

Current Costs and Trends of Part-time Turnover for the City of Fairfield Fire Department

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A research project submitted to the Ohio Fire Executive Program

09 February 2019

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.

Signed: _____

Printed Name: Lt. Jamie Viers

ABSTRACT

It has been noted by administration over the past four years that the personnel structure and staffing model of the Fairfield Fire Department simply isn't feasible for sustainability. The problem this study addressed was the economic impact that part-time turnover has had on the fire department budget. The purpose was to identify and analyze department data of turnover costs and to develop strategies to reduce the financial impact.

A descriptive research process was used to answer the following questions:

1. What are the direct and indirect costs associated to employ, equip, and train part-time personnel to fully function as a paramedic and apparatus operator?
2. What are some future options that can be deployed by the Fairfield Fire Department to reduce staffing costs?
3. How are similar departments dealing with part-time turnover issues?

Relative to questions #1, it was found in collected data that due to the frequency of hiring part-time personnel, the costs of the hiring process are cumbersome. Initiatives will be needed to ensure costs no longer overwhelm the budget.

Questions #2 and #3 were answered through literature review and surveys of departments of similar size and structures and current part-time employees. With a 56% response to the survey, results clearly recognize that Fairfield is not isolated with a part-time turnover issue. It also provided options to deter the financial impact for long term sustainability.

If the Fairfield Fire Department implements the recommended suggestions of this research, a substantial savings and continuous operating budget can be maintained. This would create a competent workforce and provide preventative measures for retention.

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INTRODUCTION

Statement of the Problem

The Fairfield Fire Department is a combination department comprised of both part-time personnel and full-time employees. The City operates with a ratio of 7:6 full-time employees to part-time employees per day. We have minimum manning set at 13 employees and a maximum manning set at 15 employees daily. The City prides itself on fast, efficient, quality EMS and Fire services to its residents, guests, and local businesses. Over the past 4 years, the ability to retain part-time personnel has declined and the turnover rate has reached 177%. This has impacted the ability to maintain minimum staffing levels and has placed a financial burden on operations. *The problem this study will address is the economic impact that part-time turnover has on the City of Fairfield Fire Department.*

The purpose of this research project is to identify and describe the total cost of part-time turnover and to develop strategies to reduce the financial impact on the department. The results may be utilized by administration to form new policies and analyze the structure and operations of the fire department in whole.

Using a descriptive research methodology, this research will look at the current statistics of the Fairfield Fire Department to determine the scale of personnel turnover and the impact to the department from those figures.

The research questions this study will investigate are:

1. What are the direct and indirect costs associated to employ, equip, and train part-time personnel to fully function as a paramedic and apparatus operator?
2. What are some future options that can be deployed by the Fairfield Fire Department to reduce staffing costs?
3. How are similar departments dealing with part-time turnover issues?

BACKGROUND AND SIGNIFIGANCE SECTION

The City of Fairfield is located in Southwest Ohio and is called home by 42,510 residents. It is situated along the northern loop of I-275 and conveniently located to a variety of recreational and business areas. Fairfield welcomes more than 1,200 businesses including the corporate offices of Skyline Chili and Cincinnati Financial Corporation. The Fire Department responds to an average of 5,758 runs per year split between calls for fire apparatus (869) and EMS services (4,867). The volume of runs have been steadily increasing with a 9.71% jump over the past year from 2016 to 2017 and a total of 6,510 total runs or another 4.8% in 2018. The department is comprised of 3 fire stations housing 2 aerial ladders, 1 engine, 1 heavy rescue truck, 3 advanced life support medic units, and 2 advanced life support chase vehicles. The department also cooperates and stores a Greater Cincinnati Hazardous Materials foam truck and a mobile command unit. Staffing operates with 3 shift Captains (District 33) within the command structure who are not included in staffing minimums. Employees rotate on a 24 hour shift

followed by 48 hours off duty. Each roster requires a minimum of 5 paramedics, 2 aerial operators, and 1 fire engine operator each shift. Part-time personnel are often utilized to cover openings for time off requests or scheduled employee vacations and currently work a 24 hour shift every 6th day. With a lack of part-time paramedics and qualified apparatus drivers, those openings have been filled with full-time personnel via overtime outside of scheduled time off requests or injury leave. The expense of backfilling with overtime has overwhelmingly contributed to the budget problems. In 2014 the department had over 3,049 hours of overtime for emergency coverage. With an average hourly rate with benefits included at \$35.72, the costs were \$108,928 over the predicted 2014 budget. This trend has continued over the next 4 years with slight increases and decreases but still has averaged \$105,547.

