

Impact of Firefighter Retention on the Olmsted Township Fire Department

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CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

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

Since the year 2000, a total of 23 firefighters have voluntarily resigned from Olmsted Township, all of them seeking employment with other fire departments. Recognizing the impact of poor employee retention, the purpose of this study is to identify and describe strategies to improve retention in the career firefighter position of the Olmsted Township Fire Department.

This research paper used the descriptive method of research to answer the following questions: 1. How does the turnover rate in Olmsted Township compare to similar and neighboring communities? 2. What do current employees identify as significant reasons to leave the fire department? 3. Can exit interviews help identify retention problems or possible retention problems? 4. What reasons do former employees identify as the determining factors for leaving Olmsted Township?

The research utilized three surveys, historical information from the department and the community, knowledge of past labor relations, and Collective Bargaining Agreements of numerous fire departments in Cuyahoga County. The results determined that Olmsted Township's pay scale is the lowest in Cuyahoga County, and that pay is the main reason firefighters leave the department for other employment. The results also show an underlying distrust in the leadership of the department and the community. The recommendations include the implementation of formal exit interviews and accompanying policies, finding a way to increase the pay of the firefighters, labor/ management meetings, and outside human resources training.

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INTRODUCTION

Statement of the Problem

The problem that this research will address is the impact that firefighter retention has on the Olmsted Township Fire Department. Statistics from the department and human resources show that since the year 2000, a total of 23 firefighters have voluntarily resigned from Olmsted Township. These firefighters occupied the rank of firefighter and ranged in time served from one month to 10 years. Statistics show that on average, a full-time firefighter in Olmsted Township works 3.22 years before resigning.

The inability to retain full-time firefighters is a significant problem within the Olmsted Township Fire Department. The community began to see substantial residential development in the early 2000's. This growth led to a subsequent increase in department staffing to meet the demands of a growing community and increased demand for services. At its peak, the department had 18 line firefighters, six per shift.

The resignation of firefighters has had a significant impact on daily staffing levels. Since 2013, six career positions have been lost through attrition leaving the department at staffing levels last seen in 2002. Until 2012, statistics show that the department had been able to keep daily staffing at a minimum of four every day. Daily staffing started dropping to three in 2013 and continued to be a minimum of three until late 2017. At the end of 2017, the department was staffed with three personnel 87% of the time.

The departure of career employees has also led to a significant increase in fire department overtime. In 2017 the department had four individuals who worked more than 400 hours of overtime. Statistics have shown that the department has realized more overtime in the past five

years than ever before. Personnel shortages were so severe in 2017 that the chief and assistant chief were left to fill shorthanded shifts until more personnel could be hired.

Purpose of the Study

The purpose of this study is to identify and describe strategies to improve retention in the career firefighter position of the Olmsted Township Fire Department.

Research Questions

Utilizing the descriptive research method, the research questions this study will investigate are:

1. How does the turnover rate in Olmsted Township compare to similar and neighboring communities?
2. What do current employees identify as significant reasons to leave the fire department?
3. Can exit interviews help identify retention problems or possible retention problems?
4. What reasons do former employees identify as the determining factors for leaving Olmsted Township?

BACKGROUND AND SIGNIFICANCE

Olmsted Township, a 10.5 square mile community of approximately 15,000 people, is located approximately 15 miles southwest of the Cleveland metropolitan area in Cuyahoga County. The department is currently comprised of 12 career firefighters operating in three 24 hour platoons and six part-time firefighters to augment staffing. The department is supported by one administrative chief officer and one administrative assistant chief officer who both work a forty hour week. Olmsted Township provides fire suppression, Advanced Life Support Transport EMS, fire prevention, public education, and rescue services. The community is comprised of approximately 5,000 housing units consisting of single family dwellings, multi-family dwellings, nursing homes, light commercial, light industrial development, and four manufactured home parks (one of which has approximately 850 units and an age requirement of 55 or older).

Olmsted Township has immediate access to state and interstate highways: I-480 (a hazardous materials cargo corridor), I-80 (the Ohio Turnpike), and State Routes 10 and 252. The Norfolk and Southern Railroad divides the community in half and is one of the busiest rails (25,000 trains annually) in the Greater Cleveland area. Olmsted Township is also in the direct flight path (within one-half (1/2) mile) of Cleveland Hopkins International Airport.

Automatic aid and mutual aid agreements are in place with the following communities: Olmsted Falls, North Olmsted, North Ridgeville, Columbia Township, Berea, Eaton Township and Brook Park. Olmsted Township also belongs to a regional technical rescue team that provides all disciplines of technical rescue and fire investigation to 21 communities. Three firefighters are members of this team and function in various roles.

