

Part-time Employee Turnover within the City of Fairfield Fire Department

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INTRODUCTION

Statement of the Problem

The problem this study will address is the rate of part-time employee turnover within the City of Fairfield Fire Department (CFFD). The department has been a revolving door of part-time employees. The department employs approximately 45 part-time firefighter/EMTs and the turnover rate in 2005 was 28% (13 employees left), in 2006 it was 20% (9 employees left), in 2007 it was 20% (9 employees left) and already in 2008 the rate is 15% (7 employees left)(Appendix A). Some of the problems that arise from this turnover are financial, including the cost to provide background checks, physicals, overtime needed to provide drivers and/or firefighters, training division costs for new recruit training, along with human resources expenses. Additional costs include outfitting each new employee with uniforms, structural firefighting gear and other equipment. Every new employee is required to attend a one-week (40 hour) fire department orientation class, complete a skills packet pertaining to department equipment and begin a driver's training program all within their first sixty day on the job. The responsibility to ensure that this training is completed rests with three Lieutenants assigned to the department's training division. The constant influx of new employees has affected morale, efficiency and productivity among the Lieutenants who have less time to focus on other aspects of their jobs, including providing more advanced training to more seasoned firefighters. It has also affected the morale of the other firefighters by impacting the safety, integrity and cohesiveness of the unit day crews. It also means that when an employee leaves, it impacts the crew's efficiency and productivity on things such as emergency runs, details, public education events and hydrant inspections because work is

divided among fewer people.

Purpose of the Study

The purpose of this applied research project is to reduce part-time employee turnover within the CFFD which will assist in improving employee morale, efficiency and productivity. Utilizing descriptive research, the project will investigate the hiring process and identify ways to reduce turnover and improve employee morale.

Research Questions

The research questions this project will investigate are:

1. What has been the financial and non-financial impact of turnover on the department in the last three years?
2. How does part-time employee turnover within the CFFD compare with other combination departments in Ohio and what have they done to address similar problems?
3. What strategies, incentives or programs are used by organizations outside the fire service to address turnover?
4. What are the reasons current part-time CFFD employees choose to stay or leave?

BACKGROUND AND SIGNIFICANCE

The City of Fairfield Fire Department (CFFD) is a municipal organization providing emergency services (fire suppression, rescue, EMS, and so forth.), fire prevention and public education to the City of Fairfield, OH which has approximately 45,000 residents and encompasses an area of approximately 20 square miles. The department is on pace this year to exceed a total of 6,000 fire and EMS responses

The current practice of the CFFD for hiring part-time fire fighters is to wait until we have a number of part-time shift vacancies. The department typically doesn't hire one individual at a time unless they have a great deal of previous experience. The human resources (HR) department is then notified and posts a message on the city's website. HR does not pay to advertise in the newspapers, television or radio. Most applicants are referred to the city by word-of-mouth from existing members. Applicants must have their 1B Fire Fighter card from the state of Ohio and possess a current EMT-basic certification. Applicants then fill out an application and are then contacted by a representative from the CFFD as to when the physical agility test will be administered.

Currently, the department requires 42 part-time fire fighters to fill all the part-time positions on the schedule. There are 14 part-time fire fighters on per unit day multiplied by the three unit day's results in a total of 42. The department tries to maintain some extra part-time fire fighters who are considered per-required-need (PRN). These fire fighters are used to fill holes in the part-time schedule. Occasionally, overtime is needed to fill driver positions when not enough qualified part-time drivers are available. To this point, no overtime costs related to part-time turnover or its trickle down effects have been tracked by the department.

Since 2005, the fire department has had 38 part-time employees leave. Eighteen of these employees or 47% took full-time positions with other fire or police departments (Appendix A). In the same time period, one full-time Fire Lieutenant left to take a Captain's position at another department. To this point, neither the fire department nor HR have identified actual turnover costs incurred by the city for hiring, equipping & training these employees or implemented strategies to help reduce turnover within the part-time ranks.

The physical agility test is held on a Saturday and typically there are 30-45 candidates that participate in the nine station test which measures upper body strength, speed and stamina. Candidates who successfully pass all nine events are then scheduled for interviews with a group of officers including the Fire Chief, Training Division Captain, Shift Supervisors and the Training Lieutenants. All applicants are given a background check by the Fairfield Police Department.

Job offers are then extended to the top scoring candidates relative to the number of job openings available. From here the employees are completely outfitted with uniforms, turnout gear and other necessary equipment, much of which is custom-fitted for them.

Newly-hired employees then have 60 calendar days to complete a skills packet that covers departmental policies & procedures, vehicles, tools and equipment. Employees are tested at the end of the 60 days. Those who pass move on and those who don't pass are allowed to retest once. If the employee doesn't pass on the second attempt, they are generally terminated. Those who pass the skills packet then move on to begin

their driver's orientation. All of the skills & driver's training is managed by the Training Lieutenants, in addition to their many other job responsibilities.

As part-time employee turnover increases, the department continues to hire fire fighters with little to no experience. The department then invests time and money to train these employees to a level where they can function within the department and become qualified to operate the fire apparatus. As the trend of the last several years have shown, once employees get to this point, twenty percent find employment elsewhere. This has affected the morale of the Training Lieutenants responsible for guiding them through this process as well as the morale of the rest of the fire fighters who want to have a cohesive group of employees on their unit day. This is not a new problem for the fire service or for the private sector as a researcher pointed out almost 27 years ago:

“...we are the training ground for our competitors. We find people with good potential, develop their skills, and give them needed experience. Then, before we can get a full return on our investment, we lose them to our competition. What are we doing wrong?” (Roseman, 1981, p.vi).

Part-time employees with the CFFD are given some extra incentives. Currently, our part-time employees are assigned only to fire suppression equipment such as the engine or quints. Our full-time Firefighter/Paramedics are assigned to our Paramedic Ambulances.

Each part-time fire fighter is permitted to work 1560 hours per year in accordance with the city's charter. Part-time employees are given a \$1000 incentive if they reach this yearly maximum amount of hours which is calculated from September 1st to August 31st. Also, nine part-time employees hired before March 29, 1995 are entitled to accrue sick

leave each pay period based on the calculation of .0462 multiplied by the number of hours worked. Our City's Civil Service Commission also awards additional points or percentage points for prior years of part-time service when testing for career positions within the City. Some other perks include time-and-a-half on holidays, free golf on Fridays at either of the City's two golf courses and free cook-outs scheduled throughout the year. The department distributes a total of \$2500 each year for part-time personnel who successfully complete paramedic school. Most medics receive up to \$500 to help with school payments.

Currently the department has 18 full-time Firefighter/Paramedics, 6 full-time Lieutenant/Paramedics and 3 full-time Captain/EMT-basics along with 45 part-time Firefighter/EMT-basics.

Part-time fire fighters on the CFFD can be divided into two different groups. The first group, which is mainly the night crews that work (12) hours shifts from 1800 to 0600 hours, consists of fire fighters that work another full-time fire service or non-fire service job and work at CFFD for extra income. Most of these fire fighters do not want full-time employment with CFFD. The second group, who predominately work day shifts from 0600 to 1800 hours, consists of fire fighters that are looking for a career job in the fire service. This is the group that works part-time involuntarily at one or more departments because they want a full-time fire job somewhere. Approximately five of these employees are currently in paramedic school and working a part-time job allows them to attend classes. The second group or involuntary part-time group is where we currently see the majority of our turnover occur.

Any openings in the position of full-time firefighter/paramedic are filled by the city's civil service commission. Applicants must pass a written test, physical agility, polygraph, psychological screening, interview and a complete medical physical. Part-time employees who have served with the CFFD are given additional points on the written test based on their years of part-time service. At this point in time, the fire department has not announced any plans to hire any additional full-time firefighter/paramedics. Four to five of our part-time employees are in the running for career fire or police jobs with other surrounding departments.

It would be significant to find effective ways to address part-time turnover not only for the fire department and the city as a cost savings, but also to improve employee morale on all levels. The citizens of the city would also share in the cost savings and benefit from having a stable workforce that is able to move away from repeated orientation trainings to more complex trainings and projects that would make a greater impact on the health and safety of our employees and our residents.

The potential impact this study could have on the City of Fairfield Fire Department is the reduction of part-time turnover, which would have both tangible and intangible benefits for the city and the fire department.

LITERATURE REVIEW

Since there are many types of part-time workers, Feldman (1990) thought it may be beneficial to divide them into at least five different arrangements: 1) permanent or temporary, 2) organization-hired or agency-hired, 3) year-round or seasonal, 4) main job or second job (i.e. moonlighting), and 5) voluntary or involuntary.

Researchers have focused on whether the individual's work status (part-time or full-time) is in-line with his or her desired work status. Many workers who have part-time jobs only desire a part-time job. There are others who work part-time, but want full-time status. Some research has shown that those individuals whose work status matches their preferred work status will have greater satisfaction with their jobs than individuals whose work status does not match their preferred work status (Burke and Greenglass, 2000; Keil, Armstrong-Stassen, Cameron and Horsburgh, 2000). Other researchers have found a "core-periphery" division of labor within some organizations. The core (full-time) employees often have higher wages, good working conditions, employment stability, job security, due process in the administration of work rules and have opportunity for advancement. Peripheral (part-time) employees typically have low wages, less favorable working conditions, considerable variability in employment and little opportunity for advancement. The key difference between the two groups is job stability and security (Mangum, Mayhall and Nelson, 1985; Cappelli and Neumark, 2004).

To many Americans, working part-time meant being unskilled and under-educated. Now more people from Generation Y to retirees – even highly-skilled professionals – are choosing to work part-time for a variety of reasons. The younger generation is seeking flexible, meaningful part-time employment opportunities while the older generation is looking to supplement retirement and increasing health care costs due to the population aging and as life expectancy increases. Employers are slowly becoming more flexible as Baby Boomers retire and full-time employees become harder to find – especially in small to mid-size companies (Aney, 2007).

Some of the benefits employers seek when hiring part-time personnel is increased scheduling flexibility, lower labor costs, potential reduction in turnover costs, increased employment stability and aid in meeting affirmative action goals (Werther, 1975). A 2007 study of university and college faculty from across the country showed that in the 1987-1988 school year, part-time employees accounted for 33.8% of all faculty members. In the 2005-2006 school year, the number of part-time faculty rose to 52.3% due in part to unpredictable revenue and shrinking public funds (Liu and Zhang, 2007).

Certainly labor market conditions play a role in the expansion of the use of part-time employment. Leppel and Clain (1988) concluded that the growth in involuntary part-time employment in the United States relates to the expansion of the service sector, while Blank (1989) suggests that part-time employment may be a stepping stone into full-time employment for U.S. women. The Organization for Economic Cooperation and Development (1990, 1995) relates involuntary part-time employment to underemployment and labor market slack. The OECD (2001) discusses part-time employment as a way in helping parents into paid employment and to balance work and family life. These insights suggest that in particular labor supply is important.

