2017) Survey data from Survey 1 – SDFES Current and the SDFES 2014 Health and Safety Survey collectively demonstrates that members of the organization believe that trust and communication need improvement.

Fortunately, SDFES collectively recognizes that the current recruitment and retention problem is indeed a problem. By demonstrating awareness and embracing research in to the matter, SDFES can cooperatively address the issues and recommendations presented through this research. Management and labor have the ability to work collaboratively to address the work environment issues presented. Additionally, changes have been made to the interview process while this research was underway. A responsive leadership team consisting of both formal and informal leaders will best serve to fully implement the recommendations of this research.

## RECOMMENDATIONS

Historically, SDFES has an outstanding record of recruiting and retaining qualified candidates. Within the last five years, several paradigm shifts have caused the organization to struggle against the problem of recruiting and retaining new employees. These shifts have occurred as a result of changes in candidate demographics (generational changes and location) and the work environment (employee/employer expectations).

To address these shifts in recruitment and retention, the following recommendations are proposed:

1. SDFES must lead initiatives to make the career fire service a viable option for local high school and college-aged men and women. To accomplish this, SDFES must have a presence in the high schools and community colleges in the region. Over 3,000 students attend high school in Shelby County. Additionally, SDFES has personnel who already partner with local colleges to instruct entry-level fire and EMS certifications. By focusing efforts on developing local candidates and promoting the organization, it is possible that SDFES will have an increase to the pool of local candidates who are successful in the pre-employment testing process. It is suggested that attention be given to students who participate in team sports and events. The constructs of the fire service have always been and always be based in a team dynamic. Educating the youth of Sidney and Shelby County to all the opportunities that the career fire service has to offer, will appeal to many Millennials and even members of Generation Z (those born between 1998 and 2016). Teamwork, collaboration, service, flexibility, and challenging work are qualities that these generations relate to. SDFES must make the connection clear

between the work of fire, EMS, hazardous materials, and technical rescue and the qualities relevant to the upcoming generations.

2. To fully accomplish the first recommendation, SDFES must also develop programs to engage the future candidates in the work that SDFES performs. Locally, Workforce Partnership of Shelby County (WPSC) already has established programs that bring local students together with local businesses to develop skills that are relevant to the work performed by businesses throughout Shelby County. The WPSC is an obvious potential partner to assist with the development and integration of student internships with SDFES. Whether the programs born of this collaboration are a cadet program, work/study relationship, or simply a ride-a-long program that exposes the students to SDFES' work and mission; is irrelevant. What matters are that students are introduced to a career option that many either do not know exists or believe is unattainable.
3. Currently, SDFES administration is attempting to develop partnerships with a local community college and the Ohio Fire Academy that would bring the construction of a training facility for all-hazards to Sidney. The ongoing discussions and efforts should include an entry-level curriculum development component. When considering the potential candidate pool of not only Shelby County, but Auglaize, Champaign, Darke, Mercer, Miami, and Logan counties as well; the prospective group increases significantly. SDFES has five fire instructors and three EMS instructors that are actively teaching at local institutions. These individuals would be prime candidates to participate in the training and development of local students in the fire and EMS training facility.
4. SDFES would benefit from the development and implementation of a mentoring policy. Additionally, training on mentoring is needed. This recommendation has been made

previously in regards to other research (Haller Cameron - Preparing Firefighters for the Assignment of Acting Officer; OFE) within SDFES, but unfortunately the organization has been unable to accomplish the task. It is imperative that discussion and development of the mentoring program begin immediately. The previous recommendation of the creation of a committee (composed of firefighters and officers) to develop, document, and implement the mentoring program is supported by this current research.

5. It is necessary for the leadership team of SDFES to begin to work on the trust and communication issues that were brought forth from the data. Open dialogue must begin to collectively define the scope of the issues and identify opportunities to address them. Labor and management must be open-minded to possible solutions and resolution options. Effective communication and shared trust must be restored to allow for the work environment, culture, and engagement issues to improve. A strong starting point would be to review SOP 1001 – Recruitment and Retention (APPENDIX 2). The policy contains recommended practices to ensure the retention of qualified personnel. The department already has an established Labor/Management committee that could further work on this recommendation. Another option would be to utilize an ad hoc committee that would work on both the mentoring recommendation and the issues of organizational trust/communication.
6. SDFES has already begun to experiment with changes to the interview process. A peer interview component was added during the last hiring process. It is recommended that the peer interview process be continued. Furthermore, additional opportunities for the candidates and current members to interact would be beneficial to both interests. The candidate would have a better understanding of the expectations and culture of SDFES.