Beginning in early 2000 Olmsted Township experienced significant growth resulting in a rapid increase in the total population. According to Cuyahoga County and U.S. Census records,

the township experienced a 28% increase in total population between 2000 and 2010. During that same period, the department experienced an 82% increase in requests for service since 2000. The community is continuing to grow rapidly with multiple residential and commercial projects planned. This growth is anticipated to bring both another significant spike in population and fire department call volume.

2017 statistics reflect that the department finished with a record 1,890 emergency calls consisting of 349 fire responses, 1,521 EMS responses, and 20 service calls. 2017 represented an 8% increase in call volume from 2016. An analysis of call volume statistics from the first half of 2018 projects another 10% increase over 2017.

The extent of the retention problem has reached critical levels. The department now loses employees at an average of 1.4 firefighters per year. Since 2012, six positions have also been lost through attrition, reducing our minimum staffing from four to three. Since minimum staffing is not recognized in the collective bargaining agreement, the level is set by fire department administration. While every attempt has been made to maintain a three firefighter minimum, there have been several occasions where the minimum has dropped to two. This has led to a reduction in daily staffing levels and has also had an impact on the number of firefighters responding on first due apparatus. The decrease in staffing has also led to an inability to handle overlapping emergencies thereby increasing the demand for mutual aid.

The department continues to face numerous problems associated with a lack of retention. Recruitment of new career firefighters has been very challenging and has seen very limited interest. In 2015 the department advertised for a Full-Time Entry-Level firefighter examination,

but the test was canceled after only nine candidates signed up. The written examination was ultimately rescheduled, but the number only increased to 21 potential career applicants.

With the implementation of part-time firefighters at the end of 2017, there have been recruitment issues as well. The department has struggled to obtain six part-time firefighters regardless of advertising or other recruiting strategies. An advertisement for part-time and full-time firefighters ran for over three months, but in that time frame only eight applications were received for part-time and 14 for full time.

The retention problem has not allowed the department to develop depth in seniority and allow for succession planning. With no line firefighters hired before 2000, there is a lack of depth in seniority and experience. Most of the firefighters on staff are in the 14-17 year range in seniority, with the next seniority range in the 1-5 year time frame. The department also lacks some of the typical “senior firefighters” in the 20-25 year range. The importance of the “senior firefighter” is something that has been written about regularly in the fire service for the past few years. These seasoned veterans are the ones who allow traditions to be continued within the department; something Olmsted Township is lacking. If the retention trends continue, it could eventually lead to a massive turnover for the department within ten years, leaving inexperienced firefighters to carry on.

Information provided by the I.A.F.F. local during a 2016 Fact Finding shows that Olmsted Township was the second lowest paid career department in Cuyahoga County, behind the City of East Cleveland. Since there have never been any formal exit interviews performed when an employee departs, this may be a contributing factor.

A potential impact this study could have on the Olmsted Township Fire Department is stabilization in staffing and fire department personnel. A long-term benefit is a stabilization that will occur in the seniority structure. Instead of having a mass retirement in 10 years, the department can space out future hires to avoid a dramatic loss in time served and years of experience. This will allow the community to provide for proper succession planning within the department.

LITERATURE REVIEW

Employees are the most valuable assets of an organization. Their significance to organizations calls for not only the need to attract the best talents but also the necessity to retain them for a long-term (Kossivi, Xu, & Kalgora, 2016). Kossivi, Xu, & Kalgora define retention as a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements (Kossivi, Xu, & Kalgora, 2016). This definition should also apply to the fire service.

The authors identify eight (8) areas that employers should focus on, and develop where lacking, to improve or sustain employee retention. These eight (8) areas are echoed through the other sources reviewed for this research proposal. The areas follow Development Opportunities, Compensation, Work-Life Balance, Management/ Leadership, Work Environment, Social Support, Autonomy, and Development/ Training.

While a lot of articles written about retention in the fire service have focused on compensation, it is essential to look at all of the factors when determining how to keep valuable firefighters. Stated in their report, employee commitment and retention are not determined by a single issue but by a cluster of factors (Kossivi, Xu, & Kalgora, 2016). This research proposal will seek to address “the cluster.”

Several sources state that personal and professional growth along with promotional opportunities are essential to increase an employee’s commitment to stay with an organization. Willings states that if these opportunities are abundant, people will stay with an organization. When they are absent, they will look elsewhere for that fulfillment (Willing, FireRescue 1, 2016). Span also states that it is important to provide coaching, educational opportunities, and training programs (Span, 2013).

