

LACK OF CHIEF OFFICER PROMOTIONS FROM WITHIN THE DURHAM, NEW
HAMPSHIRE FIRE DEPARTMENT

Executive Development

Jason M. Cleary

Durham Fire Department

Durham, New Hampshire

An applied research project submitted to the National Fire Academy as part of the

Executive Fire Officer Program

April 2010

Certification Statement

I hereby certify that 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.

Signed: _____

Abstract

The problem was that the Durham Fire Department captains do not apply for promotions to chief officer positions. The purpose was to determine why the captains in the Durham Fire Department do not apply for chief officer positions within the department. Through descriptive research, the following questions were answered:

1. What do Durham Fire Department Chief Officers think are the reasons that captains do not want to be promoted?
2. What do Durham FD captains state are the reasons that they do not want to be promoted?
3. What have the Dover, Rochester, and Hampton NH Fire Departments done that has allowed them to consistently fill their chief officer positions from within?
4. What programs/policies could be considered in Durham that would encourage captains to seek promotion?

The literature review encompassed fire service trade journal articles and fire department management textbooks, as well as human resource texts normally focused on topics in the business and corporate worlds. Motivation was a key element identified in all the literature. Consequently, the procedures included an on-line survey of fire service personnel, encompassing all ranks (firefighter, company officer, and chief officer), with questions centering around the benefits, motivations, desire, and pitfalls associated with promotion to the chief officer level. The results from the survey were organized and compared based on rank, questions asked, and department participating. Several recommendations flowed from the results. One recommendation was to formulate and institute an officer development/mentoring program, to better prepare the rank and file to move up the promotional ladder. A second was to explore new

ways to make higher levels of management more enticing. A third was for chief officers to better define and represent the duties of their office to the subordinates, highlighting areas of job satisfaction and enumerating the associated benefits.

Table of Contents

Abstract	page 2
Introduction	page 5
Background and Significance	page 6
Literature Review	page 9
Procedures	page 11
Results	page 17
Discussion	page 21
Recommendations	page 26
Reference List	page 29

Appendices

Appendix A: Durham Fire Department Survey	page 31
Appendix B: Overall Percentages by Individual Questions	page 36
Appendix C: Combined Response Percentages	page 89
Appendix D: Durham Fire Dept. Responses	page 90
Appendix E: Chief Officer Responses	page 91
Appendix F: Captains Responses	page 92
Appendix G: Lieutenants Responses	page 93
Appendix H: Firefighters Responses	page 94
Appendix I: Dover Fire Dept. Responses	page 95
Appendix J: Rochester Fire Dept. Responses	page 96
Appendix K: Open-ended Questions Responses - Durham Fire	page 97
Appendix L: Open-ended Questions Responses – All Respondents	page 99

Introduction

Succession planning is a key consideration for the future survival of the United States Fire Service. Wolfe (2006) stated with respect to fire department succession planning that:

“What we frequently see as promotions, such as with company officers or mid-level supervisors, is similar to the replacement of the fire chief: a key person at that level has left and must be replaced with an appropriate and qualified successor. It makes sense for a supervisor to prepare employees for advancement so that a qualified person is ready to step in when the supervisor leaves for whatever reason. It is the implicit duty of every officer to prepare subordinates to take his or her place.” (p.1)

Unfortunately, for most fire departments, including my own, the familiar cliché of “200 years of tradition unimpeded by progress” still holds true, especially in the development of future leaders, specifically chief fire officers. Kinkaid (2010) adequately points out that many agencies lack a structured succession plan, and as a result, end up in scrambling and in crisis as a result of an untimely and/or unexpected loss of a key officer in the organizational hierarchy. As the nature of firefighting becomes more and more dangerous due to the proliferation of hazardous materials, the collapse danger of current lightweight and engineered construction materials, and a generation of new firefighters who, by nature, tend to question authority, the need for strong, powerful, conscientious, and well-educated leaders has become paramount.

Bachtler and Brennan (1995) recognized 15 years ago that societal change, increased service-type requests, and a greater reliance on the fire department to mitigate all kinds of emergency situations would highlight the importance of fire chief functioning as a top-level administrator. He would, in turn, need to raise others up and wisely utilize strengths of the other chiefs and officers under his command in order to accomplish the fire service mission.

The problem is that the Durham Fire Department has experienced a lack of chief officer promotions from within its ranks, often looking to outside applicants to fill these roles. This becomes problematic as those who have the greatest amount of local experience and “tribal knowledge” do not wish to be promoted to the highest leadership rank(s). The purpose of this research is to identify the reasons why Durham Fire Captains do not wish to be promoted within the organization and to look at a representative sample of similar local area fire departments which have consistently been able to promote from within. The goal is to identify any structural or systemic promotional barriers within the Durham Fire Department while identifying ideas, policies, procedures, and/or programs that have elicited successful chief officer promotions in other fire departments. The results will hopefully provide the building blocks of change to solve the current drought of internal chief officer applicants.

The research method chosen is descriptive. The research questions are :

1. What do Durham FD chief officers (chief, assistant chief, deputy chief) think are the reasons that captains do not want to be promoted?
2. What do Durham FD captains state are the reasons that they do not want to be promoted?
3. What have the Dover, Rochester, and Hampton NH Fire Departments done that has allowed them to consistently fill their chief officer positions from within?
4. What programs/policies could be considered in Durham that would encourage captains to seek promotion?

Background and Significance

The fact that Durham Fire Department captains have exhibited a lack of desire to be promoted to chief officers within the department is a significant issue, both in terms of its effects

on the department itself, as well as on the quality of services delivered to the community it protects and serves. Those who have begun their firefighting careers in Durham, have passed the rigorous and extensive probationary year (having to achieve many ancillary certifications, master the operation of all fire apparatus and equipment, demonstrate complete memorization of the names of all roadways, university buildings, fire hydrant locations, and the like), and have achieved the rank of Captain (the shift commander), are not easily replaced. Consequently, the amount of intimate knowledge, training, and experience that they have amassed is what needs to be brought to the chief officer level through additional promotions, so as to best guide the organization forward. A strong internal foundation is vital.

This applied research project directly relates to the areas and issues surrounding cultural change, as discussed in detail during the Executive Development program. There is always a need to stop and evaluate why we do what we do. Are we promoting and embracing the correct values and mission statement while eliminating out-dated practices and methods of thinking?

This applied research project relates to the United States Fire Administration Operational Objective “To respond appropriately in a timely manner to emerging issues” (United States Fire Administration, 2004). As the United States Fire Administration challenges us to constantly reevaluate ourselves as fire service professionals, one can see that responding appropriately to the present crisis involving the lack of future chief fire officers is a problem that can no longer be ignored. We must act swiftly and decisively to investigate the causes and implement solutions. An informal poll of others in the fire service led to the conclusion that the Durham Fire Department is not alone in its quest to raise up new and dynamic chief officers to take over the reins and lead our organizations into the future.

The Durham Fire Department is a full-time professional fire department, located in southeast New Hampshire, and protects both the Town of Durham and the University of New Hampshire. The department is staffed by a Chief, administrative assistant, Assistant Chief (operations), Deputy Chief (Prevention), Fire Inspector, and four duty shifts consisting of a Captain and four firefighter/EMT's, working a 24 hour on, 48-hour off, 24-hour on, 96-hour off rotating schedule. The department has a supplemental group of 15 paid-on-call firefighters as well.

Over the last four years, both the former and current fire chief, the assistant chief, and the fire prevention deputy have all been hired out of other fire departments to fill vacant chief officer positions within the Durham Fire Department. During that time, only the former assistant chief elected to compete for the chief's position. Throughout the last three rounds of hiring for chief officer positions, no Durham captain has elected to put in an application. Although this respective hiring from "outside" has brought different perspectives to the Durham departments based on different and varied work environments and levels of experience, it presents a learning curve for those at the chief officer level. Although similar experience in other cities and towns is helpful (tactics and basic firefighting principles remain constant), it is not an equal substitute.

The results of this research will be used to support the recommendation that more needs to be done to develop and foster internal chief officer promotional candidates, by identifying physical, structural, cultural, and attitudinal barriers, and implementing the subsequent policies, procedures, and programs necessary to overcome them. The future impact to the Durham Fire Department would be that of great progress and hope for the raising up of future leaders to serve and direct the department forward, armed with the wealth of local knowledge and extensive company officer experience.

Literature Review

Succession planning, once identified as a corporate “buzz “ phrase, has, not unlike many other business principles, migrated into the fire service and has recently risen to the forefront of leadership discussions. It is something that Huddleston and Dresang (2007) identify as having been “left on the shelf, collecting dust” until recently, although the principles have been around for more than two decades. Similarly, Charan (2005) pointed out that almost half of all companies with greater than \$500 million dollars in revenue did not have a working CEO succession plan in place. Given that all fire departments (and most city) budgets do not deal with even close to that amount of money, it is not difficult to imagine how and why the fire service has also fallen behind in this area. For as many areas of firefighting tactics and strategies and new and emerging technologies that have infused themselves into the fire service and have brought us into the 21st Century, our strategic planning and human resources components are sorely lacking. With respect to personnel, much discussion has been focused on defining groups of people and the characteristics that define their particular group. “Baby Boomers”, “Generation X-ers”, and “Generation Y” are often used to classify and compare those that have been working in the fire service for years and are nearing retirement with the younger generation that is now entering the fire service profession and taking over the reins. Consequently, the values of the older members and the benefits offered that first drew them to our profession (in addition to the passion of being a firefighter) may not be the same motivators of the “new kids”. As Whitmell (2005) readily identifies,

“Generations X and Y value flexibility and a balance between work and life. They are willing to sacrifice salary and status for more time for themselves and their families and for more variety in their careers. They also put a premium on results rather than process.

This means they will focus less on how the work gets done than on what the results will be. They will place less emphasis on guidelines, procedures, structures, and organizational hierarchies.” (p.109)

She has also identified that they are slow to commit loyalty, quick to move to other career opportunities, foster individuality, may have difficulty working in a team environment, especially within an established hierarchy. Similarly, and as it relates specifically to the fire service and those considering promotion, Langan and Feuquay (2010) cite quality of life issues (enumerated as loss of overtime, disruption of their work/life balance, and the loss of excitement from working hands-on on the fireground) as key deterrents to moving up in rank. This disdain can be further compounded by the attitudes and demeanor of those of us who currently serve in chief officer positions. After hypothesizing whether or not today’s rank and file are ready to move up, Coleman (2001) admonishes current chiefs to examine how they carry themselves and portray their position. His contention that our attempting to make others feel sorry for us by lamenting about the number of meetings we need to attend or the amount of paperwork we are swamped with on a daily basis may serve to backfire on us. The empathy may be appreciated, but if it drives people away from desire to rise to our positions and assume our roles and responsibilities, we, as a whole, are doing ourselves and those who might aspire to leadership a great disservice.

Additionally, several Executive Fire Officer applied research projects (dating back to 1998 and earlier) have been completed which address this current fire service issue. Although not specific to the Durham Fire Department, each of these authors has sought to address a problem, that when looked at together, serve to validate the contention that our current chief officer promotional system is broken. The departments represented in these works are diverse –

the size of their membership, methods of operation, hierarchy and rank structure, and geographic location (east coast to west, north to south) are all different. Yet, the challenge they all face in looking toward the future is the same. All recognize and identify a serious void when it comes to promoting from within to the chief officer level. Achilles (2003) described the dilemma in the Portsmouth, New Hampshire Fire Department as one that perpetuated a “lack of leadership and organization continuity as a result of the limited number of internal candidates that sought promotion to chief officer positions”. Ross (1998) found that captains in the Tucson Arizona Fire Department that were both “certified” and readily eligible for promotion exhibited a reluctance to test for the rank of Battalion Chief. In Union City, California, Carey (2008) discusses the propensity for the department to look outside to fill chief officer ranks due to a lack of desire of those within their organization to promote. McCann (1999) with the Hialeah, Florida Fire Department echoes his brethren, but goes on to further define the promotions as being to a “staff” position.

Consistency in leadership, management direction, and advance planning were all identified by Achilles (2003), Ross (1998), and Carey(2008) as casualties of the status quo that, if left unchanged, will continue to disintegrate and deteriorate if the current lack of chief officer promotions continues.

Procedures

The purpose of the survey was to evaluate data that was both specific to the Durham Fire Department and better framed the stated problem at hand, as well as utilizing other area fire departments to identify if my problem was regional as well, or possibly fire-service wide. First, I was attempting to identify specifically why Durham Fire Captains did not apply for chief officer promotions or wish to be promoted to that rank. Additionally, any items which they identified as

being impediments to promotion or what about chief's positions that are undesirable would be useful information. Secondly, by including other area fire departments with similar rank structure and demographics, I wanted to establish whether or not my stated problem is an isolated one, or if there were mechanisms already in place in those agencies to overcome any identified barriers. Third, I hoped to gain an understanding from those currently serving at the firefighter rank as to whether or not they had entered the fire service with aspirations of being promoted, even possibly to the rank of chief someday, and to evaluate their perception of chief officers/chief officer positions.

The survey was developed in conjunction with the University of New Hampshire Survey Center. I first compiled a random list of questions that I believed would provide me with the necessary and useful data from which I could draw solid conclusions. I then reviewed the questions several times and eliminated any questions that, although the results may have been interesting, would not have any direct bearing on what I was able to determine. I then sent a copy of my questions, along with my ARP proposal to Chad Novak or the UNH Survey Center. We then discussed the type of gradient scale (strongly agree through to strongly disagree) that would work best, and decided upon the one that was finally included. Also, at his suggestions, I went back and further eliminated questions that would not yield direct results. Consequently, the open-ended questions were refined and then reduced to a total of three. The questions were then divided up into categories based on the primary subject addressed within. I then personally worked through the final draft and completed the survey to see how it flowed. It was then finalized and a web link created.