Turnover among fire fighters in the city of Fairfield was 28% in 2005, 20% in 2006, 20% in 2007 and is already at 15% in 2008. It is just as prevalent in private industry and it's becoming more common. According to (Cooper, 2000; Flaherty, 1999), 20% of all new school teachers and 44% of all new lawyers quit within three years. Many of the literary sources spoke of high turnover in retail, insurance, food service and nursing just to name a few. Service providers seem even more hard hit as the average turnover rate among call center employees was 31%, although larger operations (500 or

more agents) averaged 61% per year (Karr, 1999). Zuber (2001), citing declining turnover rates for limited-service restaurant workers, reported that 1999 turnover averaged 123% in this industry.

Employee turnover, whether it is full-time or part-time, results in tangible and intangible costs to the organization. Employer's tangible expenses include recruitment, selection, hiring and training of the replacement employee. Until the vacancy is filled, employers also face additional overtime costs, reduced productivity, longer customer queue times, lost sales and business opportunities (Herman, 1997; McConnel, 1999; Richardson, 1999).

Some of the intangible costs noted by Roseman (1981) are employee morale which is affected when employees leave and more work is shouldered by the remaining employees, who are also very interested in the reasons why the employee(s) left. Their work demands, including overtime, may increase. Another by-product of turnover is the disruption of work teams not just from the standpoint of the employee leaving, but also because the supervisor needs to train the new employee and isn't available for members who need his guidance and support.

Many firms try to take a proactive approach to voluntary turnover and seek to find the reasons why employees leave and what to do about it. McBey and Karakowsky (2000) found that factors such as job satisfaction, pay satisfaction, household income, age, education, marital status and reason for joining the organization all play a part in whether an employee is "pushed" or voluntarily chooses to leave versus an employee who is "pulled" from an organization due to family commitments, wage earner status in the household, etc. Voluntary turnover problems also tend to be persistent and difficult to

eliminate. Leonard's (1998) survey of human resources professionals found that 55% took measures to improve turnover, but only 10% reported noticeable improvements. Furthermore, many firms report that it takes 75-90 days to fill a vacant position (Fitz-enz, 1997; Matson, 1999), followed by weeks or months of training before a newly-hired employee becomes proficient. This is true not only in private industry, but also within the fire service. Graham (2002) described the importance of having a system in place to outline the necessary steps to perform a function. We can't just hire someone off the streets, give them minimal training and expect them to succeed. He stated, "Good people still have got to be fully trained to perform every aspect of their rightful work" (p.8).

Researchers have developed many recommendations when it comes to employee turnover. Roseman (1981) attempts to address employee turnover within the private sector by recommending that employers keep close track of turnover costs, implement an early warning system, increase human resources planning, devise a retention strategy and conduct meaningful exit interviews.

These recommendations are in-line with those made to address full-time turnover within the Key Biscayne (FL) Fire Rescue Department which suggested screening prospective candidates for their suitability into the organization, establishing a recruit school, establishing a formal exit program and continued studying of the problem (Romero, 2004).

To address part-time turnover within the Hanover Park (IL) Fire Department recommendations were made to look at work schedules, salaries, benefits and even possibly converting the department to a completely career organization (Haigh, 2005).

In a study that addressed the 150% part-time worker turnover rate at United Parcel Service (UPS), (Bronfenbrenner, 1997) found that an overwhelming number of part-time workers who left stated their primary reasons for leaving were a concern with the lack of full-time and promotional opportunities at UPS, an opportunity for a better job with another employer, mistreatment and harassment by supervisors and top management, and, for those who with less than three months of tenure, not being recalled to work despite being promised a permanent long term position. The study also found that the part-time workforce at UPS is extremely young, with an average age of 28 years old. The younger age is attributed to the lifting requirements and work pace for the loader and sorter positions at UPS. They are also a relatively educated workforce with 75% reporting they had some college, while 28% had bachelor's degrees compared to full-time employees of whom only 62% reported having some college education.

The need to protect service delivery systems from turnover and absenteeism is well established. Turnover planning models have been established for numerous industries and professions including banking, engineering, law enforcement and the armed services. Typically, these models anticipate the effects of turnover on existing staff and estimate the number of new employees that should be recruited into the organization each year at each grade to satisfy projected future staffing needs (Bartholomew, Forbes and McClean, 1991). The basic concept here is overstaffing. If overstaffing is not achievable, then other coping mechanisms such as temporary workers, overtime or reassigning cross-trained employees may help.

Overall the literature review revealed a wide array of research that has been done concerning the cause and effects of employee turnover. While many of the researchers

proposed solutions to the problem of turnover, it is first up to the business to admit there is a problem and aggressively address it. When solutions are proposed, the overriding factor of the business's financial bottom line will drive which solutions may be feasible and which aren't.

PROCEDURES

The desired outcome of this research project is to find a way to reduce part-time employee turnover and improve morale within the City of Fairfield Fire Department. To accomplish this, research will be gathered pertaining to the financial and non-financial costs associated with turnover and hiring, the reasons behind why our current part-time employees might stay or leave, how part-time turnover within the CFFD compares to that of other Ohio fire departments and how they've dealt with it, along with examples of ways that private industry has dealt with part-time employee turnover.

To answer question one; "What has been the financial and non-financial impact on the department within the last three years?" requires evaluative research that can be accomplished by researching existing data and interviewing several sources within the fire department and city in general. All employee turnover data can be obtained from Ms. Carol Mayhall, Human Resources Manager for the City of Fairfield. Ms. Mayhall can provide the hire dates and separation dates of all part-time employees from 2005 to present. Human Resources can also provide specific information related to the cost involved in hiring part-time employees such as advertising, background checks, medical physicals and time spent preparing materials and orienting employees.

Fire Captain Tracy Donovan is in charge of uniforms, turnout gear and personal equipment. He has provided specific information on what it costs to outfit a new

employee. This information can be obtained from purchase authorizations found on the fire department's computer database, as well as from records kept within the city's finance department. In addition to these costs, the department also incurs the cost of overtime when a qualified driver is not available or the shift falls below the minimum manning level. Overtime records are entered by the shift supervisors and stored on the fire department's computer server. This information is accessible to all full-time employees and to the general public through a freedom of information request. Fire Chief Don Bennett and Finance Director Mary Hopton will provide insight and information regarding how overtime costs are figured and how the fire department budgets for these expenditures.

Fire Captain Russ Kammer of the Department's Training Division can relate to the impact that new recruits have on both the training schedule and the Lieutenants tasked with supervising the training.

To answer question two, "How does part-time employee turnover within the CFFD compare with other combination departments in Ohio and what have they done to address similar problems?" descriptive organizational research consisting of a survey will be sent to selected fire departments within Ohio who operate a combination system of staffing, which means they use both full-time and part-time personnel. The survey will be addressed to those officers whose duties involve recruiting, hiring and training personnel to see what their turnover rate is and what they have done to address it. The list of these combination fire departments were supplied by the Ohio Fire Chief's Association upon request. There are over two hundred departments on this list, so the list was narrowed to the following counties who had more than ten combination departments each: Hamilton,

Montgomery, Cuyahoga, Franklin, Lake and Summit. In total, 89 departments will be sent surveys (Appendix B). Since the list of departments provided by the Ohio Fire Chief's Association does not contain e-mail addresses, each department will be contacted by phone for one. This will help to defray cost and shorten the turnaround time between the responses being sent out and when they will be due. The surveys will be sent out via e-mail. In addition to quantifying the results, responses will be compared to see what positively or negatively affects the rate of turnover.

Question three, "What strategies, incentives or programs are used by organizations outside the fire service to address turnover?" will also require that a survey be sent to local private employers via e-mail. It will target those companies that utilize a combination of full-time and part-time employees and attempt to find out what strategies, incentives or programs they are using to address part-time employee turnover. The City of Fairfield belongs to the Fairfield Chamber of Commerce which has over four hundred member organizations. Using this affiliation with the chamber, I will attempt to get 20 responses via e-mail (Appendix C). One limitation of the list of businesses received from the Chamber is that it is unclear which companies employ full-time only, part-time only or a combination of the two. If there are not sufficient responses among the 20 businesses contacted, additional businesses will be contacted. Again, responses will be quantified and compared to see what incentives positively affect part-time turnover.

Question four, "What are the reasons current part-time CFFD employees choose to stay or leave?" will be answered by individually surveying the current 45 part-time employees about the current system and what could be done to improve it. The surveys will be sent out via e-mail. Participants will be given ten days to return the survey. This

should allow for people who are on vacation or in training sufficient time to reply to the request.

Definition of Terms

Part-time. “Involving working or studying less than usual or full-time” (Webster’s Desk Dictionary, 1992, page 330).

Firefighter/EMT. “The Firefighter/Emergency Medical Technician (EMT) is a dual-role member of the department having emergency medical care responsibilities in addition to fire fighter duties. The person has Firefighter Level I certification and EMT certification from the State of Ohio. Depending on the nature of the emergency these personnel provide basic life support, perform extrication and rescue, or act as fire fighters in fire suppression or hazard control activities.” (International Association of Fire Fighters, Job Descriptions, 1997, page 9).

Structural Firefighting Gear. “Upon employment with the Fairfield Fire Department, individuals shall be issued the following equipment: Turn out coat, bunker pants, boots, helmet, gloves, nomex hood and flashlight.” (Fairfield Fire Department Policies and Procedures Manual, 1993, Section 4.40).

Lieutenant. “The Fire Lieutenant is responsible for the command of a shift including the apparatus, equipment and the personnel involved in the combating, extinguishing and preventing of fires and the saving of lives and property.” International Association of Fire Fighters, Job Descriptions, 1997, page 13)

Captain. “The position of Fire Captain shall be a career position within the Fairfield Fire Department and shall be the next rank under the position of Deputy Chief. When assigned, the Fire Captain shall assume the responsibilities of the Shift

Commander and shall supervise the day-to-day operations of the department in accordance with the policies and procedures of this department.” (Fairfield Fire Department Policies & Procedures Manual, 1993, Section 4.5).

Firefighter/Paramedic. “The Firefighter/Paramedic is a dual-role member of the department having advanced emergency medical care responsibilities in addition to fire fighter duties. Depending on the nature of the emergency these personnel provide basic and advanced life support, perform extrication and rescue, or act as fire fighters in fire suppression or hazard control activities.” (International Association of Fire Fighters, Job Descriptions, 1997, page 10).

Generation Y. “Sometimes referred to as Millenials or Net Generation, whose birth years range anywhere from the second half of the 1970’s to around the year 200, depending on the source, grew up in the 1990s and 2000s.” (Wikipedia, 2008)

Limitations of the Study

One limitation of the study involving other fire departments is that there are a wide variety of departments throughout the State of Ohio. Even by narrowing the list of departments down to those who employ full-time and part-time personnel, there are still wide differences throughout the state in pay, size, organizational structure, promotional ability (township vs. city), etc. that may indirectly affect the results of the study.

An additional limitation to the study of private industry was that many businesses who were contacted about participating in the study were part of larger corporations or chains. Most of the human resources personnel I spoke with were unable to participate because they were denied permission by their superiors within the company.