- 3,164 hours in 2015 costing \$116,435 at a \$36.80 hourly rate
- 2,454 hours in 2016 costing \$93,025 at a \$37.90 hourly rate
- 2,668 hours in 2017 costing \$103,811 at a \$38.91 hourly rate
- (unavailable) hours in 2018 costing a total of \$437,490

For the years 2017 and 2018 the minimum manning was increased from 13 on duty employees to 15 on duty employees which added an additional 6,015 hours on top of the already existing costs. This increased the department's 2018 personnel expenses to grow to \$437,490 (Wendt 2019).

Between 2014 and 2017, the department also witnessed a 177% turnover rate for the 48 available part-time positions during this 4 year span. The number of applications for employment also declined from 49 in 2014 to only 35 in 2016. Though there was a large increase of 130 applications in 2017 this was correlated to the application process being moved to an online service and available throughout the country and not just locally. Of all the applicants only 5% were certified at the paramedic level prior to employment with the City. The constant costs of

hiring new employees has monetary expenses which include new employment screening (Figure 1) , training expenses, and outfitting employees with uniforms and gear (Figure 2).

Figure 1

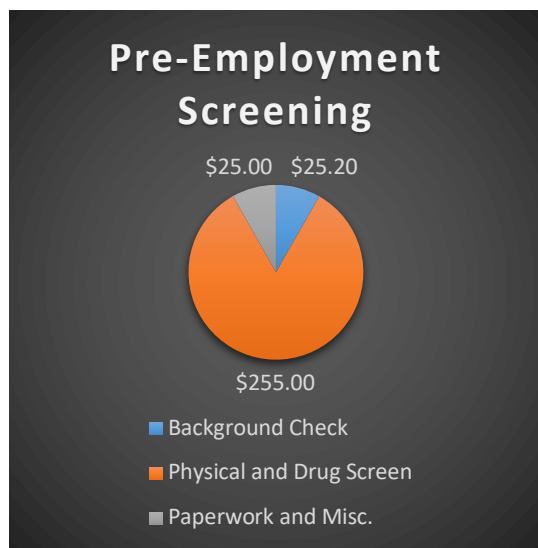


Figure 2

ITEM	COST
Fire Helmet	\$300.00
Fire Gloves	\$101.00
Nomex Hood	\$35.00
Bunker Gear	\$3,000.00
Uniform Shirts x2	\$50.00
Uniform Pants x2	\$43.60
T-shirts x2	\$17.00
Rescue Gloves	\$65.00
<u>AVG. TOTAL COST PER EMPLOYEE</u>	\$3,722.20

These costs have put strains on the current budget and have restricted the department's ability to provide minimum staffing levels with efforts to maintain the public's expectations of provided services. Almost daily, primary fire apparatus are placed out of service due to lack of certified personnel to operate the apparatus or inability to provide enough certified paramedics on duty.

With the implementation of the Affordable Care Act and the regulations attached to it, each of our part-time employees are also limited to an average of less than 30 hours per week, otherwise healthcare coverage would have to be offered to them (Harris 2018). This restricted the department to work part-time employees on a 24 hour shift every sixth day rotation at a 28.8 hours per week average and limits the amount of extra shifts they are available to work to only a

few a year. Their exposure to the departments operations, continuity of training, and relationships built among colleagues is restricted to only 5-6 times per month or 60-72 times per year.

Current turnover rates have taken its toll on department moral, continuity, and trust. Crews who work together for longer periods of time develop relationships and a hierarchy amongst themselves (Koski, Xie, and Olson 2015). There are a number of group and social factors that create and shape a crew, allowing it to evolve and develop into a productive asset. Time spent together helps strengthen those factors and improve work efficiency (Koski, Xie, and Olson 2015). With constant turnover rates up to 50% of the daily crew, the social hierarchies and continuity bonds have not been developed thus leaving crews unrefined. Most have found it difficult to accept and reach inclusion of new employees on a constant basis. For this reason, part-time turnover has played an intricate part of crew integrity, development, and loyalty.

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

LITERATURE REVIEW SECTION

The literature review was conducted to establish a base of information for this OFE research project. It started by looking at various types of literature including online based searches, articles, journals, publications, surveys, and interviews. Departmental specific data was derived from record inquires to the City of Fairfield's financial office, fire administrators, and the gathering of internal department data from Emergency Reporting software.