When selecting the sample size, I was less concerned with the overall sample size than I was with the demographics of the fire departments that were most similar or who were best

suited to identify with and return the results. I was strongly encouraging 100% participation from within my own department, and looking for at least 20% participation from each of the three other selected agencies. The survey was sent to the following:

Durham Fire = 23 participants

Dover Fire = 42 Participants

Hampton Fire = 40 Participants

Rochester Fire = 30 Participants

Initially, the survey was to be sent out to each firefighter's individual email address from the survey center with a direct link to the survey. The survey center advised that historically this has yielded the highest number of returns, provided a non-biased agency to oversee the process, and to assist in processing the returns. However, after several phone calls, I determined that not all firefighters within each department were provided with department email addresses.

Similarly, not all department administrations had firefighters' personal email addresses on file. One department had suggested paper surveys to overcome this email dilemma, but that the idea was not pursued due to the time needed to process the results. The agreed upon solution was for me to send out a broadcast email to all included personnel within my department. I then sent the link to the assistant chief of each of the other three departments to disseminate to all their included personnel as well. I received confirmation that it was sent out right away in each of those agencies.

In the survey, I wanted to include all full-time firefighters, company officers (either captains, lieutenants, or both depending upon the size & rank structure of the respective department), and chief officers. Again, the firefighter's perspective was important to gauge their perceptions of chief officers & chief officer positions, as well as identify if they had aspirations

to move upward and be promoted in their careers. The company officers input was important first because they had already achieved promotions within their departments, and also because they were (based on the para-military rank structure) the next in line for chief officer positions. Chief Officer's responses were crucial as they were currently operating at that capacity, had gone through the process of multiple promotions in their careers, and some, like myself, had taken positions from the "outside" and had certain motivations to do so.

I would also like to note the manner in which the surveys went out as well as what information was provided to respondents. I corresponded via email and spoke directly with the assistant/deputy chiefs of each department involved. Many of them have either graduated from the EFO program, are in the process of completing it, or are actively applying to be accepted in. Thus, they understood both the importance of this paper as well as the urgency of getting good results returned quickly. As a result of my many years in the fire service, I was aware of the possibility of union opposition to completing the survey, as there can often be an inherent mistrust of chief officers (based on bad past experiences) or a belief that honest results or too much divulged information will somehow be used against them. I hoped that the surveys being sent out with endorsements from their own operations chiefs, the fact that UNH survey center was an impartial third party in the process, that the surveys were to remain anonymous (no names to be used – only rank and department name for comparative purposes), and my personally reaching out to union brothers would overcome any perceived resistance to the research process.

The survey questions were grouped into eight topic areas, with the questions in each ranging in number from four (least) to seven (most). Two initial questions were asked to determine the participant's home department and their rank. Three open-ended questions were

left at the end to provide a better forum for more complete (and possibly more telling) answers that were not adequately covered in the main body of the survey. All questions (save for the first two and last three) were to be completed using an “agreement” scale – strongly agree, somewhat agree, neutral, somewhat disagree, strongly disagree. This was determined to be the best assessment method based on the straightforwardness of the questions posed. The survey was designed to be completed anonymously (other than identification by rank and/or department) by clicking on an enclosed web link and providing the answers on-line. It should have taken approximately fifteen to twenty minutes for the average applicant to complete.

Question 1 asked the respondent to identify which fire department they work for – Dover, Durham, Hampton, Rochester. This ultimately allowed for the results to be separated by department for comparison.

Question 2 identified the persons rank. Again, this was to assist in tabulation by demographic breakdown.

Question 3, dealing with “Promotion”, asked six questions to be answered on a sliding scale:

- I do not have aspirations to become a chief officer.
- I am happy remaining at my current rank for the remainder of my career.
- The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.
- I am satisfied with my current rank within my department.
- I believe that chief officers should be hired from the outside.
- My department has a clearly defined promotional process and succession plan.

Question 4 is centered upon the “Chief Position”, with five questions:

- The chief officer rank/position is not attractive to me.
- I prefer responding to fire & EMS calls and being part of the action rather than being in command.
- I feel that I could effect positive change as a chief officer.
- In my experience, I feel that chief officers are out of touch with the rank and file.
- I have never desired to be a chief officer.

Question 5 focuses on the “Level of Preparedness” and has four parts:

- I feel unprepared by the department to assume a chief officer role.
- I feel that I lack the training and education to become a chief officer.
- I feel that I would benefit from a department officer mentoring/career development program.
- I would eagerly participate in a department officer mentoring/career development program.

Question 6 deals with “Schedule/Time Commitment” and has three sections:

- I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.
- I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.
- I am comfortable with where I live and would not take a promotion if I had to move.

Question 7 covers the area of “responsibility” and has four questions:

- I am comfortable with my current level of responsibility.

- I desire greater responsibility in my job.
- I prefer to work hands-on as opposed to being a supervisor.
- An administrative position and schedule would decrease my quality of life.

Question 8 revolves around “Pay/Benefits” with four sections:

- I highly value the protection afforded me as a union member.
- I would not wish to trade my hourly work rate with overtime for a salaried position.
- The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.
- The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.

Questions 9, 10, & 11 are open-ended (essay) questions to allow for more in-depth answers:

- I am not interested in becoming a chief officer within my department because...
- The biggest reason that I would no want to become a chief officer is...
- I would consider becoming a chief officer if...

Results

The survey yielded the following number of responses:

Durham Fire = 15/23

Dover Fire = 17/42

Hampton Fire = 0/40

Rochester Fire = 5/30

Total = 37 out of a possible 135 (or approximately 27%)

At first glance, the number of respondents (27%) is greater than the usual return for like surveys which are often expected to yield approximately a 20% return. However, when removing the Durham Fire responses so as to compare them to the other three departments combined, the results are very disappointing. Several factors were determined to have negatively affected the low number of responses. First, it was determined late in the process that many fire department employees (often below the rank of captain) were not afforded department email addresses and/or had limited access to department computers. Inter-agency email was not a prime method of communication for them as well. It had been the survey center's recommendation initially to email the survey link directly to all participants at their individual email addresses, as this has historically yielded the highest number of returns. Second, with respect to the Hampton Fire Department, the initial broadcast email's website link was found to be broken. A subsequent updated and properly operating link was sent to them but never forwarded out to the membership, thus yielding zero returns. I have three hypotheses as to the reasons for limited result numbers. First, I believe that a large number of firefighters have an inherent mistrust of surveys such as this, especially coming from a chief officer, often concerned that the information they reveal may be used negatively against them in the future. Second, I attribute the huge amount of email requests (surveys, chain letters, prayer letters, jokes, social networking questions) that arrive daily (or even hourly) often overwhelm the recipient, or distract them from replying immediately. Third, a better explanation of the survey and its origins, the EFO applied research process, and a more personal appeal may have elicited a greater overall participation.

In order to allow for the most comprehensive review of the data, the measurable results (percentages based on the sliding scale) were organized and charted into the following categories:

- by individual department
- by rank
- by section topic
- by individual question

The responses to the open-ended questions were separated into two groups. The first group included the combined responses of the Dover and Rochester Fire Departments. The second was those of the Durham Fire Department only. The goal was to specifically gauge the responses of Durham fire captains, if possible. However, due to the small number of Durham Fire captains (four total), their responses to these particular questions could not be separated out and anonymity preserved. All Durham Fire Department member responses were grouped together to allow for the best possible opportunity to identify any internal cultural biases and attitudes which speak directly to the stated problem and the research questions posed.

The first item worthy of note in reviewing the sliding-scale survey results is that those who responded were clear about their answers and opinions as a group. Most questions showed either strong agreement or strong disagreement with the statements in the survey. Few, if any, answers remained unclear or in the neutral category. Again, an overview showed some very interesting markers:

- most do not desire to be chief officers
- most are content with their rank and current level of responsibility
- more than half feel that chief officers are out of touch with the rank and file

- a rotating shift work schedule is preferred by more than two-thirds
- Union membership and protection is highly valued (88.2%)
- an hourly wage is preferable to a salaried position
- firefighters do not view seniority as entitlement to promotion
- an overwhelming majority desire and would support a mentoring/officer development program

Yet, as much as the role of chief officer can be deemed “undesirable” based on the answers received, it was interesting to note that conversely:

- more than 50% have desired to become a chief officer
- more than half feel that they possess sufficient training and experience to become a chief officer
- almost 60% feel that they could effect positive change as a chief
- over 70% feel that a chief officer should be hired from within

The open-ended survey questions revealed a myriad of wide-ranging responses, as was expected. It did provide insight into the value systems of those who participated. As to why they were not interested in becoming chief officers (either within or outside of their respective departments), some prevalent recurring themes included:

- the ability to make more money as captains
- the desire to be “on shift” or “one of the guys”
- the lack of desire to manage people
- its too late in their respective careers
- a Monday through Friday “businessman” schedule
- higher stress and less fulfillment as a chief

The considerations that would entice some to become chiefs include:

- having more education, experience, training, and confidence to operate at that level
- a more competitive salary
- a shift and/or better work schedule
- better defined duties and responsibilities, along with adequate preparation

In reviewing the Durham answers alone, I am able to gain a better understanding of the culture to which I have recently become an integral part. Although there was not 100% participation, the high number of participants spoke loudly through their answers. Most survey questions, in keeping with the combined overall sample, were either strongly negative or positive, with most answers showing 65% or better agreement, with some reaching as high as 93%. This would lead me to surmise that the Durham Fire Department, as an organization, embraces and upholds many of the same values, expectations, perspectives, and attitudes, especially where it concerns rank, salary and benefits, and work schedule.

It was encouraging to note that there was an overwhelming desire at all levels to not only see officer development and mentoring programs put in place, but the desire to actively participate in them as well.

Discussion

Upon careful review of the stated problem, research questions, and corresponding results, it is evident that the desire and need for adequate preparation of chief officer candidates is paramount. To extrapolate further, there is minimal mentoring of those who desire to promote at the lower level, from firefighter to captain, and no real “officer development program” currently in place. It is, however, supplemented (or validated) by requiring a certain amount of experience (years on the job in Durham), levels of firefighter certification, the completion of a state Pro-

Board Certified Company Officer level training program, and an in-depth testing process. Preparation of those operating at the firefighter level to take over the reigns as captains, and preparing captains to assume chief officer roles is paramount to the success of this organization and to the fire service as a whole. The proverbial “handshake of knowledge” (yesterday you were a firefighter and congratulations today you are the captain or chief) should become a thing of the past.

To my knowledge there have been no defined programs or efforts to reverse this trend, nor have I seen it expressed by others that it is perceived to be a problem. I first began to ponder the dilemma when I was applying for my first position with the Durham Fire Department for Division Chief of Operations. All the candidates were from outside agencies. When I was not chosen for that position, but was then in the running for the second opening after a department reorganization, the Division Chief of Fire Prevention & Safety, the situation was the same. After the former chief left, the Division Chief of Operations was promoted to Chief; I was promoted to Assistant Chief, thus creating an opening for a new Deputy Chief of Prevention. Again, all candidates were from outside departments, with no internal applications having been received.

With respect to future impact on the department, I see a wealth of irreplaceable knowledge that leaves every time a veteran captain retires. Rather than that individual progressing up the ranks to guide the department forward based on his acquired knowledge and experience (and pilot the ship or department as a whole), one can only hope that it is passed down to those he has led on shift, to at least prepare them for the rank of captain some day. That being said, I believe that it creates a ceiling, or cap, on the department, which will take more and more effort and energy to break through – a constant cycle of “reinventing the wheel” if you will. For example, when riding-in on the apparatus in place of a captain that may be out on leave for a

shift, I do not possess the same level of familiarity with the location of equipment, abilities of the various crew members, knowledge of building layouts and floor plans, and a myriad of other information that can only be achieved by climbing within the ranks here, specifically.

After having spent almost 20 years in the fire service here in the seacoast area of New Hampshire, as well as an additional 10 years working fire and EMS in three other states, I believe the lack of chief officer succession and promotional planning are not unique to my department. In some departments, it has become a rite of passage that the senior-most officer moves up to the next highest rank no matter what – even if he is not ready or really doesn't want the promotion. In other departments, I have observed the exact opposite. Incentives (desirable fringe benefits and a significantly increased salary) entice many into healthy competition for promotion and upward mobility. Regardless, the need for succession planning is crucial and cannot be overlooked.

My research has also revealed that the reluctance of middle managers to move up the corporate ladder is a problem that cuts across demographic lines and includes those in the corporate world as well as those in public service. In the business world, it is most often seen in the quest to hire someone to take over the corner office, specifically a company CEO. Many different companies have instituted different search methodologies to both locate and hire new CEO's. However, lack of direction and experience by hiring panels and boards, position expectations not clearly defined, and the mistake of hiring those with proficient technical skills but lacking people or managerial skills has led to their downfall. Often, the best "line" guys is made a supervisor, and expected to work effectively at what is, in essence, a new job with limited, if any, training and preparation.

With respect to the fire service and my research, it is obvious that most enter the fire service as a result of their passion for the job and to serve others; often with a certain naiveté about the job, yet many with a desire to one day wear the white helmet and be called “chief”. It seems as they progress up the fire service ladder, the opportunity for promotion to lieutenant or company officer leads to a great amount of spirited competition, with a seat on the right side of the truck up front becoming a highly coveted position. Once sufficient experience and comfortability has been achieved at that level, moving up to captain or shift commander is a logical next step. This is at the point where upward mobility begins change as captains no longer desire to promote any further. It is often the break-over point between firefighter and administrator. It lends credence to the old adage that being captain is by far “the best job in the fire service”! One look at the make-up of the captain’s position and a long list of benefits begin to emerge – authority, but not having to be the ultimate final word; bargaining unit contract benefits and protection; the opportunity to still participate in hands-on interior firefighting; being paid as an hourly employee with overtime opportunities; a rotating shift with extensive time off; and an opportunity to still be “one of the guys” and not part of “the administration”.

As was evident in the survey results, most of those polled (at all levels) do not desire to become chief officers, stating that they were content with their current rank and levels of responsibilities. This researcher believes that there can be several reasons for those prevailing attitudes. First, many may be operating well within their comfort zone, feeling that they understand their duties and responsibilities, and have no desire to change that. Change, for many, can be a scary undertaking, with “the devil you know being better than the devil you don’t know”. Second, many may feel unprepared to move from being part of a team that prides itself in technical skill to one of administration that now has to deal with and manage people. Third,

the perceived increased headaches and stress associated with the responsibilities of leading the department as a whole rather than being responsible for just a small crew can appear mountainous.