Compensation is something that nearly every source examined. Kavetski states that compensation can easily become the deciding factor in an employee's decision to leave an organization (Kavetski, 2016). He also states that due to rising healthcare costs and a still recovering economy, administrators need to look at innovative ways to compensate employees (Kavetski, 2016). It is important to note that improved compensation can only increase retention capabilities in a short-term capacity (Kossivi, Xu, & Kalgora, 2016). However, Avsec states that many fire departments need to up their game when it comes to informing and educating the people in their communities regarding compensation (Avsec, 2017).

Work-Life Balance is becoming gradually more central for employees and tends to affect an employee's decision to stay in an organization (Kossivi, Xu, & Kalgora, 2016). One of the easy things to look at in the fire service in this regard is the hours worked and the work schedule. While many departments employ the traditional 24 on/ 48 off schedule, it may not be the best for their families. Avsec discusses the negatives of 24 hours shifts and the impact of sleep deprivation (Avsec, 2017). He also states that the 24-hour shift also has a significant impact on family life, especially for parents with younger children where childcare is so important with both parents working in many cases (Avsec, 2017).

Kossivi, Xu, & Kalgora state that the way people are managed and the leadership style has a direct influence on an organizations ability to maintain its workforce (Kossivi, Xu, & Kalgora, 2016). Willing states that if leaders disregard and disrespect those who work with them, members will likely look elsewhere for making a long-term commitment (Willing, FireRescue 1, 2016). Trust and honesty are mentioned through various sources. McKinney states that employees are looking for an employer that walks the walk and talks the talk. In these cases of leadership from middle management to all the way to CEO are expected to be honest and have

integrity of their decisions and their actions (McKinney, 2013). Poor leadership and lack of direction of a department can be critical in retaining employees (Kavetski, 2016). Along the same lines of poor leadership, in *Primal Leadership* the authors state that leaders who spread bad moods are simply bad for business and that when people feel good, they work at their best (Daniel Goleman, 2004).

Training and Development also play a major role in retention. Span states that it's important to provide coaching, educational opportunities, and training programs. By helping individuals plan their desired path within an organization, setting concrete goals, and providing support to help them achieve those goals, engagement and retention increases (Span, 2013). If leaders want to be successful, they have to be willing to empower others (Maxwell, 1998 and 2007). Avsec points out that good people look for opportunities to learn and improve their job performance (Avsec, 2017). He also states that we need to help them understand training and certification requirements and how to pursue them (and pay for them). He says that we can support their attendance for classes, modify their work schedules, or allow them to trade time (Avsec, 2017).

When talking about Naval training, Abrashoff states that training is the lifeblood of the Navy (Abrahamoff, 2002). He says that in a single year a ship in the Navy could lose up to 1/3 of its crew due to transfers, discharges, injuries, or retirements; and that the job of training never ends (Abrahamoff, 2002). The same has been said about the fire service and the importance of continuing to train your employees to provide the highest levels of service possible.

PROCEDURES

To determine if there indeed is a retention problem in Olmsted Township information must be directly obtained from current firefighters, firefighters who have voluntarily left the organization, and an evaluation of other departments in the region to see if they experience similar retention issues. Three surveys were created and distributed to the various groups described above, via email with all results remaining anonymous. Below is a description of the surveys.

Surveys were sent to all 14 career firefighters currently on the department roster in Olmsted Township. The survey was developed to gauge if the firefighters are satisfied with their jobs, understand the goals of the township and department, and to ascertain their level of trust for the department leadership. Again, all results remained anonymous, and participants could not interject personal opinion.

The second survey was emailed to chiefs or assistant chiefs from 53 fire departments in Cuyahoga County, some neighboring communities in Lorain County, and finally to some departments similar in size, population, and department demographics to Olmsted Township in other counties in Northern Ohio. The goal is to examine a large area to determine if career firefighter retention is a systemic issue in the Northeast Ohio fire service community, or if it could be isolated to Olmsted Township. This survey also collected essential demographics from each community as a way to group departments into more manageable sub-groups for more accurate data analysis.

An attempt was made to contact all 23 former employees that had voluntarily resigned from the Olmsted Township Fire Department. The intent was to contact everyone via email with a survey link, but after the insufficient response, it was decided to contact people via phone to

conduct the survey. Participants were asked the same questions as if they were online survey participants, so there was no additional influence or opinion on their responses. The results were then tabulated into an Excel spreadsheet for further analysis.

