

**Is there enough time to complete tasks within the
Liberty Township Fire Department?**

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CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

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ABSTRACT

The problem was an increased level of command staff management work that was not completed or was delayed due to failure of follow-through and final approval.

The purpose of this research was to investigate how to improve time management practices at the Liberty Twp. Fire Department, identify a baseline of knowledge on time management practices, and develop a plan of action to see that projects are completed.

This research project was conducted by using the descriptive research method to examine the following questions:

1. What systems, techniques, and practices could be used to improve the use of time and efficiency of operation?
2. What are time wasters in the Liberty Township Fire Department?
3. What can the Liberty Township Fire Department do to incorporate and improve time management techniques and practices?

Literature review, interviews with command staff officers, and a survey were utilized in conducting the research.

The research showed the Liberty Township Fire Department is not alone in its time management dilemma. The research further showed that there are many tools available to assist with time management problems and each organization and individual must find a process that will work for them. While Microsoft® Outlook is not the only software available to assist with organization, the program is familiar to users, has copious support tools, and a large network.

Findings from a survey identified obvious timewasters at work, changes that could be made to reduce these time wasters, and a desire to learn more about time management and current tools available to the staff.

Five recommendations for the Liberty Township Fire Department resulted from the research and included; spending time planning the week, an evaluation of tasks to determine importance and urgency, conducting outside time management training, defining priorities, and constantly evaluating task completion.

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INTRODUCTION

Statement of the Problem

Time management should be a concern for all employees within an organization, especially those individuals who are tasked with leading others. Time is the most precious element of human existence. The successful person knows how to put energy into time and how to draw success from time (Waitley). Liberty Township Fire Department is the emergency services provider for a rapidly growing community which has led to an increase in demand for programs and services (Liberty Township Fire Department Annual Report, 2005). As many fire departments throughout the United States, the department was being asked to provide more services which were addressed by doubling line staff but with no increase in command staff. The problem was an increased level of command staff management work that was not completed or was delayed due to failure of follow-through and final approval.

To achieve maximum work output and productivity in the department, it is essential that the Liberty Township Fire Department command staff efficiently use available time at work. “Like many things in life, we take time for granted and give little thought to it until we no longer have enough of it”. (Geimure, 2007)

Purpose of the Study

The purpose of this research was to investigate how to improve time management practices at the Liberty Twp. Fire Department.

Research Questions

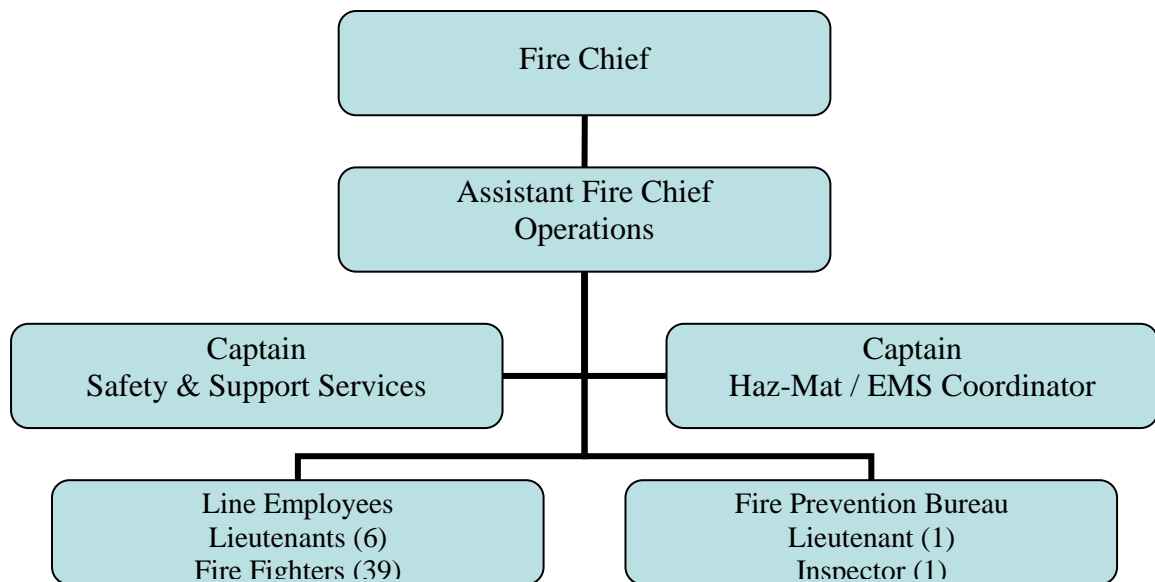
This research project used the descriptive research method to answer the following questions:

1. What systems, techniques, and practices could be used to improve the use of time and efficiency of operation?
2. What are time wasters in the Liberty Township Fire Department?
3. What can the Liberty Township Fire Department do to incorporate and improve time management techniques and practices?