Transitioning a change in work schedule, from working a rotating 24-hour shift schedule for many years to the corporate Monday through Friday businessman's hours is a huge change which I can attest to first hand. While the thought of nights, weekends, and holidays off (barring any unforeseen large-scale emergency recall or crisis at the firehouse after hours) is appealing at first glance, one only needs to try and go to the bank, make repairs on a vehicle or home, find time to relax and play sports, and cram it into only two days off per week and the result is overwhelming. It is a wonder how people have worked corporate hours all these years and survived.

There has been no real and/or identified substitute for a four day off week, either in the prevailing literature or in my personal experience.

Union representation is certainly important, as the survey numbers attest. The desire to pass the probationary year and become a permanent career member of the department tends to be foremost on every rookie's mind. After that, it's only to twenty years or more as a permanent employee, with all the rights and protections afforded as a dues paying bargaining unit member. The perception, one can assume, is that chief officers, although often working under their one individual contract, waiver on the brink of unemployment at any moment. It has been my experience that most chief officers, even those who are employees "at will", have rights and protections, and, as a whole, do a good job and easily fulfill their respective duties until they decide that it's time to retire. They do not live in constant fear of being fired, as one may be led to believe. For real reasons unknown this myth or fallacy seems to be perpetuated more and

more, usually by those who fail to ask the right questions or who are unwilling to believe the truthful answers.

The final stumbling block to captains becoming chief officers revolves around money – hourly with overtime versus salaried; unlimited earning potential versus those which are capped (have a ceiling); compensation for after-hour work, details, or additional shifts versus extra work being just part of the job. With most captains in my area and in my experience receiving consistently \$15,000.00 to \$30,000.00 more in wages per year, it begs the question: who in their right mind would give up an unlimited earning potential and that much additional money (all of which counts toward a higher monthly retirement payout) for a few more bugles and the title of “chief”? Based on my personal observations, the premise of this research paper, and the overall results of this study, the answer is – none!

Recommendations

The chief officers of the Durham Fire Department have identified the need for internal chief officer candidates (shift captains) to participate in the promotional testing process when such vacancies occur. Ideally, vacancies should (where possible) be anticipated and an identified successor (as determined by an accepted testing process) in place to ease in any transition prior to the actual transfer of leadership. The department, *as a whole*, must first recognize the current situation *as a problem*, along with the associated deficiencies at hand, and strive to make a unified effort to work toward a resolution that is embraced by all parties – chiefs, captains, and firefighters alike. A healthy dialogue between labor and management needs to be established to lay a firm foundation to build upon and to move forward. More group study and investigation should be conducted, exploring the possibility of alternate/more flexible work schedules,

dispelling bargaining unit myths and increasing job security and safeguards at the higher levels, and establishing a fair and equitable method of monetary compensation. The idea of setting the base chief officer's salary at a level just above an hourly captain's salary (including the average or mean amount of their overtime worked) may be a good starting point in exploring how best to reduce the ever-widening salary gap.

Another possible way to address part of the problem as it relates to "ignorance" about the duties and responsibilities would be to create and administer an information program to all department personnel. This could involve the distribution of an informational packet which would include: a detailed job description of the chief officer positions with all duties and responsibilities clearly listed; salary range, health and insurance benefits, "employee at will" explanation, and enumeration of the ancillary "perks" associated with the position; a list of relevant firefighting, EMS, and management certifications; a suggested college degree level with relevant subject areas identified; and a copy of the department's strategic plan and how each individual at each level work together to achieve the stated department goals.

Furthermore, based on the large positive response regarding a mentoring and/or officer development program and the expressed enthusiasm to participate in them, this is an area that needs to be quickly pursued. It should first involve locating and identifying mechanisms already available such as the Pro-Board Certified Company Officer I & II programs offered through the New Hampshire Division of Fire Standards and Training and public administration and management classes offered at the New Hampshire Local Government Center. Given the many accredited colleges and universities within the state, developing a partnership or elevated career study track for public (safety) officials may be readily achievable. Reaching out to other fire departments that have instituted proven successful programs and tailoring them to fit our specific

department and needs may also present a viable option. The fire service has a vast knowledge and networking base, often limiting the need to “reinvent the wheel.” As the problem of the lack of chief officer promotions from within departments either continues to grow and widen its scope, or shrink, it will be a situation that continues to shape the future of fire service leadership in this country.

References

- Achilles, S. (2003, August). *Are we discouraging company officer from becoming chief officers?* National Fire Academy, Emmitsburg, MD.
- Bachtler, J.R. & Brennan, T.F. (Eds.). (1995). *The Fire Chief's Handbook*, Fifth Edition Saddle Brook, NJ: Penwell Publishing Company
- Ballam, E. (2009, November 4). USFA Fire Administrator Shares Leadership Advice. *Firehouse Magazine*. Retrieved from <http://firehouse.com/news/top-headlines/usfa-fire-administrator-shares-leadership-advice>
- Bower, J.L. (2007, November). Solve the succession crisis by growing inside-out leaders. *Harvard Business Review on CEO Succession*, 153-167
- Carey, T. (2008, January). *Reluctance to becoming a chief officer in the Union City Fire Department*. National Fire Academy, Emmitsburg, MD.
- Charan, R. (2005, February). Ending the CEO succession crisis. *Harvard Business Review on CEO Succession*, 125-151
- Ciampa, D. (2005, January). Almost ready: how leaders move up. *Harvard Business Review on CEO Succession*, 87-106
- Coleman, J.(2006). Re: Preparing Future Officers. *Fire Engineering Magazine*. Retrieved from http://www.fireengineering.com/fireengineering/en-us/index/articles/display._printArticle.articles.fire-engineering
- Coleman, R.J. (2001, January 1). Are our rank and file cut out for the rise to the top? *Fire Chief Magazine*. Retrieved from <http://www.printthis.clickability.com/pt/cpt?action=cpt&title=Are+our+rank+and+file+cut+out+for+the+rise+to+the+top>
- DiBacco, J. (2003, July 14). Measuring Company Success. *Firehouse Magazine*. Retrieved from <http://www.firehouse.com/topics/training/measuring-company-success>
- Editorial Staff. (2009, February 13). The Journey: A Commentary on Leadership. *Firehouse Magazine*. Retrieved from <http://www.firehouse.com/topics/leadership-and-command/journey-commentary-leadership>
- Gates, T.A. (2003, July 1). Mentoring at the Executive Level. *Fire Engineering Magazine*. Retrieved from <http://www.fireengineering.com/index/articles/display/186144/articles/fire-engineering/volume-156/issue>

- Huddleston, M.W. & Dresang, D.L. (2007). *The Public Administration Workbook*
New York, NY: Pearson Education Inc.
- Kincaid, C. (2010, February). Into the Future: Identifying & Mentoring Your Successor May Be the Most Important Thing You Do. *JEMS Magazine*, 55-59
- Langan, S. & Feuquay, J.P. (2010, February). Leading the Next Generation. *Fire/Rescue Magazine*, 42-44
- Lasky, R. (2006). *Pride & Ownership: A Firefighter's Love of the Job*
Tulsa, OK: Penwell Corporation
- McCann, M. (1999, December). *The reluctance to accept division chief staff positions*.
National Fire Academy, Emmitsburg, MD.
- National Fire Academy (1998). *Executive development*. Emmitsburg, MD: Author.
- Poulin, T.E. (2009, August 1). O Leader, Where Art Thou?. *Fire Engineering Magazine*.
Retrieved from <http://www.fireengineering.com/index/articles/display/367523/articles/fire-engineering/volume-162/issue>
- Pynes, J.E. (1997). *Human Resources Management for Public and Nonprofit Organizations*
San Francisco, CA: Jossey-Bass
- Ross, W. (1998, December). *Reluctant chief officer promotions*. National Fire Academy,
Emmitsburg, MD.
- United States Fire Administration (2004). *USFA Five-year operational objectives*. Retrieved
January 10, 2005, from: <http://www.usfa.fema.gov/about/strategic/op-obj.shtm>.
- Walker, C.A. (2002, April). Saving your rookie managers from themselves. *Harvard Business Review on Developing High-Potential Leaders*, 61-77
- Whitmell, V. (Ed.). (2005). *Staff Planning in a Time of Demographic Change*
Lanham, MD: The Scarecrow Press
- Wolf, D. (2006, January 9). Succession Planning – Part 1. *Firehouse Magazine*.
Retrieved from <http://www.firehouse.com/topics/leadership-and-command/succession-planning-part-1>

APPENDIX A

Durham Fire Department Survey

Please take few minutes to complete this survey being conducted by the University of New Hampshire Survey center on behalf of Assistant Chief Jason M. Cleary of the Durham, NH Fire Department. This survey is being conducted as a part of Assistant Chief Cleary's required first-year research paper/project for the National Fire Academy's Executive Fire Officer Program, Executive Development Class.

Please be assured that your responses are completely **CONFIDENTIAL** and will not be linked back to you in any way. They will be combined with other answers from several different towns.

If you have any questions about the survey or technical problems filling it out, please contact Assistant Chief Cleary (jcleary@CI.DURHAM.NH.US) or Chad Novak at the UNH Survey Center (chad.novak@unh.edu).

Thank you very much.

1. Which town's fire department do you work for?

- Dover*
- Durham*
- Hampton*
- Rochester*

2. What is your rank?

- Chief/Assistant Chief/Deputy Chief*
- Captain*
- Lieutenant*
- Firefighter/Fire Inspector*

Promotion

3. Please indicate the level to which you agree or disagree with the following statements:

<i>Strongly</i>	<i>Somewhat</i>	<i>Neutral</i>	<i>Somewhat</i>	<i>Strongly</i>
<i>Agree</i>	<i>Agree</i>		<i>Disagree</i>	<i>Disagree</i>

I do not have aspirations to become a chief officer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am happy remaining at my current rank for the remainder of my career.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with my current rank within my department.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I believe that chief officers should be hired from the outside.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My department has a clearly defined promotional process and succession plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Chief Position

4. Please indicate the level to which you agree or disagree with the following statements:

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neutral</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>
The chief officer rank/ position is not attractive to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that I could effect positive change as a chief officer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In my experience, I feel that chief officers are out of touch with the rank and file.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have never desired to become a chief officer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Level of Preparedness

5. Please indicate the level to which you agree or disagree with the following statements:

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neutral</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>
I feel unprepared by the department to assume a chief officer role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that I lack the training and education to become a chief officer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel that I would benefit from a department officer mentoring/career development program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would eagerly participate in a department officer mentoring/career development program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Schedule / Time Commitment

6. Please indicate the level to which you agree or disagree with the following statements:

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neutral</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am comfortable with where I live and would not take a promotion if I had to move.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Responsibility

7. Please indicate the level to which you agree or disagree with the following statements:

<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neutral</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>
-----------------------	-----------------------	----------------	--------------------------	--------------------------

I am comfortable with my current level of responsibility.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I desire greater responsibility in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I prefer to work hands-on as opposed to being a supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An administrative position and schedule would decrease my quality of life.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Pay / Benefits

8. Please indicate the level to which you agree or disagree with the following statements:

	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neutral</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>
I highly value the protection afforded me as a union member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I would not wish to trade my hourly work rate with overtime for a salaried position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. I am not interested in becoming a chief officer within my department because...

10. The biggest reason that I would not want to become a chief officer is...

11. I would consider becoming a chief officer if...

Thank you very much for your participation. Your answers have been invaluable.

Please click "Submit" below.

APPENDIX B

OVERALL PERCENTAGES BY INDIVIDUAL QUESTION

q1 Which town's fire department do you work for? * q3.a I do not have aspirations to become a chief officer.

Crosstabulation

			q3.a I do not have aspirations to become a chief officer.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	8	2	0	3	4	17
		% within q1 Which town's fire department do you work for?	47.1%	11.8%	.0%	17.6%	23.5%	100.0%
	2 Durham	Count	6	3	2	2	2	15
		% within q1 Which town's fire department do you work for?	40.0%	20.0%	13.3%	13.3%	13.3%	100.0%
	4 Rochester	Count	2	0	1	0	2	5
		% within q1 Which town's fire department do you work for?	40.0%	.0%	20.0%	.0%	40.0%	100.0%
Total		Count	16	5	3	5	8	37
		% within q1 Which town's fire department do you work for?	43.2%	13.5%	8.1%	13.5%	21.6%	100.0%

q1 Which town's fire department do you work for? * q3.b I am happy remaining at my current rank for the remainder of my career. Crosstabulation

			q3.b I am happy remaining at my current rank for the remainder of my career.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	4	5	3	2	3	17
		% within q1 Which town's fire department do you work for?	23.5%	29.4%	17.6%	11.8%	17.6%	100.0%
	2 Durham	Count	6	4	1	1	3	15
		% within q1 Which town's fire department do you work for?	40.0%	26.7%	6.7%	6.7%	20.0%	100.0%
	4 Rochester	Count	2	1	1	1	0	5
		% within q1 Which town's fire department do you work for?	40.0%	20.0%	20.0%	20.0%	.0%	100.0%
Total		Count	12	10	5	4	6	37
		% within q1 Which town's fire department do you work for?	32.4%	27.0%	13.5%	10.8%	16.2%	100.0%

q1 Which town's fire department do you work for? * q3.c The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs. Crosstabulation

			q3.c The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.					
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
q1 Which town's fire department do you work for?	1 Dover	Count	2	3	0	4	8	17
		% within q1 Which town's fire department do you work for?	11.8%	17.6%	.0%	23.5%	47.1%	100.0%
	2 Durham	Count	1	1	2	3	8	15
		% within q1 Which town's fire department do you work for?	6.7%	6.7%	13.3%	20.0%	53.3%	100.0%
	4 Rochester	Count	1	1	0	0	3	5
		% within q1 Which town's fire department do you work for?	20.0%	20.0%	.0%	.0%	60.0%	100.0%
Total		Count	4	5	2	7	19	37
		% within q1 Which town's fire department do you work for?	10.8%	13.5%	5.4%	18.9%	51.4%	100.0%