The current members on the interview panel would have the chance to get to know the candidate on a more personal level. Civil service rules would have to be respected in regards to equal opportunities for all candidates. With consultation from human resources, the goal of clearly identifying candidates whose core values align with organization can be accomplished.

7. Within the region, three career fire departments (Troy, Piqua, and Sidney) and a multitude of career law enforcement organizations exist. It is recommended that representatives from each of these organizations be contacted to explore the concept of further researching recruitment and retention in the region. Most of these organizations have already been consulted in regards to the all-hazards training center. Bringing these same organizations together to discuss regional issues with recruitment and even retention problems (if they exist elsewhere) would provide a broader view of the possible solutions.

These recommendations encompass the scope of the intent of the research which was to identify and describe the reasons for increased turnover. The review of literature and collection of data have driven the research results towards the practical strategies that will allow SDFES to address the recruitment and retention problem.

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## APPENDIX 1 – SURVEY INSTRUMENTS

### Survey 1 – SDFES Current

1. Do you believe that organizationally, we live out our values statement?
  - Yes
  - No
  
2. The formal core values of the Sidney Department of Fire and Emergency Services (SDFES) are: (fill in the value behind the associated letter)
  - P :
  - R :
  - I :
  - D :
  - E :
  
3. Were you born and raised in Shelby county or an adjacent county (Auglaize, Champaign, Darke, Mercer, Miami, or Logan)?
  - Yes
  - No
  
4. How many full-time, career fire departments have you worked for, including SDFES?
  - 1
  - 2
  - 3
  - 4 or more
  
5. What brought you to SDFES (rank in order with 1 being the primary motivator)?
  - Pay and Benefits
  - Location
  - Career growth opportunities
  - Reputation of the department
  - Other motivator not listed here (Please briefly explain in the comments of Question 17)
  
6. How long have you worked for SDFES?
  - 0-6 years
  - 7-13 years
  - 14-20 years
  - 21 years or over
  
7. What could another fire service organization offer to draw your interest and cause you to consider leaving SDFES? (rank your answers with 1 being the most influential motivator)
  - Pay structure
  - Benefit structure
  - Location
  - Work environment (promotion opportunity, stability, etc...)
  - Work/life balance

8. If another fire service organization offered you the motivator you chose as number 1 above, how likely would you be to accept the offer?

- Highly likely
- Somewhat likely
- Somewhat unlikely
- Highly unlikely

9. How engaged are you currently within SDFES?

- Highly engaged (accept most OT offerings, regularly attend box alarms, participate on committee(s) or teams)
- Somewhat engaged
- Somewhat disengaged
- Disengaged (decline most OT offerings, rarely attend box alarms, no participation on committee(s) or teams)

10. I am satisfied with my opportunities for professional growth at SDFES.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

11. Firefighters at SDFES treat each other with respect.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

12. I am satisfied that I have the opportunities to apply my talents and expertise.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

13. The value of shared trust is embraced organizationally by SDFES.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

14. Employees in our organization willingly accept change.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

15. The workplace flexibility offered by SDFES is satisfying.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

16. I have been able to achieve a healthy balance between my work and personal life.
- Strongly Agree
  - Agree
  - Disagree
  - Strongly Disagree

17. Do you have any other comments, questions, or concerns?

**Survey 2 – SDFES Resigned**

1. At the time when you accepted the position at SDFES, how long did you plan to remain there?
  - 0-5 years
  - 6-10 years
  - 11 years or more
2. What was the main contributing factor(s) to your resignation?
3. Please provide your opinion on the following statements:

The most satisfying aspect of working at SDFES was:

The least satisfying aspect of working at SDFES was:
4. For you to have stayed with SDFES, what would have to be different?
5. Are you personally and professionally satisfied at your current department?
  - Yes (please provide a brief explanation below in the 'Other' field)
  - No (please provide a brief explanation below in the 'Other' field)
6. I was satisfied with my overall compensation at SDFES.
  - Strongly Disagree
  - Disagree
  - Agree
  - Strongly Agree
7. Overall, did you feel that your work environment at SDFES was positive or negative?
  - Very positive
  - Positive
  - Negative
  - Very Negative

8. How difficult was it for you to balance your work life and personal life while working at SDFES?
- Extremely difficult
  - Very difficult
  - Somewhat difficult
  - Not so difficult
  - Not at all difficult
9. How often did the administration of SDFES listen to employees' opinions when making decisions?
- Extremely often
  - Very often
  - Somewhat often
  - Not so often
  - Not at all often
10. How comfortable did you feel voicing your opinions?
- Extremely comfortable
  - Very comfortable
  - Somewhat comfortable
  - Not so comfortable
  - Not at all comfortable
11. Do you have any other comments, thoughts, or suggestions regarding recruitment and retention at SDFES?

