

Recruitment, Staffing, and Retention Strategies for the Rosemount Fire Department

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On behalf of

The City of Rosemount

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The Resilient Communities Project

Resilient Communities Project

UNIVERSITY OF MINNESOTA

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This project provides an examination of national, statewide, and local (Rosemount area) volunteer fire departments with the ultimate goal to assist the city of Rosemount's volunteer fire department in identifying strategies to better attract, recruit, select, and retain firefighters. Methods to identify improvement strategies included a review of current research on volunteer firefighting, benchmarking to identify similar challenges faced and potential solutions utilized by other local, national, and international firefighting departments, as well as a survey of the Rosemount firefighting force to understand the specific recruitment, selection, and retention processes and challenges of the department. Based on findings, the current investigators broke down challenges and accompanying recommendations into three sections: staffing, recruitment, and retention.

Benchmarking

- In the United States, since 1987 there has been a downward trend in rates of volunteer firefighters per 1,000 people protected (Karter, 2013)
- Volunteer fire departments comprise 67% of United States fire departments, with an additional 28% of US fire departments partially volunteer,
 - There is an even greater percentage of volunteer departments in Minnesota, 88%, with an additional 10% partially volunteer (Karter, 2013; US Fire Administration, 2014)
- . Conditions that affect recruitment and retention of volunteer firefighters include:
 - An increased time demand in volunteers' lives, increasingly time-intensive and demanding fire department training requirements, increasing call volume, and stricter Federal regulations (Baker, 2013; Cote et al., 2014; Mallick, 1998; US Fire Administration, 2007)
- Benchmarking local area volunteer departments with similar community demographics to Rosemount revealed:
 - Local departments have varying number of females as firefighters, as low as 0% to 12% (12 total out of 100 firefighters)
 - Response quota (the minimum threshold that firefighters must respond to calls) for local volunteer departments is approximately 30%, with 5 out of 6 departments surveyed between 30-35%
- In Minnesota, it is estimated that volunteer firefighters save taxpayers \$742 million annually (US Fire Administration, 2014)

Staffing

Four major challenges were identified for the area of staffing:

1. Daytime responding
 - A lack of daytime responders to calls due primarily to work reasons, being out of the response area, or family obligations
2. Inequality in Call Responding
 - Some firefighters responding to much higher than quota and other firefighters responding to the minimum quota
3. Burdensome Obligations
 - Firefighters with many responsibilities such as responding to calls, community service events, and ongoing training
4. Four Minute Response Time

- Firefighters must get to one of two stations in Rosemount within 4 minutes of receiving a call, presenting a challenge because the average commute time for firefighters to work is 20 minutes ($SD = 12$ minutes)

To address the challenges listed above, we propose four recommendations:

1. On-call shifts
 - Teams of firefighters are assigned certain time windows in which they are obligated to respond to calls
2. Duty Crews
 - Firefighters standby at the station during designated shifts to respond to calls
3. Cooperation from Employers
 - Allow firefighters working in Rosemount to respond more flexibly to calls during their daytime work shifts
4. Childcare
 - Partner with local childcare organizations, allowing caregivers to take care of children when responding to calls

Recruitment

One major challenge was identified for the area of recruitment:

1. Low applicant numbers
 - Need for a greater number of applicants to meet the demand of an increasing number of calls

To address the challenge of applicant numbers, we propose seven recommendations:

1. Greater Focus on Incentives
 - Useful incentives identified were health benefits, study assistance (tuition breaks, loan forgiveness, a scholarship program), tax exemptions, housing offerings, and housing allowances
2. Community Involvement
 - Involvement to increase community embeddedness and exposure includes attending or sponsoring local events, training in public, and public education campaigns
3. Firefighters as Recruiters
 - Utilize firefighters in recruiting, either through word of mouth, a bounty program compensating volunteers for recruits brought in, or recruiting task forces
4. Cadet Program
 - Utilize the high school population with a program where cadets can complete Firefighter I training while still in senior year, and assign auxiliary tasks to cadets
5. Advertisement/Marketing
 - Increased advertising through local media, social media, an updated website, yard signs and banners, and targeted advertising of specific community organizations
6. Recruit Women
 - Targeted recruitment of women through local organizations, ensure inclusive department climate for women, and bring in female firefighters to discuss misperceptions of women's firefighting abilities
7. Pre-Test Training Program

- Provide physical training opportunities through gym membership discounts and personal training, and provide a fitness program for women

Retention

Five major challenges were identified for the area of retention:

1. Time commitment
 - High time commitment due to training and community activities resulting in conflict with work and family needs
2. Attrition during training
 - High dropout rate during training
 - Mismatch between current firefighter skill and skill requirements for responsibilities
3. Decreased motivation
 - Inability to continue firefighting with only intrinsic motives
4. Lack of communication
 - Some firefighters perceive that they do not receive adequate feedback on their performance, and also feel they are not given opportunities to voice opinions.
5. Burnout
 - Decreased enthusiasm and vitality due to psychosocial and physical demands

To target these challenges, we propose seven recommendations:

1. Realistic job previews
 - Provision of more information to prospective firefighters and family members regarding job description, training and schedule expectations
2. Modification of training delivery
 - Adjustment of timeline and format (e.g., reduction of time requirements, provision of online training, tiered training according to specialization)
3. Focus on recognition
 - Implementation of recognition system (e.g., family support recognition, letter of commendation to employers, exposure in media)
4. Incentives as recognition
 - Provision of incentives (e.g., health benefits, study assistance, community discounts)
5. Enhancement of feedback and communication
 - Provision of outlet for anonymous feedback to the Chief
 - Provision of minutes from meetings and training sessions
 - Provision of regular feedback on performance
6. Counseling
 - Provide formal, external counseling to firefighters and family members
7. Assessment of mentoring program
 - Assess the effectiveness of mentoring program using evaluation results

Summary

To summarize, we provide recommendations that encompass all three areas of staffing, recruitment, and retention.

1. Assessment and program monitoring

- Ongoing data collection and evaluation of departmental issues and effectiveness of programs
2. Role management
- Specialization of volunteer firefighter roles: splitting job roles, training, and calls
 - Development of support roles (e.g., secretarial, equipment maintenance) to be more inclusive of the broader community

Recruitment, Staffing, and Retention Strategies for the Rosemount Fire Department

PSY 5707 Personnel Psychology
19 April 2015

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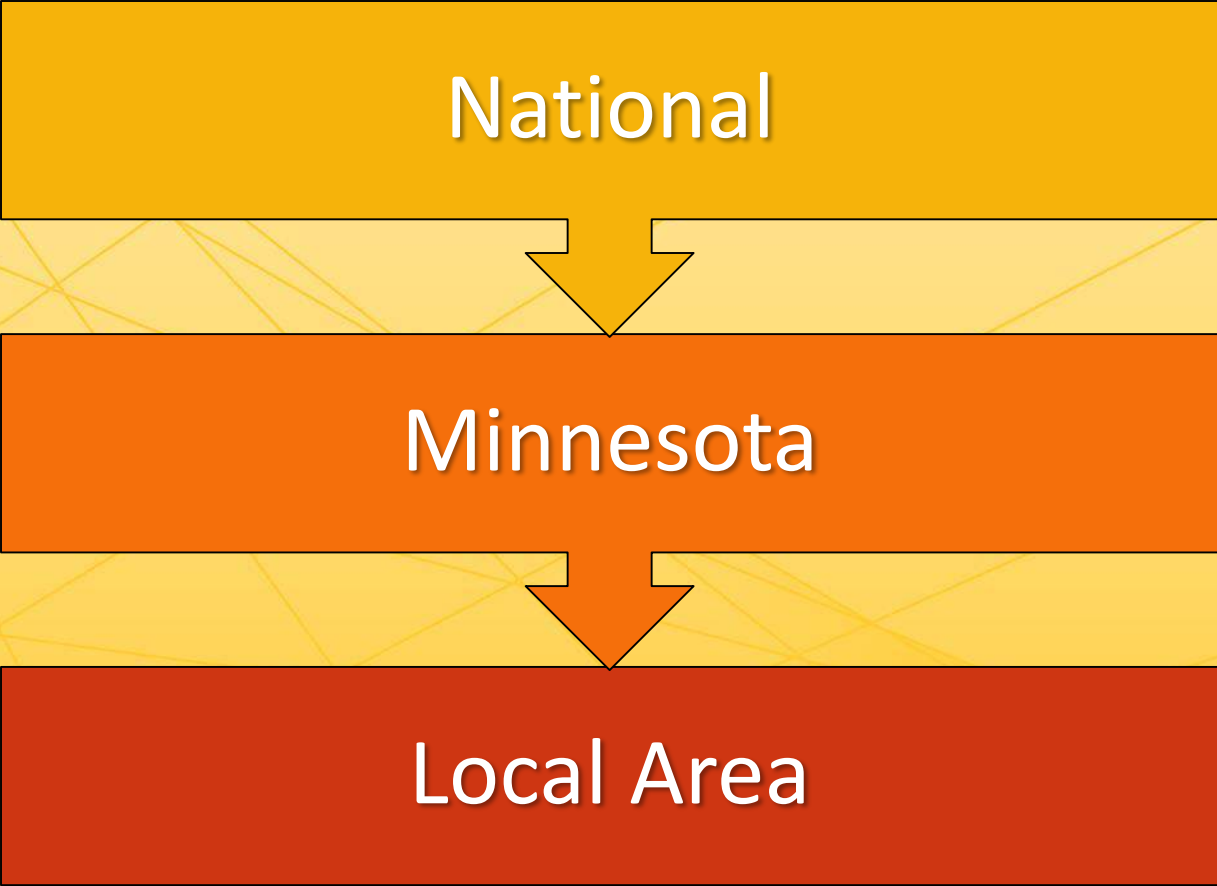


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Introduction

- Project Description
 - Our goal: to assist the fire department in identifying strategies and approaches to better attract, recruit, select, and retain volunteer firefighters
- Presentation Goals
 - Recommendations
 - Feedback

Benchmarking



Volunteer Fire Departments Nationwide

Recruitment and Retention Issues Nationwide

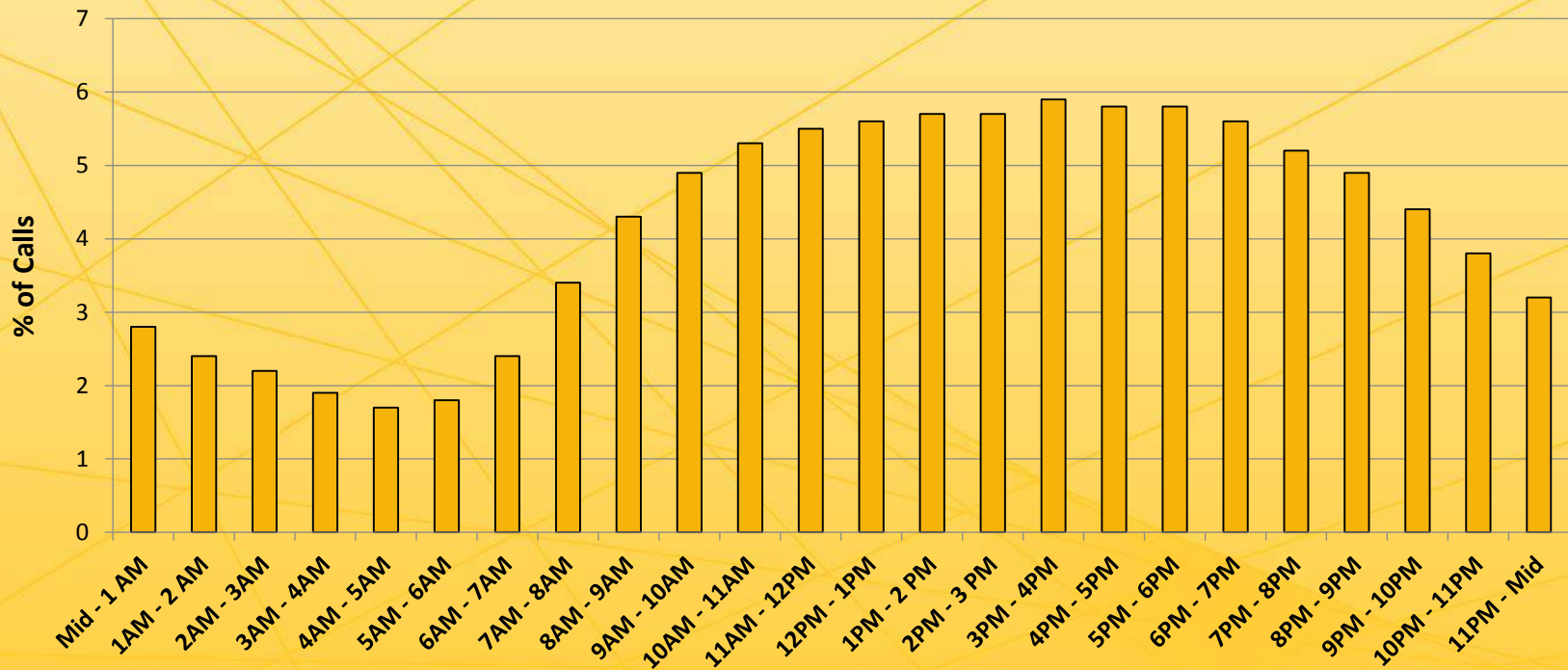
- Less free time
- Both spouses, parents working outside the home
- Busier extracurricular schedules for children; parent “chauffeurs”
- Increasingly commuter workforce
- Increasing training requirements (time investment)