Finally, the recent downturn in the economy made it very difficult to find businesses that still employed part-time personnel. Unfortunately, many of these people were the first to be laid off when companies began trimming their budgets.

RESULTS

To address the financial and non-financial costs of overtime, I began by contacting Human Resources Director Carol Mayhall for information (personal communication, August 4, 2008). When the city has an opening for a part-time firefighter/EMT, it only advertises it on the city's website.

Table 1

Human Resources cost per part-time employee hired

Advertising	\$0
Background Check	\$75
Medical Physical	\$168
Prep & Orientation	\$42
TOTAL	\$280 per person

Once the firefighter/EMT is hired, they must be sized for gear and given standard-issued equipment for their job. The information in Table 2 was provided by Captain Tracy Donovan (personal communication, June 2, 2008). Some of the equipment can be re-assigned or re-used, but other things such as turnout gear, uniforms and SCBA face pieces need to be sized exactly for the individual due to safety reasons.

Table 2

Fire Department cost per employee for clothing and equipment

Turnout pants*	\$672
Turnout coat*	\$917
Suspenders	\$30
Leather boots*	\$260
Fire gloves*	\$89
Nomex hood	\$40
Webbing	\$15
Flashlight	\$54
Fire helmet	\$153
Uniforms (2 sets)*	\$130
Badges (2)	\$130
Uniform coat*	\$115
SCBA face piece*	\$400
Fleece pullover*	\$30
Shorts*	\$9.50
Short sleeve t-shirts (2)*	\$15.50
Long sleeve t-shirt (2)*	\$19
TOTAL	\$3079 per employee

* - requires the employee to be fitted by size

One area where part-time employee turnover affected the department financially was when overtime was needed due to the shortage of part-time driver-qualified personnel or for firefighters on the engine or quints. The overtime required for paramedic coverage, special events, weather emergencies (overstaffing) or other details was not included in this calculation. Fully staffed, each shift has 8 full-time firefighter/paramedics and 6 part-time firefighters for a total of 15, plus the supervisor. Minimum staffing requires 6 full-time firefighter/paramedics and 6 part-time firefighters for a total of 12, plus the supervisor. Each shift is permitted to have 2 full-time personnel off-duty for reasons such as vacation or personal time. Personnel off due to sickness, injury leave or training do not count against the 2 allowed off. Generally, when openings occur on the schedule for other than firefighter/paramedics, part-time personnel are given the opportunity to fill them first and then they are filled with overtime if manning falls below 12.

The overtime data was found in the fire department's overtime records which are located on the computer server under "FT Records". This data is public record and can be accessed by anyone through a Freedom of Information request.

Overtime records for the period of 2004 through 2008 were examined and the amount of overtime for reasons including minimum staffing and driver-qualified personnel were calculated. The calculation was based on the following formula used by Finance Director Mary Hopton (personal communication, September 2, 2008).

Table 3

Finance calculation for top pay FT firefighter rate of overtime pay

Overtime rate of pay: \$35.79/hr

Medicare: OT rate x 1.45% = .52/hr

Pension: \$35.79 x 24% = \$8.59/hr

Example: 2 hours of OT would be as follows:

OT pay:	\$71.58
Medicare:	\$1.04
Pension:	\$17.18
TOTAL:	\$89.90

Each year (2004-2008) was calculated using the hourly wage of a top-step firefighter/paramedic for that year. Fifteen out of 18 firefighter/paramedics are at the top step for pay. There are also 6 Lieutenants and 3 Captains above that grade of pay who are also eligible for staffing/driver overtime (Table 4). Overtime required for drivers and firefighters pales in comparison to that needed for paramedic coverage, paying for employees to work their extra day off (EDO), training, the regular two hours of overtime every pay period for employees working over 212 hours in a pay cycle, etc. Finance

Director Mary Hopton stated that in 2006, the fire department spent a total \$293,579.60 on overtime and \$408,101.48 in 2007 (personal communication, April 9, 2009).

Table 4

Overtime calculation for years 2004-2008

Year	Driver	Staffing	Rate of pay	Total for year
2004	15	7	\$29.31	\$9704.64
2005	2	23	\$31.18	\$11,733.00
2006	25	64	\$32.35	\$43,328.76
2007	20	115	\$33.57	\$68,218.20
2008	26	4	\$35.79	\$16,164.00
TOTAL:	88	213	N/A	\$149,148.60

All applicants for a part-time firefighter/EMT position must pass a physical agility test. This test is typically held on a Saturday and consists of the candidates passing all nine of the physical tests, some of which are timed events. The tests are administered by the officers of the department, which requires some to come in off-duty on overtime. Depending on the number of candidates, the testing can last up to eight hours. Captain Kammer stated he does not keep records of what officers were on-duty for their regular shift or if they came in on overtime. Based on information received from Captain

Kammer, between the years 2004 and 2008 the department tested over 118 candidates and hired 36 (personal communication, March 11, 2009).

Table 5

Part-time Physical Agility Tests (2004-2008)

Date	# Tested	# Hired
9/30/04	3	3
7/28/05	20	7
7/1/06	40	14
6/2/07	30	12
5/31/08	25	6

Those candidates who passed the physical agility have their applications sent to Captain Russ Kammer of the fire department's training division. Candidates are then scheduled for interviews. Each interview is attended by the candidate, the Fire Chief, Training Captain, Shift Captain and one or more of the Lieutenants. Interviews are held during the week and no officers are brought in off-duty on overtime.

Over the course of the past four years, the fire department has instituted a type of recruit class for new employees due to the increased number being hired at one time. In the past, if a single new employee was hired, they could easily be mentored by someone

on their shift. However, since there were so many shift openings, the new employees would be required to get up-to-speed much faster. The Fire Chief decided the best way to accomplish this was to implement a week-long recruit class for each new group of part-time employees hired. The recruits are compensated for attending the training and every training session is taught by an on-duty Fire Lieutenant, who is also a certified fire instructor. On average, each Lieutenant spends at least 2 eight-hour days at the training facility with the new recruits. According to the IAFF Local 4010 contract, a Lieutenant/Paramedic in 2008 earned \$25.21/hour. By having one Lieutenant assigned to the 40-hour recruit class, it would cost the department over \$1000 in regular wages in addition to benefits, etc. In 2008 wages, it would cost the department \$530.40 per new recruit to put them through the 40 hour recruit class.

Table 6

Part-time Wage Scale Effective 4/1/07 – 3/31/2011

Driving Class	4/1/07	4/1/08	4/1/09	4/1/10
No certification	\$12.81	\$13.26	\$13.72	\$14.20
Class 3	\$13.46	\$13.93	\$14.42	\$14.92
Class 2	\$14.10	\$14.59	\$15.10	\$15.63
Class 1	\$14.51	\$15.03	\$15.56	\$16.10

Depending on the number of part-time openings available, those candidates who make it through the process are then required to complete a skills packet in 60 calendar days. Captain Kammer (personal communication, March 11, 2009) states he spends approximately 12 minutes assembling each packet (including the Class 5 Driver/Operator paperwork) for each employee. Lieutenants and Station Supervisors are then assigned to monitor the progress of new recruits on their day. This results in the Lieutenants spending 1-2 hours per shift working on the packet with the new employee.

Once the 60-day packet is complete, the Lieutenants and Station Supervisors begin driver training with each of the new employees. Each classification is for a different set of vehicles within the department and progress from easiest to those that require the most knowledge and skills:

Table 7

Fairfield FD Driver Classifications

Class 5	Staff vehicles
Class 4	Medic units
Class 3	Heavy Rescue and Mobile Command unit
Class 2	Engines
Class 1	Quints (combination ladder/engine)

In regards to the impact that hiring and training new recruits has on the Training Division, Captain Kammer (personal communication, March 11, 2009) reflected that often times these new hires come with little or no actual experience which requires those responsible for training to direct their efforts primarily to these individuals. During daily scheduled trainings, especially those involving more skilled personnel or training as an assigned crew, often times it is necessary to alter trainings to assure new personnel are familiar with the process. Captain Kammer (personal communication, March 11, 2009) states, “The result of this is that it diverts from a training program or training session the ability to advance skills and/or expand on training scenarios, which has an effect on personnel morale.”

Of the 88 surveys sent out to other selected fire departments within Ohio that utilize full-time and part-time staffing, 52 completed the survey.

1. How does part-time employee turnover within the CFFD compare with other combination departments in Ohio?

Of the 52 departments who responded to the survey, 42.3% or 22 of the departments have lost 1-8 part-time employees over the period of 2005-2007 (Appendix D). The CFFD lost 13 employees in 2005, 9 in 2006 and 9 in 2007 (Appendix A). On average, the City of Fairfield Fire Department’s part-time employee turnover over the same time period is three times higher than the majority of other Ohio fire departments surveyed. Fifteen of 52 departments employed 31-50 part-time employees, which is on average with the CFFD which employs 42 part-time personnel. The departments surveyed stated they cross-staff their fire suppression apparatus (100%) and ALS

ambulances (92.3%) utilizing both full-time and part-time personnel. The number one reason stated for part-time personnel turnover was people leaving for a full-time fire job (Appendix D).

Table 8

External FD part-time turnover between 2005 and 2007

Number of employees lost	Response %	Response count
0	0%	0
1-8	42.3%	22
9-16	34.6%	18
17-24	13.5%	7
25-32	5.8%	3
33-40	1.9%	1
41+	1.9%	1

2. What have they done to address similar problems?

As part of the survey question, respondents were asked to check which incentives listed in the survey were offered to their part-time employees (Appendix D).

Respondents were also asked to write in any other incentives they use that were not listed in the survey.

Over 59.6% or 31 of the respondents use a type of flexible work schedule such as 12 hours every 3rd day, 24 hours every 6th day or open sign up to help recruit and retain employees. Issuing a clothing/boot allowance was practiced by 48.1% or 25 of the respondents, while 42.3% or 22 respondents also offered paid fire certification or paramedic training (Appendix D). Other written responses included:

- “Overtime pay on holidays”
- “Flexible benefit program”
- “Car washing privileges, workout equipment they can use anytime”
- “Paid Time Off (PTO) based on hours worked in a 28-day cycle”
- “Hiring FT from within the PT ranks”
- “Time-and-a-half on holidays”
- “Disability/Life Insurance through VFIS”
- “Longevity - \$35 per year”
- “Department pays \$18/per hour and double time on holidays”
- “Class A uniform paid for after five years of service”
- “Paid EMS continuing education”
- “Combining with neighboring fire departments to share the cost of entry exam, physical ability test, interview and physical exam. Candidates are then hired on different days at different departments so that everyone benefits”

Asked whether or not they were satisfied with their current part-time system, 82.7% of respondents stated they were satisfied. In addition, 81.6% said that their part-time personnel were meeting the needs of their department and finally, 56.9% or 29 out of 52 respondents felt that part-time turnover was not a problem within their department (Appendix D).

3. What strategies, incentives or programs are used by organizations outside the fire service to address turnover?

Twenty-nine local businesses were contacted via telephone and contact was made with the person who handled human resources. After explaining the purpose of the research paper and securing an e-mail address for the person, an e-mail was sent to each person with a hyperlink to the survey website. By the end of the deadline, 20 people responded (Appendix E).