### **Survey 3 – External Individual**

1. How long have you worked for your current fire department?
- 1-5 years
  - 6-10 years
  - 11-15 years
  - 15+ years
2. How many fire departments have you held a full-time, career position with?
- 1
  - 2
  - 3
  - 4 or more
3. Is your current full-time fire department position in the county (or adjacent county) to where you were raised?
- Yes
  - No

4. What brought you to your current fire department position?
- Locality
  - Pay and Benefits
  - Reputation of the department
  - Other (please specify)
5. What would motivate you to leave your current department and take a position at another fire department? Rank your answers with one (1) being the most influential motivator.
- A position closer to home
  - Increased pay and benefits (20% increase over current salary)
  - A better work environment (stable, promotion options, etc...)
  - Regular schedule, more time at home
  - Nothing could persuade me to leave my current position
6. What age group do you fit in?
- 18-24
  - 25-31
  - 32-38
  - 39+

#### **Survey 4 – External Organizational**

1. Please rate the candidate response to hiring notices for your organization compared to the past. The response is currently \_\_\_\_\_ during the 1990's and 2000's.
- greater than
  - slightly greater than
  - the same as
  - slightly less than
  - less than
2. What is the average age of your newly hired firefighters?
- 18-24
  - 25-31
  - 32-38.
  - 39+
3. When hiring new firefighters, rate the following criteria with one (1) having the most influence in a hiring decision.
- Core values in line with the organization
  - Possesses all (or most) certifications for the position
  - Candidate was raised and lives locally
  - Highest score on pre-employment testing (Civil Service, entrance exams, etc.)

4. How many full-time firefighters has your organization hired over the last five years?
  - 0-5
  - 6-10
  - 11-15
  - 15+
  
5. How many of those newly hired firefighters have resigned from your department during the last five years?
  - 10% or less
  - 11% to 25%
  - 26% to 50%
  - 51% or more
  
6. Of those firefighters who resigned with less than five years, what was the primary reason given for resignation?
  - Better pay and benefits elsewhere
  - Left for a better work environment (stable, promotion opportunity, etc.)
  - New position is closer to home
  - Other (please specify)
  
7. Does your department have successful retention plans and/or policies in place?
  - Yes
  - No
  
8. If your organization has a low resignation rate, would you be willing to speak with the author through a telephone interview?
  - Yes (Please provide contact email information below. The author may contact you via email to schedule an interview)
  - No



## APPENDIX 2 – SDFES POLICY 1001

### Policy 1000

### Sidney Fire Department Policy Manual

## Recruiting and Retention

### 1000.1 PURPOSE AND SCOPE

The purpose of this policy is to establish the recruiting, selection, training and retention processes utilized by the Sidney Fire Department.

### 1000.2 POLICY

It is the policy of the Sidney Fire Department to provide equal opportunities for applicants and department members regardless of race, sexual orientation, age, pregnancy, religion, creed, color, national origin, ancestry, physical or mental handicap, marital status, veteran status or sex. The Department shall not show partiality or grant any special favors to any applicant, member or group of members, unless otherwise required by law.

The rules governing employment practices for the Department are maintained by the Sidney Human Resources.

### 1000.3 RECRUITMENT

Recruitment efforts will typically be conducted by the Human Resources in coordination with the Fire Chief or the authorized designee.

In cooperation with the Human Resources department, minimum qualifications should be developed for each job classification and should include minimally any special training, abilities, knowledge and skills required to perform the duties of the job in a satisfactory manner (see the Position Descriptions Policy). The standards for all job classifications should be specific and related to the duties required and nondiscriminatory but allow for the lawful exclusion of persons who do not meet City or state civil service hiring standards.