Over the last two decades:

- Many reports have been commissioned
- Many suggestions proposed
- Few examples of successful practices in action

Volunteer Fire Departments nationwide

Nationwide, most calls occur during the day, peaking between 3pm and 6pm.¹

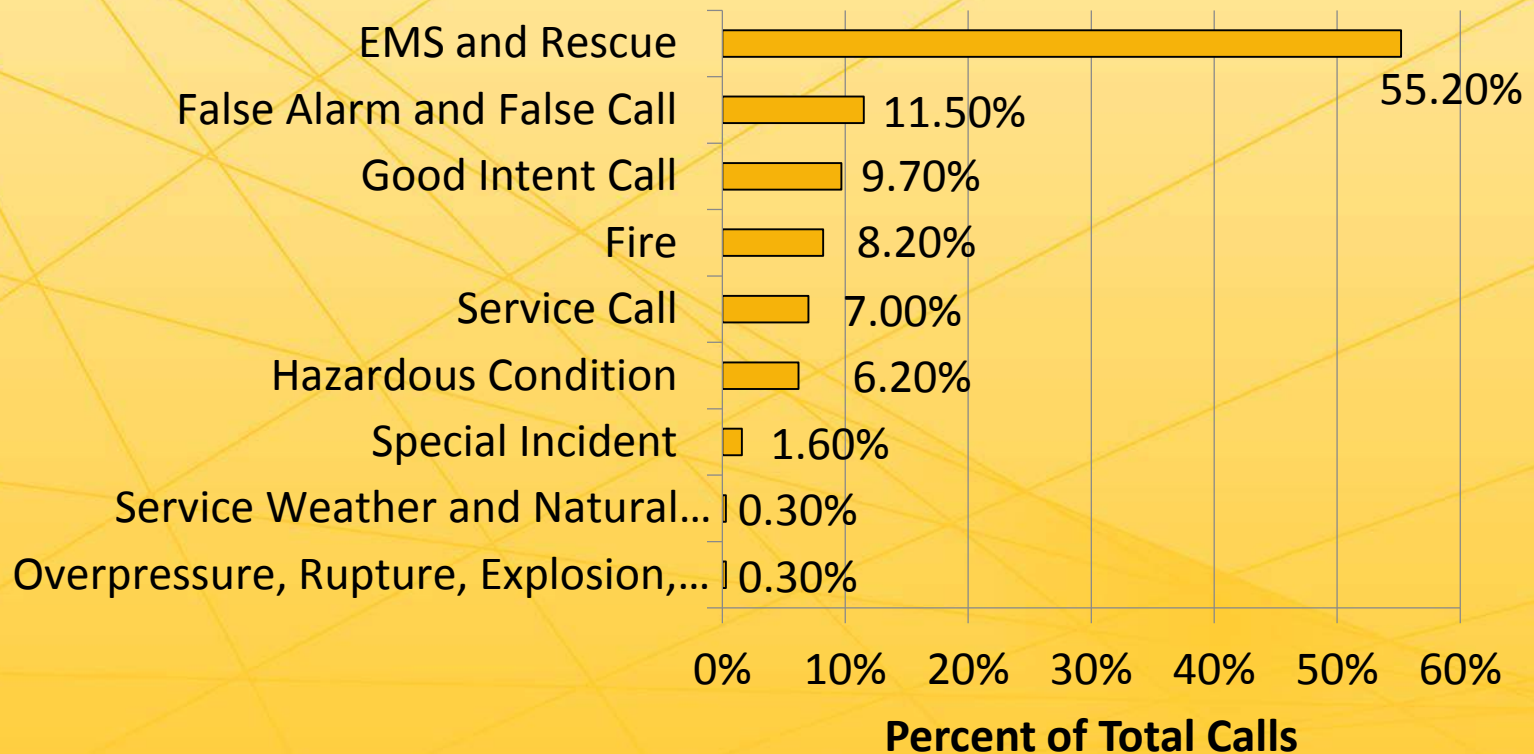


¹ Fire Department Overall Run Profile (2004). FEMA Topical Fire Report Series, NFIRS 5.0 data; Vol 7, Issue 4.



Volunteer Fire Departments nationwide

Nationwide, less than 10% of fire department runs are fires.¹



¹ Fire Department Overall Run Profile, 2004

Volunteer Firefighting in the USA

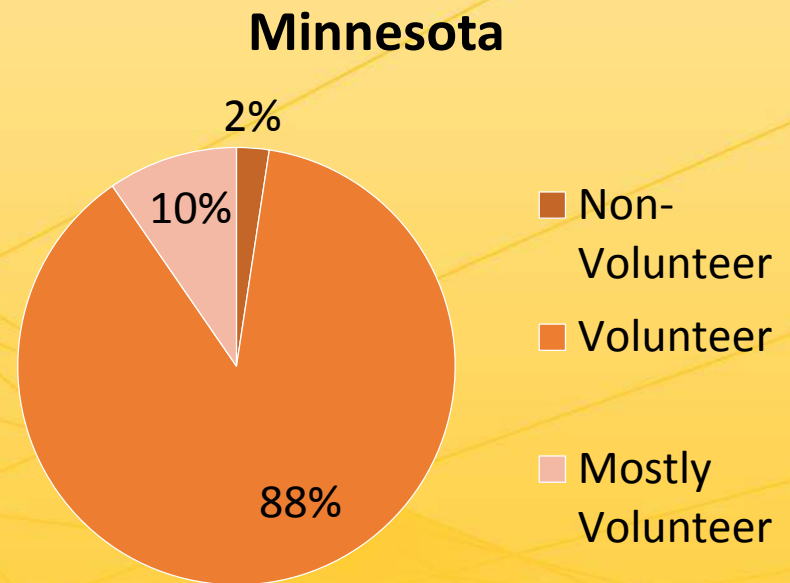
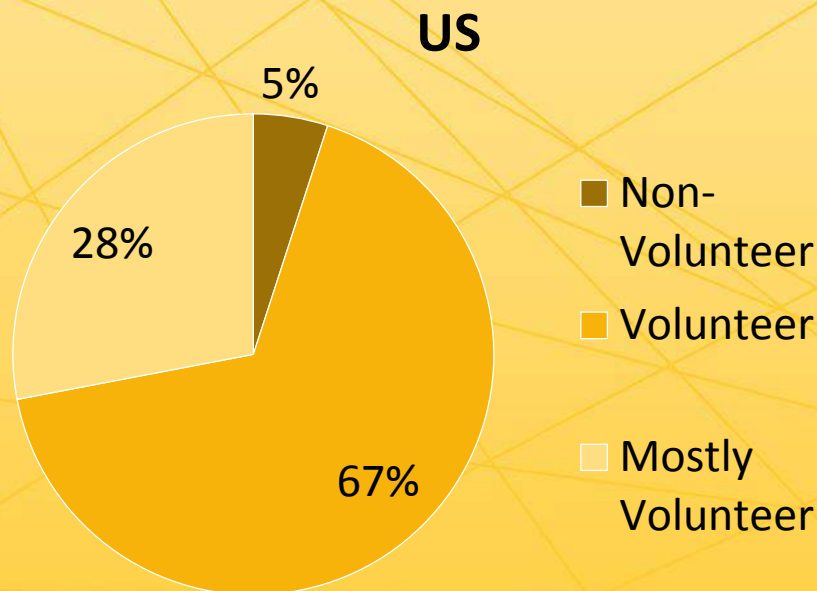
- 95% volunteer departments protect fewer than 25,000 people¹
- Downward trend in rates of volunteer firefighters per 1,000 people protected²
- In 2004, National Volunteer Fire Council estimated Volunteer Fire Departments save taxpayers an average of over \$45,000 per volunteer³

¹ US Fire Department Profile, 2013; ²Karter, 2013; ³ U.S. Fire Administration, 2007



Volunteer Firefighting in the USA

- 67% volunteer in US; 28% mostly volunteer firefighters in 2012¹
 - 88% of Minnesota's departments are volunteer; 9.6% mostly volunteer²



¹ Karter, 2013; ² U.S. Fire Administration, 2014

Volunteer Fire Departments in Minnesota

Conditions Affecting Recruitment and Retention^{1, 2, 3, 4}

- 1) Increased time demands in people's lives
- 2) Increasingly time-intensive and demanding training requirements
- 3) Increasing call volume
- 4) Increasing non-fire calls and non-fire roles required by departments
- 5) Stricter Federal regulations
- 6) Leadership challenges
- 7) Internal conflict
- 8) Changing demographics; more individuals over 65
- 9) Commuter culture; "selfish" generation; more transient population
- 10) Increasing cost of living and housing costs in particular

¹ Baker, 2013; ² Cote et al., 2014; ³ Mallick, 1998; ⁴ U.S. Fire Administration, 2007

Volunteer Fire Departments in Minnesota

- 2nd highest percentage of volunteer fire departments in U.S. (97.3%)
- The fewest career firefighters per 10,000 people in U.S. (3.57)
- The national average of firefighters per 10,000 people is 23.3.

Statewide, volunteer firefighters save taxpayers \$742 million dollars annually.

Benchmarking with Comparable Fire Departments

Community Information

Population	21,874	7,600	60,306	50,201	11,196	65,453	22,167
Square Miles	35.21	7.73	24.9	16.86	5.59	34.5	14.69
median age	34.7	40.3	35.9	37.9	27.5	36.8	31.6
% homeowners	88.1%	--	67.4%	81.1%	64.8%	73%	88.7%
median income	\$65,916	\$35,699	\$64,561	\$77,193	\$50,279	\$79,639	\$85,051
travel time to work	26.6	--	23.6 min	24.1 min	16.0 min	23.5 min	29.3 min

Fire Department Information

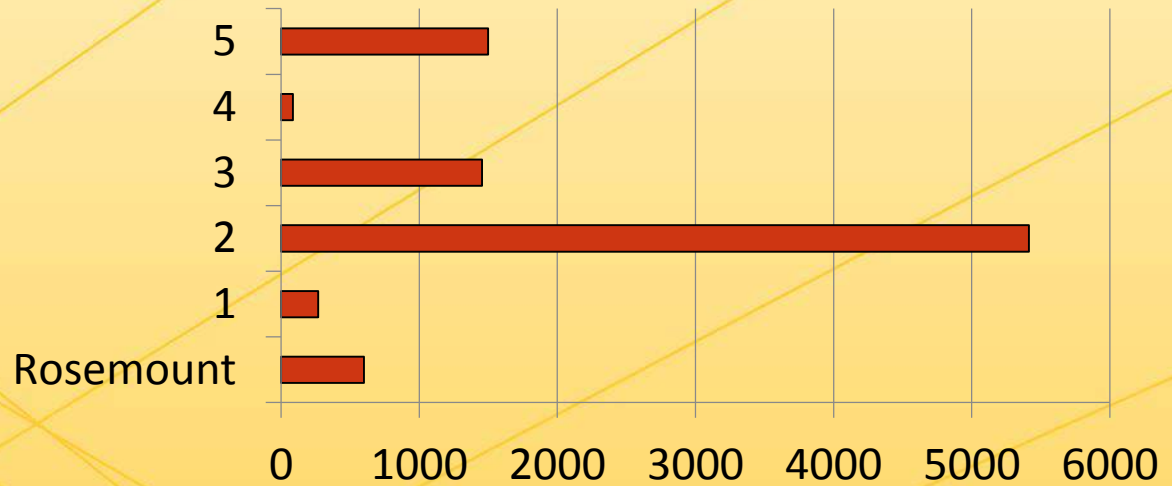
# stations	2	1	2	3	1	5	2
% non-fire calls	76%	60%	74%	95%	60%	90.9%	--
non-fire roles	no	yes	yes	no	yes	no	no
# female VFFs	1*	0	1	9	1	12	1
Total # of firefighters	46	32	39	76	32	100	48