BACKGROUND AND SIGNIFICANCE

Currently, the Liberty Township Fire Department employs fifty one personnel. The majority of the personnel are divided into three shifts. Each shift is composed of two Lieutenants, and thirteen firefighters which operate out of two fire stations. From these two fire stations the crews staff two EMS transport units, two engine companies, and one ladder company. The remainder of personnel are comprised of two fire prevention personnel (one Lieutenant and one inspector), two Captains, (Safety & Support Services Officer and EMS Coordinator), one Assistant Chief, and one Fire Chief.

Figure 1



Delaware County, Ohio is the 12th fastest growing county in the United States with Liberty Township and Powell exploding at a rate of 142% and 190% respectively (Delaware County Regional Planning). The growth and sense of security within our community has required the fire department to take on some additional duties. In addition to responding on emergency calls, the Liberty Township Fire Department provides the following services:

Building plan review and inspections.

Hazardous Material Mediation.

Child Safety Seat Inspections.

Water/Ice Rescue.

Attending community functions, including sub-division block parties.

When the requirements of maintaining EMS and fire certification, cleaning and maintaining the fire stations and apparatus, responding on emergency calls coupled with the above mentioned services, one could ask the question “Is there enough time to complete the management tasks?”

Work back logs were causing unacceptable levels of frustration, inefficiency, and were causing increased cost within the department. The department was cited by the State of Ohio Fire Marshal’s office in 2005 for not being compliant with current codes dealing with fuel storage and dispensing. Following that citation, personnel received five separate quotes at six month intervals to upgrade the system. The number of quotes received was due to a lack of direction and planning from the elected officials, and has led to an increase in price of \$11,000. Another factor was that the fire department leadership had not made the citation or current fuel system a priority, nor had they followed through with clear communications to the township officials.

In a typical forty hour work week the two Captains time is spent on the following:

- 3 hours compiling information for monthly reports.
- 3 hours responding on emergency calls.
- 10 hours investigating and repairing broken / lost inventory.
- 3 hours reviewing and developing SOPs.

- 6 hours in departmental meetings.
- 5 hours in “outside” meetings.
- 6 hours dealing with interruptions.
- 4 hours working on “special projects”.

These activities total 40 hours per week, leaving no time for other work.

The research began with informal questioning of what the officers felt was causing some of the inefficiencies. The questioning frequently led to the discussion of do we have enough 40-hour staff members to handle the management responsibilities. It was in one of these discussions that a member made the comment on how we use our time and delegation. Once the problem was narrowed to time management issues an investigation of articles and books relating to time management practices was reviewed. After literature was gathered, two interviews were conducted with Liberty Township Fire Department Chiefs as to their thoughts and concerns with the departments delay in or lack of completing tasks.

According to Murphy in his web based article *Time Management* (2007), Failing to manage time can impact productivity, may impact ones ability to complete tasks on time, and may lead to frustration. Fortunately there are some basic steps that can be taken to improve a person’s ability to manage time.

The potential impact and benefit of this project was to identify how the time of the forty hour employees is spent, and identify tools and practices that will help the department improve time management among the current command staff and those individuals that will follow in the years to come.

LITERATURE REVIEW

ICMA (1988) states a big issue for a department that is approaching the end of several decades of growth is productivity. They go on to say that the issue of productivity is not a problem until the organization stabilizes. Once stabilized, the organization has to fight for funds. They go on to say productivity indicators and the information they produce can only be useful if they provide excellent service, reduce costs and make additional improvements.

Kirkham's (1997) article compared fire department management to a body of water. The article stresses the point of how public safety official's behavior and decision making influences the organizations direction. For example, if a fire department's staff officers can demonstrate to the line staff how efficient they can be, the line staff will see these results and want to learn and operate the same as their "bosses". Kirkham goes into detail of how the actions of both management and line staff are similar to effects of environmental elements on a body of water. If the fire department's line staff would come to work and do their job as expected, it allows the staff officers to perform their tasks without the interruptions and problems that arise from down time of the line staff.