In February 2016 a study was completed by the Ohio Fire Chiefs Association that included multiple fire departments within Butler County which collected data relevant to staffing (OFCA 2016). It was noted that 173 firefighters left their position from the period of 2009 – 2013. Of those 173 personnel, 157 were part-time employees which equated to a 51% overall turnover rate amongst the participating departments in Butler County. Over a 2 year span (2014-2016), 253 part-time firefighters left their respective departments which is a 31% turnover rate overall. There were several recommendations by the group on how to curb the expenses of part-time personnel which was effecting budgets and included:

- Development of a common written entry exam and physical ability test for applicants
- Develop a shared testing agreement for psychological, polygraph, and medical examinations
- Jointly purchase personal protective gear and equipment
- Develop an oversight committee for a shared services process

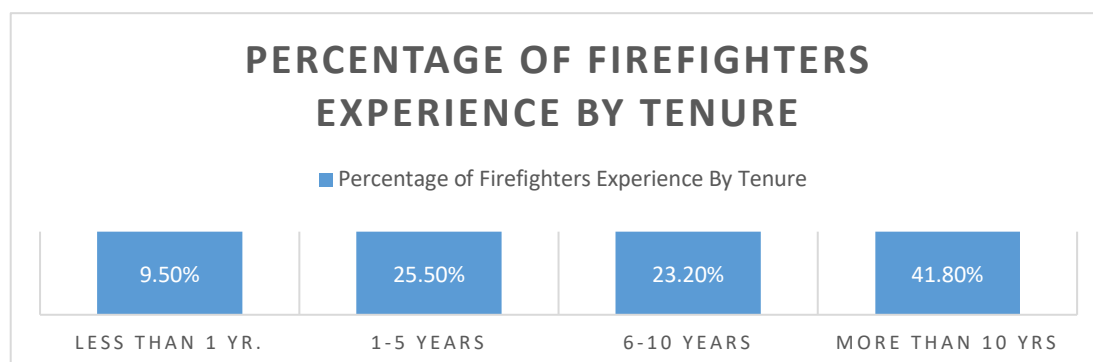
Additionally, the assessment team affirms that both part-time turnover and a limited pool of part-time applicants are problems currently being experienced throughout the State of Ohio. On the contrary, data received from the certification coordinator from the Ohio Department of Public Safety (J. Booze, personal communications, March 6, 2018) provided the current numbers of new certifications for EMT, Paramedics, and Firefighter II as listed in the graph below (Figure 3). These statistics provide a very small margin of fluctuation in certifications throughout the whole State per year. Interpretation of this data was not available to decipher within which Counties the new certifications currently reside or work within.

Figure 3

Certification Level	FY 2014	FY 2015	FY 2016	FY 2017
EMT-Basic	1891	1719	1939	1872
Paramedic	684	685	644	664
Firefighter II	1195	1085	1044	1200

The National Fire Protection Association (NFPA) also did a comprehensive study which profiles all reporting fire departments in the United States (2015). They showed that the number of mostly career departments increased from 3,043 in 1986 to 4,544 in 2015 which is an increase of 49.3% while the number of mostly volunteer or part-time departments decreased from 26,797 in 1986 to 25,183 dropping by 6.0%. This report concludes there are more departments hiring personnel as full-time status at an alarming rate. It also provided years of experience of part-time personnel based on active tenure (Figure 4). A measure related to accumulated work experience and specific training is tenure, this is the amount of years an employee spends with a specific employer. In a study conducted in April 1993 by the CPS Benefit Supplement, it showed that among part-time employees that the average stay of employment was 4.9 years. This same study showed that full-time employees worked on average of 8.0 years before leaving their job (EBRI 1994). This data is resourced from the private industrial sector but can be directly related to the fire service. The Fairfield Fire Department shows 65.22% of part-time employees resign within the first 2 years of employment. This is based over the past 4 years of available data.

Figure 4



In 1997 Cornell University (Bronfenbrenner 2008) studied the international company UPS to understand their stunningly high turnover rates for part-time personnel. It was documented that they were facing turnover rates nearing 150 percent, this in the private sector compares to the public sector for certain professions. Data found that deteriorating work environments and lack of full-time opportunities were contributing factors for resignation. The study also suggested patterns of management mistreatment and a high injury rate as contributing factors. The primary reason given during post-employment interviews for leaving the company was a lack of full-time jobs offered. This study coincides with trends in the public sector and within local fire departments. Full-time employment status is a driving force and the main objective of part-time fire department personnel.

Many fire departments have completed research of when the value of part-time staff should be converted to full-time staff in order to meet economic and functional sense (Ashbrock 1998). Some departments will even offer incentives to part-time employees for certain qualifying credentials or abilities such as drivers' classifications and technical rescue certifications (Ashbrock 1998). Those added costs are incentives for part-time employees and have driven their benefits to nearly the cost of full-time personnel.

The Champion Township Fire Department in Warren County did a similar study (Hickey 2011) to seek reasons for their turnover rates. It was documented that pay and benefits were only minor reasons personnel left. The limited opportunities for promotional and lack of ownership and involvement were major reasons personnel resigned. Their plan for the future is to develop a strategy for career growth and retention incentives along with other opportunities.