The majority of respondents or 60% employed fewer than 10 part-time employees and the majority or 35% reported a turnover rate of 1-8 employees over the past 3 years. Respondents were asked to identify which strategies, programs or incentives listed in the survey they used to help retain or recruit part-time employees. The overwhelming answer that 68.4% chose was having a flexible schedule (Appendix E).

Some other incentives that respondents gave included:

- “Ability to donate 30 hours of time per year to non-profit of their choice”
- “Depending on the employee’s scheduled hours, some of our part-time employees are eligible for full benefits”

- “Ability to go from full-time to part-time with a flexible schedule and reduced hours”
- “Paid holidays/fitness reimbursement/higher than average pay”

Table 9

Strategies/programs/incentives used in private business (all that apply)

Type	Response %	Response Count
Bonuses	21.1%	4
Discounts on merchandise/ products/services	31.6%	6
Paid sick/vacation	42.1%	8
Healthcare benefits	26.3%	5
Additional training	42.1%	8
Tuition reimbursement	10.5%	2
Daycare	5.3%	1
Flexible schedule	68.4%	13
None	21.1%	4

4. What are the reasons current part-time CFFD employees choose to stay or leave?

Surveys were sent to all 44 part-time firefighter/EMT employees within the department and 30 responded. The majority, or 96.7% of those who responded to the survey, felt the Fairfield Fire Department was a good place to work part-time and over

half or 57.1% stated they would only leave if they found a full-time fire job somewhere else. Of those surveyed, 72.4% stated they wanted a full-time fire job (Appendix F).

The CFFD part-time staff has a mix of experience levels. The survey revealed that the average tenure with the CFFD of 43% of those surveyed was 1-3 years, while 23.3% have been here for 12+ years. (Appendix F).

When asked if part-time turnover was considered a problem, 66.7% thought it was a problem. Respondents were asked to rate up to three choices of potential incentives or changes that were listed, and 53.3% of respondents chose “discounted health care benefits” as the number one incentive with “ability to function as a paramedic with increased pay” at 40.0%, “sick time accrual” and “longevity pay” tied at 36.7% each (Appendix F).

DISCUSSION

The results of the research into part-time employee turnover within the Fairfield Fire Department, other selected fire departments in Ohio and among selected local businesses seem to mirror much of the information uncovered during the literature review.

The focus by researchers into workers status (whether they are full-time or part-time) and how much job satisfaction they have seems to have hit the mark within the fire service. If an employee is part-time and is seeking full-time status, they will be unsatisfied until they achieve that status (Burke and Greenglass, 2000; Keil, Armstrong-Stassen, Cameron and Horsburgh, 2000). Over 72.4% of part-time personnel surveyed within the Fairfield FD stated they planned to pursue a full-time career within the fire service and 53.3% were seeking some form of health care benefits (Appendix F). The

majority of part-time employees will remain part-time until they are able to secure full-time jobs somewhere. The majority of other fire departments surveyed listed “leaving for a full-time fire job” as the main reason for their turnover rate, which reinforces what the literature research revealed. The exception to this was the 56% of private businesses surveyed that stated their employees did not want full-time employment (Appendix E). One major difference between the fire service and private industry is the qualifications people need to obtain these positions. Over 70% of private businesses surveyed stated their positions were entry level and required only a driver’s license (Appendix E). To become a part-time Firefighter/EMT at the CFFD, a candidate not only needs the required fire & EMS certifications, but also a valid driver’s license with no blemishes, a clean background check, a clean bill of health on their medical physical and a clean drug screening before they are even considered for employment.

Part-time employees are also seeking stability and job security that they lack in their current positions (Mangum, Mayhall and Nelson, 1985; Cappelli and Neumark, 2004). Some of the incentives that part-time Fairfield personnel seek are sick time accrual, longevity and the ability to function as a paramedic with pay (Appendix F). Currently these benefits are only available to full-time employees within the organization.

The use of flexible work schedules was discussed in the literature review section, but from the standpoint of small to mid-size companies looking to fill full-time openings due to Baby Boomers retiring. Companies were more apt to allow flexible scheduling to meet the needs of older adults looking to supplement their retirement without working full-time or younger adults looking to find meaningful employment (Aney, 2007). The results of the internal and external fire department surveys, along with the private

industry survey, showed part-time employees find flexible scheduling beneficial because it allows them to balance work (sometimes several part-time jobs), school and family.

Researchers have been able to identify both tangible and intangible costs of part-time employee turnover. There are the tangible costs such as recruitment, selection, hiring and training of replacement employees. Furthermore, until the position is filled, there are additional costs such as overtime and reduced productivity (Herman, 1997; McConnel, 1999; Richardson, 1999). This author's research into part-time turnover revealed some of the tangible costs within the Fairfield FD. These included things such as recruitment, gear/uniforms and training costs. However, the department could do a better job of tracking these costs and determining their economic impact on the organization.

Many of the external fire departments surveyed stated that part-time turnover was to be expected. Twenty-nine out of 52 departments surveyed stated that part-time employee turnover was not a problem within their department. Over 82% of those surveyed said they were satisfied with their current part-time system and that part-time personnel were meeting the needs of their department (Appendix D). This response was surprising, but also somewhat expected. Most suburban and rural departments can't afford to switch from a combination to career department, so many make do with what they have and learn to cope. The majority of part-time firefighters are looking for a career in the fire service and no one can fault them for leaving part-time job to take a full-time job with another department.

Leonard (1998) revealed that 55% of human resources professionals surveyed took steps to improve turnover, but only 10% reported noticeable improvements. Seventeen fire departments out of 47 stated they have a strategy for dealing with part-

time turnover and only 13 out of 52 have ever calculated the costs of part-time turnover. Only 25 departments out of 52 surveyed stated they conduct exit interviews with departing part-time personnel. This information is tempered by the fact that almost 57% of those departments surveyed felt that part-time employee turnover was not a problem (Appendix D). The private businesses surveyed were similar in that only 4 out of 20 said they calculated the cost of part-time turnover and 13 out of 20 conducted exit interviews (Appendix E).

Information obtained from Captain Kammer of the Fairfield FD Training Division seemed to uphold the research done by Fitz-enz (1997) and Matson (1999) that it takes on average 75-90 days to fill a vacant position, along with additional weeks to months of training to make the employee proficient at their job. Among other fire departments surveyed, 92.3% stated they required all new part-time employees to complete a mandatory training program (Appendix D). Even in the private sector 15 out of 20 surveyed stated there was mandatory training that all new part-time employees had to complete (Appendix E).

The recommendation of Bartholomew, Forbes and McClean (1991) was to combat employee turnover with over-staffing positions so that the business would not feel the effect of the loss. If this could not be achieved, they recommended overtime, temporary workers and re-assigning cross-trained employees. Many of the private businesses surveyed stated they used employees on a “seasonal” or “as-needed” basis (Appendix E). They are different from the fire service since they know when they are typically busier and can staff to accommodate. The fire service can analyze its run statistics to see what days of the week or times of the day are busiest and over staff to

accommodate this, but generally it would not be practical. When a fire department's run volume outstrips its resources, it generally relies on other fire departments to help bridge the gap. In today's economic climate, local governments are trying to get by without having to lay off workers, thereby making overstaffing or even overtime less attractive solutions. This is especially true in Butler County, where unemployment has skyrocketed to 8.5% ("Unemployment Skyrockets Locally," 2009). The CFFD experimented for several years with hiring people who were defined as "per-required-need" (PRN) firefighters who did not work a set schedule, but filled in when vacancies occurred on the schedule. This program was similar in idea to overstaffing. However the program has recently been discontinued due to the majority of these firefighters not picking up enough open shifts.

RECOMMENDATIONS

The problem of part-time employee turnover within the Fairfield Fire Department effects the organization both financially and non-financially. Financially, we incur expenses for processing, hiring, training and equipping new recruits, not to mention overtime expenses when manning falls below minimum requirements. In non-financial terms, turnover has affected the morale of the rest of the personnel since it leads to a reduction in efficiency, safety, training advancements and crew cohesiveness.

To address the problems associated with the turnover of part-time personnel within the Fairfield Fire Department, and as determined by the results of this study, the following recommendations are made:

1. The fire department should perform a comprehensive analysis of its needs as they relate to the roles and responsibilities of both full-time and part-time employees, as well as the needs of the community.
 - The department should assess the potential benefits and drawbacks of integrating more part-time personnel into the delivery of emergency medical services.
 - The fire department should develop a five year plan to anticipate what employment needs will be in the future in relation to the demands placed on services – based on anticipated call volume, do we need to increase staff? If so, should additional employees be part-time or full-time?
 - The fire department and finance department need to determine if the current funding levels of the department are sufficient to meet the growing needs of the department and the community into the near future.
 - Since an entirely career department is not feasible at this time, the fire department should evaluate the current part-time program and determine the motivating factors for long-term employment.
2. The fire department, along with human resources, should develop a strategy to lessen the impact of part-time employee turnover. Some of the issues this strategy should address are:
 - Better pre-employment screenings & active recruitment of experienced personnel already certified as professional firefighters and paramedics.

- The fire department should establish a policy of conducting exit interviews with voluntarily departing employees to determine why they are leaving and any suggestions they can offer to improving part-time retention.
 - The fire department should begin formally tracking costs associated with hiring and training new employees to measure the return on investment.
 - The fire department should implement some minor changes to allow for better record-keeping of overtime hours to be able to easily track why full-time employees are being brought in on overtime (driver, paramedic or firefighter needed).
3. The fire department, human resources and the finance department should investigate financial options available to assist in the recruitment and retention of part-time employees. Some of these issues would include:
- The fire department should conduct a wage/benefit comparison of part-time firefighters with other surrounding fire departments.
 - The fire department should continue to develop relationships with surrounding departments to share the costs associated with recruiting, testing and hiring of new part-time employees.
 - The fire department and finance department should explore creating a part-time “Firefighter/Paramedic” position that also offers increased wage compensation

- The fire department should explore offering additional financial assistance to part-time employees who express an interest in attending paramedic school. If this is feasible, the department should explore the possibility of having the employee sign an agreement to remain employed with the department for a pre-determined length of time or else have to repay the city a percentage of the cost of the training.
- The fire department should explore offering longevity pay for part-time personnel similar to what used to be offered to full-time fire personnel
- The fire department should investigate the possibility of reinstating sick leave accrual for part-time employees that was eliminated several years ago.