Jones (2006) explains the ins and outs of companies outsourcing practices. This article was reviewed due to some cities that have chosen to outsource either their entire emergency services departments or just portions of those departments such as vehicle maintenance or EMS. Jones (2006) discusses out-sourcing as one solution for addressing excess workloads. Companies need to evaluate and understand the true strategic rationales before deciding whether or not to outsource. Companies often times make significant changes without having a master plan. Five basic elements that each organization must consider are first, the organizations strategy or strategic objectives which are the basis for analysis or recommendations. The second

element is functional inventory which will provide the validity of the outsourcing case. The third element is sourcing strategy and the decision matrix which is the vital link between the organizations strategy and its current capabilities. The fourth element is the organizations requirements for outsourcing and the importance of that organization to retain ownership of the service, meaning that the work is being outsourced, not the accountability for its delivery. The final element is a solution inventory which means a constant evaluation of what is going on in the organization and the world market (Jones, 2006).

McGhee tells us how as individuals we need to stop the madness. She asks, “how many times we tell ourselves we are going to become more organized and efficient but first must get into the mindset of changing everything we do” (p.3). She stresses the use of Microsoft Outlook and its ability to be a total desktop management program, demonstrating how each feature is interconnected and gives actual examples of how to set up a management system and providing detailed examples of each task.

In Microsoft’s article on productive days, the research shows employees are working longer but are less productive and relate their productivity to technology. Of the 38,000 people from around the globe who responded to the Microsoft Office Personal Productivity Challenge, unclear objectives, lack of team communication and ineffective meeting were the top time wasters. The respondents also reported that the longer work hours and the desire for better work-life balance was heavily dependant on technology tools to help optimize their personal and team productivity. The U.S. respondents indicated that they work 45 hours/week and that 16 of those hours are unproductive. The respondents (61%) also stated that their software was directly related to their productivity. The average U.S. employee spends 5.5 hours in meetings per week and 71% of them say the meetings are unproductive. The U.S. respondents also identified

procrastination as a leading pitfall as well as receiving 56 emails per day. The survey was developed as a way to evaluate work habits and receive tips on how to be more productive. Dr. Larry Baker developed the survey for Microsoft and states that with increasing workplace demands and people relying more on technology tools to help them stay on task, listing the following work advantages as helpful in increasing productivity:

- They are able to quickly find electronic documents when they need them.
- Features such as a spam filter help them manage their e-mail more effectively.
- They provide advice, rather than taking on other people's responsibilities.
- Using technology is a major factor in their ability to manage time efficiently.

Baker's article on professional approaches for drop in visitors is very applicable to the fire service. Throughout the day, many fire department officers are visited by those individuals who are below and above them in rank. The article begins by stating there is no reason to be abusive to a drop-in visitor, and then give five examples of how to handle these visitors. First, when the head pops in the door and say "Hi, ____, How are you?" don't reply with a question that you do not have the time to hear the answer to like, "I'm fine; how are you?" The article explains that a more appropriate answer may be "I'm fine: How can I help you?" The article then states to stand up when a visitor drops by. This will show that you are controlling your turf and the visitor will be less likely to sit down and have a longer conversation. The article concludes with two points that relate to each other. First, set routine appointments for routine business and avoid becoming the unexpected drop-in visitor. These two items will allow you meet at scheduled times to discuss important, but non-urgent items.

Fleming (2002) states "The effectiveness and efficiency of a fire department is dependent on having an adequate number of personnel with the necessary skills to perform a variety of

tasks”. He discusses five ideas to achieve success through identification of firefighters with the knowledge and skills to advance to the rank of line officer. First, define roles and responsibilities and make sure all employees know each others job duties. Second, is to prepare to be an officer. In the fire service this is usually done through years of experience and technical training. Fleming stresses not to forget to include the inter-related management function of planning, organizing, directing and controlling. Third is acting as a supervisor. Fleming identified three types of power; legitimate, referent and expert, and states that an effective officer will understand all three types and know when to use each one.