q1 Which town's fire department do you work for? * q3.d I am satisfied with my current rank within my department. Crosstabulation

			q3.d I am satisfied with my current rank within my department.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	4	9	1	1	2	17
		% within q1 Which town's fire department do you work for?	23.5%	52.9%	5.9%	5.9%	11.8%	100.0%
	2 Durham	Count	8	6	0	0	1	15
		% within q1 Which town's fire department do you work for?	53.3%	40.0%	.0%	.0%	6.7%	100.0%
	4 Rochester	Count	3	1	0	1	0	5
		% within q1 Which town's fire department do you work for?	60.0%	20.0%	.0%	20.0%	.0%	100.0%
Total		Count	15	16	1	2	3	37
		% within q1 Which town's fire department do you work for?	40.5%	43.2%	2.7%	5.4%	8.1%	100.0%

q1 Which town's fire department do you work for? * q3.e I believe that chief officers should be hired from the outside. Crosstabulation

		q3.e I believe that chief officers should be hired from the outside.				Total	
		2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree		
q1 Which town's fire department do you work for?	1 Dover	Count	1	4	6	6	17
		% within q1 Which town's fire department do you work for?	5.9%	23.5%	35.3%	35.3%	100.0%
2 Durham	Count	0	8	3	4	15	
	% within q1 Which town's fire department do you work for?	.0%	53.3%	20.0%	26.7%	100.0%	
4 Rochester	Count	0	1	3	1	5	
	% within q1 Which town's fire department do you work for?	.0%	20.0%	60.0%	20.0%	100.0%	
Total	Count	1	13	12	11	37	
	% within q1 Which town's fire department do you work for?	2.7%	35.1%	32.4%	29.7%	100.0%	

q1 Which town's fire department do you work for? * q3.f My department has a clearly defined promotional process and succession plan. Crosstabulation

			q3.f My department has a clearly defined promotional process and succession plan.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	8	6	2	0	1	17
		% within q1 Which town's fire department do you work for?	47.1%	35.3%	11.8%	.0%	5.9%	100.0%
	2 Durham	Count	1	4	2	5	3	15
	% within q1 Which town's fire department do you work for?	6.7%	26.7%	13.3%	33.3%	20.0%	100.0%	
4 Rochester	Count	2	2	1	0	0	5	
	% within q1 Which town's fire department do you work for?	40.0%	40.0%	20.0%	.0%	.0%	100.0%	
Total	Count	11	12	5	5	4	37	
	% within q1 Which town's fire department do you work for?	29.7%	32.4%	13.5%	13.5%	10.8%	100.0%	

q1 Which town's fire department do you work for? * q4.a The chief officer rank/ position is not attractive to me. Crosstabulation

			q4.a The chief officer rank/ position is not attractive to me.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	6	3	2	3	3	17
		% within q1 Which town's fire department do you work for?	35.3%	17.6%	11.8%	17.6%	17.6%	100.0%
	2 Durham		Count	7	4	1	2	1
		% within q1 Which town's fire department do you work for?	46.7%	26.7%	6.7%	13.3%	6.7%	100.0%
	4 Rochester	Count	2	1	0	0	2	5
		% within q1 Which town's fire department do you work for?	40.0%	20.0%	.0%	.0%	40.0%	100.0%
Total		Count	15	8	3	5	6	37
		% within q1 Which town's fire department do you work for?	40.5%	21.6%	8.1%	13.5%	16.2%	100.0%

q1 Which town's fire department do you work for? * q4.b I prefer responding to fire and EMS calls and being part of the action rather than being in command. Crosstabulation

			q4.b I prefer responding to fire and EMS calls and being part of the action rather than being in command.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	5	6	6	0	0	17
		% within q1 Which town's fire department do you work for?	29.4%	35.3%	35.3%	.0%	.0%	100.0%
	2 Durham	Count	5	6	2	1	1	15
	% within q1 Which town's fire department do you work for?	33.3%	40.0%	13.3%	6.7%	6.7%	100.0%	
	4 Rochester	Count	0	2	2	0	1	5
	% within q1 Which town's fire department do you work for?	.0%	40.0%	40.0%	.0%	20.0%	100.0%	
Total		Count	10	14	10	1	2	37
	% within q1 Which town's fire department do you work for?	27.0%	37.8%	27.0%	2.7%	5.4%	100.0%	

q1 Which town's fire department do you work for? * q4.c I feel that I could effect positive change as a chief officer. Crosstabulation

			q4.c I feel that I could effect positive change as a chief officer.				Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	4	6	6	1	17
		% within q1 Which town's fire department do you work for?	23.5%	35.3%	35.3%	5.9%	100.0%
	2 Durham	Count	5	5	4	0	14
	% within q1 Which town's fire department do you work for?	35.7%	35.7%	28.6%	.0%	100.0%	
	4 Rochester	Count	2	2	1	0	5
	% within q1 Which town's fire department do you work for?	40.0%	40.0%	20.0%	.0%	100.0%	
Total		Count	11	13	11	1	36
	% within q1 Which town's fire department do you work for?	30.6%	36.1%	30.6%	2.8%	100.0%	

q1 Which town's fire department do you work for? * q4.d In my experience, I feel that chief officers are out of touch with the rank and file. Crosstabulation

			q4.d In my experience, I feel that chief officers are out of touch with the rank and file.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	2	7	3	4	1	17
		% within q1 Which town's fire department do you work for?	11.8%	41.2%	17.6%	23.5%	5.9%	100.0%
	2 Durham	Count	3	6	3	1	2	15
		% within q1 Which town's fire department do you work for?	20.0%	40.0%	20.0%	6.7%	13.3%	100.0%
	4 Rochester	Count	0	2	1	1	1	5
		% within q1 Which town's fire department do you work for?	.0%	40.0%	20.0%	20.0%	20.0%	100.0%
Total		Count	5	15	7	6	4	37
		% within q1 Which town's fire department do you work for?	13.5%	40.5%	18.9%	16.2%	10.8%	100.0%

q1 Which town's fire department do you work for? * q4.e I have never desired to become a chief officer.

Crosstabulation

			q4.e I have never desired to become a chief officer.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	4	1	3	4	5	17
		% within q1 Which town's fire department do you work for?	23.5%	5.9%	17.6%	23.5%	29.4%	100.0%
	2 Durham	Count	4	1	4	2	4	15
		% within q1 Which town's fire department do you work for?	26.7%	6.7%	26.7%	13.3%	26.7%	100.0%
	4 Rochester	Count	1	2	0	0	2	5
		% within q1 Which town's fire department do you work for?	20.0%	40.0%	.0%	.0%	40.0%	100.0%
Total		Count	9	4	7	6	11	37
		% within q1 Which town's fire department do you work for?	24.3%	10.8%	18.9%	16.2%	29.7%	100.0%

q1 Which town's fire department do you work for? * q5.a I feel unprepared by the department to assume a chief officer role. Crosstabulation

			q5.a I feel unprepared by the department to assume a chief officer role.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	1	3	4	4	5	17
		% within q1 Which town's fire department do you work for?	5.9%	17.6%	23.5%	23.5%	29.4%	100.0%
	2 Durham	Count	1	7	5	1	1	15
		% within q1 Which town's fire department do you work for?	6.7%	46.7%	33.3%	6.7%	6.7%	100.0%
	4 Rochester	Count	0	3	0	1	1	5
		% within q1 Which town's fire department do you work for?	.0%	60.0%	.0%	20.0%	20.0%	100.0%
Total		Count	2	13	9	6	7	37
		% within q1 Which town's fire department do you work for?	5.4%	35.1%	24.3%	16.2%	18.9%	100.0%

q1 Which town's fire department do you work for? * q5.b I feel that I lack the training and education to become a chief officer. Crosstabulation

			q5.b I feel that I lack the training and education to become a chief officer.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	0	5	3	6	3	17
		% within q1 Which town's fire department do you work for?	.0%	29.4%	17.6%	35.3%	17.6%	100.0%
	2 Durham	Count	5	5	2	1	2	15
		% within q1 Which town's fire department do you work for?	33.3%	33.3%	13.3%	6.7%	13.3%	100.0%
	4 Rochester	Count	1	2	0	0	2	5
		% within q1 Which town's fire department do you work for?	20.0%	40.0%	.0%	.0%	40.0%	100.0%
Total		Count	6	12	5	7	7	37
		% within q1 Which town's fire department do you work for?	16.2%	32.4%	13.5%	18.9%	18.9%	100.0%

q1 Which town's fire department do you work for? * q5.c I feel that I would benefit from a department officer mentoring/career development program. Crosstabulation

			q5.c I feel that I would benefit from a department officer mentoring/career development program.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	9	6	1	0	1	17
		% within q1 Which town's fire department do you work for?	52.9%	35.3%	5.9%	.0%	5.9%	100.0%
	2 Durham	Count	4	5	4	2	0	15
	% within q1 Which town's fire department do you work for?	26.7%	33.3%	26.7%	13.3%	.0%	100.0%	
	4 Rochester	Count	2	3	0	0	0	5
	% within q1 Which town's fire department do you work for?	40.0%	60.0%	.0%	.0%	.0%	100.0%	
Total		Count	15	14	5	2	1	37
	% within q1 Which town's fire department do you work for?	40.5%	37.8%	13.5%	5.4%	2.7%	100.0%	

q1 Which town's fire department do you work for? * q5.d I would eagerly participate in a department officer mentoring/career development program. Crosstabulation

			q5.d I would eagerly participate in a department officer mentoring/career development program.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	7	5	2	1	2	17
		% within q1 Which town's fire department do you work for?	41.2%	29.4%	11.8%	5.9%	11.8%	100.0%
	2 Durham	Count	6	4	2	2	1	15
		% within q1 Which town's fire department do you work for?	40.0%	26.7%	13.3%	13.3%	6.7%	100.0%
	4 Rochester	Count	3	2	0	0	0	5
		% within q1 Which town's fire department do you work for?	60.0%	40.0%	.0%	.0%	.0%	100.0%
Total		Count	16	11	4	3	3	37
		% within q1 Which town's fire department do you work for?	43.2%	29.7%	10.8%	8.1%	8.1%	100.0%

q1 Which town's fire department do you work for? * q6.a I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule. Crosstabulation

			q6.a I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	8	5	3	0	1	17
		% within q1 Which town's fire department do you work for?	47.1%	29.4%	17.6%	.0%	5.9%	100.0%
	2 Durham	Count	12	0	0	1	1	14
	% within q1 Which town's fire department do you work for?	85.7%	.0%	.0%	7.1%	7.1%	100.0%	
	4 Rochester	Count	1	2	0	0	2	5
	% within q1 Which town's fire department do you work for?	20.0%	40.0%	.0%	.0%	40.0%	100.0%	
Total		Count	21	7	3	1	4	36
	% within q1 Which town's fire department do you work for?	58.3%	19.4%	8.3%	2.8%	11.1%	100.0%	

q1 Which town's fire department do you work for? * q6.b I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to. Crosstabulation

			q6.b I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.					
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
q1 Which town's fire department do you work for?	1 Dover	Count	3	6	2	3	3	17
		% within q1 Which town's fire department do you work for?	17.6%	35.3%	11.8%	17.6%	17.6%	100.0%
	2 Durham	Count	5	5	0	1	3	14
	% within q1 Which town's fire department do you work for?	35.7%	35.7%	.0%	7.1%	21.4%	100.0%	
	4 Rochester	Count	2	0	1	2	0	5
	% within q1 Which town's fire department do you work for?	40.0%	.0%	20.0%	40.0%	.0%	100.0%	
Total		Count	10	11	3	6	6	36
	% within q1 Which town's fire department do you work for?	27.8%	30.6%	8.3%	16.7%	16.7%	100.0%	

q1 Which town's fire department do you work for? * q6.c I am comfortable with where I live and would not take a promotion if I had to move. Crosstabulation

			q6.c I am comfortable with where I live and would not take a promotion if I had to move.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	4	3	3	5	2	17
		% within q1 Which town's fire department do you work for?	23.5%	17.6%	17.6%	29.4%	11.8%	100.0%
	2 Durham	Count	6	2	4	1	1	14
	% within q1 Which town's fire department do you work for?	42.9%	14.3%	28.6%	7.1%	7.1%	100.0%	
	4 Rochester	Count	2	1	1	1	0	5
	% within q1 Which town's fire department do you work for?	40.0%	20.0%	20.0%	20.0%	.0%	100.0%	
Total		Count	12	6	8	7	3	36
	% within q1 Which town's fire department do you work for?	33.3%	16.7%	22.2%	19.4%	8.3%	100.0%	

q1 Which town's fire department do you work for? * q7.a I am comfortable with my current level of responsibility. Crosstabulation

			q7.a I am comfortable with my current level of responsibility.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	6	8	1	0	2	17
		% within q1 Which town's fire department do you work for?	35.3%	47.1%	5.9%	.0%	11.8%	100.0%
	2 Durham	Count	8	5	1	1	0	15
	% within q1 Which town's fire department do you work for?	53.3%	33.3%	6.7%	6.7%	.0%	100.0%	
	4 Rochester	Count	3	1	1	0	0	5
	% within q1 Which town's fire department do you work for?	60.0%	20.0%	20.0%	.0%	.0%	100.0%	
Total		Count	17	14	3	1	2	37
		% within q1 Which town's fire department do you work for?	45.9%	37.8%	8.1%	2.7%	5.4%	100.0%

q1 Which town's fire department do you work for? * q7.b I desire greater responsibility in my job.