Contrary to the reason of why part-time employees leave their positions directly related to just the hourly wage gap, all available evidence indicates that part-time workers are substantially less likely to receive non-wage benefits than are full time employees (Farber and Levy, 2000). The surveys not only provide information on pension coverage and health insurance, but also on paid time off. It included holidays, vacation time, funeral leave, jury duty, military leave, sick time and personal leave time. Other forms of benefits were also taken into consideration such as disability insurance, dental insurance, life insurance and tax-deferred earnings or funds matching. Differences in coverage and benefits were extraordinary and measurable reasons for seeking full-time employment elsewhere. In short, the wage and benefits gapped evidence appears broadly consistent with what one would expect as reasons to seek employment with benefits thus supporting the need to leave part-time positions to pursue career employment. Zero percent turnover is neither realistic nor desirable (Branham, 2001).

Overall, the literature review revealed a wide array of research that has been compiled concerning the cause and effect of employee turnover. While many of the proposed research points to solutions for the problem of turnover, it is first and foremost up to the business to admit there is a problem and to address it. When solutions are proposed, the ultimate bottom line of finances will drive whether the solutions are feasible or not.

PROCEDURES

The desired outcome of this research project is to explore future practices to reduce costs directly related to current turnover rates of part-time personnel. The intent is also to discover ways on how to retain personnel for longer terms and to not be considered a “stepping stone” (personal communications, Bennett Nov. 2017) department within the Southwest Ohio region. These conclusions will be assessed through answering three research questions.

To answer question number one; “What are the total costs associated to employ, equip, and train part time personnel to a proficient level?” it required evaluative research. Through data gathering and analysis that both Fairfield City and the fire department administration were able to supply, the number of part-time employees the fire department has employed over the past 4 years was requested. The Cities human resources director also provided costs accrued for background checks, pre-employment drug screens, physicals, and other associated costs within the hiring process. This information was then combined with data from Captain Donovan, whose responsibilities include uniform ordering, turnout gear sizing, and personal equipment purchasing, to project overall costs incurred to hire new personnel. This information is kept within fire department records through paid invoice statements that show expenses associated with hiring new employees and projected replacement costs of gear on the recommended 10 year cycle (NFPA 1851). Deputy Chief McCreadie and the training division were able to equate the amount of time and expense it takes to train personnel to a proficient level as a certified EMT and apparatus operator along with the expenses of the trainer/instructor’s time and required resources. A sample selection was taken from 10 new employees and showed that on average it takes a part-time employee one year and three months to become an aerial/pump apparatus operator and fully function on the medic units. The average amount of hours dedicated to obtain

this is fifty documented training hours. Chief Bennett provided overtime costs and related hours for full-time employees to cover shift openings to reach daily minimum staffing needs and where qualified personnel were required over the past 4 years. He was able to provide differences in yearly budgets and personnel costs directly related to these needs not associated to scheduled vacations and time off requests. This information was obtained and added together to determine the approximate cost to hire a new part time employee.

To answer question two, “What are some future options that can be deployed by the Fairfield Fire Department to reduce staffing costs?” both an internal and external survey were compiled to exam several potential options and to seek outside practices (Appendix 1 and 3). The external survey focused on 60 comparable combination departments within Butler County, Warren County, Hamilton County and Montgomery County in the State of Ohio (Appendix 2). The intent of the survey was to determine if there were common practices from surrounding jurisdictions that Fairfield Fire could incorporate to reduce costs. A second survey via Survey Monkey polled 46 current part-time department employees and provided an insight on how to retain personnel based on their views/opinions of the department’s current state.

Question three “How are similar departments dealing with part-time turnover issues?” was evaluated in the external surveys that examined efforts and practices that have been proven to reduce expenses related to part-time turnover. Through the same external survey, it explored collaborative efforts used and options currently in process that have both failed and been deemed successful. Research will be concluded through professional publications that share similar interests on this topic.

Lastly, an interview was conducted on November 24th 2018 with Proctor and Gamble supervisor Ray Webber who holds a management position at their Cincinnati location. The

purpose of the interview was to get another perspective from a local respective position in the private sector relating to part-time staff. Mr. Webber confirmed lack of applicants and increases of turnover within his full-time job are similar to the current staffing situations within the fire department. He shared that within the past 3 months there were 60 available positions for a specified job working with robotics. After interviewing over 40 applicants during a 3 month time period, Proctor and Gamble was only able to hire 4 personnel due to lack of qualifications. There have been minimal applications since, putting his company in a tight spot to get a new division up and running. He also stressed that turnover is a huge problem but was unable to provide specific data.