In Murphy’s (2006) article on time management, the ability to transition from a 24 hour schedule to normal business hours is discussed. Time management is a skill that can help those individuals who are making the move more efficient. Some principles of time management are explained throughout the article. Two of the principles are goal setting and priorities. Murphy states that first we must set goals that are attainable, and once these goals are established, we have to prioritize them on a “high, medium, and low” importance scale. Some of the other principles identified were focus, deadlines, interruptions, and procrastination. One principle that is often over looked in government agencies is waiting for someone else. If possible we need to avoid situations where we are waiting on someone else to make a decision or complete part of a task. Being able to complete the task yourself is a great way to maximize time management. Murphy’s conclusion states the ability to effectively manage your time is important regardless of the position you hold, and failing to manage your time will impact productivity, your ability to complete tasks on time and frustration.

Coleman (2000) makes a point of explaining that trying to be all things to all people you will not succeed and the one person who will be disappointed is you. He asks a series of

questions; “how well organized are your days, do you live by your plan, what is important, and what do you delegate? The article expands on each of these questions and gives specific processes as to how to gain control of your time. The article’s main point is for it’s readers to determine the difference between importance and urgent. Once the individual can grasp the difference their day’s of driving home and wondering where the day went will be limited and eventually their weeks and years will be the same.

This literature review revealed that all organizations, both public and private, at one time or another have experienced issues with time management. The information available is vast and proves that the organization must first identify where its problems are, develop a plan to offset the problems, but more importantly constantly re-evaluate it’s time management practices. This review led to the development of the survey question to identify a baseline of knowledge on time management at the Liberty Township Fire Department.

PROCEDURES

Throughout the duration of this project, a search of the internet revealed a large number of articles on time management and time management practices. The documents revealed the many different views on time management practices. The desired result of this research was to evaluate what time management practices would improve the operations at Liberty Township Fire Department, and to evaluate the time management practices currently being used.

A survey was designed based on the review of literature and presented to eleven command staff personnel (both 56 hour and 40 hour) at The Liberty Township Fire Department during the month of March, 2007. The literature brought out topics that were a recurring theme; typical time wasters, organizational procedures, and the use of time management tools. The intent of the survey was to determine (1) what the command staff viewed as time wasters and (2) ways to improve time management at work without a great cost to the department. The questionnaire was distributed via departmental e-mail with the option to return anonymously and consisted of four questions with multiple choice answers. The “other” option was included to allow staff personnel to express ideas they may have in addition to the options presented. Of the eleven surveys that were distributed, eleven were returned and the results were summarized (see Appendix B). It can be supposed that the intense level of interest in the subject aided in the cause for 100% completion.

Definition of Terms

Efficiency. “productive of desired effects”.

Management. “the conducting or supervising of something”.

Time. “the measured or measurable period during which an action, process, or condition exists or continues”. www.webster.com/dictionary

Time Management. “the act of controlling events”. www.accd.edu

Limitations of the Study

The limitation of this research was that the survey reflects only the view of the limited number of command staff in the department.

RESULTS

The questions were developed to identify where command staff time was being wasted and what tools were already available to them to assist in correcting these time inadequacies.

The first question asked what the staff officers felt was hindering them from completing tasks. Ranked first was “last minute tasks” followed by; “the lack of organization” as second; followed by “drop in visitors” and “lack of personnel.” The lowest ranked answer was “lack of SOPs.”

The second survey question asked staff officers to identify what changes they felt could be made to improve time management. The number one answer was “faster computers.” The second and third most responses were “a reduced number of tasks” and “time management education.” Fourth was the “physical location of offices.” Finally, the fifth and sixth were “development of standard operating procedures” and “education on tools that are currently available” at the department.

The third survey question asked what time management tools staff were currently using. The largest response was “Microsoft Outlook.” Again a tie for second and third was “group calendar” and “daily scheduler.” The fourth most popular answer was “voicemail” followed by “Blackberry© or PDA.”

The fourth question asked what the staff were interested in learning more about. The largest response was “Microsoft Outlook” followed by the “daily scheduler.” The third ranked preference was “group calendar” and fourth was “voicemail.” Only one respondent noted “PDAs or Blackberry©.”

DISCUSSION

The command officers identified several factors that are time wasters within the department. It is clear that “last minute assignments” were perceived as a major factor in time wasting. In speaking with the respondents after the survey, those who marked this as an answer stated that last minute assignments were a result of poor organization and planning. Coleman (2000) reported that situations that may be urgent but not important can be significant hurdles in time management. The survey results were consistent with Coleman’s findings. A closer analysis of the problem of “last minute assignments” raises the question of whether it is poor time management on the person assigning the work or the person that gets the assignment. The question could indicate that both the assignor and the assignee have poor time management or task management skills. Perhaps both could benefit from time management skills.