Department statistics and information were analyzed and used to validate data in regards to increased call volume, daily staffing levels, overtime, and sick time usage. Olmsted Township, Human Resources information, was also analyzed to obtain more information on employees that have left the organization. Social media was also used to help locate former employees, as most have not communicated with the department since their departure.

Limitations of the Study

The limitations of this study are as follows. This study will only focus on employees that have left the department voluntarily. This study will also focus only on voluntary resignations from the active suppression positions of firefighter and Lieutenant. The department recently had an assistant chief voluntarily resign due to another employment opportunity, but his information is not included in this research project. Employees that have retired, left under protest, or have been terminated were also not included in this research project. It is important to note that there have been only ten individuals to retire from the department with a service pension. One person was terminated, and one person resigned under protest.

RESULTS

An analysis of the External Department surveys revealed that of the 53 fire departments, 25 of them responded for a 47.2% response rate. Information provided by this survey was used to show comparable figures to help determine if there is a retention problem in Olmsted Township. Figure 1 (shown below) compares the number of Full-Time voluntary resignations for the surveyed departments. The overall average is 9.6 resignations over the last 15 years. Figure 1 also shows that comparatively, Olmsted Township (in red), is well above the average of the sample size. It is important to note that eight participating departments have experienced no voluntary resignations. A conclusion can be made that while firefighter resignation is not completely uncommon within the survey area, Olmsted Township with 23 resignations, exceeds the local average by nearly two and one-half times.



Figure 1.

Several questions provided detailed information regarding exit interviews and their effectiveness. Results indicate that only 36% of the responding fire departments conduct exit interviews. Of that 36%, only eight of them provided detailed information. Figure 2 (shown

below) shows the details of those eight departments, and the reasons identified as to why an employee voluntarily resigned.



Figure 2.

As shown in Figure 2, “Wages” ranked as the highest reason for resignation. Following this was “Closest to Home” and “Community Stability.” Another detail discovered about the exit interviews was that out of the 25 departments, including the nine that conduct exit interviews, only four of the communities used the information collected in the interview to try to effect changes in the organization. This does prove that exit interviews can identify possible retention issues, or developing retention problems. However, it is unclear if exit interviews have proven to help employee retention in the communities that utilize the information collected.

The Internal Survey was sent to all 14 current Full-Time members of the Olmsted Township Fire Department. A total of 13 responded for a 93% response rate. Survey participants covered a large swath of service time, ranging from one year of service to 25+ years of service. This focus of this survey was employee satisfaction, faith in the leadership/ management, and

reasons they would leave the department. In regards to employee satisfaction, results from the survey indicate that 46.15% of the employees are satisfied with their jobs, but nearly 25% of the organization is not satisfied with their jobs (Figure 3).

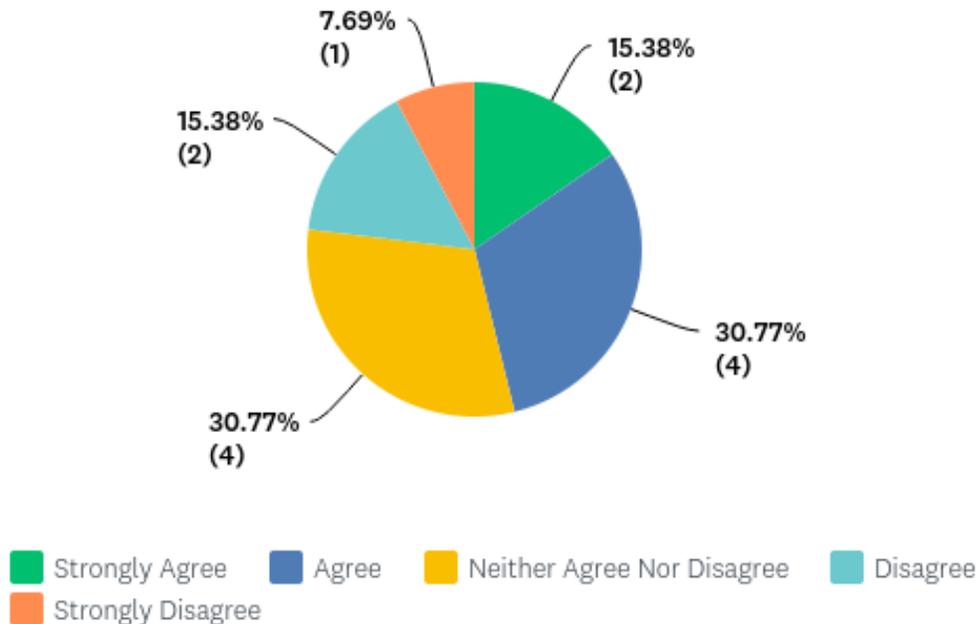


Figure 3.