LIMITATIONS OF THE STUDY

Limitations for this research project included geographical restrictions for data collection of surveyed departments. A thorough sample of Southwest Ohio was included which may not be a full representation of the professional fire service across the entire State of Ohio or Midwest region.

RESULTS

Two separate surveys were compiled with specific target audiences. Each of the survey's responses were gathered and analyzed to find commonalities. Survey #1 (Appendix 1) was sent to 60 local fire department administrators in the Southwest portion of Ohio. It included Butler County, Hamilton County, Montgomery County and Warren County fire departments whose make-up of operations were similar to the Fairfield Fire Department in size, run volume, and staffing (Appendix 2). The response yielded 34 out of 60 surveys or 56% answered and returned (Appendix 3). Survey #2 (Appendix 4) focused on current part-time personnel of the Fairfield Fire Department. Of the 46 total surveys sent out, 26 or 56% responded via Survey Monkey (Appendix 5). The results of both surveys produced commonly expected results with 91% of surveyed departments showing increases in part time turnover over the last 4 years and 79% report the part-time combination department no longer satisfies the department's needs. No substantial surprises were noted in the data collected but there were a couple of interesting responses. Lastly, a personal interview with a private company manager was completed to compare similarities and differences in work culture.

Comparing the costs of the hiring process itself, 94% of departments surveyed complete a medical exam and 53% perform some type of physical ability testing prior to hire. Only 21% do a psychiatric evaluation and most relate the high costs of this procedure as a deterrent for adding this to their process. To include the purchasing of gear to outfit each employee, the average cost of the hiring process was \$2,916 throughout the surveyed department. This is a significantly lower average compared to the Fairfield Fire Department who averages \$3,977.20 per employee. Examining why the cost difference was greatly lower, many of the surveyed departments make gear and equipment purchases in large groups through some type of co-op program. This is

designed to reduce expenses by getting wholesale costs with larger orders, similar to a Sam's Club or Costco business theory model (Page, 2018).

Examining future options to reduce staffing costs, retention was the single most important component. The average length of employment in the fire service by part-time employees is 3-4 years according to area survey results. The internal survey showed less than 2 years' experience by 65% of current Fairfield Fire part-time staff. Longstanding employees are inevitably more loyal than new employees. They are more likely to believe in the department's values and mission and want the best for it, while having a developed positive working relationship with peers and managers. A motivated employee will proactively want to do a good job. A satisfied employee is also likely to go above and beyond to support your organization, share expertise, resolve conflicts, suggest improvements, boost morale, and help co-workers (Kelly 2018). By simply encouraging and exploring ways to retain employees, it can reduce the costs associated with the hiring process. 100% of responding external surveys provide some type of orientation or training packet for new employees. This orientation packet ranges from skills station check-offs up to 2-4 week recruitment classes at 40 hours per week.

Similar departments have begun to tackle the same issues of turnover and retention. With survey results yielding a higher retention at an average of 47% of part-time employees staying at their place of employment for 3-4 years, similar departments have provided incentive programs. These incentives for part-time employees have included the following:

- Paid time off
- Increased starting pay
- Department paid off-duty trainings

- Incentive pay for certifications
- Uniform and boot allowances
- Employee recognition/rewards
- Inclusion into department programs

DISCUSSION

Overall the results of this research project were consistent with the presumed information associated with the problem presented. There were very few surprises in the data collected or the literature reviewed. Throughout searching for information and commonalities there was a noted presence that the Fairfield Fire Department is not facing this problem alone nor that this was a new issue amongst fire department administrations. As research continued the focus seemed to change from evidence based financial problem to a focus on retention as a preventative measure to the financial aspect. Prevention of turnover will eventually solve some of the financial burdens and intangible stresses placed on the department.

There are hidden overhead costs associated with the combination of full-time and part-time departments. The efforts and time of the administration to hire part-time employees is reported as high and increasing (Ashbrock, 1998). Although the combination department appears advantageous, turnover of part-time employees require high maintenance (Wright, 1998). It is clear within the research that the Fairfield Fire Department had interest in this type of department structure to provide the best quality of safety services for its stakeholders. Throughout the past 20 years, the burden and costs to continue to function in this same manner has inevitably caused financial hardships within the City. “We were merely bleeding for years but have now begun to hemorrhage” is how Fire Chief Donald Bennett describes the current financial situation, related directly to overtime and personnel costs (personal communications, Bennett Nov. 2017). When running a business, it takes money to make money. You make decisions every day on where to invest for the betterment of your business. Customers come second and employees first. This philosophy brings unexpected benefits to both the company and those it serve (Misra, 2018). With the value invested in those people, the return has to be of equal or greater value to be

successful. With a 4 year turnover rate of over 177% and the trend continuing, the Fairfield Fire Department must examine what changes need to be implemented to be financial stewards in the future and to retain their investment. Fiscal responsibility needs to be proactive and forecasted as opposed to dealing with the issue after it has surfaced.