“Lack of organization” ranks third in this listing. *Time Management Worst Practices* (2007) reported that disorganization in the office will cause missed deadlines or assignments, misplacing information, and/or wasted time searching for the important items. The survey responses appear to assume that either the individuals personal organizational skills are inadequate or the entire administrative staff’s organizational skills are poor. The truth is probably some of both. The root cause for this situation is that few firefighters have had formal or informal education on time management practices and/or organizational principles. The question could be asked “if there were more standard operation procedures in place that address daily work tasks would the number of “nuisance” issues diminish?”

Drop in visitors was next in the priority list of time wasters. Baker (2007) pointed out that there is nothing wrong with drop in visitors as long as you control them. He continues by giving five tools that one can use to accomplish this: (1) Never ask a questions for which you do not

have time to hear the answer, (2) Stand up when a visitor drops in, (3) set routine appointment for routine business, (4) avoid becoming an unexpected drop-in visitor, and (5) if you do not control your time others will control it for you. Perhaps, if the staff had received time management training they would have the knowledge to know how to handle drop in visitors and proceed with their work in an efficient manner. Some distractions can be tolerated, however keeping them to a minimum and keeping them to less than 15 minutes is a skill that must be learned and mastered.

The lack of SOP's is the least quantifiable time waster. Typically the LTFD has SOP's that cover most all task oriented and some tactical oriented tasks. Rarely do SOP's instruct officers how to manage their administrative time. SOP's are generally regarded to be line officer or firefighter instructions. However; this response raises the question of why doesn't the Liberty Township Fire Department that spends countless hours developing SOPs for tasks expend the same amount of energy and time educating their officers in the arena of time management?

Another suggestion that was identified in the "other" category was "Develop a policy for interdepartmental communications through the chain of command." The officer core understands that communication through the chain of command is vital. Blair states, "Making your manager efficient is a very difficult task, but where it impinges upon your work and performance you must take the bull by the horns and confront the issue". Effective communication not only enhances productivity it improves harmony and group advancement. These responses reinforce the notion that time management comes about in an atmosphere of top down and bottom up fluid and unrestricted flow of communications.

Education on time management and education on time management tools that are already available tied for second place. Keener (2007) states that "using software to help manage your

time can work as well as any paper program as long as you use it right and understand its ability to store documents, appointments, and schedules.” (p.1) It was evident that the officer core realized the need to become educated and wants to be proficient with the existing software available to them. This speaks to their enthusiasm to embrace existing technology and not feeling the need to spend tax dollars unnecessarily.

Faster computers were the third most desired methodology to become more time efficient. While the computers at the LTFD were six to thirty-six months old, they are comparable to many businesses in the area. One has to wonder if faster computers would actually enhance time management without first maximizing their personal time management skills.

Fourth and last on the priority list has a three-way tie including “office locations, reduced number of tasks assigned, and other.” Reducing the number of tasks assigned probably would not aid in improving their time management and efficiency; however, it does indicate a level of frustration. Pfeifer (2002) states “we need to become more of an office manager than officers. He defines this by saying as a supervisor (officer) we need to organize, prioritize, delegate and monitor the quality of work being completed, simply put, be aware of what others are doing with their time.” (p.2)

Part of the problem at the Liberty Township Fire Department could be each member has his/her own priorities because the department has not made its priorities known or its priorities supersede the supervisors’ priorities. One example of this is that the priority for the EMS Officer is EMS Operations. The vast majority of the EMS Officer’s work may be performed within the EMS realm. If the department priority is handling emergencies and training the department, these priorities may not be carried out by the EMS Officer. If department priorities are not made clear to all, how can an organization have one direction? Someone “fined tuned” in time

management still may not carry out the mission of the organization. When managers are overwhelmed and ask to have their assignments reduced it would appear they are not able to do the best job possible. Once their time management skills are honed then it would be prudent to ask this question again and see if the answers are the same.