Crosstabulation

			q7.b I desire greater responsibility in my job.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	3	8	5	0	1	17
		% within q1 Which town's fire department do you work for?	17.6%	47.1%	29.4%	.0%	5.9%	100.0%
	2 Durham	Count	1	7	4	1	2	15
		% within q1 Which town's fire department do you work for?	6.7%	46.7%	26.7%	6.7%	13.3%	100.0%
	4 Rochester	Count	2	2	1	0	0	5
		% within q1 Which town's fire department do you work for?	40.0%	40.0%	20.0%	.0%	.0%	100.0%
Total		Count	6	17	10	1	3	37
		% within q1 Which town's fire department do you work for?	16.2%	45.9%	27.0%	2.7%	8.1%	100.0%

q1 Which town's fire department do you work for? * q7.c I prefer to work hands-on as opposed to being a supervisor. Crosstabulation

			q7.c I prefer to work hands-on as opposed to being a supervisor.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	6	3	7	1	0	17
		% within q1 Which town's fire department do you work for?	35.3%	17.6%	41.2%	5.9%	.0%	100.0%
	2 Durham	Count	3	6	3	2	1	15
		% within q1 Which town's fire department do you work for?	20.0%	40.0%	20.0%	13.3%	6.7%	100.0%
	4 Rochester	Count	1	2	2	0	0	5
		% within q1 Which town's fire department do you work for?	20.0%	40.0%	40.0%	.0%	.0%	100.0%
Total		Count	10	11	12	3	1	37
		% within q1 Which town's fire department do you work for?	27.0%	29.7%	32.4%	8.1%	2.7%	100.0%

q1 Which town's fire department do you work for? * q7.d An administrative position and schedule would decrease my quality of life. Crosstabulation

			q7.d An administrative position and schedule would decrease my quality of life.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	5	1	8	3	0	17
		% within q1 Which town's fire department do you work for?	29.4%	5.9%	47.1%	17.6%	.0%	100.0%
	2 Durham	Count	7	4	2	0	2	15
	% within q1 Which town's fire department do you work for?	46.7%	26.7%	13.3%	.0%	13.3%	100.0%	
	4 Rochester	Count	0	2	0	1	2	5
	% within q1 Which town's fire department do you work for?	.0%	40.0%	.0%	20.0%	40.0%	100.0%	
Total		Count	12	7	10	4	4	37
	% within q1 Which town's fire department do you work for?	32.4%	18.9%	27.0%	10.8%	10.8%	100.0%	

q1 Which town's fire department do you work for? * q8.a I highly value the protection afforded me as a union member. Crosstabulation

			q8.a I highly value the protection afforded me as a union member.				Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	12	3	1	1	17
		% within q1 Which town's fire department do you work for?	70.6%	17.6%	5.9%	5.9%	100.0%
	2 Durham	Count	10	1	3	1	15
		% within q1 Which town's fire department do you work for?	66.7%	6.7%	20.0%	6.7%	100.0%
	4 Rochester	Count	3	1	1	0	5
		% within q1 Which town's fire department do you work for?	60.0%	20.0%	20.0%	.0%	100.0%
Total		Count	25	5	5	2	37
		% within q1 Which town's fire department do you work for?	67.6%	13.5%	13.5%	5.4%	100.0%

q1 Which town's fire department do you work for? * q8.b I would not wish to trade my hourly work rate with overtime for a salaried position. Crosstabulation

			q8.b I would not wish to trade my hourly work rate with overtime for a salaried position.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	8	4	4	0	1	17
		% within q1 Which town's fire department do you work for?	47.1%	23.5%	23.5%	.0%	5.9%	100.0%
	2 Durham	Count	9	3	2	1	0	15
		% within q1 Which town's fire department do you work for?	60.0%	20.0%	13.3%	6.7%	.0%	100.0%
	4 Rochester	Count	2	2	0	0	1	5
		% within q1 Which town's fire department do you work for?	40.0%	40.0%	.0%	.0%	20.0%	100.0%
Total		Count	19	9	6	1	2	37
		% within q1 Which town's fire department do you work for?	51.4%	24.3%	16.2%	2.7%	5.4%	100.0%

q1 Which town's fire department do you work for? * q8.c The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me. Crosstabulation

			q8.c The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	6	1	6	4	0	17
		% within q1 Which town's fire department do you work for?	35.3%	5.9%	35.3%	23.5%	.0%	100.0%
	2 Durham	Count	7	3	3	1	1	15
		% within q1 Which town's fire department do you work for?	46.7%	20.0%	20.0%	6.7%	6.7%	100.0%
	4 Rochester	Count	1	2	0	0	1	4
		% within q1 Which town's fire department do you work for?	25.0%	50.0%	.0%	.0%	25.0%	100.0%
Total		Count	14	6	9	5	2	36

q1 Which town's fire department do you work for? * q8.c The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me. Crosstabulation

			q8.c The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	6	1	6	4	0	17
		% within q1 Which town's fire department do you work for?	35.3%	5.9%	35.3%	23.5%	.0%	100.0%
	2 Durham	Count	7	3	3	1	1	15
	% within q1 Which town's fire department do you work for?	46.7%	20.0%	20.0%	6.7%	6.7%	100.0%	
	4 Rochester	Count	1	2	0	0	1	4
	% within q1 Which town's fire department do you work for?	25.0%	50.0%	.0%	.0%	25.0%	100.0%	
Total		Count	14	6	9	5	2	36
	% within q1 Which town's fire department do you work for?	38.9%	16.7%	25.0%	13.9%	5.6%	100.0%	

q1 Which town's fire department do you work for? * q8.d The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position. Crosstabulation

			q8.d The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.				Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	
q1 Which town's fire department do you work for?	1 Dover	Count	4	4	5	4	17
		% within q1 Which town's fire department do you work for?	23.5%	23.5%	29.4%	23.5%	100.0%
	2 Durham	Count	7	4	4	0	15
		% within q1 Which town's fire department do you work for?	46.7%	26.7%	26.7%	.0%	100.0%
	4 Rochester	Count	1	3	0	1	5
		% within q1 Which town's fire department do you work for?	20.0%	60.0%	.0%	20.0%	100.0%
Total		Count	12	11	9	5	37
		% within q1 Which town's fire department do you work for?	32.4%	29.7%	24.3%	13.5%	100.0%

q2 What is your rank? * q3.a I do not have aspirations to become a chief officer. Crosstabulation

			q3.a I do not have aspirations to become a chief officer.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	0	0	0	6	6
		% within q2 What is your rank?	.0%	.0%	.0%	.0%	100.0%	100.0%
	2 Captain	Count	3	1	1	1	0	6
		% within q2 What is your rank?	50.0%	16.7%	16.7%	16.7%	.0%	100.0%
	3 Lieutenant	Count	2	1	0	1	1	5
		% within q2 What is your rank?	40.0%	20.0%	.0%	20.0%	20.0%	100.0%
	4 Firefighter/Fire Inspector	Count	11	3	2	3	1	20
		% within q2 What is your rank?	55.0%	15.0%	10.0%	15.0%	5.0%	100.0%
Total	Count		16	5	3	5	8	37
	% within q2 What is your rank?		43.2%	13.5%	8.1%	13.5%	21.6%	100.0%

q2 What is your rank? * q3.b I am happy remaining at my current rank for the remainder of my career.

Crosstabulation

			q3.b I am happy remaining at my current rank for the remainder of my career.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	2	1	2	0	1	6
		% within q2 What is your rank?	33.3%	16.7%	33.3%	.0%	16.7%	100.0%
	2 Captain	Count	4	2	0	0	0	6
		% within q2 What is your rank?	66.7%	33.3%	.0%	.0%	.0%	100.0%
	3 Lieutenant	Count	0	1	0	2	2	5
		% within q2 What is your rank?	.0%	20.0%	.0%	40.0%	40.0%	100.0%
	4 Firefighter/Fire Inspector	Count	6	6	3	2	3	20
		% within q2 What is your rank?	30.0%	30.0%	15.0%	10.0%	15.0%	100.0%
Total	Count		12	10	5	4	6	37
	% within q2 What is your rank?		32.4%	27.0%	13.5%	10.8%	16.2%	100.0%

q2 What is your rank? * q3.c The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs. Crosstabulation

			q3.c The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	1	1	0	1	3	6
		% within q2 What is your rank?	16.7%	16.7%	.0%	16.7%	50.0%	100.0%
	2 Captain	Count	2	1	1	1	1	6
		% within q2 What is your rank?	33.3%	16.7%	16.7%	16.7%	16.7%	100.0%
3 Lieutenant	Count	1	1	0	0	3	5	
	% within q2 What is your rank?	20.0%	20.0%	.0%	.0%	60.0%	100.0%	
4 Firefighter/Fire Inspector	Count	0	2	1	5	12	20	
	% within q2 What is your rank?	.0%	10.0%	5.0%	25.0%	60.0%	100.0%	
Total	Count	4	5	2	7	19	37	
	% within q2 What is your rank?	10.8%	13.5%	5.4%	18.9%	51.4%	100.0%	

q2 What is your rank? * q3.d I am satisfied with my current rank within my department. Crosstabulation

			q3.d I am satisfied with my current rank within my department.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief	Count	2	2	0	1	1	6
	Chief/Deputy Chief	% within q2 What is your rank?	33.3%	33.3%	.0%	16.7%	16.7%	100.0%
2 Captain	Count	3	3	0	0	0	6	
	% within q2 What is your rank?	50.0%	50.0%	.0%	.0%	.0%	100.0%	
3 Lieutenant	Count	1	1	1	1	1	5	
	% within q2 What is your rank?	20.0%	20.0%	20.0%	20.0%	20.0%	100.0%	
4 Firefighter/Fire Inspector	Count	9	10	0	0	1	20	
	% within q2 What is your rank?	45.0%	50.0%	.0%	.0%	5.0%	100.0%	
Total	Count	15	16	1	2	3	37	
	% within q2 What is your rank?	40.5%	43.2%	2.7%	5.4%	8.1%	100.0%	

q2 What is your rank? * q3.e I believe that chief officers should be hired from the outside. Crosstabulation

			q3.e I believe that chief officers should be hired from the outside.				Total
			2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	2	4	0	6
		% within q2 What is your rank?	.0%	33.3%	66.7%	.0%	100.0%
	2 Captain	Count	0	1	0	5	6
		% within q2 What is your rank?	.0%	16.7%	.0%	83.3%	100.0%
	3 Lieutenant	Count	0	1	4	0	5
		% within q2 What is your rank?	.0%	20.0%	80.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	1	9	4	6	20
		% within q2 What is your rank?	5.0%	45.0%	20.0%	30.0%	100.0%
Total		Count	1	13	12	11	37
		% within q2 What is your rank?	2.7%	35.1%	32.4%	29.7%	100.0%

q2 What is your rank? * q3.f My department has a clearly defined promotional process and succession plan.

Crosstabulation

			q3.f My department has a clearly defined promotional process and succession plan.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	1	2	1	0	2	6
		% within q2 What is your rank?	16.7%	33.3%	16.7%	.0%	33.3%	100.0%
	2 Captain	Count	2	2	1	0	1	6
		% within q2 What is your rank?	33.3%	33.3%	16.7%	.0%	16.7%	100.0%
	3 Lieutenant	Count	2	3	0	0	0	5
		% within q2 What is your rank?	40.0%	60.0%	.0%	.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	6	5	3	5	1	20
		% within q2 What is your rank?	30.0%	25.0%	15.0%	25.0%	5.0%	100.0%
Total	Count		11	12	5	5	4	37
	% within q2 What is your rank?		29.7%	32.4%	13.5%	13.5%	10.8%	100.0%

q2 What is your rank? * q4.a The chief officer rank/ position is not attractive to me. Crosstabulation

			q4.a The chief officer rank/ position is not attractive to me.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	0	0	0	6	6
		% within q2 What is your rank?	.0%	.0%	.0%	.0%	100.0%	100.0%
	2 Captain	Count	3	3	0	0	0	6
		% within q2 What is your rank?	50.0%	50.0%	.0%	.0%	.0%	100.0%
3 Lieutenant	Count	1	1	1	2	0	5	
	% within q2 What is your rank?	20.0%	20.0%	20.0%	40.0%	.0%	100.0%	
4 Firefighter/Fire Inspector	Count	11	4	2	3	0	20	
	% within q2 What is your rank?	55.0%	20.0%	10.0%	15.0%	.0%	100.0%	
Total	Count	15	8	3	5	6	37	
	% within q2 What is your rank?	40.5%	21.6%	8.1%	13.5%	16.2%	100.0%	

q2 What is your rank? * q4.b I prefer responding to fire and EMS calls and being part of the action rather than being in command. Crosstabulation

			q4.b I prefer responding to fire and EMS calls and being part of the action rather than being in command.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	0	4	0	2	6
		% within q2 What is your rank?	.0%	.0%	66.7%	.0%	33.3%	100.0%
	2 Captain	Count	1	3	1	1	0	6
		% within q2 What is your rank?	16.7%	50.0%	16.7%	16.7%	.0%	100.0%
	3 Lieutenant	Count	1	3	1	0	0	5
		% within q2 What is your rank?	20.0%	60.0%	20.0%	.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	8	8	4	0	0	20
		% within q2 What is your rank?	40.0%	40.0%	20.0%	.0%	.0%	100.0%
Total		Count	10	14	10	1	2	37
		% within q2 What is your rank?	27.0%	37.8%	27.0%	2.7%	5.4%	100.0%

q2 What is your rank? * q4.c I feel that I could effect positive change as a chief officer. Crosstabulation

			q4.c I feel that I could effect positive change as a chief officer.				Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	5	0	0	1	6
		% within q2 What is your rank?	83.3%	.0%	.0%	16.7%	100.0%
	2 Captain	Count	2	1	2	0	5
		% within q2 What is your rank?	40.0%	20.0%	40.0%	.0%	100.0%
	3 Lieutenant	Count	1	4	0	0	5
		% within q2 What is your rank?	20.0%	80.0%	.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	3	8	9	0	20
		% within q2 What is your rank?	15.0%	40.0%	45.0%	.0%	100.0%
Total		Count	11	13	11	1	36
		% within q2 What is your rank?	30.6%	36.1%	30.6%	2.8%	100.0%

q2 What is your rank? * q4.d In my experience, I feel that chief officers are out of touch with the rank and file.