The financial structure for the fire department is unique compared to most other fire departments in the surrounding area. It derives its operational budget solely from a fire levy but sometimes must be supplemented from the general fund. In 2016 a fire levy renewal was put before the tax payers and was passed to increase the rate base on property taxes. The City also applied for, and unexpectedly received, a SAFER grant in 2017 adding an additional four full-time paramedic firefighters. With the current status of overtime being paid to fulfill positions due to vacancies from turnover or because of the lack of certifications to fill those positions, the budget and revenue coming in does not meet the expenditures. The fire department has recognized this issue but has yet to make short or long terms plans to remedy the situation. With a 400% plus increase from 2017 to 2018 in personnel overtime costs and contributed with the continued rate of turnover and expenses related directly to the hiring process, there are options that will need to be closely examined and implemented to assist the financial hardships the department will continue to face.

RECOMMENDATIONS

The following recommendations are made in order to address both the financial stop loss as well as the retention of employees.

FINANCIAL:

- 1) Develop a strategic plan for the Fairfield Fire Department outlining all financial needs and expectations for short and long term goals. This will assist on building the department based on needs and industry changes.
- 2) The City should evaluate the effectiveness of the part-time/full-time combination department. Financial analysis supports the hiring of additional full-time employees and the attrition of part-time positions, hence cutting down on overtime needs and hiring expenses.
- 3) The Fairfield Fire Department must consider joining the Butler County Fire Chief's Association shared services alliance. This will allow for planning and purchasing of required items (apparatus, fire gear, etc.) in bulk and discounted pricing. This will also allow scheduling and capital purchase planning helping to create an allocation of funds ahead of time.
- 4) Design and utilize a pool of applicants, or a bank, in conjunction with surrounding departments to cost share expenses of the hiring process. This can include background checks, physical assessments or agility testing, knowledge tests, etc. Current hiring processes begin upon the need of the Fairfield Fire Department to fill a vacancy. This pool of applicants would evaluate and process the applicants prior to,

allowing all departments involved to decide which candidate best fits their department's needs.

OPERATIONAL:

- 1) Begin conducting formal exit interviews with all employees seeking input on retention ideas to formulate future plans.
- 2) Fairfield Fire Department should create an incentives program for part-time employees as a form of recognition and reward. This can range from firefighter of the year events to monetary bonuses. This will encourage loyalty and ownership within the organization bringing value to the part-time staff.
- 3) The introduction of a mentor program such as an Explorers Unit would help spark interest in high school aged kids to the profession. Past history suggests relationships and long term employment with previous explorers has proven effective.

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APPENDIX 1 – EXTERNAL SURVEY QUESTIONS**SURVEY QUESTIONS:**

- 1) What is the make-up of your Fire Department?
 - a) Full-time
 - b) Combination full-time and part-time
 - c) Part-time and volunteer (POC)
 - d) Part-time/Full-time/ and Volunteer
 - e) Volunteer only

- 2) How many uniformed employees does your department currently employ?
 - a) _____

- 3) Does your department provide both Fire and EMS services?
 - a) Yes
 - b) No

- 4) How many emergency calls for service did your department respond to for the following years?
 - a) 2014 _____
 - b) 2015 _____
 - c) 2016 _____
 - d) 2017 _____

- 5) How many new part-time employees has your department hired over the following years?
 - a) 2014 _____
 - b) 2015 _____
 - c) 2016 _____
 - d) 2017 _____

- 6) Of the new part-time employees hired in questions #5, what was the reason for their employment?
 - Vacancies needing filled
 - New roster positions
 - Other _____

- 7) Does your department routinely perform exit interviews when personnel leave?
 - a) Yes
 - b) No

- 8) What is the starting base pay for part-time personnel? (if applicable)
- a) _____
- 9) How many part-time personnel does your department employ?
- a) > 5
b) 6 - 10
c) 11 - 15
d) 16 - 20
e) 21 - 50
f) 50 +
- 10) Does the part-time system satisfy the department's personnel needs? (if applicable)
- a) Yes
b) No
- 11) What is the average time of employment for part-time employees?
- a) > 1 year
b) 1 - 2 years
c) 3 - 4 years
d) 5 + years
- 12) Are newly hired part-time personnel required to complete specific training requirements as part of orientation?
- a) Yes, if so how long is the process? _____
b) No
- 13) Does your department perform the following pre-employment screening for part-time employees and what are your associated costs?
- Pre-employment Physical \$ _____
 Psychological assessment \$ _____
 Interviews \$ _____
 Physical ability or CPAT \$ _____
 Uniforms and Turnout gear \$ _____
 Other expenses not listed _____ \$ _____