“Changing office location” was tied with three responses. Considering the locations for some of the offices near the front entrance where all visitors must report, helps to explain the response that walk-ins disrupt efficient administrative operations. The design of the two stations actually leads visitors to the administrative offices and creates great disruption during normal office hours. One way to limit such disruptions could be as simple as adding one or two walls that physically stops visitors from disrupting several offices at the same time. A more costly solution could be the addition of administrative secretaries that could answer phones, and direct drop-in visitors to the appropriate personnel. This barrier would serve as a time management enhancement for the staff. “Other” also had three responses but they were not detailed in the survey.

There was a positive response to Microsoft Outlook. The direction of responses demonstrates; a willingness to use production enhancing tools, understanding they need to have the skills, be computer literate, and have a sense of organization. Informal interviews revealed that the most frequent use of Outlook is email. Pfeifer (2002) states one problem with computer use is that e-mail may lead your subordinates to have many bosses, and these bosses may not be aware of requests made by others so it is vitally important that we have strict e-mail policies. There are many time management tools available; however, it is clear that Outlook© has a following and if used to its potential may not require a departmental procedure.

Next, were “group calendar” and daily schedule” which tied for second. Using these tools and recognizing that everyone is busy and schedules must fit together are important steps in becoming more productive collectively. Consistent with Repack’s ideas, daily tasks schedules can improve individual performance in many ways, such as setting priorities, end of day review, goal setting, and appointment time constraining. Repack states that utilizing a planner with different projects, Things-To-Do List and prioritization is a great beginning towards managing one’s time. Being disciplined enough to set an agenda and use the computer to aid in that venture is a first step in time management. Being cognizant of others schedules also allows us to understand what other departments within the same overall fire department do. Each segment of the Liberty Township Fire Department is not an island; Fire Prevention needs to understand EMS, and EMS must understand Fire Suppression, while all must realize there is an overriding management team in place. Each has their area of responsibility but they do not operate in a vacuum. While many of the responses were positive the next response is disappointing. Only 3 responses indicated they use voice mail. Voice mail is a very useful tool at reducing distractions, receiving and archiving messages, accurate recordkeeping of activities, and knowing when to accept and when to decline calls. Time management depends upon all of the above in some fashion or another.

The last tool but certainly not least is the Blackberry© or PDA. This is a device that when used properly can greatly enhance results on schedules, and task priorities. It is important to note that with some basic training on its use, the Blackberry© can increase accuracy and speed of communications, as long as the individual recognizes this device can also increase the number of distractions and interruptions, just as drop-in visitors.

There seems to be a theme to the responses in the regard to Outlook. Outlook is the departments' choice for many elements of administrative processes. It was interesting that the respondents indicated that while they use the program, they were aware it has other features they do not use, or feel they could learn more about.

When an interview was conducted after the survey completion, nine of the eleven respondents stated they only used Outlook for its email function. After a quick overview of Outlooks other capabilities the respondents stated they would like to learn more about the product and begin using its other functions. When comparing the number of positive responses from Survey question #3 and 4 it is interesting to note that while eight people responded that they use Outlook, over one half (five) of the respondents want to learn more about Outlook. It can be assumed they recognize it has features and benefits they do not use or understand.

The "daily schedule" was the next tool that they wan to learn more about. The question does not distinguish which daily schedule program or apparatus they think of when daily schedule is named. It is assumed the respondents mean the attribute in Outlook named daily schedule. This response is vastly different from Survey question #3. There were six respondents who use time management aids such as daily schedule; however, four responded that they felt that it could assist in their time management. The same was true for "group calendar." The survey indicated that while staff uses the group calendar they do not feel the need for more training to accomplish their time management goals. "Voice mail and the Blackberry" both are tied for last place in this question.

The responses from the officers of the Liberty Township Fire Department realize time management is important and can assist in their productivity. They also realize there are electronic mediums available to enable them to better manage their time. They use some of these

time management tools and are willing to learn more about them for the most part. Good time management skills require more than a computer program. A proper mission statement, department priorities and vision can provide personnel with discipline, dedication, diligence and a willingness to learn new and better techniques, which can aid personnel in how they manage their time.

The solution could be a training regime of personal time management and instituting a common policy and procedure for managing one's most precious asset, time.

RECOMMENDATIONS

The following recommendations are based on the research gathered from the literature review and results of the survey instrument.