Findings also indicate that 69.23% of the firefighters feel like their input is not valued in the organization, and 38.46% feel like they, themselves, are not valued. 84.62% of the employees also feel that leadership/ management is not transparent in their functions.

When questioned about leaving Olmsted Township for another full-time position, 76.93% of the survey participants would be somewhat, or highly likely to leave. As shown in Figure 4 below, when asked the reason why they would leave, the main reasons identified were pay structure, followed by the work environment. The issue of pay structure is in-line with the External Survey results (Figure 2). 100% of the members surveyed also feel that Olmsted Township's pay scale is not competitive with other area departments.

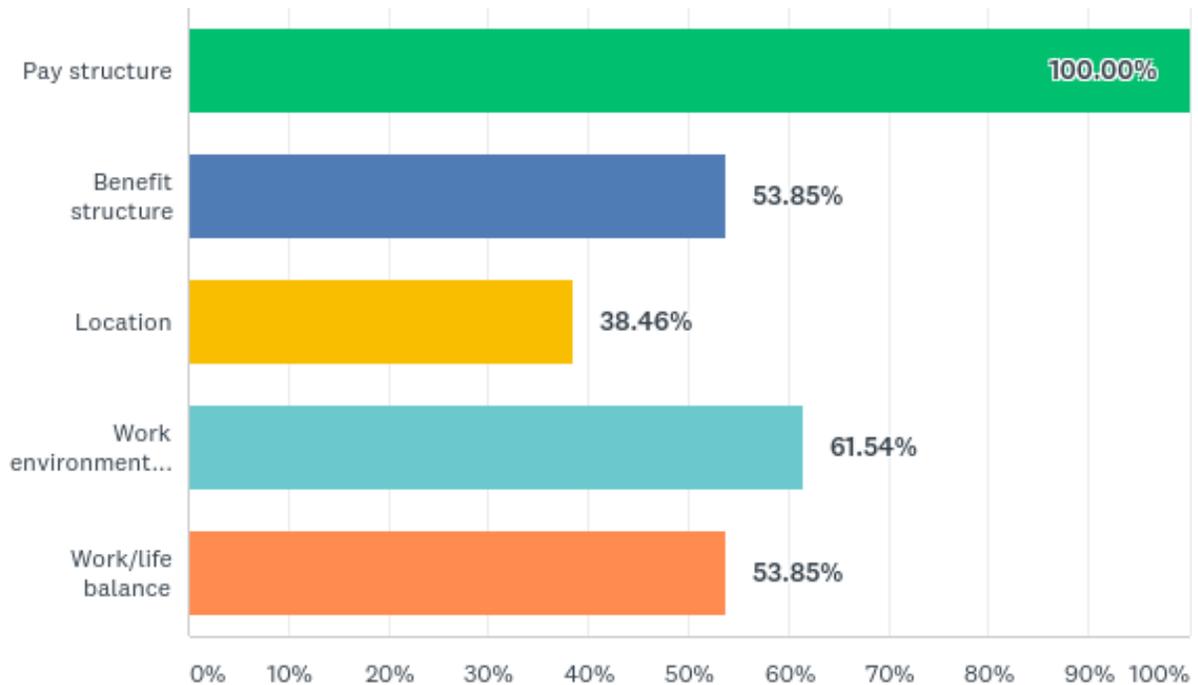


Figure 4.

An analysis of 34 Collective Bargaining Agreements (CBA's) from the surveyed area in Cuyahoga County was found on the State Employee Relations Board (SERB) website, and their pay structures were evaluated. Those 34 pay structures were averaged and compared to Olmsted Township as shown in Figure 5. From this analysis, the Olmsted Township Fire Department is the lowest paid department, with full-time members, in Cuyahoga County. This leads to the conclusion that firefighter compensation is a valid reason why employees choose to leave the department.