14) What incentives does your department provide for part-time employees? (check all that apply)

- Flexible scheduling
- Tuition reimbursement
- Additional pay for certifications
- Time off in the form of vacation or sick
 (1) If so, how many hours of vacation per year _____
 (2) If so, how many hours of sick per year _____
- Insurance – health, life or other
- Other: _____

15) Why do you think part-time personnel leave employment with your department?

- Pay
- Full-time opportunity elsewhere
- Unhappy with schedule
- Unhappy with available hours
- Distance to/from work
- Other _____

16) Over the past 4 years has your department witnessed an increase in part-time turnover?

- a) Yes
- b) No
- c) N/A

17) Based on your answer to question #16, has turnover negatively affected your operating budget?

- a) Yes
- b) No
- c) N/A

18) What steps, if any, has your department made to retain part-time employees?

- a) _____
- b) _____

APPENDIX 2 – EXTERNAL SURVEYED DEPARTMENTS

Butler County:

City of Oxford
 City of Trenton
 Hanover Twp Fire
 Fairfield Twp.
 Liberty Twp.
 Madison Twp.
 Middletown Fire Department
 Morgan Twp.
 Monroe Fire
 Reily Twp.
 Ross Twp.
 St. Clair Twp.
 Wayne Twp.
 West Chester Fire

Warren County:

City of Lebanon
 City of Franklin
 Turtlecreek Twp.
 Deerfield Twp.
 Mason Fire
 Clearcreek Fire
 Hamilton Twp.
 Morrow Fire Dept.
 Wayne Twp. Fire
 Harlan Twp. Fire

Hamilton County:

Anderson Twp.
 Blue Ash Fire
 Cheviot Fire
 Colerain Twp. Fire
 Crosby Twp.
 Deer Park Silverton Fire
 Delhi Twp. Fire
 Forest Park
 Glendale Fire
 Green Twp. Fire
 Harrison Fire
 Little Miami Fire
 Lockland Fire
 Loveland Symmes Fire
 Madeira Indian Hill
 Mount Healthy Fire
 Springfield Twp.
 Montgomery Fire
 North College Hill fire
 Reading Fire
 Sharonville Fire
 Springdale Fire
 Sycamore Twp.
 Woodlawn Fire
 Whitewater Twp.

Montgomery County:

Brookville Fire

Butler Twp. Fire

Clayton Fire

Englewood Fire

Germantown Fire

Harrison Twp. Fire

New Lebanon Fire

Riverside Fire

Trotwood Fire

Vandalia Fire

West Carrolton Fire

APPENDIX 3 – EXTERNAL SURVEY RESULTS

Question #1: What is the make-up of your Fire Department?

A	1	
B	28	Combination Department
C	2	
D	3	
E		

Question #2: How many uniformed employees does your department currently employ?

Total 1811
Average 53

Question #3: Does your department provide both Fire and EMS service?

A - YES	34
B - NO	0

Question #4: How many emergency calls for service did your department respond to for the following years?

A - 2014	3109 average
B - 2015	3156 average
C - 2016	3293 average
D - 2017	3348 average

Question #5: How many new part-time employees has your department hired over each of the following years?

A -2014	4.53 average
B- 2015	4.16 average
C-2016	4.86 average
D-2017	4.66 average

Question #6: Of the new part-time employees hires, what is the reason for their employment?

A - Vacancy	33
B - New	
C - Other	1

Question #7: How many part-time personnel does your department deploy?

- A 2
- B 3
- C 4
- D 5
- E 15
- F 5

Question #8: What is the starting base pay for part-time employees?

Of responding departments:

Average a top end of scale = \$15.16/Hr.

Question #9: Average time of employment for your part time personnel?

- A - >1 3
- B - 1-2 8
- C - 3-4 14
- D - 5+ 5

Question #10: Over the past 4 years has your department witnessed an increase of part time turnover

- A - Yes 31
- B - No 2
- C - N/A 1

Question #11 - Does your part time system satisfy your department's needs?

- A - Yes 7
- B - No 26

Questions #12 - Are newly hired part time personnel required to complete specific training as part of orientation?

- A - Yes 33 How long is the process? 6 Week on average
- B - No

Question #13: Does your department perform the following pre-employment screening for part time employees?