* = female in training

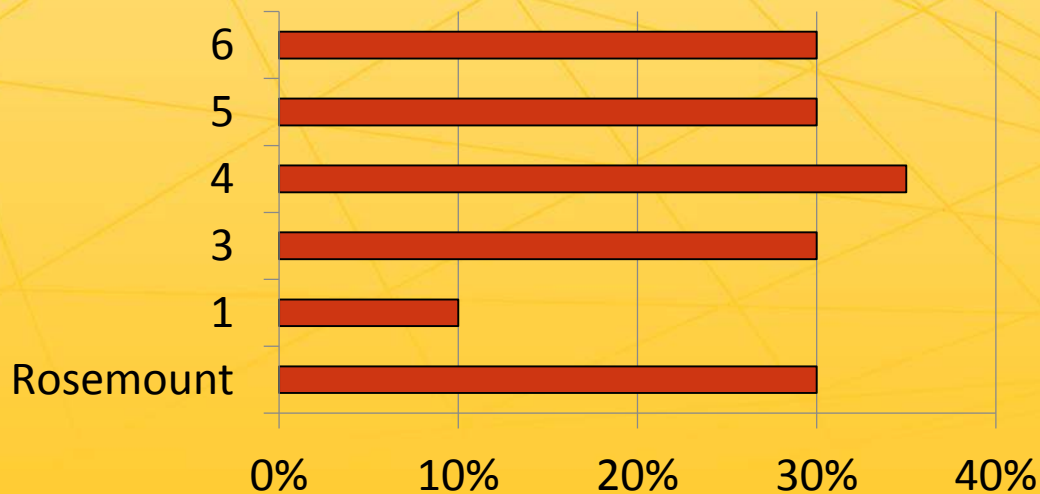


Benchmarking with Comparable Fire Departments

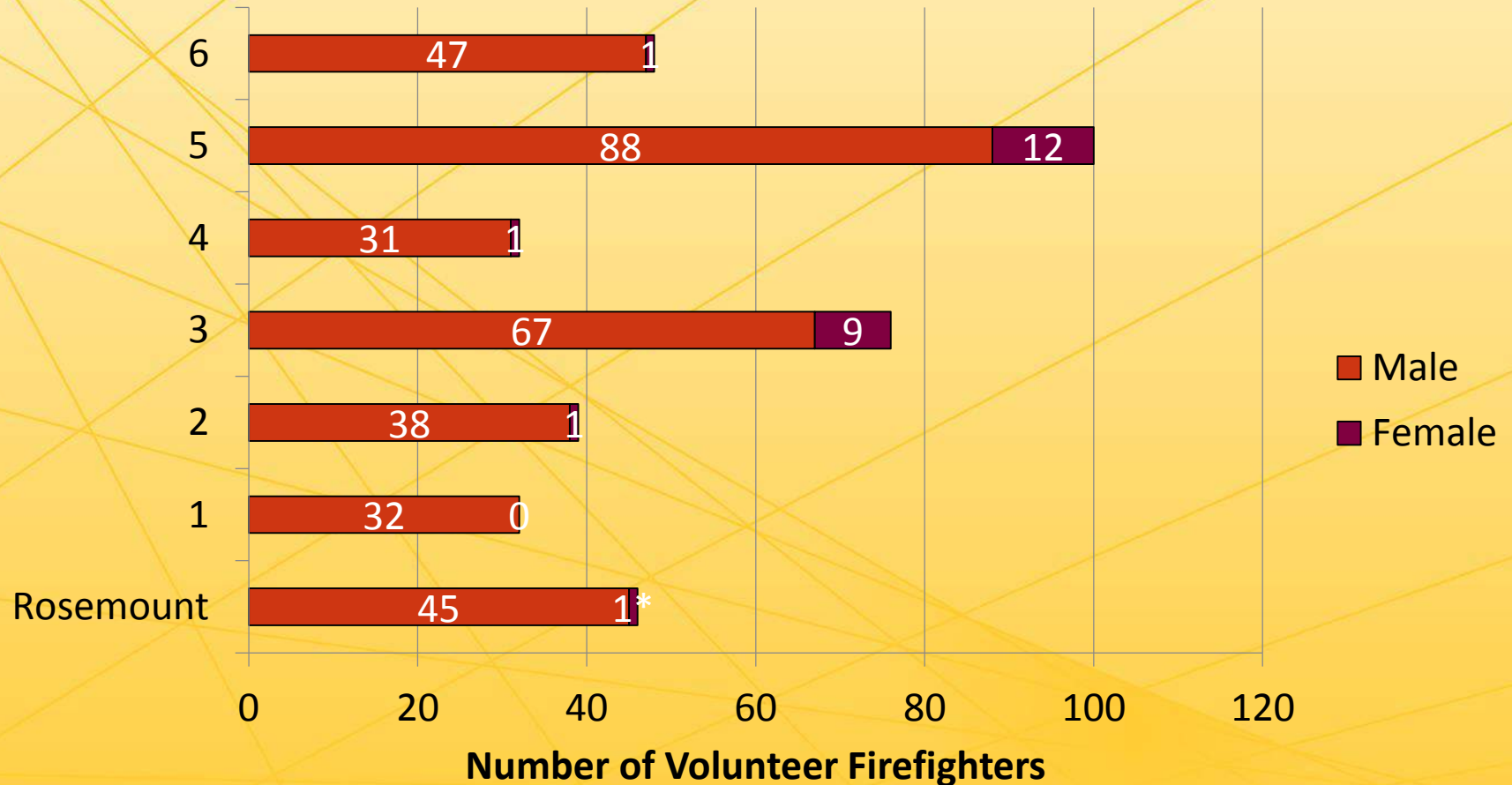
Calls per Year



Quota



Benchmarking with Comparable Fire Departments



Information Gathering and Basis of Recommendations

**Review of
Current
Research**

Benchmarking

**Survey of
Rosemount
VFF**

Site Visit

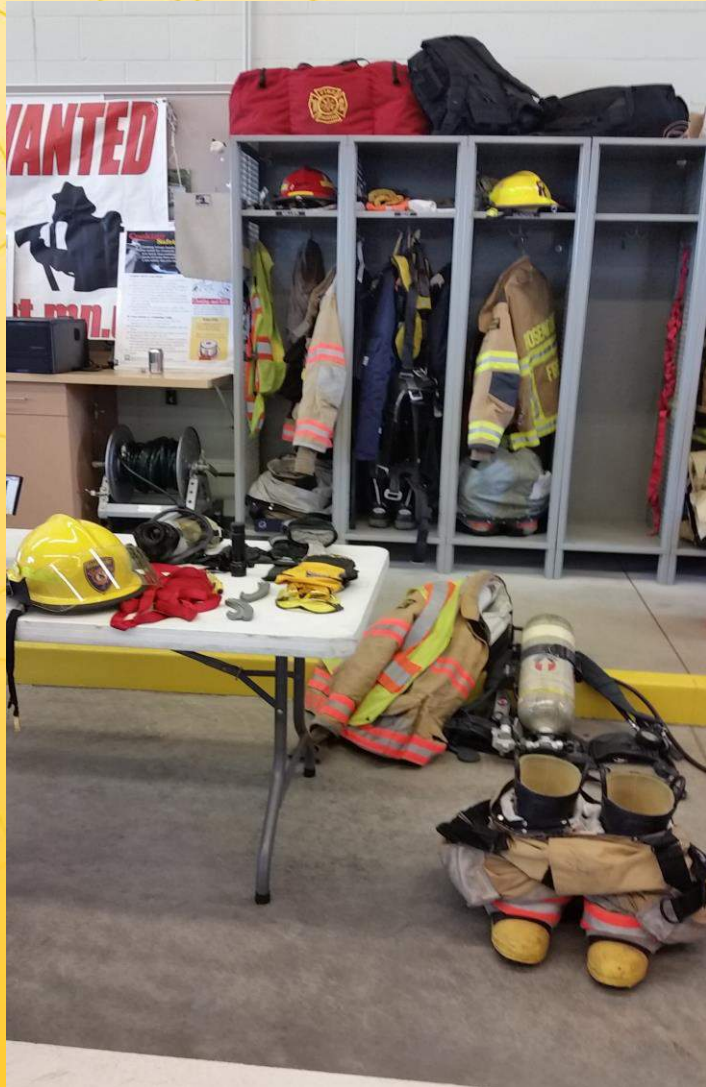
**Fire Chief
Interview**



Site Visit: Rosemount FD



Site Visit: Rosemount FD



Site Visit: Rosemount FD



1. Staffing

Staffing Challenges

Daytime Responding

Inequality in Call
Responding

Burdensome
Obligations

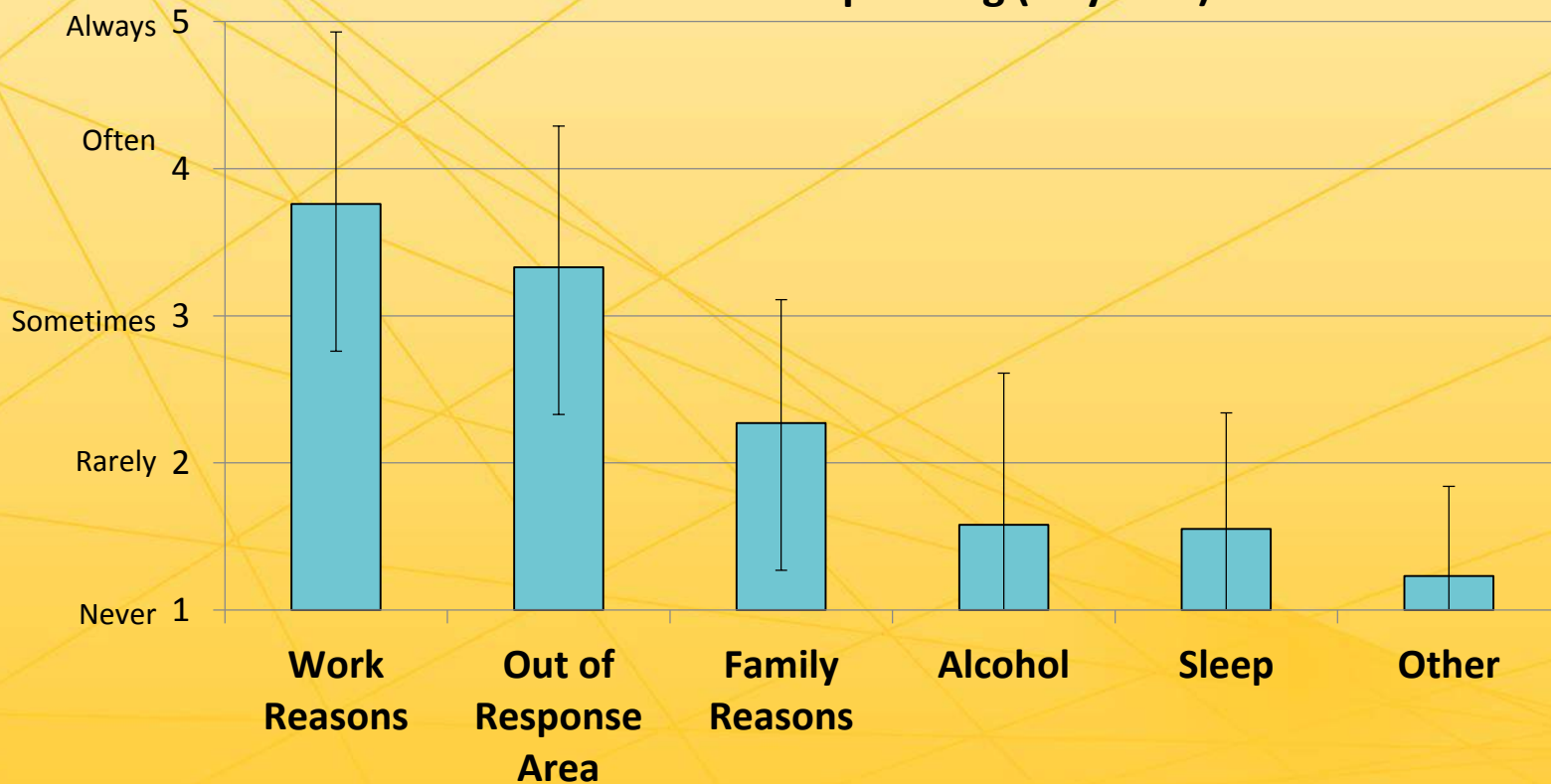
Four Minute
Response Time



Staffing Challenge: Daytime Responding

Survey Results (N = 31): Lack of Daytime Responders

Reasons for Not Responding (Daytime)



Staffing Challenge: Burdensome Obligations

- Firefighters are expected to perform beyond their capabilities too often.¹
- “Cumulative effect” caused by combined delays and lost functions of crews.¹
 - Results in even greater loss of overall effectiveness.
- Increases physiological stress on firefighters as they try to compensate.¹

¹Wilson, 2009

Staffing Challenge: Burdensome Obligations

Survey Results: Reasons for not volunteering

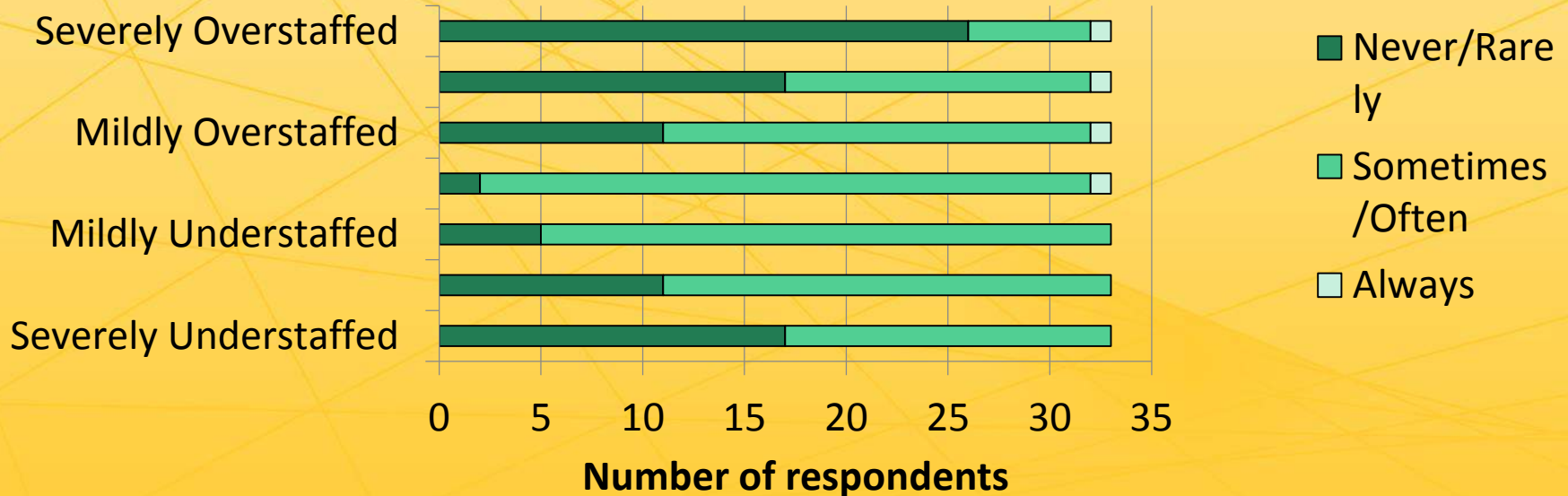
- Burdensome obligations
 - Why do people not volunteer at the fire department? (N=32)
 - 25/32 said Time Commitment
 - Employment status
 - 32 full time, 1 retired
- Work time per week (N=33)
 - Range: 26-71
 - Mean: 48.73 (9.43)
- Satisfaction with level of participation in recreational activities (N=31)
 - 48.3% unsatisfied; would like to be more involved (51.6% satisfied)

Staffing Challenge: Inequality in Call Responding

Survey results (N=33): Response to calls

- Total responses to calls per week: 5-22, Mean: 10.51 (4.29)
- Hours spent on department-related activities per week: 2-25, Mean: 10.12 (5.64)

How frequently do you feel overstaffed/understaffed? (N=33)



Staffing Challenge: Burdensome Obligations

- Optimal size: 4-5 firefighters¹
- Optimal number of response crews: 3-4 (total of ~15 firefighters)²

¹Finley, 1999; ²Averill et al., 2010

Staffing Challenge: 4-Minute Response Time

Survey Results: Commute time

- Commute time (one way, in minutes: $N=32$)
 - Range: 1-45 minutes
 - Mean: 20.28 (12.49)

Staffing Recommendation:

1. On-Call Shifts

On-call shifts^{1,2,3}

- Teams of VFFs are assigned to certain time windows in which they are obligated to respond to calls.
- Reduces uncertainty in when to expect calls and increases flexibility in the schedule when not on shift.