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APPENDIX

Appendix A:

CFFD Members Who Have Left Between 2005-2008:

<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
J.Smith	J.Garcia	M.Smith*	T.Shroyer
D.Horman	S.Stickle*	S.Jones	J.Robertson*
M.Lutz	K.Wilson*	J.Phillips*	B.Gleason*
J.Huhn *	C.Canupp*	T.Reece	M.Gallagher*
D.Mantz*	T.Caldwell	W.Cameron	K.Vadnais*
B.Rosko*	P.Clear	B.Barnes	B. Lockaby*
M.Knollman*	A.Carr*	A.Garner	B. Black*
P.Crosby	J.Campbell	C.Haffey	
A.Villalobos	J.Desmond*	G.Stubleski*	
T.Wilson			
R.Grant*			
R.Hibbard			
S.Meucci			

* - denotes person is currently working in a FT capacity as a police officer or firefighter

Appendix B:

Ohio Fire Departments surveyed - (88) total – (52) responded:

Cuyahoga County: Beachwood FD, Broadview Heights FD, Brooklyn Division of Fire, Chagrin Falls FD, Highland Heights FD, Independence FD, Mayfield Village FD, Oakwood FD, Olmsted Falls FD, Pepper Pike FD, Richmond Heights FD, Valley View FD

Franklin County: Clinton Township FD, Hamilton Township FD, Jackson Township FD, Jefferson Township FD, Madison Township FD, Mifflin Township Division of Fire, Plain Township FD, Pleasant Township FD, Prairie Township FD, Truro Township FD, Upper Arlington Fire Division, Washington Township FD, Westerville FD, Worthington FD

Hamilton County: Blue Ash FD, Colerain Township FD, Crosby Township FD, Deer Park-Silverton FD, Delhi Township FD, Forest Park FD, Golf Manor FD, Green Township FD, Harrison FD, Little Miami Joint Fire & Rescue, Lockland FD, Loveland-Symmes FD, Mariemont FD, Miami Township FD, Montgomery Fire Division, Mt. Healthy FD, Sharonville FD, Springdale FD, Sycamore FD, Whitewater Township FD, Woodlawn FD

Lake County: Concord Township FD, Kirtland FD, Leroy Township FD, Madison Fire District, Mentor FD, Mentor-on-the-Lake FD, Painesville Township FD, Perry Joint Fire District, Wickliffe FD, Willoughby FD, Willoughby Hills FD, Willowick FD

Montgomery County: Brookville FD, Butler Township FD, Centerville-Washington Township FD, Clayton FD, Englewood FD, Farmersville FD,

Harrison Township FD, Jefferson Township FD, Miami Township FD, Moraine FD, Riverside FD, Trotwood FD, West Carrollton FD

Summit County: Bath FD, Clinton FD, Copley FD, Coventry FD, Fairlawn FD, Green FD, Lakemore FD, Macedonia FD, Mogadore FD, Munroe Falls FD, New Franklin FD, Norton Fire Division, Springfield Township FD, Twinsburg FD

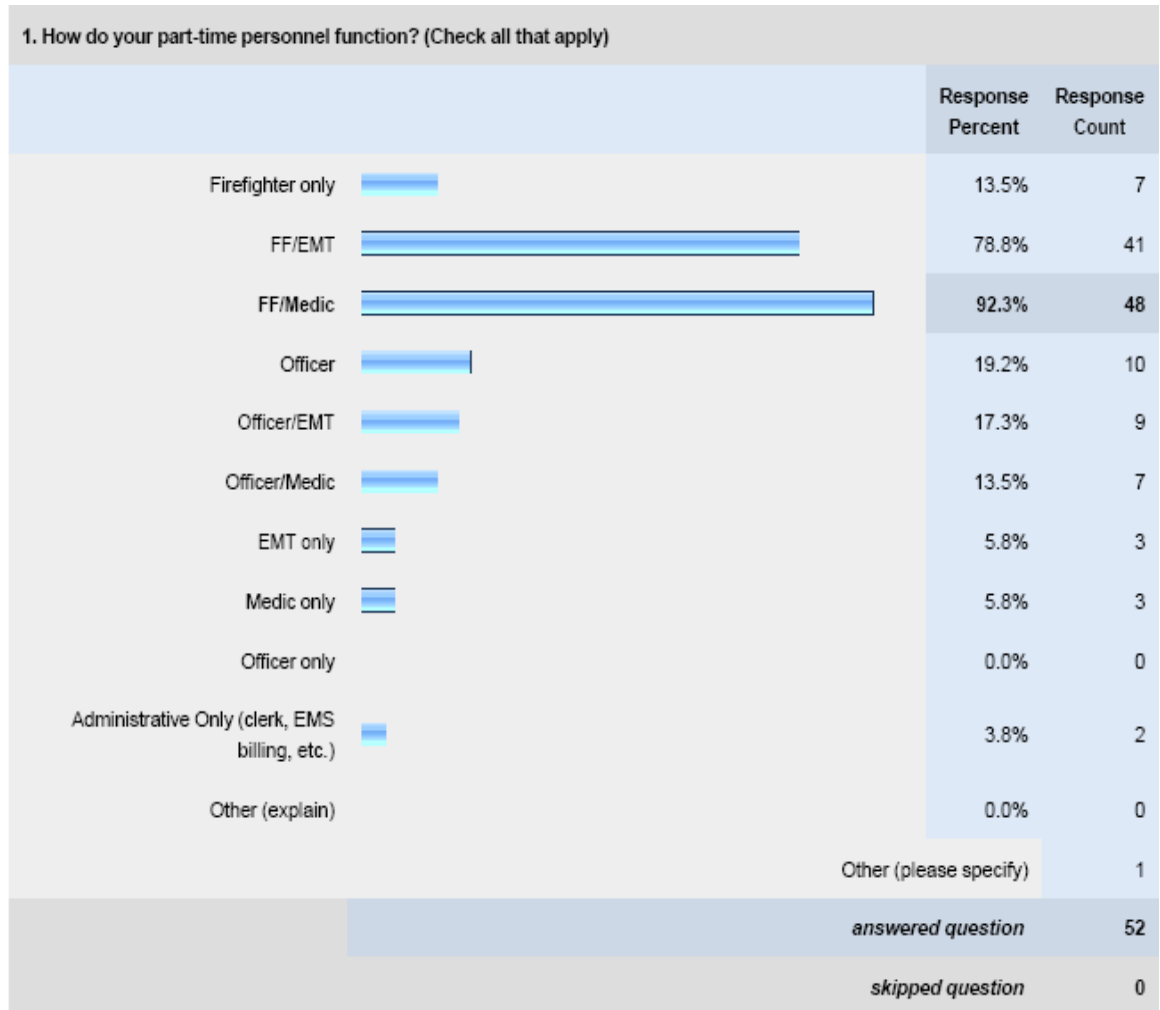
Appendix C:

Businesses surveyed – (29) total – (20) responded:

Cincinnati Financial Corporation, Mercy Hospital Fairfield, Butler Tech Vocational School, Pella Entry Doors, Kroger, Ohio Casualty, Quality Gold, Pepsi Bottlers – Hamilton, Hammacher Schlemmer, American Fan, Ellenbee Leggett, Performance Toyota/Performance Honda, Hern Marine, Color Resolutions, Triple Creek Retirement, Everdry Waterproofing, T.R. Gear Landscaping, Kids-R-Kids Daycare, Heartland of Woodridge, Skyline Chili, Furniture Fair, AFC Industries, Fairfield Pavilion/Tri-County Extended Care, gh Packaging, Symmes Tavern, Custom Distributors, Clark-Theders Insurance, Gordon Food Service, Chaco Credit Union

Appendix D:

Survey & Results of Selected Ohio Fire Departments



Other:


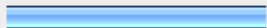
- 1) “They would function just like full time staff once qualified”

2. How many part-time personnel do you currently employ?

	Response Percent	Response Count
Less than 5	0.0%	0
6-12	11.5%	6
13-20	23.1%	12
21-30	25.0%	13
31-50	28.8%	15
51+	9.6%	5
Other (please specify)	1.9%	1
<i>answered question</i>		52
<i>skipped question</i>		0

3. Approximately how many part-time personnel have left your department over the past three years (2006, 2007, 2008)?

	Response Percent	Response Count
0	0.0%	0
1-8	42.3%	22
9-16	34.6%	18
17-24	13.5%	7
25-32	5.8%	3
33-40	1.9%	1
41+	1.9%	1
<i>answered question</i>		52
<i>skipped question</i>		0

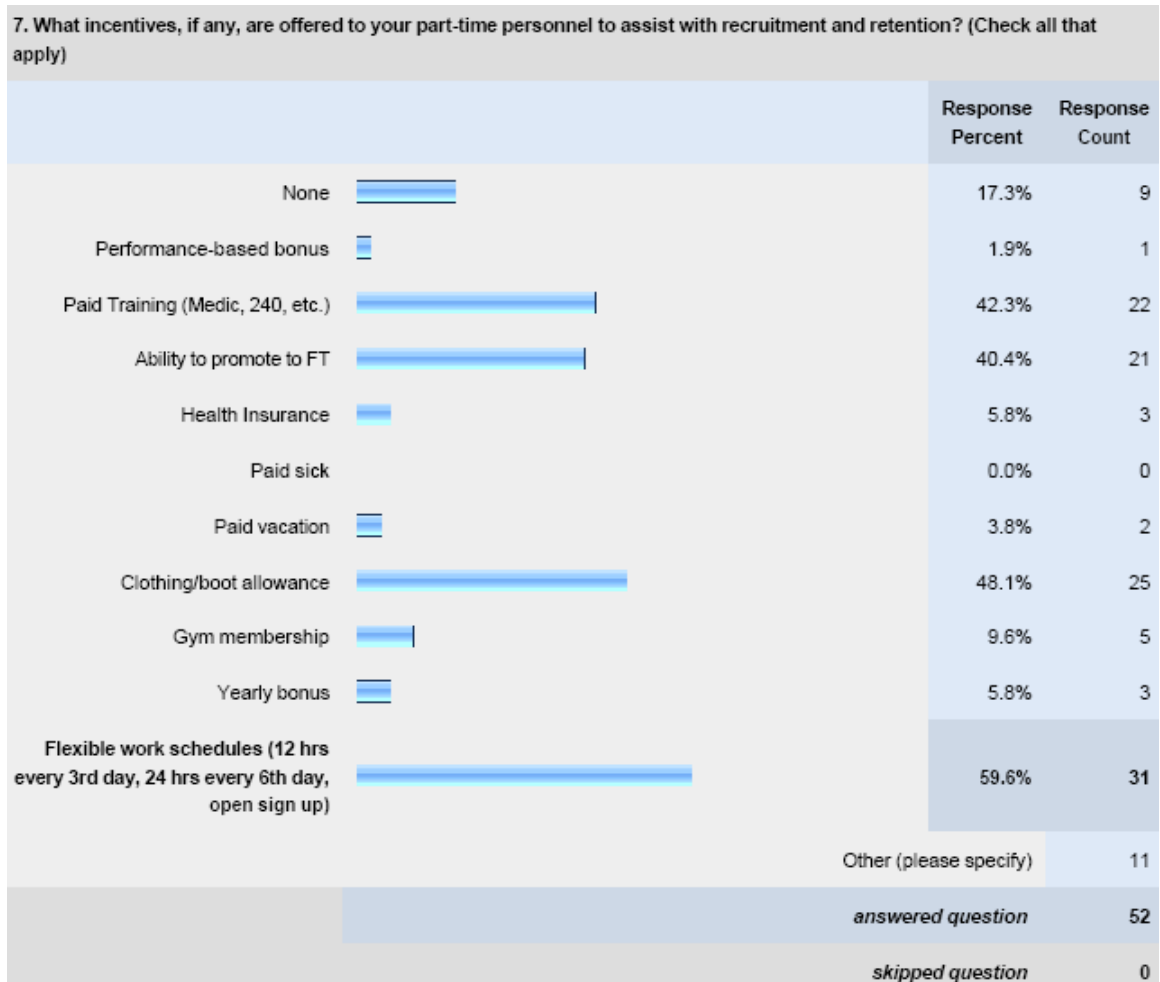
4. Do you offer additional credit for part-time years of service with the department when hiring someone full-time?				
			Response Percent	Response Count
Yes			53.8%	28
No			46.2%	24
<i>answered question</i>				52
<i>skipped question</i>				0