- A - Physical 32 94%
- B - Psych 7 21%
- C - Interview 32 94%
- D - CPAP/Agility 18 53%
- E- Turn-out gear 34 100%
- F - Other

Question #14: What incentives does your department provide part time employees?

A.	24	70.50%	
B	9	26%	
C	10	29%	
D	8	24.00%	i. 48 hours ii.
E	6	18%	
F	0		

Question #15: Why do you think part time employees leave employment?

A	8	24%
B	33	97%
C	0	
D	0	
E	1	3%
F	0	

Question #16: Does your department routinely perform exit interviews?

A	15	44%
B	18	52%

Question #17: Based on your previous answer, has turnover rate negatively affected your operating budget?

A - Yes	22	64%
B- No	9	26%
C - N/A	2	6%

Question#18: What steps or programs has your department done to retain part time employees?

1. Transitioned to full time department x4
2. Paid Time Off
3. Paid off duty training
4. No major areas of responsibilities
5. Incentive Pay for certs
6. Increase starting salary x5
7. Involve in department programs
8. Incentive package for tenure
9. Uniform allowance
10. Improved relations
11. Internal hiring first

12. 24/48 set schedules
13. Employee recognition/rewards
14. Working with Fire Chiefs Association to get people into the fire service

APPENDIX 4 – INTERNAL SURVEY QUESTIONS

1) What benefits/perks attracted you to seek employment with the Fairfield Fire Department?

(check all that apply)

- Schedule
- Location
- Pay scale
- Tuition reimbursement
- Training opportunities
- Run volume
- Department morale
- Other: _____

2) How long have you been employed with the Fairfield Fire Department?

- a) > 1 year
- b) 1 – 2 years
- c) 3 – 4 years
- d) 5 + years

3) What incentives, not currently offered, would you like to see the Fairfield Fire Department provide to retain the employment of part-time employees?

- a) _____
- b) _____
- c) _____

4) Are you currently employed at another fire department and if so, what incentives do they have that Fairfield Fire Department does not offer?

- a) Yes, please list _____
- b) No

5) Do you feel the benefits and compensation offered to part-time employees of the Fairfield Fire Department are competitive with surrounding departments?

- a) Yes
- b) No

6) Are there any current Policies or Procedures of concern that need addressed?

- a) _____
- b) _____
- c) _____

APPENDIX 5 – INTERNAL SURVEY RESULTS

Q1: What benefits/perks attracted you to seek employment with the Fairfield Fire Department?

ANSWER CHOICES	RESPONSES
- Schedule	48.00% 12
- Location	36.00% 9
- Pay scale	88.00% 22
- Tuition reimbursement	8.00% 2
- Training opportunities	40.00% 10
- Run volume	56.00% 14
- Department morale	16.00% 4
Total Respondents: 25	

Q2: How long have you been employed with the Fairfield Fire Department?

- Answered: 26
- Skipped: 0

ANSWER CHOICES	RESPONSES
- < 1 year	34.62% 9
- 1 – 2 years	30.77% 8
- 3 – 4 years	11.54% 3
- 5 + years	23.08% 6
TOTAL	26

Q3: What incentives, not currently offered, would you like to see the Fairfield Fire Department provide to retain the employment of part-time employees?

- Answered: 23
- Skipped: 3

ANSWER CHOICES-	RESPONSES-
A). Full-Time Employment	100.00% 23
B). Insurance	69.57% 16
C). Paid time off and/or paid continuing education	56.52% 13

Q4: Are you currently employed at another fire department and if so, what incentives do they have that Fairfield Fire Department does not offer?

- Answered: 26
- Skipped: 0

ANSWER CHOICES-	RESPONSES-
Yes - Performance pay increases, Stipends for insurance, Boot allowances, Paid paramedic school, Employee input, etc.	61.54% 16
No	38.46% 10
TOTAL	26

Q5: Do you feel the benefits and compensation offered to part-time employees of the Fairfield Fire Department are competitive with surrounding departments?

- Answered: 26
- Skipped: 0

ANSWER CHOICES-	RESPONSES-
- Yes	69.23% 18
- No	15.38% 4
- N/A	15.38% 4
TOTAL	26

Q6: Are there any current Policies or Procedures of concern that you feel need addressed?

- Answered: 17
- Skipped: 9

ANSWER CHOICES-	RESPONSES-
A). <u>Responses:</u> Driver training, PT vacation time, Uniform requirements, Separate washer/dryer for turn out gear, PCR system	100.00% 17
B). <u>Responses:</u> Staffing Levels, Emergency response to ER, Physical fitness, Smokeless tobacco	76.47% 13
C). <u>Responses:</u> Morale, Down time (naps), Pay scale, etc.	47.06% 8