¹Cottage Grove, Eagan; ²Switala, 2006; ³U.S. Fire Administration, 2007

Staffing Recommendation:

2. Duty Crew

Duty Crew^{1,2,3}

- VFFs on standby at the station during the shift to respond to calls.
- Reduces uncertainty in when to expect calls and increases flexibility in the schedule when not on shift.
- Disadvantage: High cost

¹Cottage Grove, Eagan; ²Switala, 2006; ³U.S. Fire Administration, 2007

Staffing: Role Conflict

Survey Results: Role conflict (N=33)

- To what extent does your firefighting role interfere with your job(s)?
 - Mean: 2.09 (1.01)
 - Between “Not at all” and “Somewhat”
- To what extent does your job(s) interfere with your firefighting role?
 - Mean: 2.45 (1.23)
 - Between “Not at all” and “Somewhat”

Survey Results: Role Conflict

Survey Results (N=19): Conflicts between firefighting role and job

	Frequency of Responses
Sleep deprivation, long night calls	5
Arriving late to work; employer is flexible	3
Work out of the area	3
Cannot leave work for calls	2
They must leave work	2
Unable to make early morning calls	1
Cannot get out of work to 5:00-6:30pm calls	1
Cannot leave work for training	1
Traveling for work	1
Time management	1

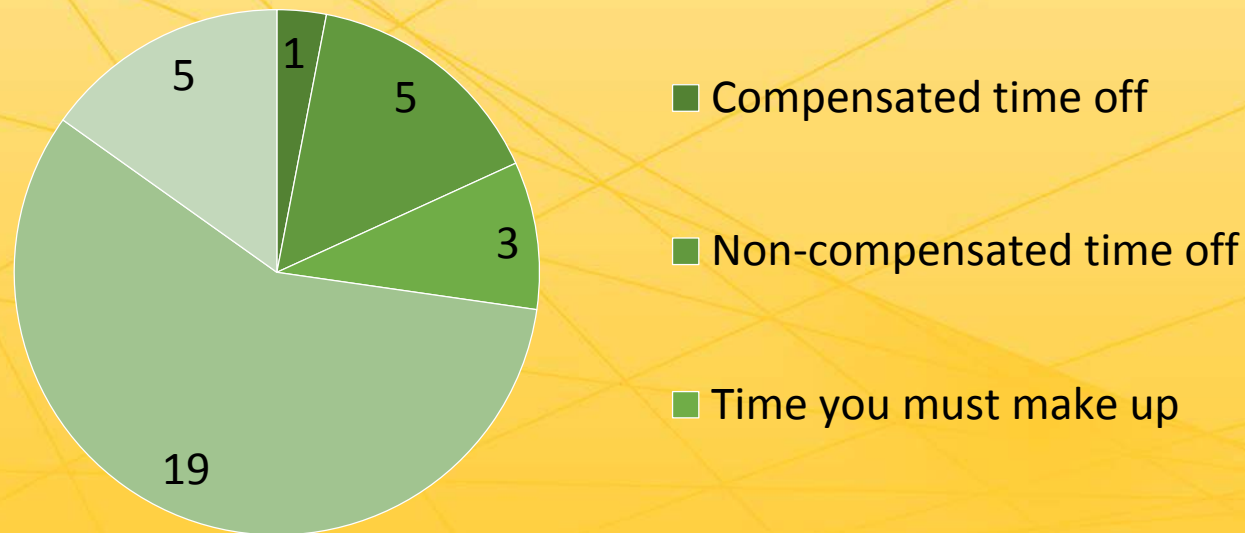


Staffing Challenges: Role Conflict

Survey results: Employment (N=33)

- Types of Work Shifts
 - Day: 28/33 work during the day

How does your current employer treat your time spent volunteering?



Staffing Recommendation:

3. Employer Cooperation

Cooperation from employers in Rosemount

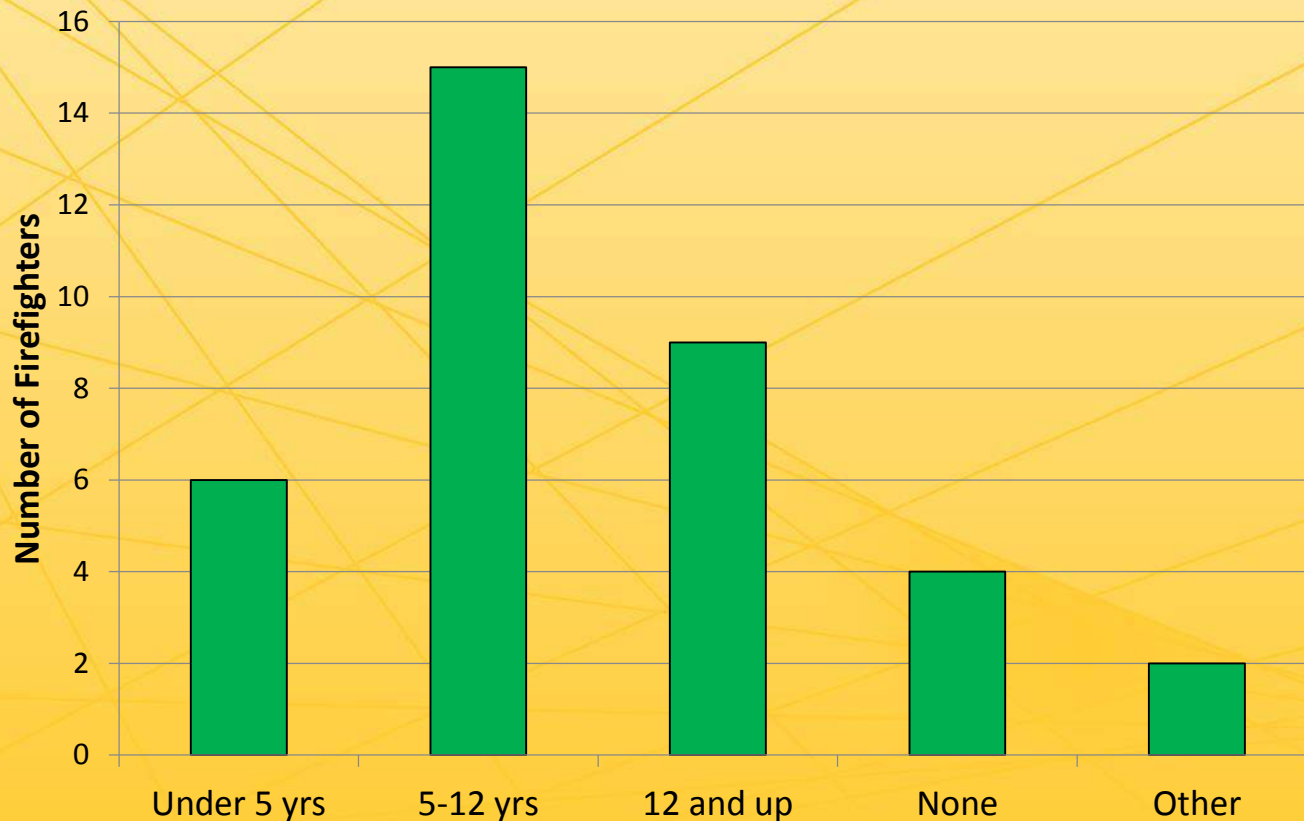
- Allow VFFs working in Rosemount to respond more flexibly to calls during their daytime work shifts.
- Minnesota statute 43A.321 – Volunteer firefighters can leave work to respond to a call without losing wages but have to remit their earnings to their employer.¹
- Disadvantages:
 - Many VFFs work in the Twin Cities.
 - Little incentive to leave jobs to respond to calls.

¹Revisor of Statutes, State of Minnesota, 2014

Survey Results: Caregiving

Survey Results (N=31): Caregiving

Number of Firefighters who are Caregivers



Staffing: Caregiving

Survey Results: Lack of Nighttime Responders

- ($N = 33$ first four; $N = 22$ for “Other”)



Staffing Recommendation:

4. Childcare

Childcare^{1,2,3}

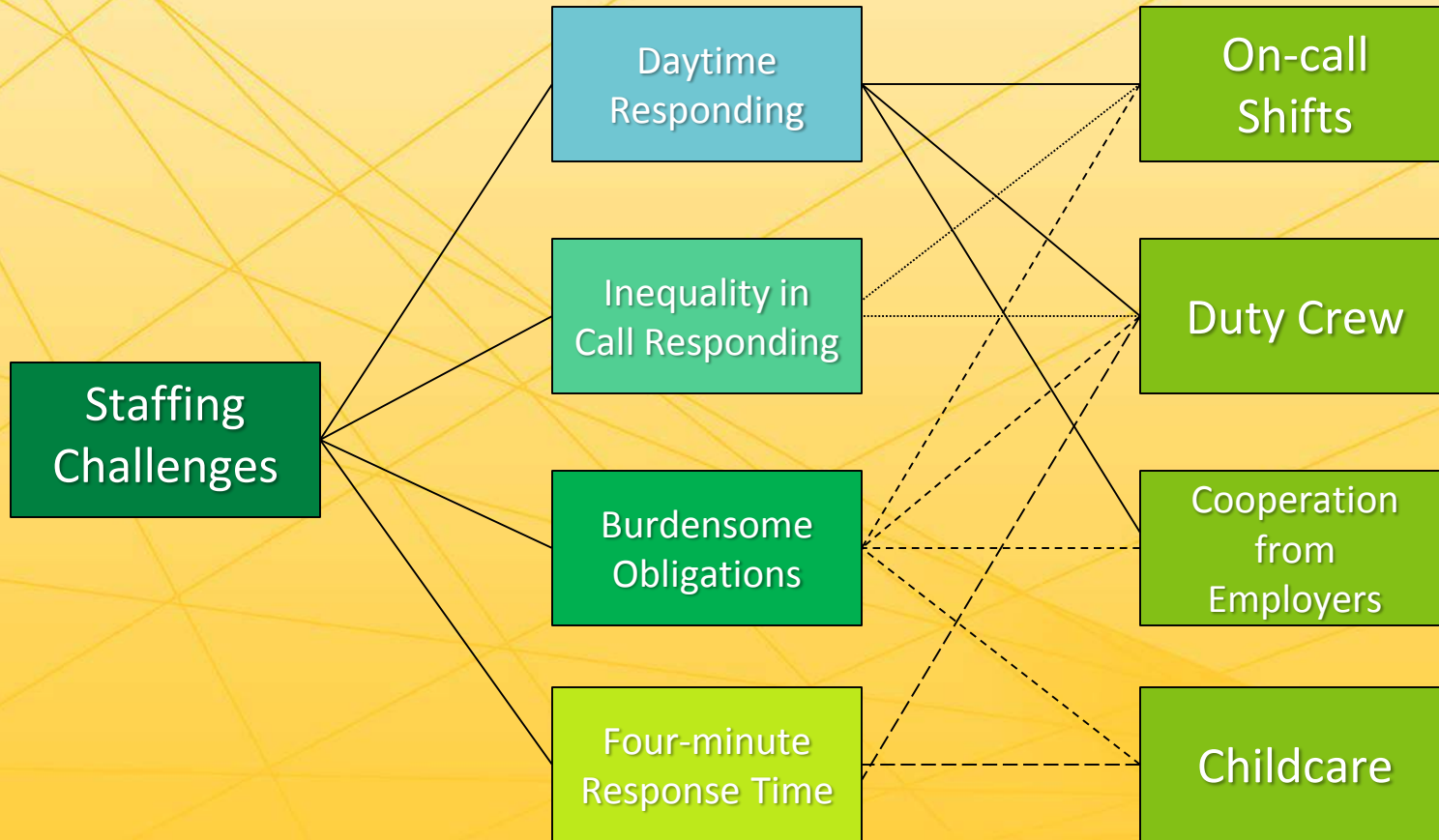
- Allows child caregivers to respond to calls.
- Partner with local childcare organizations
- Specialized childcare role
- Disadvantages:
 - Location
 - Resource of caregivers
 - Well-being of children