Generally, the standards may include the following requirements. The candidate should:

- (a) Be at least 18 years of age by the closing date of the recruitment period.
- (b) Be in possession of a high school diploma or a General Equivalency Diploma (GED).
- (c) Have good vision in both eyes, with the ability to distinguish Occupational Safety and Health Administration (OSHA) color codes for hazardous materials (e.g., blue, red, yellow, white), and have no depth or peripheral vision impairment.
- (d) Meet the objectives established in the International Association of Fire Chiefs (IAFC)/ International Association of Fire Fighters (IAFF) Fire Service Joint Labor Management Wellness-Fitness Initiative or similar validated health screening process.
- (e) Be in possession of, or have the ability to obtain, a valid state Ohio driver license in the class required for the position sought.
- (f) Be a U.S. citizen or have proof of a legal right to work in the U.S.

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### *Recruiting and Retention*

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- (g) Pass a physical examination by a qualified health care professional which meets the requirements of the Department.

#### **1000.4 SELECTION STANDARDS**

Candidates for job openings should be selected based on merit, ability, competence and experience. Candidates who are successful in the initial testing process may be invited to participate in a background investigation.

All entry-level firefighter candidates should meet the minimum standards established by the IAFC/IAFF Fire Service Joint Labor Management Wellness-Fitness Initiative and the National Fire Protection Association (NFPA).

Selection standards for promotional opportunities are detailed in the Promotions and Transfers Policy.

The following standards may be considered as a best practice for hiring criteria:

##### **1000.4.1 MOTOR VEHICLE OPERATION**

- The ability to possess a valid Ohio driver license
- The demonstrated ability to drive safely
- The ability to comply with the U.S. Department of Transportation (DOT) regulations regarding employees in safety-sensitive driving assignments, and the ability to comply with the provisions of the DOT Drug and Alcohol Testing Policy

##### **1000.4.2 INTEGRITY**

- Being honest in dealing with the public and department members
- Showing strong moral character and integrity in dealing with the public and department members
- Refusing to tolerate unethical or illegal conduct on the part of other fire service personnel

##### **1000.4.3 CREDIBILITY AS A WITNESS IN A COURT OF LAW**

- The ability to give testimony in a court of law without being subject to impeachment due to honesty or veracity (or their opposites) or due to prior felony conviction

##### **1000.4.4 DEPENDABILITY**

- A history of completing work accurately and in a timely manner
- Demonstrated history of being self-motivated to perform well
- A willingness to work the hours necessary to complete the job

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#### 1000.4.5 LEARNING ABILITY

- Demonstrated ability to comprehend and retain information
- The ability to recall information pertaining to standard operating procedures, the Incident Command System and fireground safety measures
- The ability to apply the material, tactics and procedures required of a firefighter to a variety of situations

#### 1000.4.6 PERSONAL SENSITIVITY

- The ability to demonstrate sensitivity for the feelings of others
- The ability to be empathetic toward others
- Effectiveness in dealing with people without arousing antagonism
- The ability to understand the motives of people and how they may react and interact

#### 1000.4.7 JUDGMENT UNDER PRESSURE

- The ability to apply common sense during high-pressure situations
- The ability to make quick and effective decisions
- The ability to use good judgment in dealing with a variety of emergency situations
- The ability to make logical and reasonable decisions under pressure
- The ability to take direction and perform activities as ordered

#### 1000.4.8 ILLEGAL USE OR POSSESSION OF DRUGS

Any history of illegal use or possession of drugs shall be evaluated on a case-by-case basis.

#### 1000.5 TRAINING AND CERTIFICATION

All entry-level firefighter candidates should complete training and certification in an accredited fire training program or approved fire chartered training institution within the timelines outlined in the collective bargaining agreement after appointment with the Department and prior to providing firefighting or EMS services in accordance with the Ohio State Board of Emergency Medical, Fire and Transportation Services and Ohio law. Certificates may be required for the following positions prior to appointment as determined by the needs of the Department and as required by Ohio law:

- Volunteer firefighter
- Firefighter I
- Firefighter II
- Fire Safety Inspector (FSI)
- Instructor
- Emergency Medical Responder (EMR)

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- Emergency Medical Technician (EMT)
- Advanced Emergency Medical Technician (AEMT)
- Emergency Medical Technician - Paramedic (EMT-P)

**1000.6 RETENTION**

The primary focus should be on hiring those who are the best fit for a particular position. In order to retain quality members, the Department should:

- Seek member input on retention strategies.
- Develop a workplace that respects, encourages and enables a work/life balance.
- Facilitate continuing education, training and career development opportunities.
- Develop and maintain quality supervisors.
- Provide regular and meaningful performance feedback.
- Promote an environment where members are able to speak freely.
- Treat employees fairly, equitably and consistently.
- Consider ways to reward excellent performance.
- Follow up on any feedback acquired during an exit interview process.