Crosstabulation

			q4.d In my experience, I feel that chief officers are out of touch with the rank and file.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	1	1	0	2	2	6
		% within q2 What is your rank?	16.7%	16.7%	.0%	33.3%	33.3%	100.0%
	2 Captain	Count	1	2	1	1	1	6
		% within q2 What is your rank?	16.7%	33.3%	16.7%	16.7%	16.7%	100.0%
3 Lieutenant	Count	0	3	1	0	1	5	
	% within q2 What is your rank?	.0%	60.0%	20.0%	.0%	20.0%	100.0%	
4 Firefighter/Fire Inspector	Count	3	9	5	3	0	20	
	% within q2 What is your rank?	15.0%	45.0%	25.0%	15.0%	.0%	100.0%	
Total	Count	5	15	7	6	4	37	
	% within q2 What is your rank?	13.5%	40.5%	18.9%	16.2%	10.8%	100.0%	

q2 What is your rank? * q4.e I have never desired to become a chief officer. Crosstabulation

			q4.e I have never desired to become a chief officer.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	0	0	0	6	6
		% within q2 What is your rank?	.0%	.0%	.0%	.0%	100.0%	100.0%
	2 Captain	Count	0	1	2	1	2	6
		% within q2 What is your rank?	.0%	16.7%	33.3%	16.7%	33.3%	100.0%
3 Lieutenant	Count	1	1	0	2	1	5	
	% within q2 What is your rank?	20.0%	20.0%	.0%	40.0%	20.0%	100.0%	
4 Firefighter/Fire Inspector	Count	8	2	5	3	2	20	
	% within q2 What is your rank?	40.0%	10.0%	25.0%	15.0%	10.0%	100.0%	
Total	Count	9	4	7	6	11	37	
	% within q2 What is your rank?	24.3%	10.8%	18.9%	16.2%	29.7%	100.0%	

q2 What is your rank? * q5.a I feel unprepared by the department to assume a chief officer role.

Crosstabulation

			q5.a I feel unprepared by the department to assume a chief officer role.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	1	1	1	3	6
		% within q2 What is your rank?	.0%	16.7%	16.7%	16.7%	50.0%	100.0%
	2 Captain	Count	0	1	1	3	1	6
		% within q2 What is your rank?	.0%	16.7%	16.7%	50.0%	16.7%	100.0%
	3 Lieutenant	Count	0	4	0	0	1	5
		% within q2 What is your rank?	.0%	80.0%	.0%	.0%	20.0%	100.0%
	4 Firefighter/Fire Inspector	Count	2	7	7	2	2	20
		% within q2 What is your rank?	10.0%	35.0%	35.0%	10.0%	10.0%	100.0%
Total		Count	2	13	9	6	7	37
		% within q2 What is your rank?	5.4%	35.1%	24.3%	16.2%	18.9%	100.0%

q2 What is your rank? * q5.b I feel that I lack the training and education to become a chief officer.

Crosstabulation

			q5.b I feel that I lack the training and education to become a chief officer.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	0	1	1	4	6
		% within q2 What is your rank?	.0%	.0%	16.7%	16.7%	66.7%	100.0%
	2 Captain	Count	1	1	0	2	2	6
		% within q2 What is your rank?	16.7%	16.7%	.0%	33.3%	33.3%	100.0%
	3 Lieutenant	Count	0	3	0	2	0	5
		% within q2 What is your rank?	.0%	60.0%	.0%	40.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	5	8	4	2	1	20
		% within q2 What is your rank?	25.0%	40.0%	20.0%	10.0%	5.0%	100.0%
Total		Count	6	12	5	7	7	37
		% within q2 What is your rank?	16.2%	32.4%	13.5%	18.9%	18.9%	100.0%

q2 What is your rank? * q5.c I feel that I would benefit from a department officer mentoring/career development program. Crosstabulation

			q5.c I feel that I would benefit from a department officer mentoring/career development program.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count % within q2 What is your rank?	3 50.0%	2 33.3%	0 .0%	0 .0%	1 16.7%	6 100.0%
	2 Captain	Count % within q2 What is your rank?	2 33.3%	3 50.0%	0 .0%	1 16.7%	0 .0%	6 100.0%
	3 Lieutenant	Count % within q2 What is your rank?	2 40.0%	2 40.0%	1 20.0%	0 .0%	0 .0%	5 100.0%
	4 Firefighter/Fire Inspector	Count % within q2 What is your rank?	8 40.0%	7 35.0%	4 20.0%	1 5.0%	0 .0%	20 100.0%
Total	Count % within q2 What is your rank?	15 40.5%	14 37.8%	5 13.5%	2 5.4%	1 2.7%	37 100.0%	

q2 What is your rank? * q5.d I would eagerly participate in a department officer mentoring/career development program. Crosstabulation

			q5.d I would eagerly participate in a department officer mentoring/career development program.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	5	0	0	0	1	6
		% within q2 What is your rank?	83.3%	.0%	.0%	.0%	16.7%	100.0%
	2 Captain	Count	2	1	2	1	0	6
		% within q2 What is your rank?	33.3%	16.7%	33.3%	16.7%	.0%	100.0%
	3 Lieutenant	Count	2	2	1	0	0	5
		% within q2 What is your rank?	40.0%	40.0%	20.0%	.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	7	8	1	2	2	20
		% within q2 What is your rank?	35.0%	40.0%	5.0%	10.0%	10.0%	100.0%
Total		Count	16	11	4	3	3	37
		% within q2 What is your rank?	43.2%	29.7%	10.8%	8.1%	8.1%	100.0%

q2 What is your rank? * q6.a I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule. Crosstabulation

			q6.a I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	0	3	0	3	6
		% within q2 What is your rank?	.0%	.0%	50.0%	.0%	50.0%	100.0%
	2 Captain	Count	5	0	0	0	0	5
		% within q2 What is your rank?	100.0%	.0%	.0%	.0%	.0%	100.0%
	3 Lieutenant	Count	1	4	0	0	0	5
		% within q2 What is your rank?	20.0%	80.0%	.0%	.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	15	3	0	1	1	20
		% within q2 What is your rank?	75.0%	15.0%	.0%	5.0%	5.0%	100.0%
Total		Count	21	7	3	1	4	36
		% within q2 What is your rank?	58.3%	19.4%	8.3%	2.8%	11.1%	100.0%

q2 What is your rank? * q6.b I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to. Crosstabulation

			q6.b I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	2	0	0	2	2	6
		% within q2 What is your rank?	33.3%	.0%	.0%	33.3%	33.3%	100.0%
	2 Captain	Count	1	1	1	0	2	5
		% within q2 What is your rank?	20.0%	20.0%	20.0%	.0%	40.0%	100.0%
	3 Lieutenant	Count	0	2	0	3	0	5
		% within q2 What is your rank?	.0%	40.0%	.0%	60.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	7	8	2	1	2	20
		% within q2 What is your rank?	35.0%	40.0%	10.0%	5.0%	10.0%	100.0%
Total	Count		10	11	3	6	6	36
	% within q2 What is your rank?		27.8%	30.6%	8.3%	16.7%	16.7%	100.0%

q2 What is your rank? * q6.c I am comfortable with where I live and would not take a promotion if I had to move. Crosstabulation

			q6.c I am comfortable with where I live and would not take a promotion if I had to move.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	1	1	2	1	1	6
		% within q2 What is your rank?	16.7%	16.7%	33.3%	16.7%	16.7%	100.0%
	2 Captain	Count	3	0	2	0	0	5
		% within q2 What is your rank?	60.0%	.0%	40.0%	.0%	.0%	100.0%
	3 Lieutenant	Count	3	1	0	1	0	5
		% within q2 What is your rank?	60.0%	20.0%	.0%	20.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	5	4	4	5	2	20
		% within q2 What is your rank?	25.0%	20.0%	20.0%	25.0%	10.0%	100.0%
Total	Count		12	6	8	7	3	36
	% within q2 What is your rank?		33.3%	16.7%	22.2%	19.4%	8.3%	100.0%

q2 What is your rank? * q7.a I am comfortable with my current level of responsibility. Crosstabulation

			q7.a I am comfortable with my current level of responsibility.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	3	1	1	0	1	6
		% within q2 What is your rank?	50.0%	16.7%	16.7%	.0%	16.7%	100.0%
2 Captain	Count	4	1	1	0	0	6	
	% within q2 What is your rank?	66.7%	16.7%	16.7%	.0%	.0%	100.0%	
3 Lieutenant	Count	2	2	0	0	1	5	
	% within q2 What is your rank?	40.0%	40.0%	.0%	.0%	20.0%	100.0%	
4 Firefighter/Fire Inspector	Count	8	10	1	1	0	20	
	% within q2 What is your rank?	40.0%	50.0%	5.0%	5.0%	.0%	100.0%	
Total	Count	17	14	3	1	2	37	
	% within q2 What is your rank?	45.9%	37.8%	8.1%	2.7%	5.4%	100.0%	

q2 What is your rank? * q7.b I desire greater responsibility in my job. Crosstabulation

			q7.b I desire greater responsibility in my job.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	2	3	1	0	0	6
		% within q2 What is your rank?	33.3%	50.0%	16.7%	.0%	.0%	100.0%
2 Captain	Count	0	3	1	0	2	6	
	% within q2 What is your rank?	.0%	50.0%	16.7%	.0%	33.3%	100.0%	
3 Lieutenant	Count	1	3	1	0	0	5	
	% within q2 What is your rank?	20.0%	60.0%	20.0%	.0%	.0%	100.0%	
4 Firefighter/Fire Inspector	Count	3	8	7	1	1	20	
	% within q2 What is your rank?	15.0%	40.0%	35.0%	5.0%	5.0%	100.0%	
Total	Count	6	17	10	1	3	37	
	% within q2 What is your rank?	16.2%	45.9%	27.0%	2.7%	8.1%	100.0%	

q2 What is your rank? * q7.c I prefer to work hands-on as opposed to being a supervisor. Crosstabulation

			q7.c I prefer to work hands-on as opposed to being a supervisor.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief	Count	1	0	4	1	0	6
	Chief/Deputy Chief	% within q2 What is your rank?	16.7%	.0%	66.7%	16.7%	.0%	100.0%
	2 Captain	Count	0	2	2	1	1	6
		% within q2 What is your rank?	.0%	33.3%	33.3%	16.7%	16.7%	100.0%
	3 Lieutenant	Count	1	2	1	1	0	5
		% within q2 What is your rank?	20.0%	40.0%	20.0%	20.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	8	7	5	0	0	20
		% within q2 What is your rank?	40.0%	35.0%	25.0%	.0%	.0%	100.0%
Total		Count	10	11	12	3	1	37
		% within q2 What is your rank?	27.0%	29.7%	32.4%	8.1%	2.7%	100.0%

q2 What is your rank? * q7.d An administrative position and schedule would decrease my quality of life.

Crosstabulation

			q7.d An administrative position and schedule would decrease my quality of life.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	1	2	1	2	6
		% within q2 What is your rank?	.0%	16.7%	33.3%	16.7%	33.3%	100.0%
	2 Captain	Count	3	1	0	0	2	6
		% within q2 What is your rank?	50.0%	16.7%	.0%	.0%	33.3%	100.0%
3 Lieutenant	Count	1	0	1	3	0	5	
	% within q2 What is your rank?	20.0%	.0%	20.0%	60.0%	.0%	100.0%	
4 Firefighter/Fire Inspector	Count	8	5	7	0	0	20	
	% within q2 What is your rank?	40.0%	25.0%	35.0%	.0%	.0%	100.0%	
Total	Count	12	7	10	4	4	37	
	% within q2 What is your rank?	32.4%	18.9%	27.0%	10.8%	10.8%	100.0%	

q2 What is your rank? * q8.a I highly value the protection afforded me as a union member. Crosstabulation

			q8.a I highly value the protection afforded me as a union member.				Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	3	0	2	1	6
		% within q2 What is your rank?	50.0%	.0%	33.3%	16.7%	100.0%
	2 Captain	Count	3	0	2	1	6
		% within q2 What is your rank?	50.0%	.0%	33.3%	16.7%	100.0%
	3 Lieutenant	Count	5	0	0	0	5
		% within q2 What is your rank?	100.0%	.0%	.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	14	5	1	0	20
		% within q2 What is your rank?	70.0%	25.0%	5.0%	.0%	100.0%
Total		Count	25	5	5	2	37
		% within q2 What is your rank?	67.6%	13.5%	13.5%	5.4%	100.0%

q2 What is your rank? * q8.b I would not wish to trade my hourly work rate with overtime for a salaried position. Crosstabulation

			q8.b I would not wish to trade my hourly work rate with overtime for a salaried position.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count % within q2 What is your rank?	1 16.7%	1 16.7%	2 33.3%	1 16.7%	1 16.7%	6 100.0%
	2 Captain	Count % within q2 What is your rank?	5 83.3%	0 .0%	1 16.7%	0 .0%	0 .0%	6 100.0%
	3 Lieutenant	Count % within q2 What is your rank?	2 40.0%	3 60.0%	0 .0%	0 .0%	0 .0%	5 100.0%
	4 Firefighter/Fire Inspector	Count % within q2 What is your rank?	11 55.0%	5 25.0%	3 15.0%	0 .0%	1 5.0%	20 100.0%
Total	Count % within q2 What is your rank?	19 51.4%	9 24.3%	6 16.2%	1 2.7%	2 5.4%	37 100.0%	

q2 What is your rank? * q8.c The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me. Crosstabulation

			q8.c The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.					Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count	0	1	1	2	2	6
		% within q2 What is your rank?	.0%	16.7%	16.7%	33.3%	33.3%	100.0%
	2 Captain	Count	4	1	1	0	0	6
		% within q2 What is your rank?	66.7%	16.7%	16.7%	.0%	.0%	100.0%
	3 Lieutenant	Count	1	2	1	1	0	5
		% within q2 What is your rank?	20.0%	40.0%	20.0%	20.0%	.0%	100.0%
	4 Firefighter/Fire Inspector	Count	9	2	6	2	0	19
		% within q2 What is your rank?	47.4%	10.5%	31.6%	10.5%	.0%	100.0%
Total		Count	14	6	9	5	2	36
		% within q2 What is your rank?	38.9%	16.7%	25.0%	13.9%	5.6%	100.0%

q2 What is your rank? * q8.d The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position. Crosstabulation

			q8.d The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.				Total
			1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	
q2 What is your rank?	1 Chief/Assistant Chief/Deputy Chief	Count % within q2 What is your rank?	0 .0%	2 33.3%	2 33.3%	2 33.3%	6 100.0%
	2 Captain	Count % within q2 What is your rank?	3 50.0%	2 33.3%	0 .0%	1 16.7%	6 100.0%
	3 Lieutenant	Count % within q2 What is your rank?	1 20.0%	2 40.0%	1 20.0%	1 20.0%	5 100.0%
	4 Firefighter/Fire Inspector	Count % within q2 What is your rank?	8 40.0%	5 25.0%	6 30.0%	1 5.0%	20 100.0%
Total		Count % within q2 What is your rank?	12 32.4%	11 29.7%	9 24.3%	5 13.5%	37 100.0%