¹Recruitment and Retention Task Force, 2006; ²U.S. Fire Administration, 2007;

³Sundeen et al., 2007



Recommendations for Staffing Challenges



2. Recruitment

Recruitment Challenge

Low Applicant Numbers

Recruitment Challenge: Low Applicant Numbers

- Need for a greater number of applicants to meet demand of an increasing number of calls
 - Population growth:
 - 12,619 in 2000
 - 21,874 in 2014
 - The department has not been at the slated 50 firefighters in many years
 - Approximately 5 to 6 applicants are hired out of 10 to 12 per year

Recruitment: Motivation

- Motivations for Volunteering¹:
 - **Extrinsic:** pay, career development, networking opportunities, skill acquisition, social objectives
 - **Intrinsic:** altruism, personal fulfillment
- Intrinsic motivation sees increase over tenure while extrinsic motivations diminish²
- Intrinsic motivation more predictive of volunteer outcomes than extrinsic
 - Time spent volunteering^{3, 4}
 - Volunteer satisfaction⁴
 - Intent to Remain⁵

¹ Haug & Gaskins 2011; ²Thompson & Bono, 1993; ³ Finkelstein, 2009;

⁴ Kwok, Chui, & Wong, 2013; ⁵ Boezeman & Ellemers, 2009



Recruitment: Motivation

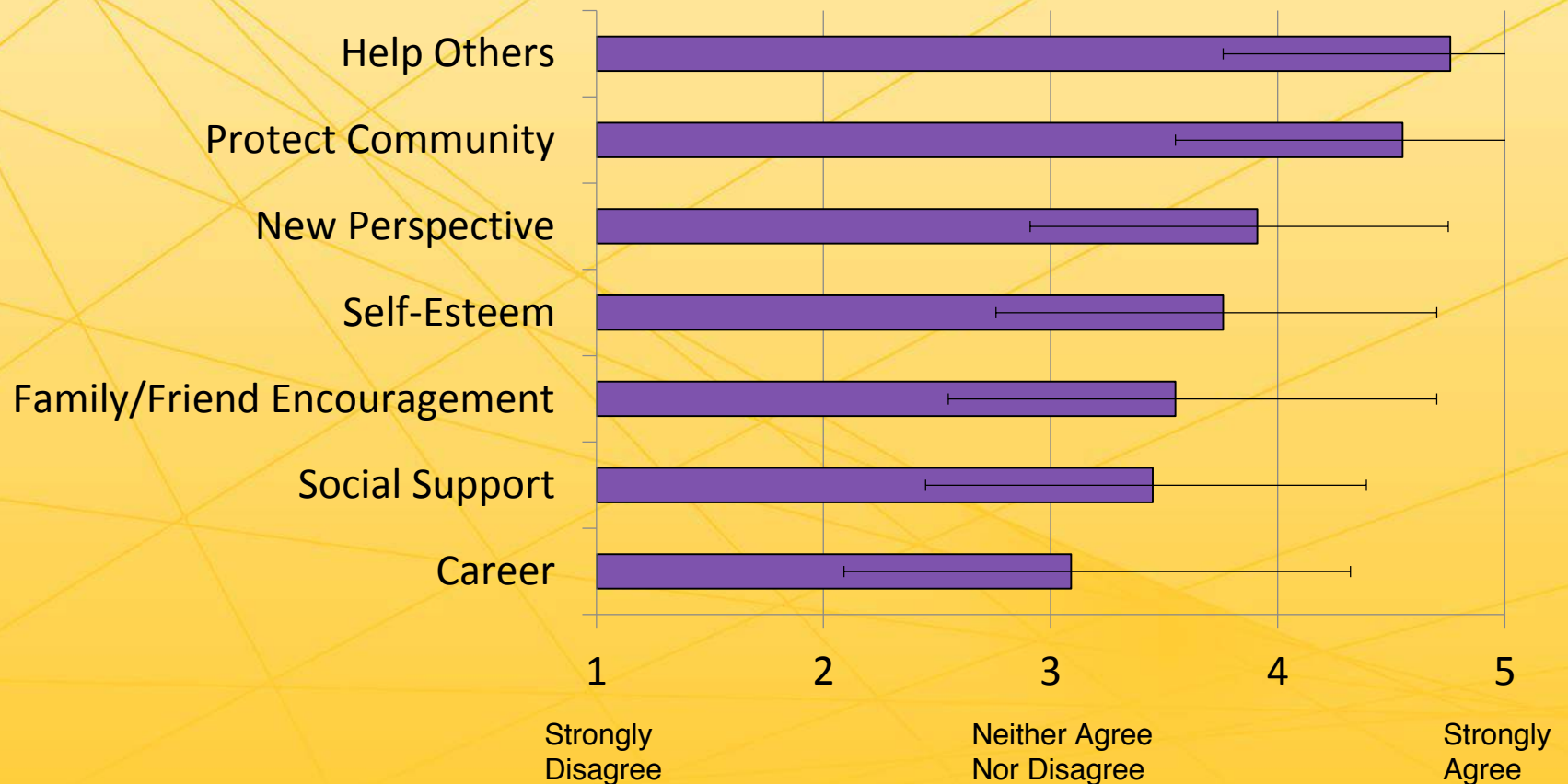
- Interest in Volunteer Firefighting Survey, New South Wales:
 - Easier to volunteer if there was some benefit (e.g., qualifications that may help careers; 52%)¹
- Fire Department Study, Prince William County, Virginia
 - 88% of volunteers who were aware of the benefits before they joined said that it was not a factor in their decision to become a volunteer²

¹ Birch & McLennan, 2007; ² Smolsky, 2000

Recruitment: Motivation

Survey Results (N = 33)

Motivation for Joining Rosemount Fire Department



Recruitment: Motivation

Survey Results (N= 32)

Values: express altruistic and humanitarian values

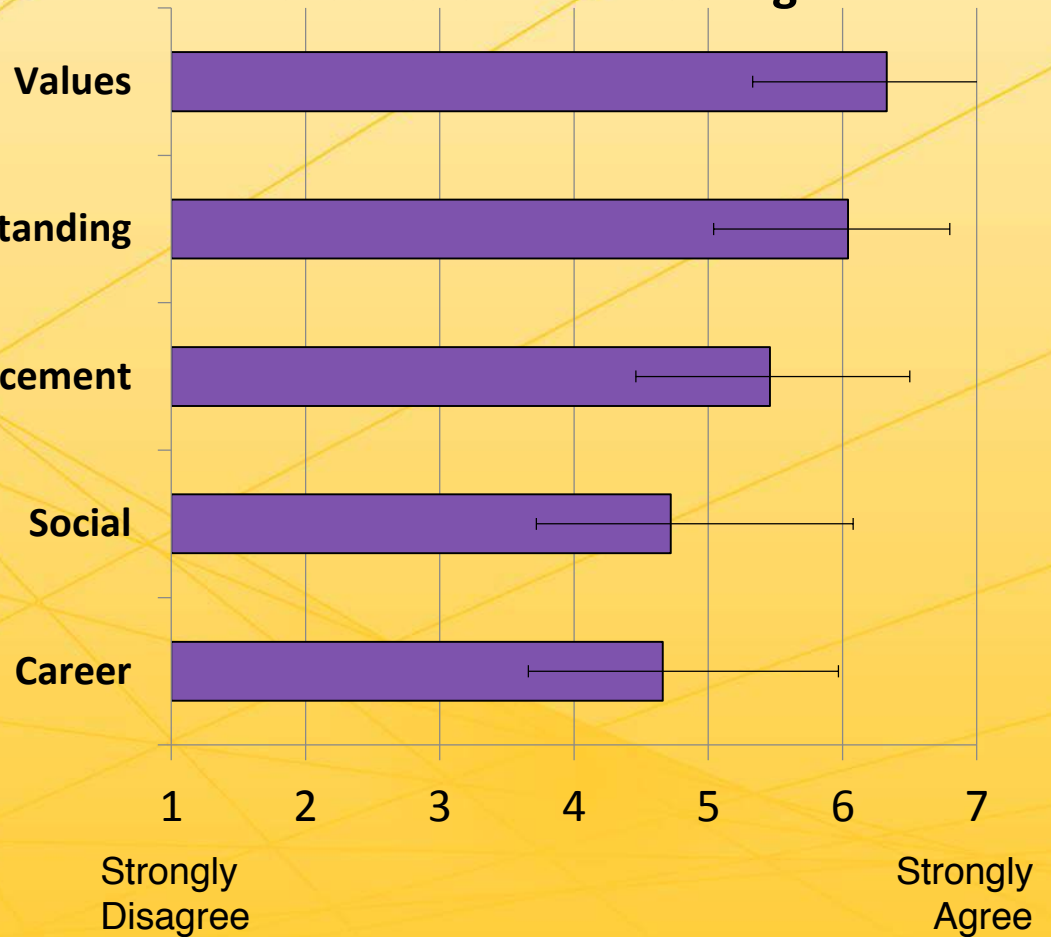
Understanding: gain knowledge, skills, and abilities

Enhancement: personal growth and development

Social: develop and strengthen social ties

Career: improve career prospects

Reasons for Volunteering



Recruitment Recommendation:

1. Greater focus on incentives

- Health benefits/Insurance^{1, 2, 3, 4, 5, 6}
- Study Assistance^{1, 3, 5, 7}
 - Tuition breaks, loan forgiveness, scholarship program
- Tax exemption/incentives^{1, 2, 3, 4, 5, 6}
- Housing offerings^{3, 8}, housing allowances²

¹ Aldridge, 2003; ² Cote et al., 2014; ³ Mallick, 1998; ⁴ Recruitment and Retention Task Force, 2006;

⁵ Smolsky, 2000; ⁶ University of Pittsburgh Guide of Best Practices, ⁷ Divine, 2013;

⁸ Chapman, 2011



Recruitment: Strategies

- Interest in Volunteer Firefighting Survey, New South Wales:
 - Easier to volunteer if set intake events organized and publicized (56%)¹
- Functional Recruiting^{2, 3, 4}
 - Activities solely meant for fun and camaraderie – family and community involvement
 - Creating and expressing a fun culture
- Personal Approach to Recruiting⁵
 - Offers sense of community

¹ Birch & McLennan, 2007; ² Chiaramonte, 2006; ³ Smolsky, 2000; ⁴ U.S. Fire Administration, 2007; ⁵ Haug & Gaskins, 2011

Recruitment Recommendation:

2. Community Involvement

Increase embeddedness and exposure

- Attending/participating in/sponsoring local events¹
 - Community events: hunting/fishing or outdoor activities
- Training in public^{1,2,3}
 - keep the department top-of-mind in the community and demonstrate the exciting and interesting nature of the work.
- Job fairs, community centers, health clubs/fitness centers²
- Open houses^{3, 4}
- Public meetings⁵
- Marketing
 - civic groups, community centers, educational facilities, houses of worship⁶
- Public Education⁴
- Fire Safety education and campaigns⁵
- Wearing uniforms at local events^{1, 3}

¹ Haug & Gaskins, 2011; ² Booth & Rohe, 1988; ³ Rielage, 2011; ⁴ Chapman, 2011,

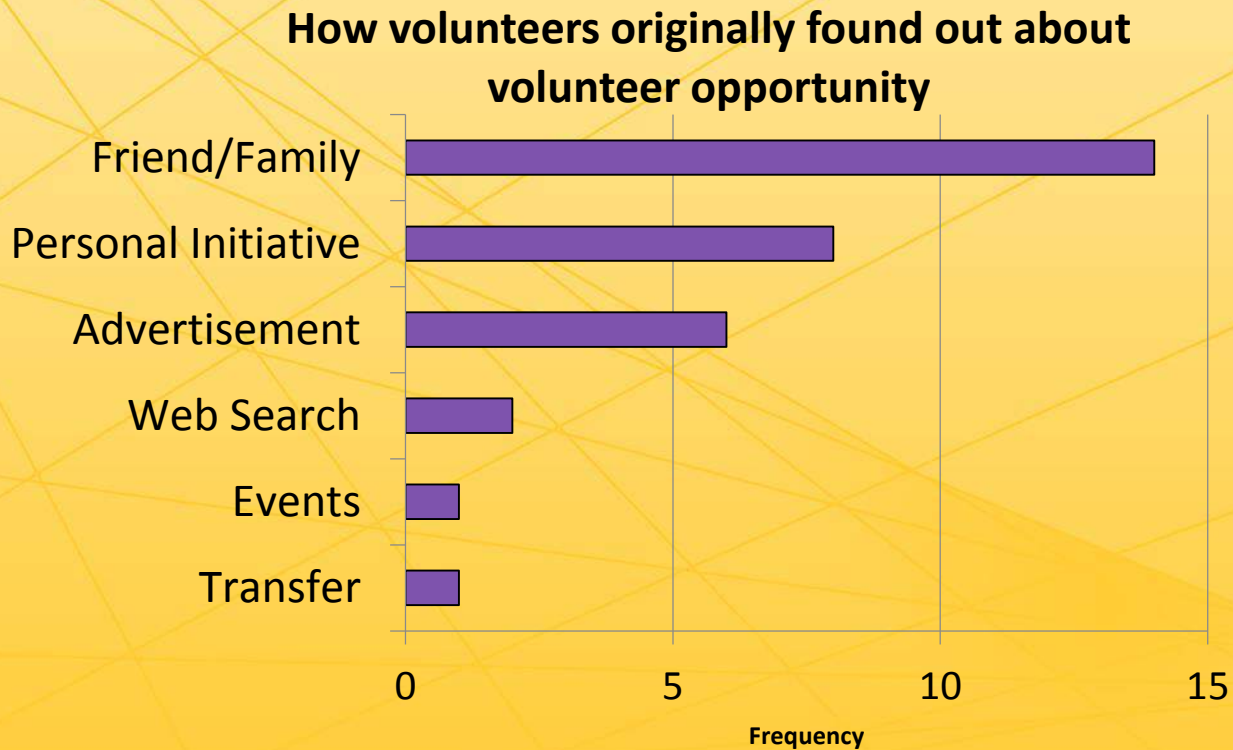
⁵ U.S. Fire Administration, 2007



Recruitment: Methods

Survey Results (N = 33)