Retention incentives may include items from a collective bargaining agreement, City benefits, seniority benefits, forms of recognition, etc.

### APPENDIX 3 – CITY OF SIDNEY OVERTIME TRACKING 2011-2016

CITY OF SIDNEY						
Comp Time Earned and Overtime -Hours Worked						
Name			Bargain Unit	2011	2012	
BARGA, MARK	Fire	FL2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	141.75	152.50
BARHORST, ERIC	Fire	ASST FIRE CHIEF-EMT,PAR,EDUC	FIRE - OPERATIONS	IAFF	316.25	216.00
BERGMAN, LUCAS	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	0.00	132.25
BOYER, SCOTT	Fire	ASST FIRE CHIEF-EMT BONUS	FIRE - OPERATIONS	NB	331.75	237.25
BRAHM, ALEXANDER	Fire	FF2808 - PARA,ED BONUS	FIRE - OPERATIONS	IAFF	56.00	104.50
COVERSTONE, JAKE	Fire	FF2808 - PARA,ED BONUS	FIRE - OPERATIONS	IAFF	126.00	208.75
DAVIS, DALLAS	Fire	FL2080 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	366.75	259.50
DUNCUM, JOHN	Fire	FF2080-EMT BONUS	FIRE - OPERATIONS	IAFF	37.50	12.25
DYER, RODNEY	Fire	FL2808 - PARA,ED BONUS	FIRE - OPERATIONS	IAFF	178.25	186.75
FRANCIS, GREGORY	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	321.50	247.25
FREY, WILLIAM	Fire	FL2080 - PARA BONUS	FIRE - PREVENTION & INSPECTION	IAFF	191.25	168.00
GIROD, KENNETH	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	109.00	99.75
GOUBEAUX, WESLEY	Fire	FF2808 - PARA,ED BONUS	FIRE - OPERATIONS	IAFF	255.25	227.75
GRANGER, BLAIR	Fire	FL2808; EMT BONUS	FIRE - OPERATIONS	IAFF	22.50	0.00
GROGEAN, JORDAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	0.00	171.00
HALLER, CAMERON	Fire	DEPUTY FIRE CHIEF	FIRE - PREVENTION & INSPECTION	NB	351.00	273.25
HETTMAN, RYAN	Fire	FF2808 - PARA,ED BONUS	FIRE - OPERATIONS	IAFF	299.00	246.25
HESS, RAY	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	149.75	101.00
HOLLINGER, CHAD	Fire	ASST FIRE CHIEF-EMT,PAR,EDUC	FIRE - OPERATIONS	IAFF	304.50	311.75
KITTLE, BRET	Fire	FL2080 - EMT, ED BONUS	FIRE - PREVENTION & INSPECTION	IAFF	85.50	63.00
LUNDY, BRIAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	139.25	109.00
MARCHAL, ANTHONY	Fire	FF2808 - PARA,ED BONUS	FIRE - OPERATIONS	IAFF	149.50	130.50
MARCHAL, SCOTT	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	295.50	221.75
MCLAIN, ANTHONY	Fire	FL2080 - PARA BONUS	FIRE - PREVENTION & INSPECTION	IAFF	220.75	167.50
NASEMAN, URBAN	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	1.50	0.00
NISWONGER, CHRISTOPHER	Fire	ASST FIRE CHIEF-EMT,PAR BONUS	FIRE - OPERATIONS	NB	319.25	222.25
OMEARA, STEVEN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	59.00	71.75
PLEIMAN, MARK	Fire	FF2808 - PARA,ED BONUS	FIRE - OPERATIONS	IAFF	24.25	7.75
RAMGE, BRYAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	0.00	192.75
SHUGA, DANIEL	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	214.50	0.00
SKORUPSKI, JOHN	Fire	FF2080 - PARA BONUS	FIRE - OPERATIONS	IAFF	89.00	0.00
SLIFE, RICK	Fire	FL2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	286.25	98.00
STAMMEN, DOUGLAS	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	316.00	268.00
TERRIAN, MICHAEL	Fire	FF2808 - PARA,ED BONUS	FIRE - OPERATIONS	IAFF	239.75	175.75
TRUESDALE, JASON	Fire	FL2080 - PARA BONUS	FIRE - PREVENTION & INSPECTION	IAFF	349.00	293.75
UTZ, MICHAEL	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	224.50	162.75
WILEY, KEITH	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	344.50	242.75
WOLFE, RONALD	Fire	DEPUTY FIRE CHIEF	FIRE - PREVENTION & INSPECTION	NB	173.00	5.50
<b>Fire</b>					<b>7,089.00</b>	<b>5,788.50</b>