5. Are you governed by Civil Service Commission hiring laws?				
			Response Percent	Response Count
Yes			36.5%	19
No			63.5%	33
<i>answered question</i>				52
<i>skipped question</i>				0

6. Why do you think most part-time personnel choose to leave your department? (Select only one or describe below)		
	Response Percent	Response Count
Full-time fire job elsewhere	89.8%	44
Part-time fire job elsewhere	2.0%	1
Job (FT or PT) in private sector	6.1%	3
School	0.0%	0
Retirement (age)	0.0%	0
Injury/Medical reason	2.0%	1
Other (please specify)		7
<i>answered question</i>		49
<i>skipped question</i>		3

Other:

- 1) "No FT job advancement potential in house"
- 2) "Part-time and full elsewhere, we take people and train them in ems and fire field giving them that experience. We lose them to other departments."
- 3) "Part-time that offer higher wages and/or benefits. Most who are hired full-time FF's elsewhere take a leave and return P.T. after probation period."
- 4) "Combination, medical, life style changes"
- 5) Training requires a lot of time, and they also have a part-time union contract that mandates 48 hours of station duty a month. Seems to be too much for some."
- 6) We have had turnover based on clearing our rolls of personnel no longer active with us, but still on the roster."
- 7) Wife works and kids




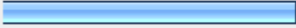
Other:

- 1) "Overtime pay on holidays"
- 2) "Flexible benefits program"
- 3) "Car washing privileges, workout equipment they can use any time"
- 4) "We offer a PTO (paid time off) based on work hours during 28 day cycle, we also hire within our part time"

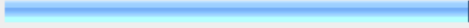

ranks, time and half on holidays, 24/48 schedule to a platoon shift”

- 5) “No guarantees of full time but we generally do pick from part-time/volunteer ranks”
- 6) Since 1/07, we have joined together with two other neighboring FD’s in giving one entry test, one physical ability test, one interview session, and a physical exam. With this, selected personnel are assigned a unit shift and the PT FF works that shift every 3rd day but at a different FD, (1 day @ Mifflin, 1 day @ Jefferson and 1 day @ Plain Township FD’s, then repeat the schedule). Outcome is each of us only have to buy 1/3 of costs for the entire program. Each personnel is paid by the department they worked for. Works out great for all, as each of us hire our FT FF from the PT FF program.”
- 7) “Disability/Life Insurance through VFIS”
- 8) “Longevity - \$35 per year”
- 9) “Plus 18.00 per hour and double time on holidays. Money talks”
- 10) “Longevity pay, Class A with 5 years service, paid EMS CEUs”



8. Does the fire department or human resources department conduct exit interviews with departing part-time personnel?

	Response Percent	Response Count
Yes 	48.1%	25
No 	51.9%	27
<i>answered question</i>		52
<i>skipped question</i>		0

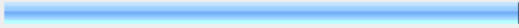

9. Are you satisfied with your current part-time system?

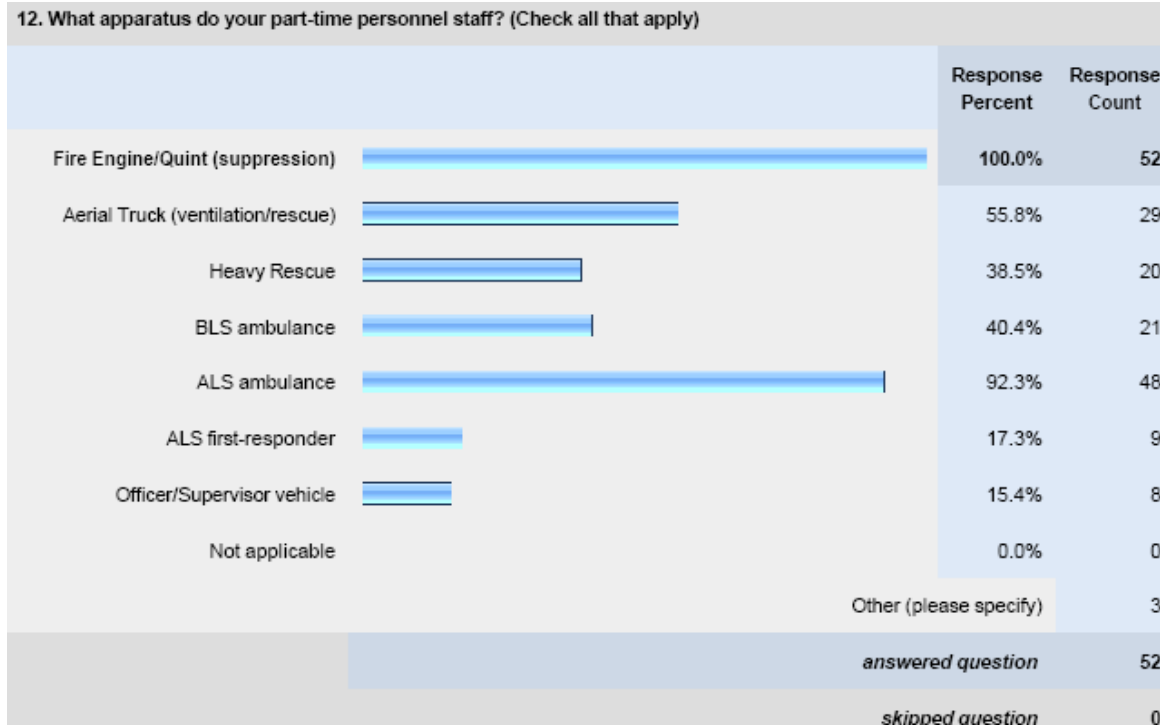
	Response Percent	Response Count
Yes 	82.7%	43
No 	17.3%	9
<i>answered question</i>		52
<i>skipped question</i>		0

10. Are part-time personnel sufficiently meeting the needs of your department?

	Response Percent	Response Count
Yes 	81.6%	40
No 	18.4%	9
<i>answered question</i>		49
<i>skipped question</i>		3

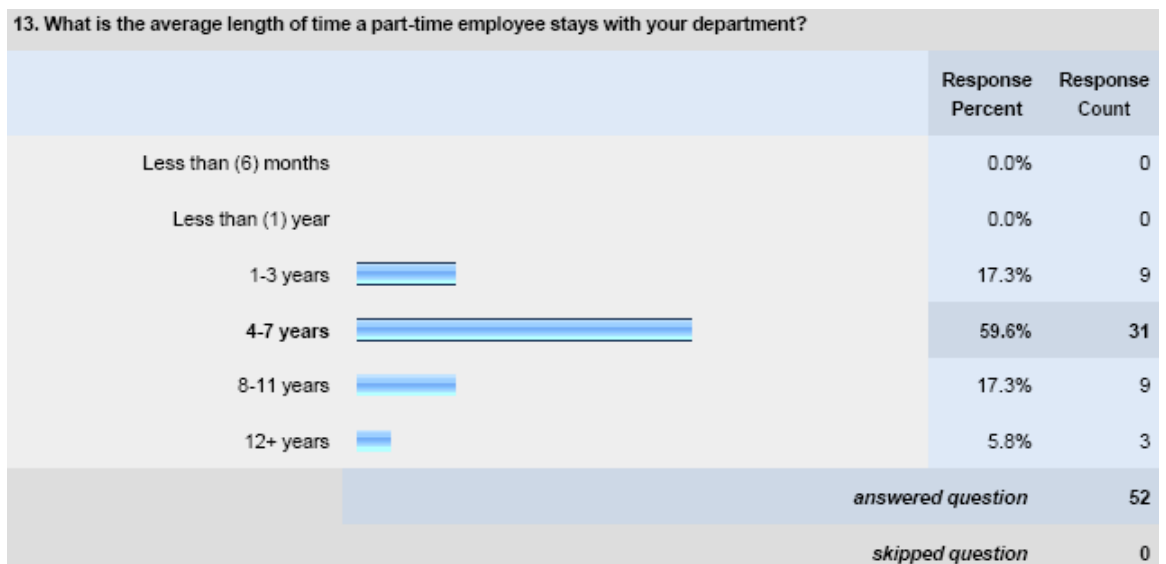
11. Are newly-hired part-time personnel put through a mandatory training program?

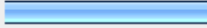
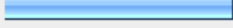
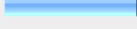
	Response Percent	Response Count
Yes 	92.3%	48
No 	7.7%	4
<i>answered question</i>		52
<i>skipped question</i>		0



Other:

- 1) “Grass/Brush truck and water tender
- 2) “They mix with full time crews on all of the assignments”
- 3) “Part-timers fill in for full-timers in minimum manning”



15. Does your department have a strategy for dealing with part-time turnover?			Response Percent	Response Count
Yes			36.2%	17
No			40.4%	19
Not applicable			23.4%	11
Other (please specify)				13
			<i>answered question</i>	47
			<i>skipped question</i>	5


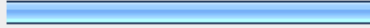

Other:

- 1) “We are working on one”
- 2) “We are a combination PT/Volunteer Dept. We understand the problems assoc with a PT operation and have built a plan to get the most out of each employee.”
- 3) “Pay scale based on years of service.”
- 4) “Our problem with turnover rate is they find full-time jobs.”
- 5) “By recruitment and maintaining a pool of applicants from which to choose. Once hired, they receive excellent training and have the opportunity to gain experience, however they get hired elsewhere an move on, sometimes out of state.







Unfortunately most of the younger candidates today work for several departments part-time and thereby provide no commitment to anyone of the departments. The personnel we hire do a great job and while working comprise 25% of our minimum staffing with the remainder being career.”

- 6) “We budget with the expectation of having to replace 6 part-time personnel a year although we have only had to do that once in the last four years because of hiring 3 to full time status and losing 3 to other department for full time positions.”
- 7) “We are currently going from FF/Basic to FF/Medic. We are trying to increase the pay rate to keep people on board longer and to attract 240 medics to reduce training costs.”
- 8) “I am working to improve the benefit package for PT staff. We compete with many other local departments for PT staff. I try to attract and keep the best.”
- 9) “This is hard to answer. We try but I am no sure there is a strategy to keep them. They are looking for a full time job and I do not blame them. Remember that this is what we were looking for as well. We could fix this if we could guarantee them a full time position, but we can’t.”
- 10) “If you pay them they want to be here. We have a waiting list to get on here.”