- 45.5% of current fire fighters have relatives who are also fire fighters



Recruitment: Community Involvement

Benchmarking

- Word of mouth rated effective
- Works well because pre-screened¹
- Volunteers as recruiters in their social networks

Survey Results

- Suggestions for improvement:
 - Improving community relations
 - Participation in community events
 - Better funding for PR
 - Recruitment

¹ Booth & Rohe, 1988

Recruitment Recommendation:

3. Firefighters as Recruiters

- Creating a recruiting culture¹
 - Word of Mouth²
- Bounty Program
 - Compensate volunteers for recruits they bring into the organization³
- Recruiting Task Forces²

¹Smolsky, 2000; ²Booth & Rohe, 1988; ³Mallick, 1998

Recruitment: Candidate Cultivation Programs

- Adolescents who participate in extracurricular activities more likely to volunteer as adults¹
- Increase in applicant candidacy + raise awareness of firefighting
 - Junior/Cadet/High School programs^{2, 3, 4}
 - Citizen Fire Academy⁵
 - Volunteer Hotline^{2, 4, 6}
 - Candidate mentoring programs in which candidate matched with candidate, esp. for women^{7, 8}

¹ Barber, Mueller, & Ogata, 2013; ² Aldridge, 2003; ³ Chapman, 2011; ⁴ Mallick, 1998; ⁵ University of Pittsburgh Guide of Best Practices; ⁶ U.S. Fire Administration, 2007; ⁷ Long, 2014; ⁸ Guide To Best Practices in Volunteer Firefighter Recruitment and Retention

Recruitment Recommendation:

4. Cadet Program

Cadet program^{1,2,3,4}

- Utilize the high school population.
- Cadets can complete Firefighter I training while still in senior year.
- Assign auxiliary tasks (e.g., cleaning trucks, clerical work)
- May continue volunteering as adults

- Disadvantages:
 - May not stay in the area

¹ Aldridge, 2003; ² Chapman, 2011; ³ Mallick, 1998;

⁴ University of Pittsburgh Guide to Best Practices, Roseville FD



Recruitment: Marketing/Advertising

- **Exposure effect¹**
 - More sources strengthen familiarity → increased attraction
- **Media Richness Theory¹**
 - Importance of breadth of information and personalization
 - Recruitment websites are detailed and rich – convey values, seen as more accurate and credible
 - Hybrid approach is best^{1,2}

Survey Results (N=32)

- Why people do not volunteer at the fire department:
 - Lack of information/understanding: 9/46 responses

¹ Baum & Kabst, 2014; ² Haug & Gaskins, 2011

Recruitment: Marketing/Advertising

- Banners on the fire house are most effective advertising for applicants at three neighboring fire departments.
- Poster showing how your neighbor may be leading two lives¹
 - Placed in businesses and public areas; mailed out to residents
- Campaign: what if no one answered the call?¹
 - Instills pride and retains current members
 - Makes being a firefighter more attainable

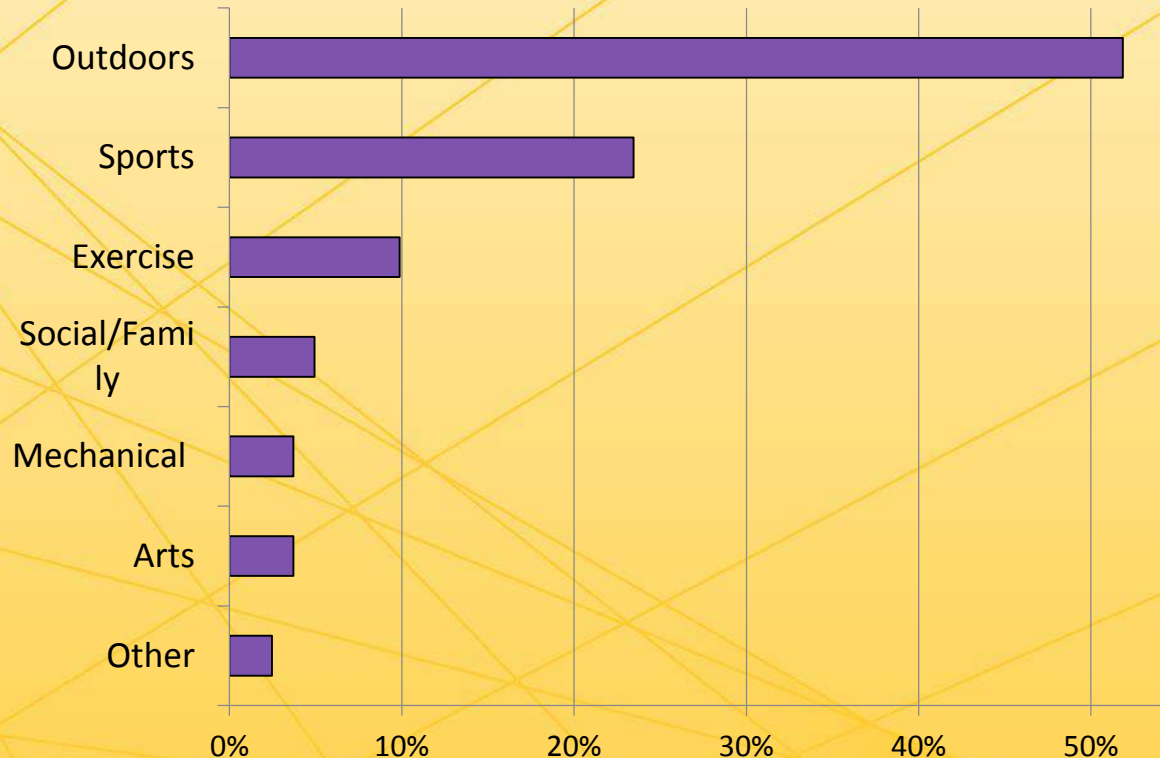
¹ Mallick, 1998

Recruitment: Marketing/Advertising

- Social Media¹
- Limitations of advertising²
 - Implications of **desperation for help** can backfire
 - Must **target** individuals who are available during the needed times rather than broad mass media approach

¹ LeaMond, 2014; ² Perkins, 1990

Recreational Participation



Survey Results (N = 30):

- Out of 83 reported activities, 51.9% were outdoor activities, 23.5% were sports-related, and 9.9% exercise-related.
- The top two hobbies were hunting (11) and fishing (10).

Recruitment Recommendation:

5. Increase Advertising

Increase Advertising

- Utilize local media¹
 - advertising as well as recognition of activities
- Utilize social media²
- Update and maintain website³
- Yard signs and Banners^{4, 5}
- Target community organizations/facilities for recruitment⁵
 - ex. brochures or flyers at hunting and fishing related institutions

¹Haug & Gaskins, 2011; ²Leamond, 2014; ³Baum & Kabst, 2014;

⁴Local FD; ⁵Forbes & Zampelli, 2012



Recruitment: Participation of Women

- In the US, women volunteered more than men in all age groups (28.3% vs. 22%)¹
- Interest in Volunteer Firefighting Survey in New South Wales:
 - Of those interested in volunteering, 56% were men and 44% were women.²

¹Bureau of Labor Statistics, 2015; ²Birch & McLennan, 2007;

Recruitment: Participation of Women

Nationally:

- In 2008, only 4% of firefighters were women.
- In surveyed departments, 84% of men and 47% of women pass the physical ability tests
- In comparable jobs requiring strength/stamina or involving dirty/dangerous work, 17% women
- 85% of women firefighters believe they are treated differently
- 80% women firefighters say equipment does not fit well



Recruitment: Participation of Women

In Minnesota:

- In 2005, 95 women in 8 departments (15 captains and 2 chiefs)
- 70 in Minneapolis (16%); the highest of all urban career departments

Locally, in the departments we contacted:

- Currently 24 across 6 departments (7%)
 - One dept has 9; one dept has 12; the rest have 1, 2, or none.
 - Recruitment in daycares and health clubs.



Recruitment Recommendation:

6. Increase Participation of Women

Increase Participation of Women

- Target recruitment towards women (stay-at-home moms)
 - Target daycare centers, gyms¹
- Ensure climate is inclusive for women
 - Organizational climate is important to acceptance and inclusion^{2, 3}
 - “Why not you?”⁴
- Bring in female firefighters to discuss misperceptions of women’s firefighting abilities⁵

¹Local FD; ²Hulett et al., 2008; ³Yoder, & Aniakudo, 1996;

⁴Local FD; ⁵Local FD



Recruitment: Physical Testing

City of Rosemount Position Responsibility Write-up:

“The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move up to 125 pounds.”

Recruitment: Physical Testing

- Physical test performance predicted performance for various measures over a span of 23 years.¹
- Measures of strength and endurance predicted high performance in physical activities simulating firefighter tasks.²
- Cardiovascular functioning (maximal oxygen uptake - VO_{2max}) predicted shorter completion time of a rescue simulation task.³

¹Henderson, 2010; ²Henderson, Berry, & Matic, 2007;

³Heimburg, Rasmussen, & Medbo, 2006



Recruitment: Physical Testing

- Modification of physical tests¹
 - Ill fitting equipment
- Use of the Candidate Physical Ability Test²
 - When administered fairly, men and women pass at the same rate

¹Booth & Rohe, 1988; ²Long, 2014

Recruitment: Physical Testing

- Common suggestion is to reduce minimum requirements.
- However¹:
 - Cognitive ability -> job performance (moderate)
 - Physical ability -> job performance (moderate)
 - Cognitive ability + physical ability -> job performance (high)

¹Henderson, 2010

Recruitment Recommendation:

7. Pre-Test Training Programs

Offer training programs prior to testing¹

- Pass rate in physical tests of women is about half that of men.²
- Pre-test training can significantly improve pass-rates for women.¹
 - from 34.6% to 52.6%²
- Provide fitness programs for women.³
- Provide physical training opportunities through gym membership discounts, personal training, etc.^{4, 5, 6}

¹Booth & Rohe, 1988; ²Hulett et al., 2008; ³Long, 2014; ⁴Aldridge, 2003;

⁵Chapman, 2011; ⁶Local FD



Recommendations for Recruitment Challenge



3. Retention

Projected Tenure

Overall

- Approximately 40 to 50% leave before 10 years

Survey Results

- Years at Rosemount + Years Intending to Remain
 - Mean: 23.8 years (9.8)
 - Range: 8-56
- VFFs reported they intended to volunteer an average of 13.73 (9.00) more years
- 32/33 report it is very likely they will remain a year from now
- 31/33 report it is likely they will remain 3 years from now
- 23/33 report it is likely they will still volunteer as a firefighter should they move from the area

Retention Challenges

Time
Commitment

Attrition
During Training

Decreased
Motivation

Lack of
Communication

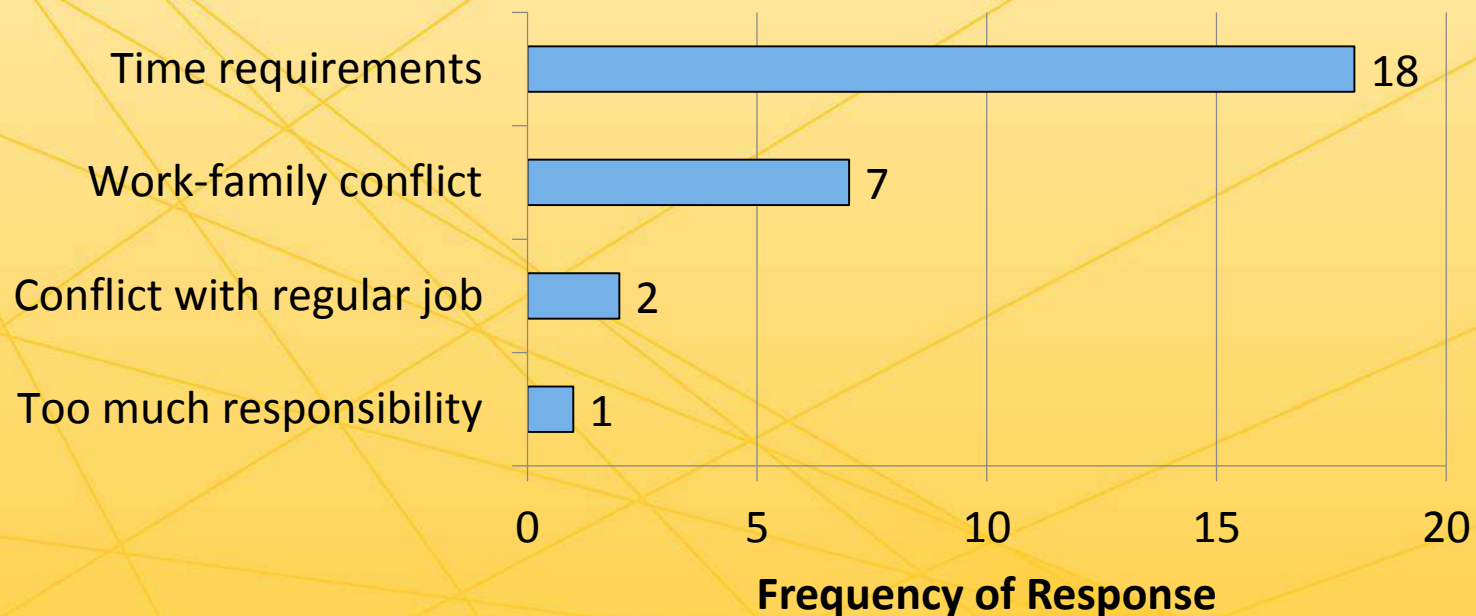
Burnout



Retention Challenge: Time Commitment and Work-Family Conflict

Why do people stop volunteering?