APPENDIX C
COMBINED RESPONSE PERCENTAGES

Combined Responses (overall)	1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
I do not have aspirations to become a chief officer.	43.2	13.5	8.1	13.5	21.6	100
I am happy remaining at my current rank for the remainder of my career.	32.4	27	13.5	10.8	16.2	100
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	10.8	13.5	5.4	18.9	51.4	100
I am satisfied with my current rank within my department.	40.5	43.2	2.7	5.4	8.1	100
I believe that chief officers should be hired from the outside.	0	2.7	35.1	32.4	29.7	100
My department has a clearly defined promotional process and succession plan.	29.7	32.4	13.5	13.5	10.8	100
The chief officer rank/ position is not attractive to me.	40.5	21.6	8.1	13.5	16.2	100
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	27	37.8	27	2.7	5.4	100
I feel that I could effect positive change as a chief officer.	30.6	36.1	30.6	0	2.8	100
In my experience, I feel that chief officers are out of touch with the rank and file.	13.5	40.5	18.9	16.2	10.8	100
I have never desired to become a chief officer.	24.3	10.8	18.9	16.2	29.7	100
I feel unprepared by the department to assume a chief officer role.	5.4	35.1	24.3	16.2	18.9	100
I feel that I lack the training and education to become a chief officer.	16.2	32.4	13.5	18.9	18.9	100
I feel that I would benefit from a department officer mentoring/career development program.	40.5	37.8	13.5	5.4	2.7	100
I would eagerly participate in a department officer mentoring/career development program.	43.2	29.7	10.8	8.1	8.1	100
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	58.3	19.4	8.3	2.8	11.1	100
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	27.8	30.6	8.3	16.7	16.7	100
I am comfortable with where I live and would not take a promotion if I had to move.	33.3	16.7	22.2	19.4	8.3	100
I am comfortable with my current level of responsibility.	45.9	37.8	8.1	2.7	5.4	100
I desire greater responsibility in my job.	16.2	45.9	27	2.7	8.1	100
I prefer to work hands-on as opposed to being a supervisor.	27	29.7	32.4	8.1	2.7	100
An administrative position and schedule would decrease my quality of life.	32.4	18.9	27	10.8	10.8	100
I highly value the protection afforded me as a union member.	67.6	13.5	13.5	0	5.4	100
I would not wish to trade my hourly work rate with overtime for a salaried position	51.4	24.3	16.2	2.7	5.4	100
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	38.9	16.7	25	13.9	5.6	100
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	32.4	29.7	24.3	13.5	0	100

APPENDIX D
DURHAM FIRE DEPARTMENT RESPONSES

Durham Fire Department Responses	1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
I do not have aspirations to become a chief officer.	40	20	13.3	13.3	13.3	100
I am happy remaining at my current rank for the remainder of my career.	40	26.7	6.7	6.7	20	100
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	6.7	6.7	13.3	20	53.3	100
I am satisfied with my current rank within my department.	53.3	40	0	0	6.7	100
I believe that chief officers should be hired from the outside.	0	0	53.3	20	26.7	100
My department has a clearly defined promotional process and succession plan.	6.7	26.7	13.3	33.3	20	100
The chief officer rank/ position is not attractive to me.	46.7	26.7	6.7	13.3	6.7	100
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	33.3	40	13.3	6.7	6.7	100
I feel that I could effect positive change as a chief officer.	35.7	35.7	28.6	0	0	100
In my experience, I feel that chief officers are out of touch with the rank and file.	20	40	20	6.7	13.3	100
I have never desired to become a chief officer.	26.7	6.7	26.7	13.3	26.7	100
I feel unprepared by the department to assume a chief officer role.	6.7	46.7	33.3	6.7	6.7	100
I feel that I lack the training and education to become a chief officer.	33.3	33.3	13.3	6.7	13.3	100
I feel that I would benefit from a department officer mentoring/career development program.	26.7	33.3	26.7	13.3	0	100
I would eagerly participate in a department officer mentoring/career development program.	40	26.7	13.3	13.3	6.7	100
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	85.7	0	0	7.1	7.1	100
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	35.7	35.7	0	7.1	21.4	100
I am comfortable with where I live and would not take a promotion if I had to move.	42.9	14.3	28.6	7.1	7.1	100
I am comfortable with my current level of responsibility.	53.3	33.3	6.7	6.7	0	100
I desire greater responsibility in my job.	6.7	46.7	26.7	6.7	13.3	100
I prefer to work hands-on as opposed to being a supervisor.	20	40	20	13.3	6.7	100
An administrative position and schedule would decrease my quality of life.	46.7	26.7	13.3	0	13.3	100
I highly value the protection afforded me as a union member.	66.7	6.7	20	0	0	100
I would not wish to trade my hourly work rate with overtime for a salaried position	60	20	13.3	6.7	0	100
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	46.7	20	30	6.7	6.7	100
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	46.7	26.7	26.7	0	0	100

APPENDIX E
CHIEF OFFICER RESPONSES

Chief Officers' Responses	1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
I do not have aspirations to become a chief officer.	0	0	0	0	100	100
I am happy remaining at my current rank for the remainder of my career.	33.3	16.7	33.3	0	16.7	100
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	16.7	16.7	0	16.7	50	100
I am satisfied with my current rank within my department.	33.3	33.3	0	16.7	16.7	100
I believe that chief officers should be hired from the outside.	0	0	33.3	66.7	0	100
My department has a clearly defined promotional process and succession plan.	16.7	33.3	16.7	0	33.3	100
The chief officer rank/ position is not attractive to me.	0	0	0	0	100	100
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	0	0	66.7	0	33.3	100
I feel that I could effect positive change as a chief officer.	83.3	0	0	0	16.7	100
In my experience, I feel that chief officers are out of touch with the rank and file.	16.7	16.7	0	33.3	33.3	100
I have never desired to become a chief officer.	0	0	0	0	100	100
I feel unprepared by the department to assume a chief officer role.	0	0	16.7	16.7	50	100
I feel that I lack the training and education to become a chief officer.	0	0	16.7	16.7	66.7	100
I feel that I would benefit from a department officer mentoring/career development program.	50	33.3	0	0	16.7	100
I would eagerly participate in a department officer mentoring/career development program.	83.3	0	0	0	16.7	100
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	0	0	50	0	50	100
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	33.3	0	0	33.3	33.3	100
I am comfortable with where I live and would not take a promotion if I had to move.	16.7	16.7	33.3	16.7	16.7	100
I am comfortable with my current level of responsibility.	50	16.7	16.7	0	16.7	100
I desire greater responsibility in my job.	33.3	50	16.7	0	0	100
I prefer to work hands-on as opposed to being a supervisor.	16.7	0	66.7	16.7	0	100
An administrative position and schedule would decrease my quality of life.	0	16.7	33.3	16.7	33.3	100
I highly value the protection afforded me as a union member.	50	0	33.3	0	16.7	100
I would not wish to trade my hourly work rate with overtime for a salaried position	16.7	16.7	33.3	16.7	16.7	100
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	0	16.7	16.7	33.3	33.3	100
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	0	33.3	33.3	33.3	0	100

APPENDIX F
CAPTAINS RESPONSES

<u>Captains' Responses</u>	1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
I do not have aspirations to become a chief officer.	50	16.7	16.7	16.7	0	100
I am happy remaining at my current rank for the remainder of my career.	66.7	33.3	0	0	0	100
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	33.3	16.7	16.7	16.7	16.7	100
I am satisfied with my current rank within my department.	50	50	0	0	0	100
I believe that chief officers should be hired from the outside.	0	0	16.7	0	83.3	100
My department has a clearly defined promotional process and succession plan.	33.3	33.3	16.7	0	16.7	100
The chief officer rank/ position is not attractive to me.	50	50	0	0	0	100
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	16.7	50	16.7	16.7	0	100
I feel that I could effect positive change as a chief officer.	40	20	40	0	0	100
In my experience, I feel that chief officers are out of touch with the rank and file.	16.7	33.3	16.7	16.7	16.7	100
I have never desired to become a chief officer.	0	16.7	33.3	16.7	33.3	100
I feel unprepared by the department to assume a chief officer role.	0	16.7	16.7	50	16.7	100
I feel that I lack the training and education to become a chief officer.	16.7	16.7	0	33.3	33.3	100
I feel that I would benefit from a department officer mentoring/career development program.	33.3	50	0	16.7	0	100
I would eagerly participate in a department officer mentoring/career development program.	33.3	16.7	33.3	16.7	0	100
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	100	0	0	0	0	100
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	20	20	20	0	40	100
I am comfortable with where I live and would not take a promotion if I had to move.	60	0	40	0	0	100
I am comfortable with my current level of responsibility.	66.7	16.7	16.7	0	0	100
I desire greater responsibility in my job.	0	50	16.7	0	33.3	100
I prefer to work hands-on as opposed to being a supervisor.	0	33.3	33.3	16.7	16.7	100
An administrative position and schedule would decrease my quality of life.	50	16.7	0	0	33.3	100
I highly value the protection afforded me as a union member.	50	0	33.3	0	16.7	100
I would not wish to trade my hourly work rate with overtime for a salaried position	83.3	0	16.7	0	0	100
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	66.7	16.7	16.7	0	0	100
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	50	33.3	0	16.7	0	100

APPENDIX G
LIEUTENANTS RESPONSES

Lieutenants' Responses	1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
I do not have aspirations to become a chief officer.	40	20	0	20	20	100
I am happy remaining at my current rank for the remainder of my career.	0	20	0	40	40	100
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	20	20	0	0	60	100
I am satisfied with my current rank within my department.	20	20	20	20	20	100
I believe that chief officers should be hired from the outside.	0	0	20	80	0	100
My department has a clearly defined promotional process and succession plan.	40	60	0	0	0	100
The chief officer rank/ position is not attractive to me.	20	20	20	40	0	100
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	20	60	20	0	0	100
I feel that I could effect positive change as a chief officer.	20	80	0	0	0	100
In my experience, I feel that chief officers are out of touch with the rank and file.	0	60	20	0	20	100
I have never desired to become a chief officer.	20	20	0	40	20	100
I feel unprepared by the department to assume a chief officer role.	0	80	0	0	20	100
I feel that I lack the training and education to become a chief officer.	0	60	0	40	0	100
I feel that I would benefit from a department officer mentoring/career development program.	40	40	20	0	0	100
I would eagerly participate in a department officer mentoring/career development program.	40	40	20	0	0	100
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	20	80	0	0	0	100
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	0	40	0	60	0	100
I am comfortable with where I live and would not take a promotion if I had to move.	60	20	0	20	0	100
I am comfortable with my current level of responsibility.	40	40	0	0	20	100
I desire greater responsibility in my job.	20	60	20	0	0	100
I prefer to work hands-on as opposed to being a supervisor.	20	40	20	20	0	100
An administrative position and schedule would decrease my quality of life.	20	0	20	60	0	100
I highly value the protection afforded me as a union member.	100	0	0	0	0	100
I would not wish to trade my hourly work rate with overtime for a salaried position	40	60	0	0	0	100
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	20	40	20	20	0	100
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	20	40	20	20	0	100

APPENDIX H
FIREFIGHTER/FIRE INSPECTOR RESPONSES

Firefighters' Responses	1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
I do not have aspirations to become a chief officer.	55	15	10	15	5	100
I am happy remaining at my current rank for the remainder of my career.	30	30	15	10	15	100
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	0	10	5	25	60	100
I am satisfied with my current rank within my department.	45	50	0	0	5	100
I believe that chief officers should be hired from the outside.	0	5	45	20	30	100
My department has a clearly defined promotional process and succession plan.	30	25	15	25	5	100
The chief officer rank/ position is not attractive to me.	55	20	10	15	0	100
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	40	40	20	0	0	100
I feel that I could effect positive change as a chief officer.	15	40	45	0	0	100
In my experience, I feel that chief officers are out of touch with the rank and file.	15	45	25	15	0	100
I have never desired to become a chief officer.	40	10	25	15	10	100
I feel unprepared by the department to assume a chief officer role.	10	35	35	10	10	100
I feel that I lack the training and education to become a chief officer.	25	40	20	10	5	100
I feel that I would benefit from a department officer mentoring/career development program.	40	35	20	5	0	100
I would eagerly participate in a department officer mentoring/career development program.	35	40	5	10	10	100
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	75	15	0	5	5	100
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	35	40	10	5	5	100
I am comfortable with where I live and would not take a promotion if I had to move.	25	20	20	25	10	100
I am comfortable with my current level of responsibility.	40	50	5	5	0	100
I desire greater responsibility in my job.	15	40	35	5	5	100
I prefer to work hands-on as opposed to being a supervisor.	40	35	25	0	0	100
An administrative position and schedule would decrease my quality of life.	40	25	35	0	0	100
I highly value the protection afforded me as a union member.	70	25	5	0	0	100
I would not wish to trade my hourly work rate with overtime for a salaried position	55	25	15	0	5	100
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	47.4	10.5	31.6	10.5	0	100
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	40	25	30	5	0	100