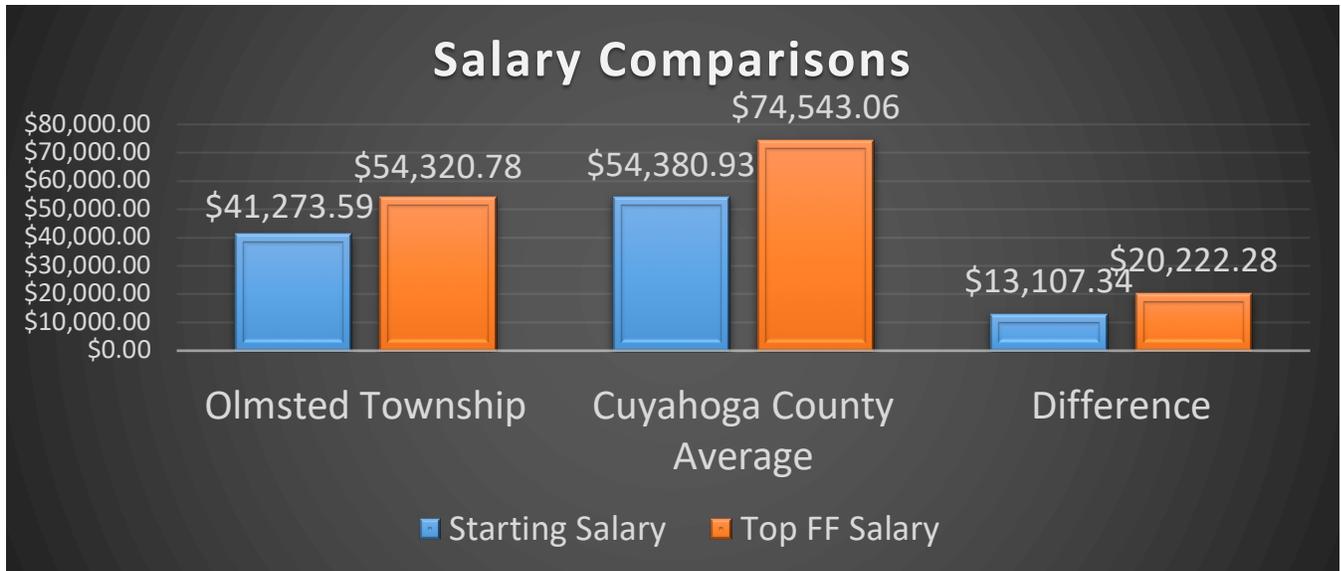


Figure 5.

The survey conducted with former employees helps solidify the findings of the other surveys. 18 out of 23 former employees responded to this survey for a 78.26% response rate. Of those 18 former members, 100% of them had resigned from Olmsted Township to accept full-time positions at other fire departments. As seen in Figure 6, these individuals ranked pay and benefits with the main reason for leaving Olmsted Township. This solidifies the theory that compensation is the main factor causing retention problems.

This survey also revealed that none of the former employees participated in a formal exit interview. One former employee did, however, receive an informal exit interview, but this was not documented or given to Human Resources. It is important to note that during the former employee survey, four people identified “reputation of the department” as a factor for leaving. While they identified the reputation of the department as a factor, it is the reputation of the community. All four spoke about the frequency of politicians discussing annexation, contracting of fire and EMS services, or merging the fire department into a district as a determining factor.

One member even stated that the only reason he left was because of attempted layoffs in 2012/2013.

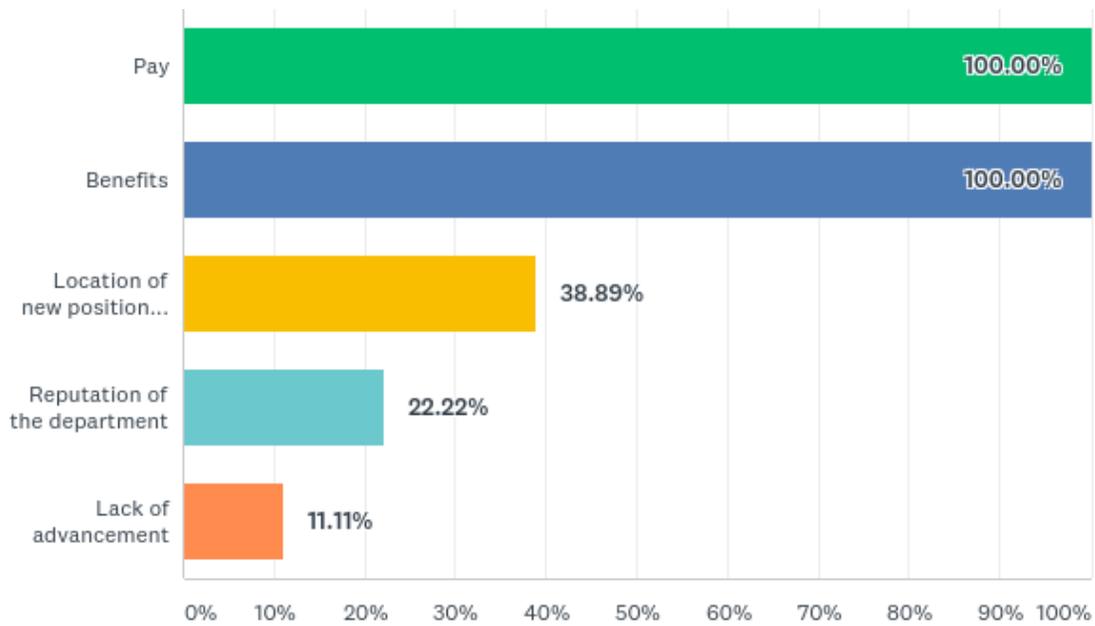


Figure 6.