- Survey Results (N=32):



- 396 exit surveys from former volunteer firefighters¹:
 - Work/Family needs, 51%
 - Dissatisfaction with the volunteer role, 25%

¹McLennan et al., 2008

Retention: Getting Family On Board

Friend and Family Support

- Decreases the amount of emotional exhaustion felt from work-home conflicts.
- Lessens cynicism and increases connectedness in the face of volunteer job demands.
- May mitigate the effects of burnout and job demands to keep volunteers volunteering.¹

¹Huynh, Xanthopoulou, & Winefield, 2013

Importance of Determining Fit

Survey Results (N=33):

- Satisfaction:
 - Mean: 4.15 (0.57)
- Values Match/Person-Organizational Fit:
 - Mean: 4.24 (0.83)
 - Correlation with satisfaction: 0.33
 - Correlation with total years: 0.23
- Person-Job Fit:
 - Mean: 4.15 (0.80)
 - Correlation with satisfaction: 0.65
 - Correlation with total years: 0.36

Retention Recommendation:

1. Realistic Job Previews

Provide more information to new firefighters

- Realistic job previews¹
 - Increases retention
 - Address for both firefighters and family
- Detailed job description with list of specific job tasks
- Explicitly address training and schedule expectations
 - Provide a specific sample schedule
- Expectation lowering procedures²
 - Less time consuming/expensive, just as effective

¹Local FD; ²Jex & Britt, 2008

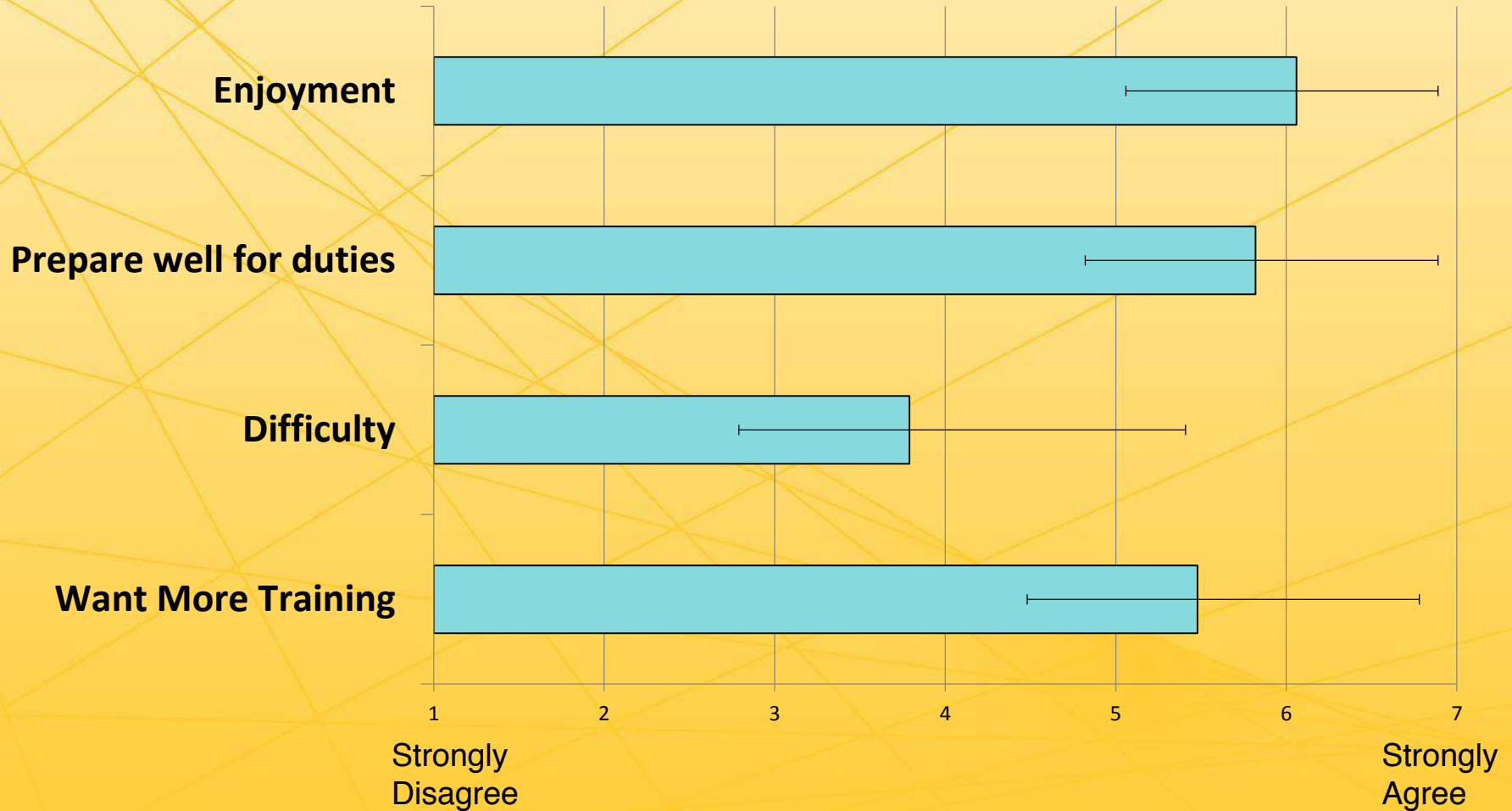
Retention Challenge: Attrition During Training

During Training Period

- In 2013, out of 5 hires, 2 dropped out during training.

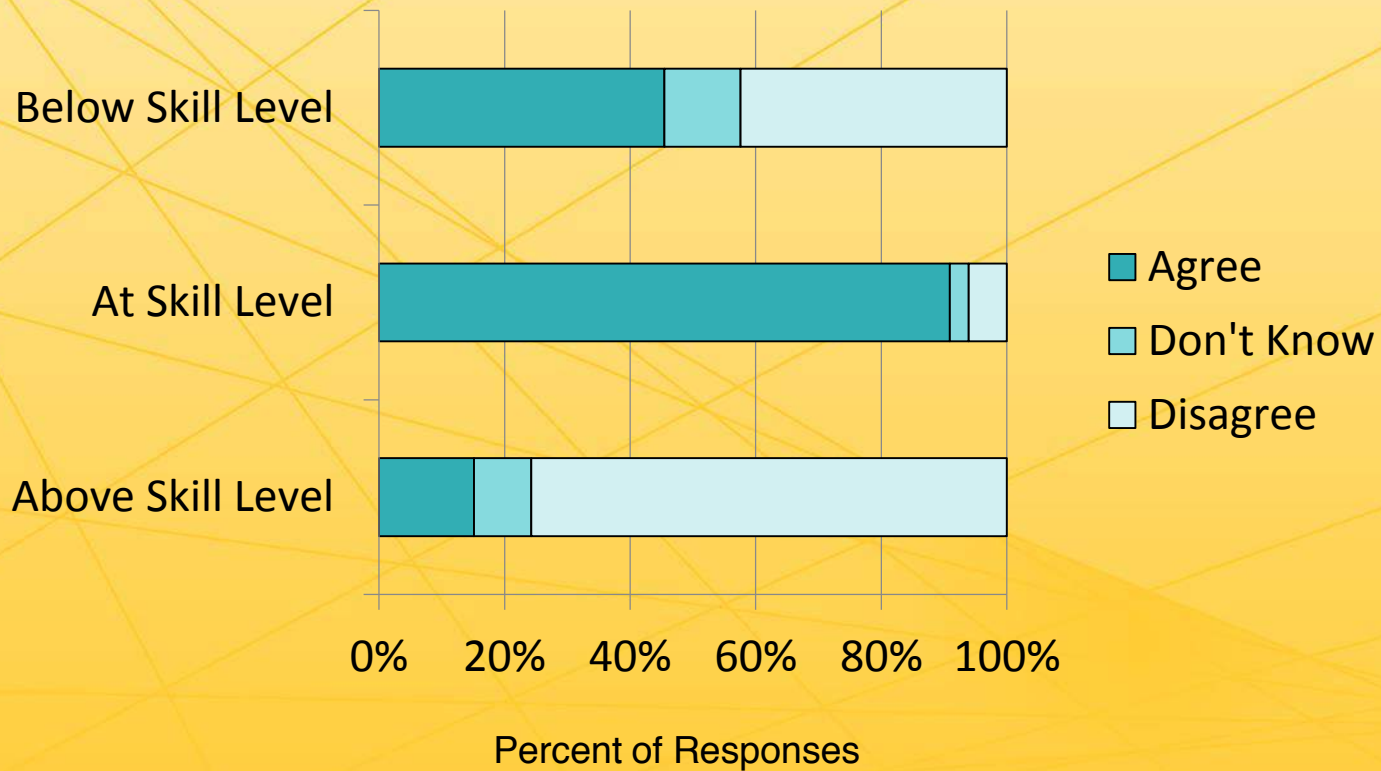
Retention Challenge: Attrition During Training

Survey Results: Attitudes about Training (N = 33)



Retention: Training

Survey Results: Do responsibilities match skill level? (N=33)



Retention: Training

Survey Results: What could be improved? (N=13)

	Frequency of Responses
Accountability/Discipline (3 respondents)	3
Physical fitness (3 respondents)	3
Training (2 respondents)	2
Keeping up with advances in training / equipment	1
Need for funds – wages, equipment, training	1
Officer education	1
Larger training events	1
Equipment updated	1

Retention Recommendation:

2. Modify Training Delivery

Adjust timeline and format

- Time requirements (hours/week)
- Offer partial online training¹ and testing
- Tiered training for specialization (a local department)
- Lack of work-life balance leads to retention challenges²

¹Guide To Best Practices in Volunteer Firefighter Recruitment and Retention; Smolsky, 2000; ² Cowlshaw, Evans, & McLennan, 2008

Retention Challenge: Decreased Motivation

Survey Results (N=33): Why did you join?



Retention: Motivation to Continue

Survey Results: What would convince you to stay? (N=31)

- Community
- Respect and consideration from city officials
- Recognition

Social support leads to better outcomes

- Social support from family and friends is moderately correlated with volunteer satisfaction and with total tenure
- Support from coworkers is moderately correlated with volunteer satisfaction and with total tenure
- Support from supervisor is moderately correlated with volunteer satisfaction

Retention: Valuing Service Contributions

- Increases distributive justice¹
- Points based incentive program²
- Equality in incentive systems³
- Awards programs
 - Length of Service Awards^{4,5}
 - Behavior-based Awards⁵

¹Chapman, 2011; ²University of Pittsburgh Guide to Best Practices;

³U.S. Fire Administration, 2007; ⁴Mallick, 1998; ⁵Smolsky, 2000



Retention: Valuing Firefighters and Their Families

- Tied to social identity and sense of belonging^{1,2,3,4}
- Recognition banquets³
- Length-of-service awards³
- Recognition of Family Members⁵

¹ Aldridge, 2003; ² Mallick, 1998; ³ Smolsky, 2000; ⁴ U.S. Fire Administration, 2007;

⁵ Haug & Gaskins, 2011



Retention Recommendation:

3. Recognition

Recognition system

- Family support recognition
- Letter of commendation to employers
- Exposure in media
- Within-department newsletters
- Service awards

Retention: Incentives to Stay

Survey: What would convince you to stay? (N=31)

	Frequency of Responses
Pay	12
Pension	5
Benefits	2
Monthly pay instead of quarterly	1
Cash out portions of pension after certain number of years	1

Retention: Incentives as Recognition

Incentives offered in other areas:

- Gym Membership^{1,2}
- Community Discounts¹
- Golf and beach passes²
- Increased wages³

Retention: Incentives as Recognition

Incentives offered by departments in the area:

- \$25 health club reimbursement
- Dorms / apartments for firefighters
- City-paid medical insurance (one department)
- Benefits/incentives are not seen as the reason volunteers apply or stay

Retention Recommendation:

4. Incentives

Provide incentives

- Health benefits/insurance^{1,2,3,4,5,6}
- Study assistance^{1,3,5,7}
 - e.g., scholarship, loan forgiveness
- Tax exemptions^{1,2,3,4,5,6}
- Community discounts
 - e.g., gym membership¹, golf passes⁷

¹ Aldridge, 2003; Cote et al., ² 2014; ³ Mallick, 1998;

⁴ Recruitment and Retention Task Force, 2006; ⁵ Smolsky, 2000;

⁶ University of Pittsburgh Guide of Best Practices; ⁷ Divine, 2013; ⁸ Chapman, 2011