CITY OF SIDNEY						
Comp Time Earned and Overtime -Hours Worked						
Name	Cost Center	Job Title	Department	Bargain Unit	HOURS WORKED	
					2013	2014
BARGA, MARK	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	286.50	369.00
BARHORST, ERIC	Fire	FL2808 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	294.00	324.75
BOYER, SCOTT	Fire	ASST FIRE CHIEF-EMT BONUS	FIRE - OPERATIONS	NB	469.75	283.25
BRAHM,	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	160.50	110.75
COVERSTONE, JAKE	Fire	FF2080 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	407.50	400.00
DAVIS, DALLAS	Fire	FF2808 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	233.25	440.25
DENLINGER,	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	195.00	8.25
DUNCUM, JOHN	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	20.25	16.75
DYER, RODNEY	Fire	FL2080 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	33.00	124.75
FRANCIS, GREGORY	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	396.00	239.50
FREY, WILLIAM	Fire	FL2808 - PARA BONUS	FIRE - PREVENTION & INSPECTION	IAFF	87.00	195.00
GIROD, KENNETH	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	52.25	4.75
GOUBEAUX, WESLEY	Fire	FF2808 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	390.75	355.25
GROGAN, JORDAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	255.50	218.25
HALLER, CAMERON	Fire	ASST FIRE CHIEF-EMT, PAR, EDUC	FIRE - OPERATIONS	IAFF	425.00	480.75
HEITMAN, RYAN	Fire	FF2808 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	427.75	477.75
HESS, RAY	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	63.00	35.75
HOLLINGER, CHAD	Fire	FL2080 - PARA BONUS	FIRE - OPERATIONS	IAFF	341.50	387.50
KITTLE, BRET	Fire	FL2080 - EMT, ED BONUS	FIRE - PREVENTION & INSPECTION	IAFF	87.25	116.25
LUNDY, BRIAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	144.25	125.75
MARCHAL,	Fire	FF2808 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	241.25	162.00
MARCHAL, SCOTT	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	475.50	312.50
MCLAIN, ANTHONY	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	180.00	144.50
NISWONGER, CHRISTOPHER	Fire	ASST FIRE CHIEF-EMT, PAR BONUS	FIRE - OPERATIONS	IAFF	351.25	292.50
OMEARA, STEVEN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	21.00	56.00
PLEIMAN, MARK	Fire	FF2808 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	4.50	15.00
RAMGE, BRYAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	219.75	222.00
SIMON, JEFFREY	Fire	FF2808 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	0.00	303.00
SLIFE, RICK	Fire	FL2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	138.50	153.50
STAMMEN,	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	352.50	368.75
TERRIAN, MICHAEL	Fire	FF2808 - PARA, ED BONUS	FIRE - OPERATIONS	IAFF	302.75	234.00
THOMAS, CHRISTI	Fire	CLERK TYPIST II	FIRE - ADMINISTRATION	AFSCME	0.00	2.00
TRUESDALE, JASON	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	468.25	471.25
UTZ, MICHAEL	Fire	FF2080 - PARA BONUS	FIRE - OPERATIONS	IAFF	305.50	67.50
WILEY, KEITH	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	507.50	369.25
			<b>Fire</b>		<b>8,338.25</b>	<b>7,888.00</b>