DISCUSSION

From the information collected, it is clear that the Olmsted Township Fire Department has a retention problem in the rank of Full-Time Firefighter. It is apparent from the survey results and the data collected that several issues have been identified in regards to firefighter retention in Olmsted Township. While it has always been suspected that pay and salary structure were the main cause, the amassed data now proves this to be true. As the only functioning township in Cuyahoga County, Olmsted Township cannot collect income tax. According to union representatives from I.A.F.F. Local 2845, after fact-finding hearings, this is the main reason why the community cannot pay the firefighters more.

As stated in the literature review, Kavetski says that compensation can easily become the deciding factor in an employee's decision to leave an organization (Kavetski, 2016). While the data supports this statement, the author believes that there were other issues brought to light during this research paper. As stated by Kossivi, Xu, & Kalgora, employee commitment and retention are not determined by a single issue but by a cluster of factors (Kossivi, Xu, & Kalgora, 2016).

The former employee survey starts to explore that statement from Kossivi, Xu, and Kalgora, and provides credibility to the issue of a retention problem in Olmsted Township. As seen in the results, while pay may be the main factor for an employee to leave, there are other factors as well. One employee and his family decided to relocate to another area in Ohio to be closer to their family. While his pay did increase in his new department, it was not the main reason he left Olmsted Township. Another former employee was satisfied overall with his employment in Olmsted Township but felt insecure about his future and the stability of the community after he received a layoff notice in 2012/2013. While the layoffs were ultimately

rescinded, the threat was enough of a factor for him wanting to leave. Once again though, his pay increased as a result of going to another department.

A conclusion can also be made that there are problems between the firefighters and department leadership. Poor leadership and lack of direction of a department can be critical in retaining employees (Kavetski, 2016). As reported in the survey of current employees, when there is nearly a quarter of your employees unsatisfied with their job; and nearly 70% feel like they are not valued by their employer, you can infer that there are leadership issues. Lack of employee satisfaction can range from poor performance, disciplinary problems, habitual tardiness, and morale problems. Regardless, the data provided causes concerns that need to be looked into further.

Exit interviews could be a key component for improving firefighter retention not only in Olmsted Township but possibly the fire service as a whole. Of the departments surveyed only 36% conduct exit interviews with only a fraction of those departments utilizing the information obtained. This could be a critical failure point in the fire service. It is unknown why fire departments and communities do not perform exit interviews, but it can be concluded that they are missing a simple process that can be taken to identify and attempt to improve known retention problems.

While we can conclude that Olmsted Township has a retention problem, the bigger issue may be the potential for an inexperienced department. The frequent turnover has not allowed them to grow and develop future leaders. Approximately half of the department has less than ten years' experience, and with declining fires, it may be harder to develop secure officers and incident commanders. Therefore, the training may need to be increase. As Abrashoff stated in the

literature review “training is the lifeblood of the Navy.” (Abrahamoff, 2002), which applies to the fire service as well.

RECOMMENDATIONS

After reviewing all of the data collected and determining the factors associated with poor employee retention in the Olmsted Township Fire Department, the following recommendations are suggested:

1. While retention in the Fire Department is the theme of this research paper, other departments in Olmsted Township have experienced significant retention problems. Olmsted Township as a whole needs to evaluate its Human Resource process to include the development and implementation of exit interviews. These interviews should be mandatory when an employee decides to separate their employment amicably. Policies need to be created and followed so that proper data can be collected, and they should strive to use that data to make the employment process more enjoyable. Exit interview results should be analyzed and shared between all departments to maximize the impact they could have as a whole.
2. The issue of pay seems to be the largest factor driving employees to leave. Olmsted Township knows that the salaries paid to the fire department are the lowest, yet past contract negotiations have not been peaceful. Both the community and the union need to look at ways to increase the overall firefighter salary. While the department has been forced to operate solely inside its levy, it may be time to reevaluate the levy and seek increased tax funding. Another option is to allow the fire department access back into the general fund coffers for additional financial support.
3. With the majority of the workforce stressing their unhappiness with their job and their lack of faith in the leadership; the author recommends frequent Labor/ Management meetings. These meetings should be held at a minimum every quarter, and both sides

need to approach this process peacefully. Team building exercises or retreats could also help foster trust, and respect between all parties involved.