APPENDIX I

DOVER FIRE DEPARTMENT RESPONSES

Dover Fire Department Responses	1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
I do not have aspirations to become a chief officer.	47.1	11.8	0	17.6	23.5	100
I am happy remaining at my current rank for the remainder of my career.	23.5	29.4	17.6	11.8	17.6	100
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	11.8	17.6	0	23.5	47.1	100
I am satisfied with my current rank within my department.	23.5	52.9	5.9	5.9	11.8	100
I believe that chief officers should be hired from the outside.	0	5.9	23.5	35.3	35.3	100
My department has a clearly defined promotional process and succession plan.	47.1	35.3	11.8	0	5.9	100
The chief officer rank/ position is not attractive to me.	35.3	17.6	11.8	17.6	17.6	100
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	29.4	35.3	35.3	0	0	100
I feel that I could effect positive change as a chief officer.	23.5	35.3	35.3	0	5.9	100
In my experience, I feel that chief officers are out of touch with the rank and file.	11.8	41.2	17.6	23.5	5.9	100
I have never desired to become a chief officer.	23.5	5.9	17.6	23.5	29.4	100
I feel unprepared by the department to assume a chief officer role.	5.9	17.6	23.5	23.5	29.4	100
I feel that I lack the training and education to become a chief officer.	0	29.4	17.6	35.3	17.6	100
I feel that I would benefit from a department officer mentoring/career development program.	52.9	35.3	5.9	0	5.9	100
I would eagerly participate in a department officer mentoring/career development program.	41.2	29.4	11.8	5.9	11.8	100
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	47.1	29.4	17.6	0	5.9	100
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	17.6	35.3	11.8	17.6	17.6	100
I am comfortable with where I live and would not take a promotion if I had to move.	23.5	17.6	17.6	29.4	11.8	100
I am comfortable with my current level of responsibility.	35.3	47.1	5.9	0	11.8	100
I desire greater responsibility in my job.	17.6	47.1	29.4	0	5.9	100
I prefer to work hands-on as opposed to being a supervisor.	35.3	17.6	41.2	5.9	0	100
An administrative position and schedule would decrease my quality of life.	29.4	5.9	47.1	17.6	0	100
I highly value the protection afforded me as a union member.	70.6	17.6	5.9	0	5.9	100
I would not wish to trade my hourly work rate with overtime for a salaried position	47.1	23.5	23.5	0	5.9	100
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	35.3	5.9	35.3	23.5	0	100
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	23.5	23.5	29.4	23.5	0	100

APPENDIX J

ROCHESTER FIRE DEPARTMENT RESPONSES

<u>Rochester Fire Department Responses</u>	1 Strongly Agree	2 Somewhat Agree	3 Neutral	4 Somewhat Disagree	5 Strongly Disagree	Total
I do not have aspirations to become a chief officer.	40	0	20	0	40	100
I am happy remaining at my current rank for the remainder of my career.	40	20	20	20	0	100
The most senior firefighter/fire officer should be the one promoted to the next level when an opening occurs.	20	20	0	0	60	100
I am satisfied with my current rank within my department.	60	20	0	20	0	100
I believe that chief officers should be hired from the outside.	0	0	20	60	20	100
My department has a clearly defined promotional process and succession plan.	40	40	20	0	0	100
The chief officer rank/ position is not attractive to me.	40	20	0	0	40	100
I prefer responding to fire and EMS calls and being part of the action rather than being in command.	0	40	40	0	20	100
I feel that I could effect positive change as a chief officer.	40	40	20	0	0	100
In my experience, I feel that chief officers are out of touch with the rank and file.	0	40	20	20	20	100
I have never desired to become a chief officer.	20	40	0	0	40	100
I feel unprepared by the department to assume a chief officer role.	0	60	0	20	20	100
I feel that I lack the training and education to become a chief officer.	20	40	0	0	40	100
I feel that I would benefit from a department officer mentoring/career development program.	40	60	0	0	0	100
I would eagerly participate in a department officer mentoring/career development program.	60	40	0	0	0	100
I prefer my current rotating shift schedule to a Monday through Friday with weekend and holidays off schedule.	20	40	0	0	40	100
I like to leave work for my days off and not be responsible for having to respond back for an incident unless I choose to.	40	0	20	40	0	100
I am comfortable with where I live and would not take a promotion if I had to move.	40	20	20	20	0	100
I am comfortable with my current level of responsibility.	60	20	20	0	0	100
I desire greater responsibility in my job.	40	40	20	0	0	100
I prefer to work hands-on as opposed to being a supervisor.	20	40	40	0	0	100
An administrative position and schedule would decrease my quality of life.	0	40	0	20	40	100
I highly value the protection afforded me as a union member.	60	20	20	0	0	100
I would not wish to trade my hourly work rate with overtime for a salaried position	40	40	0	0	20	100
The perks that are associated with being a chief officer (department vehicle, an office, flexible schedule) are not attractive to me.	25	50	0	0	25	100
The salary/benefits of a chief officer are not worth the responsibility and problems that come with the position.	20	60	0	20	0	100

APPENDIX K**OPEN ENDED QUESTION RESPONSES – DURHAM FIRE DEPARTMENT**

Q9 - I am not interested in becoming a chief officer within my department because...

- I've been asked and turned it down because it's too late in my career and the lack of a good offer.
- The Monday to Friday "normal" work schedule.
- I don't believe the additional pay and benefits outweigh what I perceive to be an enormous addition of stress to my job.
- It doesn't interest me at this time because I don't have the experience necessary, and I enjoy the day to day operations of the job.
- It is too soon in my career for me to think of a chief's officer position. I am currently interested in learning more about the job but in the future would entertain being eligible for promotion.
- Currently I am at the end of my career and it would not be beneficial to proceed in that direction
- I have a different philosophy of management/leadership.
- I've had management positions in my life and enjoy doing the work assigned and leaving work at the job when I go home.
- I don't desire to be an administrator and that is what a Chief Officer is if they are good at their job. I also like being one of "guys", which I do not believe you are, or should be if you are a Chief Officer.
- At this time, DFD is small enough where it does not have a true company officer position, promotion starts at captain, leaving responsibility of very large and complex incidents and day to day "executive" decisions with officers in the absence of an administrative officer until one travels to a scene or is available but out of station.
- Work schedule and salary.
- Town Politics.

Q11 - The biggest reason that I would not want to become a chief officer is...

- Because of differing views with the current Town Administration, it's better for my department and community that I concentrate on delivering excellent service. I also feel genuinely responsible for my men and Chiefs and better serve them as an educator relying on my years of experience as an instructor and safety officer. I have also been offered a Chief's position in several other departments and have turned them down also.
- See item 9. Work schedule.
- I don't believe the additional pay and benefits outweigh what I perceive to be an enormous addition of stress to my job.

- Until I have close to [number removed] years in the service, I would be hesitant to put myself in an unprotected situation.
- I am open to pursuing that avenue further down my career.
- The politics that come with the position. Along with the hours of work. After [number removed] years on a rotational schedule it would be difficult to revert back to a normal work week.
- The political hurdles that drain the effectiveness of a task.
- The pay and work schedule.
- It seems like a boring job with a lot of paper work and no fulfillment.
- Monday through Friday schedule.
- Working a "businessman" schedule.
- Work schedule and salary.
- Town Politics/responsibilities.

Q12 - I would consider becoming a chief officer if...

- Sorry.
- There was a "shift" schedule for the chief officer position.
- The job roles, responsibilities, and expectations were more clearly defined. Currently, it appears that there is little clear delineation as to who is responsible for what tasks between chief officers (at least to the outside observer).
- I had more experience and education, and confidence in the position.
- You were allowed to do the job properly and not be hand tied by the whims of the council or local political body
- There was a greater chance of impacting change.
- Pay and work schedule was better
- I got injured and couldn't work the line anymore, but needed to finish my time to retirement.
- If I were in a department where defined promotional steps existed, ie: firefighter to engineer. Engineer to lieutenant, lieutenant to captain, captain to battalion chief, etc.
- I develop the requisite leadership knowledge, skills, and experience during my career, and a scenario develops in which I see myself positively contributing to the department and community by filling a Chief Officer role.
- No reason.
- I were the last person on earth.

APPENDIX L

OPEN ENDED QUESTIONS RESPONSES – ALL RESPONDENTS

Q9: I am not interested in becoming a chief officer within my department because...

- As a Captain, they have the opportunity to make more money than a chief officer.
- At this time, DFD is small enough where it does not have a true company officer position, promotion starts at captain, leaving responsibility of very large and complex incidents and day to day "executive" decisions with officers in the absence of an administrative officer until one travels to a scene or is available but out of station.
- Currently I am at the end of my career and it would not be beneficial to proceed in that direction
- headaches
- I am a Chief Officer...The Salary does not in any way compensate for the job responsibility. Shift lieutenants on average made the same as I did in 2009 though they had to work many hours of overtime to do so. Some shift Captains far exceeded what I earned in 2010 - like \$15000 more and yes, they worked far more hours. The issue is you have to love the job to work the street, so you are not hired on day one looking to become a Chief nor to fill a Chief position. Over time, you embrace that someone has to hands-on lead the mid level leaders that manage the troop on the incidents. That is a paradigm shift that leads to personal satisfaction and self actualization. If you look at just the money issue as a Chief Officer, that does not compensate for stress, on call all the time, and constant 24-7 issues. You have to embrace wanting to be a Chief Officer to be a Chief Officer.
- I am currently satisfied w/ my current position.
- I am nearing the end of my career and I am quite comfortable with the position I hold.
- I don't believe the additional pay and benefits outweigh what I perceive to be an enormous addition of stress to my job.
- I don't desire to be an administrator and that is what a Chief Officer is if they are good at their job. I also like being one of "guys", which I do not believe you are, or should be if you are a Chief Officer.
- I enjoy being on shift.
- I enjoy being part of a shift and within one of the companies working and working with the guys.
- I feel I am a better asset on the street to both the public and my peers
- I have a different philosophy of management/leadership.
- I love my job the way it is and I do not want to be tied to a desk. I would be interested in becoming a lieutenant or captain in the future.
- I still like riding the trucks and having the one on one interaction with the public.
- I would not enjoy the day to day management of people
- It doesn't interest me at this time because I don't have the experience necessary, and I enjoy the day to day operations of the job.

- It is too soon in my career for me to think of a chief's officer position. I am currently interested in learning more about the job but in the future would entertain being eligible for promotion.
- I've been asked and turned it down because it's too late in my career and the lack of a good offer.
- I've had management positions in my life and enjoy doing the work assigned and leaving work at the job when I go home.
- LATE IN MY CAREER.
- Make positive changes and continue to make Dover a progressive department.
- not applicable
- The Monday to Friday "normal" work schedule.
- The Salary they receive is low compared to what other Chief officers get in other communities. They have not received a pay raise in three years.
- the true time involvement that it would take away from family.
- Town Politics.
- Work schedule and salary.

Q10: The biggest reason that I would not want to become a chief officer is...

- At this point I do not have many years left on the job. The position should be filled with someone with plans to be on the job a while.
- Because of differing views with the current Town Administration, it's better for my department and community that I concentrate on delivering excellent service. I also feel genuinely responsible for my men and Chiefs and better serve them as an educator relying on my years of experience as an instructor and safety officer. I have also been offered a Chief's position in several other departments and have turned them down also.
- Being comfortable with the shift setting. No head aches.
- Change in schedule.
- headaches
- I am a Chief Officer so I embraced the higher level altruistic paradigm shift mentioned above already...
- I am open to pursuing that avenue further down my career.
- I don't believe the additional pay and benefits outweigh what I perceive to be an enormous addition of stress to my job.
- I enjoy responding and being part of the suppression team
- I like the hands on aspect of my job and my schedule is very desirable. I feel like I am part of a whole great union body that does many great things for the community.
- In Rochester.....NO way
- it seems like a boring job with a lot of paper work and no fulfillment.
- Monday through Friday schedule.
- not applicable
- politics
- same as above
- See 9
- See item 9. Work schedule.

- See number 9.
- Stress.
- The pay and work schedule.
- The political hurdles that drain the effectiveness of a task.
- The politics that come with the position. Along with the hours of work. After 20 years on a rotational schedule it would be difficult to revert back to a normal work week.
- The responsibility and the job seems very thankless. Plus I do not think I possess the smarts to get the job done, especially on the administrative side.
- Town Politics/responsibilities.
- Until I have close to 20 years in the service, I would be hesitant to put myself in an unprotected situation.
- Work schedule and salary.
- Working a "businessman" schedule

Q11: I would consider becoming a chief officer if...

- I am not interested in becoming a chief officer
- I develop the requisite leadership knowledge, skills, and experience during my career, and a scenario develops in which I see myself positively contributing to the department and community by filling a Chief Officer role.
- I don't think that I would, I enjoy my position a lot.
- I got injured and couldn't work the line anymore, but needed to finish my time to retirement.
- I had more experience and education, and confidence in the position.
- I had more training & experience.
- I had the proper training at that level. I had the desire to be one. I could promise myself that I would not forget where I came from.
- I had the proper training.
- I was able to go on calls and not be salaried.
- I were the last person on earth.
- I wouldn't
- If I am well trained and feel ready to take the responsibility.
- If I were in a department where defined promotional steps existed, ie: firefighter to engineer. Engineer to lieutenant, lieutenant to captain, captain to battalion chief, etc.
- It was in another community with competitive wage and benefit package.
- N/A
- N/A
- No reason.
- not applicable
- Pay and work schedule was better
- Same as above- I would recommend attitude building years ahead/early in Chief candidate careers so that they understand that personal satisfaction is not tied to the money of Overtime or the loss of the rotating shift schedule...that it is in leading a department. You are hands on still - just at a different level. Chief's candidates have to understand that or be taught that....
- Sorry.

- The job roles, responsibilities, and expectations were more clearly defined. Currently, it appears that there is little clear delineation as to who is responsible for what tasks between chief officers (at least to the outside observer).
- the position became available.
- There was a "shift" schedule for the chief officer position.
- There was a greater chance of impacting change.
- You were allowed to do the job properly and not be hand tied by the wims of the council or local political body