16. Has anyone within your fire department or human resources department calculated the cost of part-time turnover?

	Response Percent	Response Count
Yes 	25.5%	13
No 	64.7%	33
Not applicable 	9.8%	5
<i>answered question</i>		51
<i>skipped question</i>		1

17. What county are you located in?

	Response Percent	Response Count
Hamilton 	25.0%	13
Cuyahoga 	13.5%	7
Franklin 	13.5%	7
Montgomery 	19.2%	10
Lake 	15.4%	8
Summit 	13.5%	7
<i>answered question</i>		52
<i>skipped question</i>		0

18. What is the population served by your department?

	Response Count
	52
<i>answered question</i>	52
<i>skipped question</i>	0

Other:

- 1) 10,000
- 2) 14,000 residents – 40,000 + daytime
- 3) 16,000
- 4) 53,000
- 5) 3500-4000
- 6) 5,000
- 7) 13,400
- 8) 15,000 (5 communities)
- 9) 7,900
- 10) 28,000
- 11) 3,600
- 12) 17,000
- 13) 2,300
- 14) 27,545
- 15) 9,600
- 16) 10,000
- 17) 38,000+
- 18) 3,500
- 19) 7,950
- 20) 52,000
- 21) 25,000 residents – 60,000 + daytime
- 22) 8,050
- 23) 7,100
- 24) 21,000
- 25) 15,000
- 26) 16,000
- 27) 13,500
- 28) 11,500
- 29) 3,200
- 30) 11,000
- 31) 47,000
- 32) 14,600
- 33) 18,000
- 34) 28,000 residents – 60,000 + daytime
- 35) 35,000
- 36) 18,000
- 37) 62,000
- 38) 39,392
- 39) 7,300
- 40) 12,000
- 70,000 + daytime
- 41) 11,500
- 45,000 + daytime
- 42) 62,000
- 43) 10,500
- 44) 33,000
- 45) 8,000
- 20,000 + daytime
- 46) 7,200
- 47) 20,000
- 48) 12,235
- 49) 7,000
- 50) 4800 residents – 9,000 + daytime
- 51) 3,800 residents – 20,000 + daytime

52) 9,000

19. What is the name of your department? (Voluntary answer)		Response Count
		48
	<i>answered question</i>	48
	<i>skipped question</i>	4

Appendix E:

Survey & Results of Private Businesses

1. What type of business are you in?		
	Response Percent	Response Count
Food service 	13.3%	2
Retail 	13.3%	2
Professional services 	33.3%	5
Healthcare 	6.7%	1
Construction 	6.7%	1
Industry 	13.3%	2
Sales 	13.3%	2
Other (please specify)		5
	<i>answered question</i>	15
	<i>skipped question</i>	5

Other:

- 1) “Credit Union/Banking”
- 2) “Beverage distribution”
- 3) “Distributor”



- 4) “Education”
- 5) “Childcare/daycare”


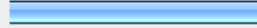
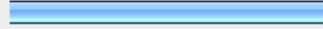

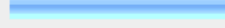


Other:

- 1) “Start as temp and become fulltime if they work out”
- 2) “If we have work available”
- 3) “We have year round and seasonal part-time employees”



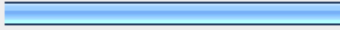

4. Are your part-time positions entry level?		
		Response Percent Response Count
Yes		70.0% 14
No		30.0% 6
		<i>answered question</i> 20
		<i>skipped question</i> 0

5. Do part-time employees need to meet any basic requirements? (Check all that apply)		
		Response Percent Response Count
High School Diploma		72.2% 13
GED		44.4% 8
Driver's license		55.6% 10
Background check or polygraph		66.7% 12
Medical physical/drug screening		38.9% 7
Other (please specify)		3
		<i>answered question</i> 18
		<i>skipped question</i> 2




Other:

- 1) "Permit from Ohio Department of Education"
- 2) "State Tested Nursing Aid, Nursing License"
- 3) It's usually a child of an employee working their way through college"








6. Is there a process in place for part-time personnel to become full-time within your organization?

	Response Percent	Response Count
Yes 	60.0%	12
No 	40.0%	8
<i>answered question</i>		20
<i>skipped question</i>		0

7. If you answered "yes" to Question #6, do most of your part-time employees try to become full-time employees?

	Response Percent	Response Count
Yes 	18.8%	3
No 	56.3%	9
Not Applicable 	25.0%	4
<i>answered question</i>		16
<i>skipped question</i>		4

8. On average, how many part-time employees have quit per year over the last three years (2006, 2007, 2008)?




	Response Percent	Response Count
None 	20.0%	4
1-8 	35.0%	7
9-16 	25.0%	5
17-24 	5.0%	1
25-32 	5.0%	1
33-40	0.0%	0
41+ 	5.0%	1
Unsure 	5.0%	1
<i>answered question</i>		20
<i>skipped question</i>		0

9. What strategies, programs or incentives do you use to recruit or retain part-time employees? (Check all that apply or describe below)

	Response Percent	Response Count
Bonuses	21.1%	4
Discounts on merchandise/products/services	31.6%	6
Paid sick/vacation leave	42.1%	8
Healthcare benefits	26.3%	5
Additional training	42.1%	8
Tuition reimbursement (college)	10.5%	2
Daycare	5.3%	1
Flexible schedule	68.4%	13
None	21.1%	4
Other (please specify)		5
answered question		19

Other:

- 1) "Paid holidays, fitness reimbursement"
- 2) "Higher than average pay"
- 3) "Most of our part-time associates were formally full-time associates who wanted a flexible schedule and reduced hours. So it works in reverse as described above."
- 4) "30 hours of time to donate per year to a non-profit of their choice."
- 5) "Depending on the employee's scheduled hours, some of our part-time employees are eligible for full benefits."

10. Does your business have a method of calculating the cost of part-time employee turnover?			Response Percent	Response Count
Yes			20.0%	4
No			65.0%	13
Not applicable			15.0%	3
			<i>answered question</i>	20
			<i>skipped question</i>	0

11. Does your business conduct exit interviews with departing part-time employees?			Response Percent	Response Count
Yes			65.0%	13
No			25.0%	5
Not Applicable			10.0%	2
			<i>answered question</i>	20
			<i>skipped question</i>	0

12. If you answered "yes" to Question #12, what is the main reason why part-time employees leave? (Select only one answer)

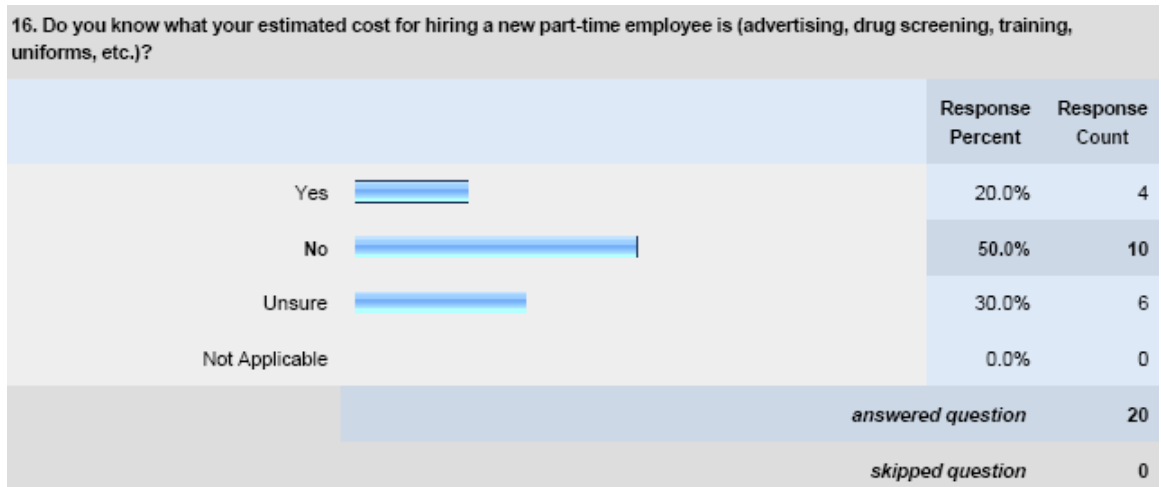
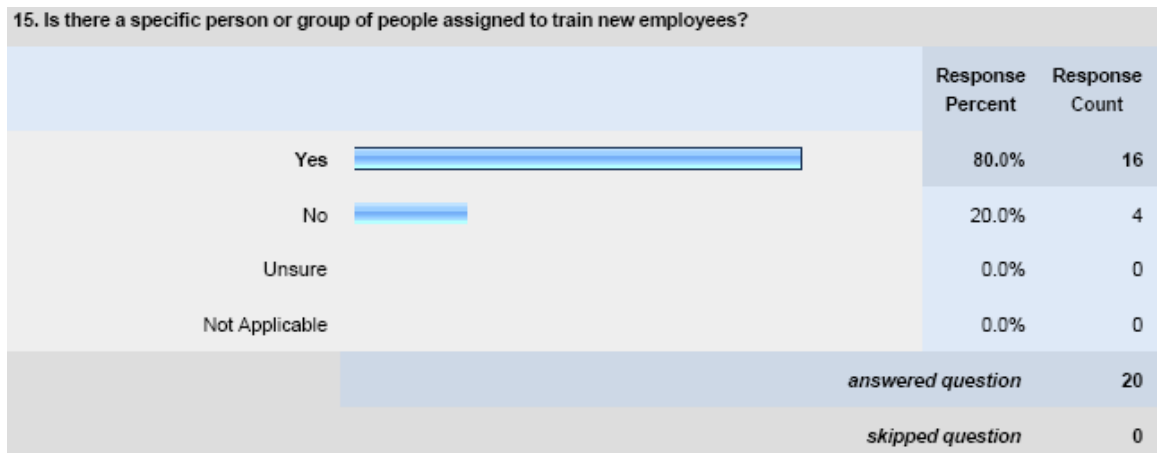
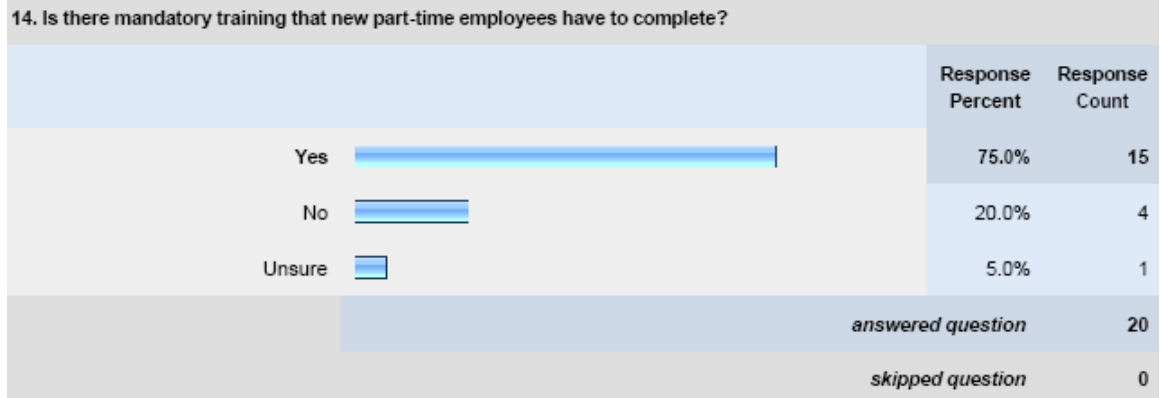
	Response Percent	Response Count
Not Applicable	0.0%	0
Injury/Medical reasons	0.0%	0
Personal reasons	28.6%	4
Full-time employment elsewhere	35.7%	5
Part-time employment elsewhere	0.0%	0
Retirement (age)	0.0%	0
School	7.1%	1
Seasonal employment	0.0%	0
Unsure	28.6%	4
Other (please specify)		1
<i>answered question</i>		14
<i>skipped question</i>		6