The officers should spend time planning their week. One option that appeared numerous times throughout the review of literature is the sixty/forty schedule where sixty percent of the week should be scheduled as uninterrupted time leaving forty percent of their time as flexible. This is very difficult for those respondents that are still working the 24/48 hour shifts. However, the number of emergency calls at the Liberty Township Fire Department which requires a command officer's response is not significant enough to effect their weekly planning. Another option could be routine vs. non-routine tasks and a communication plan that includes important and urgent information and how the information is delivered such as face to face, official department correspondence or electronic mail. Another option which would be difficult for a fire department would be a schedule that dictated specific activities be conducted at specific times. Whatever the plan, the officers need to develop a system to plan their work.

All tasks and requests should be evaluated for both their importance and their urgency, and those with greater importance should be given priority. This could be done by developing and reviewing departmental objectives and mission on a regular basis. Another idea would be for command staff to identify tasks at a staff meeting and as a group evaluate each task and assign it a priority. Along with this, some officers will need to use delegation and learn to say "no". The command staff needs to express its interest in involving each and every employee in these tasks and delegate some responsibility to these line staff members. This will also aid the department by allowing the members to project a sense of ownership and accountability for their department.

The Liberty Township Fire Department should inquire into the use of outside time management training. The survey has lead the fire department officers to begin asking questions about the “other” capabilities of Outlook and some have even applied to take professional courses on time management practices. This is a very positive move for the department and should be followed up on by administration to increase effectiveness of tools available and follow up with potential benefits such as increased output of routine work and task completion.

The fire department will need to revisit it’s commitment to time management practices once some formal training is conducted. Although its results may be obvious through daily activities, and completion of tasks, the department should probably revise and resubmit the survey to evaluate its progress.

In addition to the training, the department’s command staff should take an active roll in defining vision, mission, and value statements as well as identifying department priorities for future planning. This would set a benchmark so all personnel are “looking at the same clock”.

If after training is conducted and the organization sees partial improvement the department should conduct another survey. If it is revealed that task loads have continued to rise or task completion is still unacceptable, the department should entertain the idea of adding additional administrative support.

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APPENDIX 1 – TIME MANAGEMENT SURVEY

1. What are your biggest time wasters while at work? (Pick 4)

_____ Drop in visitors

_____ Lack of personnel to complete assignments or delegate to

_____ Too much training

_____ Last minute tasks

_____ Lack of organization

_____ Lack of SOPs/SOGs

_____ OTHER: _____

2. What could be changed to aid you in improving your management of time and efficiency? (Pick 4)

_____ Office location

_____ Faster computers

_____ Develop a policy for interdepartmental communications through the chain of command

_____ Reduce number of tasks assigned to you

_____ Education on time management practices

_____ Education on time management software already installed at LTFD?

_____ OTHER: _____

3. What time management aids do you currently use while at work? (Mark all that apply)

_____ Microsoft Outlook

_____ Voicemail

_____ Group calendar

_____ Blackberry or VPN (Please indicate which one)

_____ Daily schedule

4. What time management aids do you feel would help you if properly trained? (Mark all that apply)

_____ Microsoft Outlook

_____ Voicemail

_____ Group Calendar

_____ Blackberry or VPN (Please indicate which one)

_____ Daily Schedule

_____ Other: _____

_____ Other: _____

APPENDIX 2 – TIME MANAGEMENT SURVEY RESULTS

1. What are your biggest time wasters while at work? (Pick 4)

__6__ Drop in visitors

__5__ Lack of personnel to complete assignments or delegate to

____ Too much training

__8__ Last minute tasks

__7__ Lack of organization

__4__ Lack of SOPs/SOGs

__9__ OTHER: _____

2. What could be changed to aid you in improving your management of time and efficiency? (Pick 4)

__3__ Office location

__6__ Faster computers

__8__ Develop a policy for interdepartmental communications through the chain of command

__3__ Reduce number of tasks assigned to you

__7__ Education on time management practices

__7__ Education on time management software already installed at LTFD?

__3__ OTHER: _____

3. What time management aids do you currently use while at work? (Mark all that apply)

8 Microsoft Outlook

3 Voicemail

6 Group calendar

2 Blackberry or VPN (Please indicate which one)

6 Daily schedule

4. What time management aids do you feel would help you if properly trained? (Mark all that apply)

5 Microsoft Outlook

1 Voicemail

3 Group Calendar

1 Blackberry or VPN (Please indicate which one)

4 Daily Schedule

7 Other: _____