4. Education and training are recommended for all department heads and upper-level management (trustees). This training should focus on the most current Human Resource practices with the overall goals of workforce stabilization.

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APPENDIX 1- SURVEYS

External Department Survey

1. How many career (Full Time), operational personnel does your organization employ?
 - a. (Fill in response)
2. If applicable, how many part-time personnel does your organization employ?
 - a. (Fill in response)
3. What is the total population your department serves?
 - a. (Fill in response)
4. How many square miles does your department protect?
 - a. (Fill in response)
5. How many stations does your department operate?
 - a. (Fill in response)
6. In the last 15 years, how many full-time operational personnel have voluntarily resigned from your department?
 - a. (Fill in response)
7. If Known: Of the personnel listed above that have left your organization, how many accepted full-time fire department positions with another community?
 - a. (Fill in response)
8. Does your department, or your Human Resources division conduct exit interviews?
 - a. Yes
 - b. No
9. Does your community use the information collected from exit interviews to effect changes in the organization?

- a. Yes
 - b. No
10. Have the exit interviews identified any trends regarding the voluntary resignations?
(i.e., Wages, Time Off, Closer to home)
- a. Please list

Survey of Former Employees

1. How long were you employed by the Olmsted Township Fire Department (OTFD)?
 - a. (Fill in response)
2. After resigning from the OTFD, did you accept another full-time position in another fire department?
 - a. Yes
 - b. No
3. What was the reason for leaving the Olmsted Township Fire Department? Check all that apply.
 - a. Pay
 - b. Benefits
 - c. Location of new position (example: closer to home)
 - d. Reputation of the department
 - e. Lack of advancement
 - f. Other (please specify)
4. Of the answers selected in #3, which option was the primary reason for leaving Olmsted Township?
 - a. Pay

- b. Benefits
 - c. Location of new position (example: closer to home)
 - d. Reputation of the department
 - e. Lack of advancement
 - f. Other (please specify)
5. Was a formal exit interview conducted by Olmsted Township?
- a. Yes
 - b. No
6. Was an informal exit interview conducted by Olmsted Township?
- a. Yes
 - b. No
7. How long have you been employed with your current fire department?
- a. (Fill in response)
8. What age range do you fit in?
- a. 18-24
 - b. 25-30
 - c. 31-39
 - d. 40-49
 - e. 50+

Internal Customer Survey

1. How long have you been employed with the Olmsted Township Fire Department?
- a. 0-5 years
 - b. 6-10 years

- c. 11-15 years
 - d. 16-20 years
 - e. 20+ years
2. Overall, I am satisfied with my job.
- a. Strongly Agree
 - b. Agree
 - c. Neither Agree Nor Disagree
 - d. Disagree
 - e. Strongly Disagree
3. I understand the strategic goals of the broader organization.
- a. Strongly Agree
 - b. Agree
 - c. Neither Agree Nor Disagree
 - d. Disagree
 - e. Strongly Disagree
4. I know what is expected from me at work.
- a. Strongly Agree
 - b. Agree
 - c. Neither Agree Nor Disagree
 - d. Disagree
 - e. Strongly Disagree
5. I feel valued at work.
- a. Strongly Agree

- b. Agree
 - c. Neither Agree Nor Disagree
 - d. Disagree
 - e. Strongly Disagree
6. I have the materials and equipment needed to do my job correctly.
- a. Strongly Agree
 - b. Agree
 - c. Neither Agree Nor Disagree
 - d. Disagree
 - e. Strongly Disagree
7. At work, do you feel your input is valued?
- a. Yes
 - b. No
8. What could another fire service organization offer to draw your interest and cause you to consider leaving this department? (Mark all that apply)
- a. Pay structure
 - b. Benefit structure
 - c. Location
 - d. Work environment (promotion opportunity, stability, etc...)
 - e. Work/life balance
9. If another department offered you a fulltime position, how likely would you be to accept the offer?
- a. Highly likely

- b. Somewhat likely
 - c. Somewhat unlikely
 - d. Highly unlikely
10. Do you feel like the management/ leadership team of the department is transparent?
- a. Yes
 - b. No
11. Do you feel Olmsted's pay scale is competitive with area departments?
- a. Yes
 - b. No
12. Do you feel the benefits offered by Olmsted Township are competitive with area departments?
- a. Yes
 - b. No