Other:

1) “We do exit interviews with all, but we have not lost a part-timer in a long time (10+ years)”

13. Do you ever lose part-time employees to a competing business?

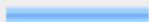

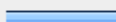



	Response Percent	Response Count
Yes	25.0%	5
No	45.0%	9
Unsure	30.0%	6
<i>answered question</i>		20
<i>skipped question</i>		0






17. If you answered "yes" to Question #16, what is that cost?		Response Count
		4
	<i>answered question</i>	4
	<i>skipped question</i>	16

Other:


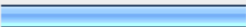



- 1) "\$3,000"
- 2) "\$3,000"
- 3) "\$2,500"
- 4) "Minimal – cost of drug screen and background check"

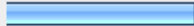

18. What age range makes up the majority of your part-time work force?			Response Percent	Response Count
16-21 year olds			25.0%	5
22-25 year olds			15.0%	3
26-35 year olds			20.0%	4
36-45 year olds			15.0%	3
46-55 year olds			5.0%	1
56 years+			20.0%	4
		<i>answered question</i>		20
		<i>skipped question</i>		0

19. Which gender makes up the majority of your workforce?			Response Percent	Response Count
Male			30.0%	6
Female			35.0%	7
Evenly divided			35.0%	7
Unsure			0.0%	0
<i>answered question</i>				20
<i>skipped question</i>				0

Appendix F:

Survey & Results of Part-time CFFD Employees

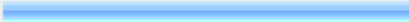
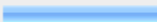
1. How long have you been employed with the City of Fairfield Fire Department?			Response Percent	Response Count
Less than (6) months			10.0%	3
(6) months to one year			0.0%	0
1-3 years			43.3%	13
4-7 years			20.0%	6
8-11 years			3.3%	1
12+ years			23.3%	7
<i>answered question</i>				30
<i>skipped question</i>				0

2. Are you paramedic certified?			Response Percent	Response Count
Yes			33.3%	10
No			66.7%	20
<i>answered question</i>				30
<i>skipped question</i>				0


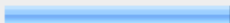
3. How old are you?

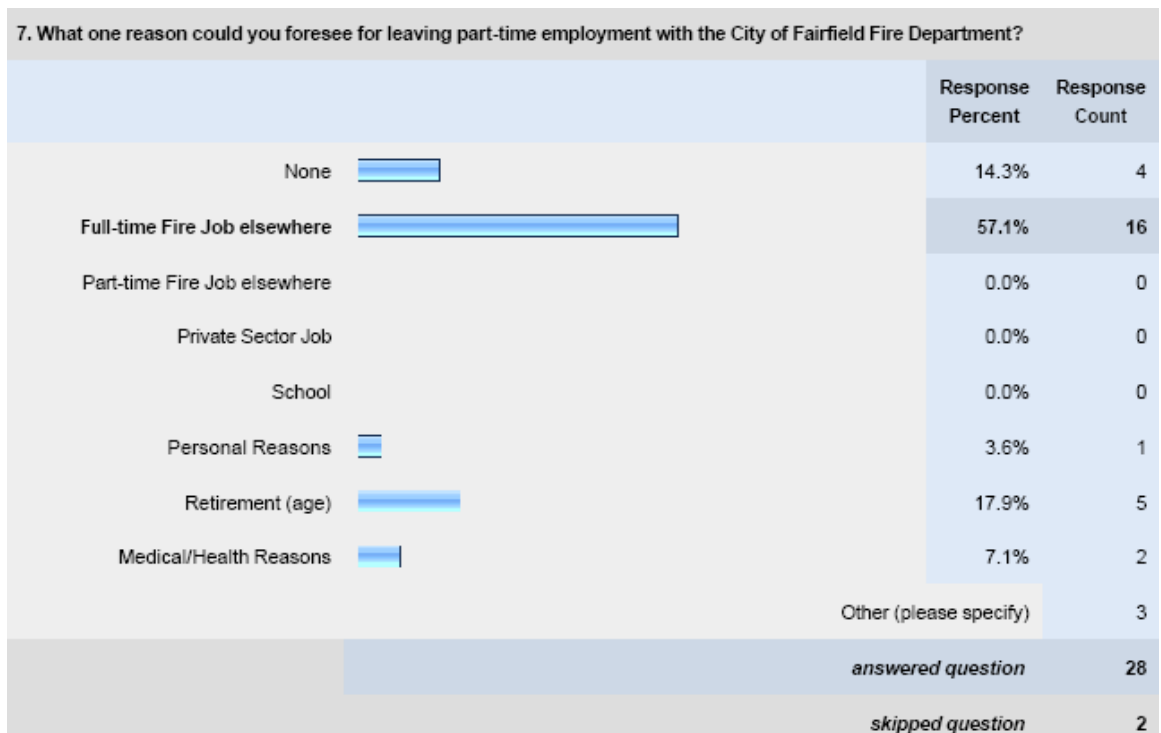
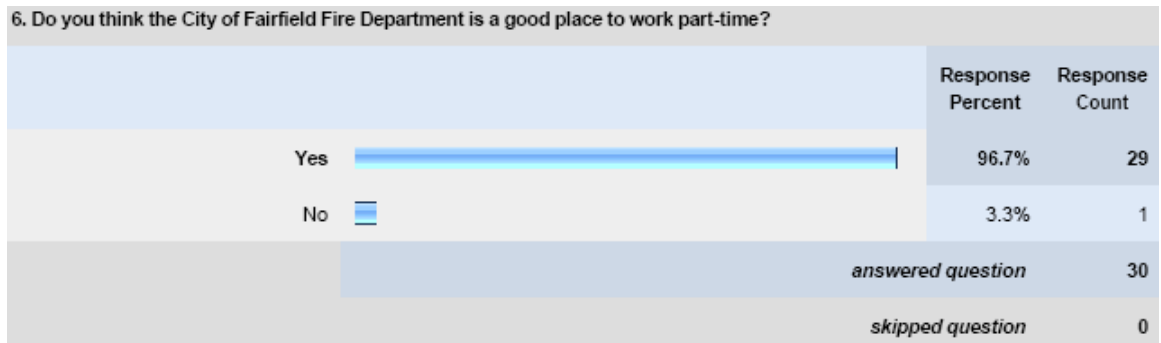
	Response Percent	Response Count
18-21 	6.7%	2
22-25 	36.7%	11
26-29 	23.3%	7
30+ 	33.3%	10
<i>answered question</i>		30
<i>skipped question</i>		0

4. Do you plan to pursue a full-time career in the fire service?

	Response Percent	Response Count
Yes 	72.4%	21
No 	27.6%	8
<i>answered question</i>		29
<i>skipped question</i>		1

5. Would you be willing to sign an agreement with the city to remain employed with the department for a pre-determined amount of time if some or all of your paramedic training was paid for?

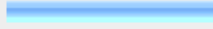

	Response Percent	Response Count
Yes 	60.0%	18
No	0.0%	0
Not Applicable 	40.0%	12
<i>answered question</i>		30
<i>skipped question</i>		0



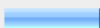

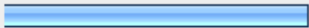


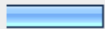

Other:

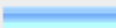

- 1) "Also depending on family time because of multiple jobs"
- 2) "Scheduling: is extremely hard to find coverage. Harder to get time off than my full-time job"
- 3) "If I were to leave Fairfield, it would be for a full-time job that
 - A) wouldn't allow me to hold a PT fire job anywhere else; or


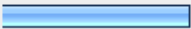
B) I was not able to find the balance I needed to work 2 different jobs and be there for my family.”

8. Do you currently work another part-time fire job?			Response Percent	Response Count
Yes			36.7%	11
No			63.3%	19
			<i>answered question</i>	30
			<i>skipped question</i>	0

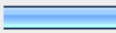
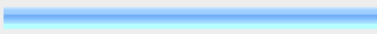

9. If you answered "yes" to question #8, how does part-time employment with the CFFD compare to your other department?			Response Percent	Response Count
Well Above Average			4.2%	1
Above Average			16.7%	4
Average			16.7%	4
Below Average			8.3%	2
Well Below Average			0.0%	0
Not Applicable to me			54.2%	13
			<i>answered question</i>	24
			<i>skipped question</i>	6

10. Do you work another FT fire job?		
	Response Percent	Response Count
Yes 	16.7%	5
No 	83.3%	25
<i>answered question</i>		30
<i>skipped question</i>		0

11. Do you work a full-time job in the private sector?		
	Response Percent	Response Count
Yes 	20.0%	6
No 	80.0%	24
<i>answered question</i>		30
<i>skipped question</i>		0

12. Do you feel part-time turnover is a problem at the CFFD?		
	Response Percent	Response Count
Yes 	66.7%	20
No 	33.3%	10
<i>answered question</i>		30
<i>skipped question</i>		0

13. What do you feel is the impact of part-time turnover on overall operations within the CFFD? (Select one)

	Response Percent	Response Count
Part-time turnover has a very positive effect	0.0%	0
Part-time turnover has some positive effect	0.0%	0
Part-time turnover has no effect positive or negative 	20.0%	6
Part-time turnover has some negative effect 	66.7%	20
Part-time turnover has a very negative effect 	13.3%	4
<i>answered question</i>		30
<i>skipped question</i>		0

**14. What incentives or changes within the department would factor into your decision to remain employed with the CFFD?
(Select up to three choices or write in an answer)**

	Response Percent	Response Count
None (Status Quo)	3.3%	1
Paid medic training	33.3%	10
Ability to function as a medic (with pay)	40.0%	12
Performance-based incentives (based on yearly evaluation)	26.7%	8
Increased incentive amount for working maximum hours	26.7%	8
Increased points on Civil Service exams	23.3%	7
Additional outside Fire/EMS paid training offered	16.7%	5
Scheduling Changes (24 hours every 6th day)	0.0%	0
Sick time accrual	36.7%	11
Discounted health care benefits	53.3%	16
Longevity (years of service) pay	36.7%	11
Ability to change unit days	0.0%	0
Other (please specify)		3
answered question		30
skipped question		0

Other:

- 1) “No limit on amount of hours to work”
- 2) “Attach our raises to cost of living increases, not the base increase of full-time contract. Any time full timers are getting overtime, part-time get over time...ie. 12-24 0600-1800.”
- 3) “Unlimited hours”