Comp Time Earned & Overtime by Cost Center - Hours Worked						
Comp Time Earned and Overtime -Hours Worked						
Name	Cost center	Job title	Department	Bargain Unit	HOURS WORKED	
					2015	2016
					Year	Year
BARGA, MARK	Fire	FL2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	527.75	410.75
BARHORST, ERIC	Fire	ASS'T FIRE CHIEF-EMT	FIRE - OPERATIONS	IAFF	417.75	301.25
BARLAGE, KYLE	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	46.75	224.75
BOYER, SCOTT	Fire	ASS'T FIRE CHIEF-EMT	FIRE - OPERATIONS	NB	128.00	0.00
BRAHM, ALEXANDER	Fire	FF2808 - PARA,ED BONI	FIRE - OPERATIONS	IAFF	108.75	0.00
COVERSTONE, JAKE	Fire	FF2808 - PARA,ED BONI	FIRE - OPERATIONS	IAFF	343.25	4.00
DAVIS, DALLAS	Fire	FL2080 - PARA, ED BONI	FIRE - OPERATIONS	IAFF	665.25	548.75
DERSCH, CALEB	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	0.00	76.75
DUNCUM, JOHN	Fire	FF2080-EMT BONUS	FIRE - OPERATIONS	IAFF	12.25	5.75
DYER, RODNEY	Fire	FL2808 - PARA,ED BONI	FIRE - OPERATIONS	IAFF	36.50	138.50
FRANCIS, GREGORY	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	309.75	197.75
FREY, WILLIAM	Fire	FL2080 - PARA BONUS	FIRE - PREVENTION & I	IAFF	31.00	0.00
GIROD, KENNETH	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	1.00	4.50
GOUBEAUX, WESLEY	Fire	FF2808 - PARA,ED BONI	FIRE - OPERATIONS	IAFF	461.50	385.75
GROGEAN, JORDAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	260.75	242.75
GUISINGER, CHANCE	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	215.00	325.50
HABEL, COLLIN	Fire	FF2808; EMT + ED BONI	FIRE - OPERATIONS	IAFF	0.00	79.25
HALLER, CAMERON	Fire	DEPUTY FIRE CHIEF	FIRE - PREVENTION & I	NB	82.92	0.00
HEITMAN, RYAN	Fire	FF2080 - PARA, ED BONI	FIRE - OPERATIONS	IAFF	354.25	213.50
HESS, RAY	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	13.75	36.75
HOLLINGER, CHAD	Fire	ASS'T FIRE CHIEF-EMT	FIRE - OPERATIONS	IAFF	515.58	416.25
KITTLE, BRET	Fire	FL2080 - EMT, ED BONI	FIRE - PREVENTION & I	IAFF	43.75	0.00
LUNDY, BRIAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	93.75	160.00
MARCHAL, ANTHONY	Fire	FF2808 - PARA,ED BONI	FIRE - OPERATIONS	IAFF	312.25	354.00
MARCHAL, SCOTT	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	233.00	247.00
MCLAIN, ANTHONY	Fire	FL2080 - PARA BONUS	FIRE - PREVENTION & I	IAFF	54.25	163.25
MEYER, KYLE	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	0.00	83.75
NISWONGER,	Fire	ASS'T FIRE CHIEF-EMT	FIRE - OPERATIONS	NB	405.75	331.50
OMEARA, STEVEN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	38.00	76.50
PLEIMAN, MARK	Fire	FF2808 - PARA,ED BONI	FIRE - OPERATIONS	IAFF	17.75	50.25
RAMGE, BRYAN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	131.25	130.50
RICHARDS, JUSTIN	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	124.00	88.50
SCHULZE, ADAM	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	0.00	59.75
SIMON, JEFFREY	Fire	FF2808 - PARA,ED BONI	FIRE - OPERATIONS	IAFF	330.50	382.00
SLIFE, RICK	Fire	FL2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	248.00	167.50
STAMMEN, DOUGLAS	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	294.25	137.50
STITZEL, DEREK	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	0.00	316.50
TERRIAN, MICHAEL	Fire	FF2808 - PARA,ED BONI	FIRE - OPERATIONS	IAFF	163.25	178.00
TRUESDALE, JASON	Fire	FL2080 - PARA BONUS	FIRE - PREVENTION & I	IAFF	471.00	384.50
UTZ, MICHAEL	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	273.25	124.25
WILEY, KEITH	Fire	FF2808 - PARA BONUS	FIRE - OPERATIONS	IAFF	392.00	200.00
ZUMBERGER, ANDREW	Fire	FF2808; EMT BONUS	FIRE - OPERATIONS	IAFF	0.00	474.50
			Fire		8,157.75	7,722.25

**APPENDIX 4 – ORGANIZATIONAL PHONE INTERVIEW QUESTIONNAIRE**

What are the top three things your organization has done to improve retention?

1.

2.

3.

What changes to your retention strategies have you made to target the millennial generation?

Has your organization always been successful at retaining quality employees?

If not, how did your organization change to address the problem?