Retention Challenge: Lack of Communication

Survey: What can be done to improve the department? (N=24)

- Communication (5)
- Accountability/Discipline (3)
- Openness/Egalitarianism (2)
- Availability of Standard Operating Guidelines
- Minutes/updates from meetings



Retention: Feedback

Survey Results: Feedback (N=33)

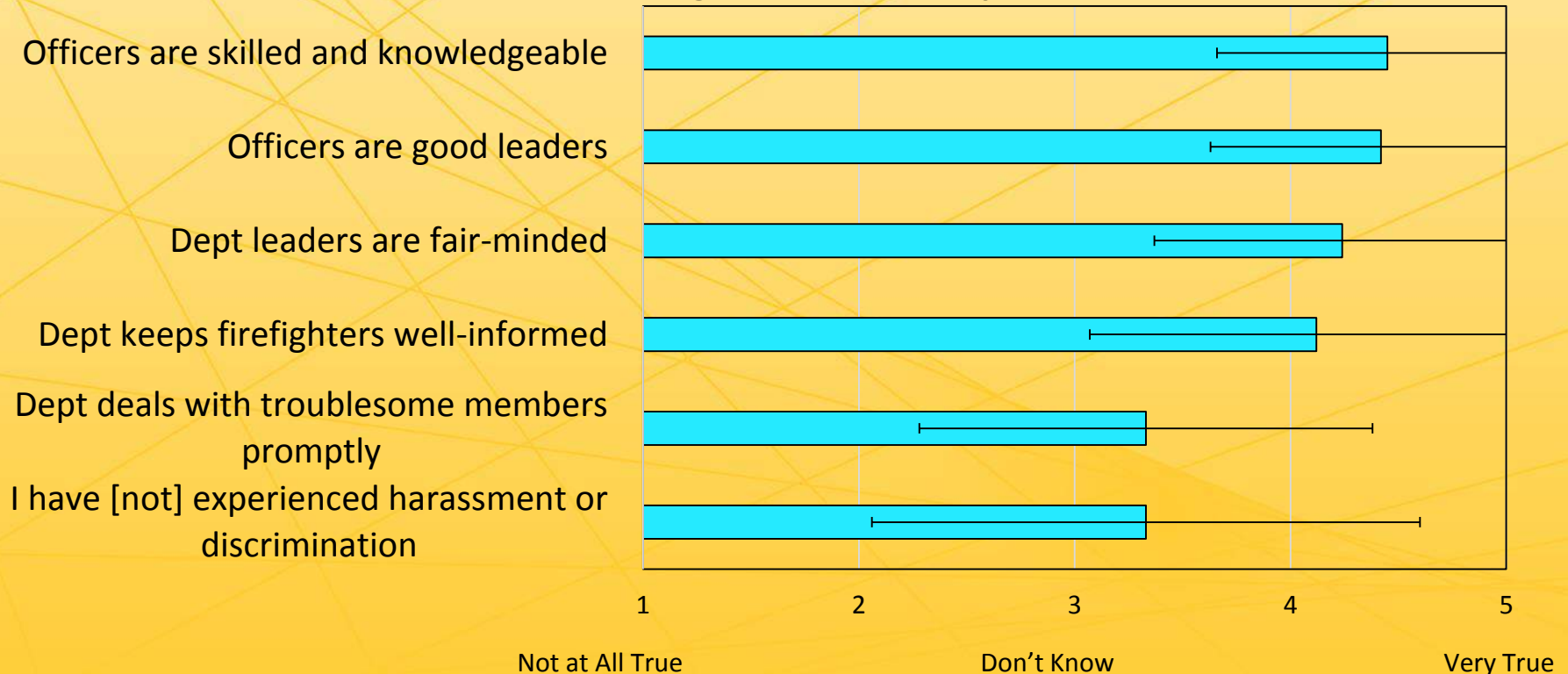
- 58% say they receive feedback on performance
- 24% say they do not receive feedback on performance
- Feedback from others
 - Mean: 3.33 (1.14)
 - Correlated with volunteer satisfaction (.34)

Retention: Department Climate

Survey Results (N=33): Department Climate

- Overall Rating of Department Climate: 4.16 (.68)

Mean Level of Agreement on Department Climate



Retention: Feedback and Communication

- Sense of Efficacy/Ownership
 - Pride and self-esteem from ownership of work and meaningful and social context of work¹
 - Self-actualization
 - Sharing of power^{2,3,4}
 - Need for volunteers to be seen as political agents and not simply free labor

¹Thompson & Bono, 1993; ²Perkins, 1990; ³Chapman, 2011; ⁴Smolsky, 2000

Retention Recommendation:

5. Feedback and Communication

- Provide an outlet for anonymous feedback to the chief¹
 - training
 - compensation
 - staffing situation
 - general complaints/suggestions
 - etc.
- Provide minutes/updates from meetings and trainings
- Make copies of Standard Operating Guidelines available
- Provide regular feedback on performance to all volunteers

¹University of Pittsburgh Guide to Best Practices

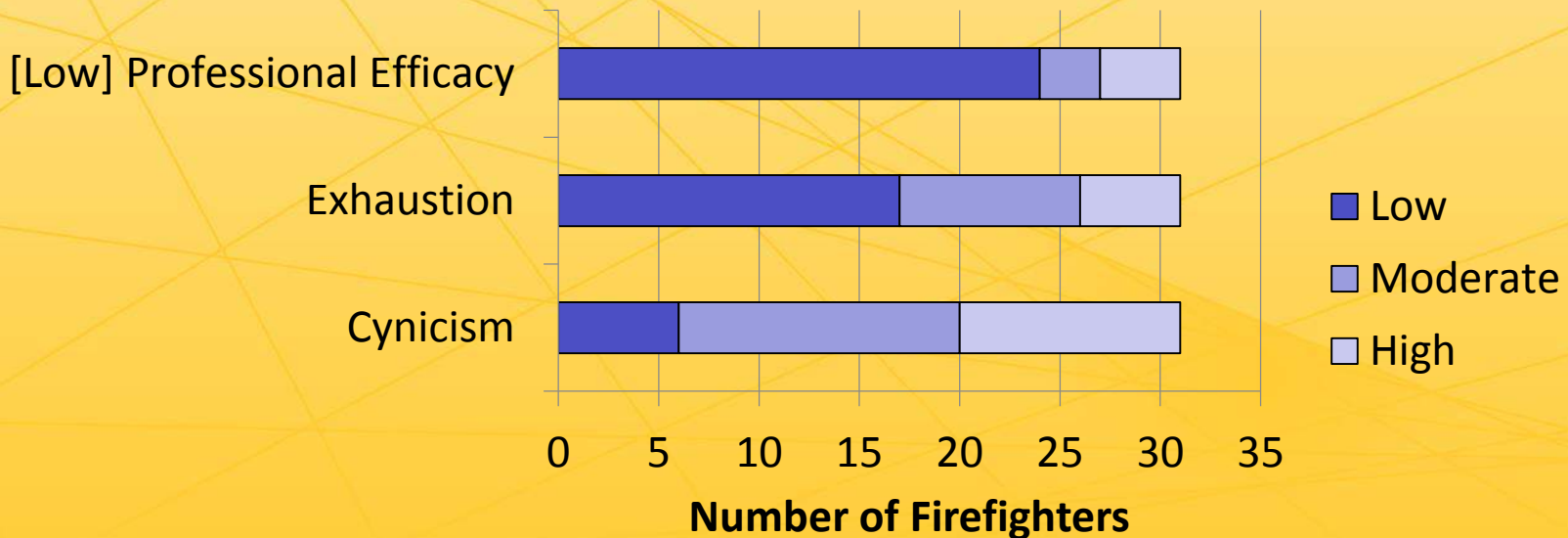
Retention Challenge: Burnout

Survey Results (N=31): Burnout

Professional efficacy 33.96 (6.12) e.g., “I can effectively solve the problems that arise in my work.”

Exhaustion 10.55 (5.55) e.g., “I feel burned out from my work.”

Cynicism 9.45 (4.45) e.g., “I’ve become less enthusiastic about my work.”



Retention Challenge: Burnout

Burnout

- Influenced by job demands (physical, social, organizational)
- Ability to control various aspects of job.¹
- Has a psychological dimension and a physical dimension.¹

Organizational Commitment

- If volunteers have:
 - High organizational commitment
 - Highly identify with their volunteer role
- They continue to volunteer
 - despite experiencing emotional fatigue.²

¹Laurel et al., 2008; ² Jimenez, Fuertest, & Abad, 2010



Retention: Department Climate

Survey Results: Department Climate

“I have experienced harassment or discrimination in my department”

- 5 respondents responded “agree” or “strongly agree”

Retention: Resources in Place

Share The Load Program for Volunteer Fire Departments

- administered by the NVFC
- support for firefighters' personal health issues
- stress, depression, and relationship challenges
- offers a guide for dealing with family stress and demands
- offers online courses on stress management and related topics

Retention Recommendation: 6. Counseling

Encourage use of counseling¹

- Formal, external counseling may be more effective
 - e.g. Employee Assistance Program (EAP)
- Counseling for family members
 - Mitigate strain on families
- Supportive friends and families correlated with
 - Volunteer satisfaction (.49)
 - Total tenure (.37)

¹Cote et al., 2014; Lourel et al., 2008

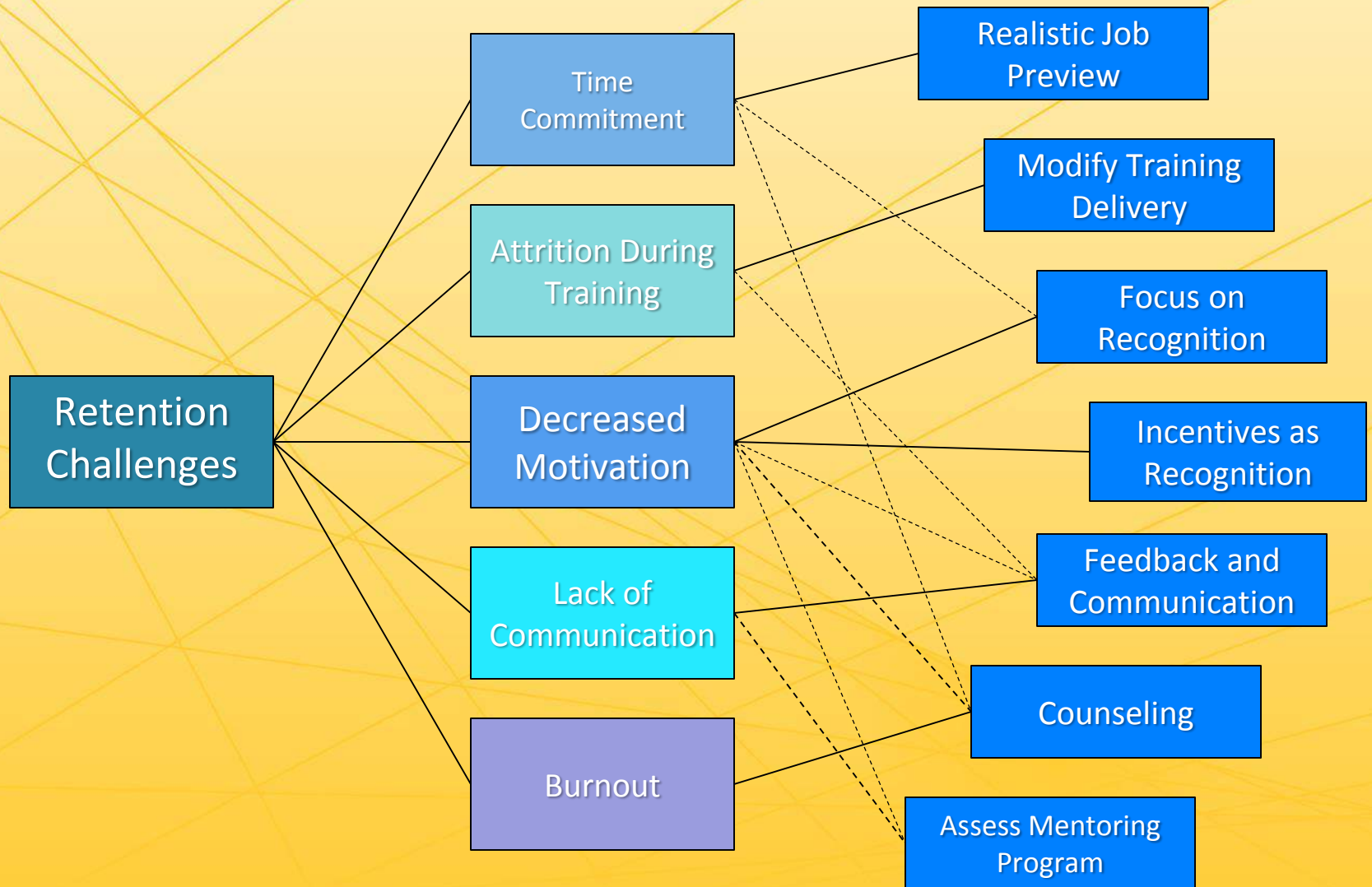
Retention Recommendation: 7. Assess Mentoring Program

Assess effectiveness of mentoring system

- Increase role identity^{1,2}
- Increase departmental commitment³
- Increase social support^{2,4}
 - Supportive coworkers correlated with:
 - volunteer satisfaction (.45)
 - total tenure (.40)
- Use evaluation results to improve mentoring system



Recommendations for Retention Challenges



Summary

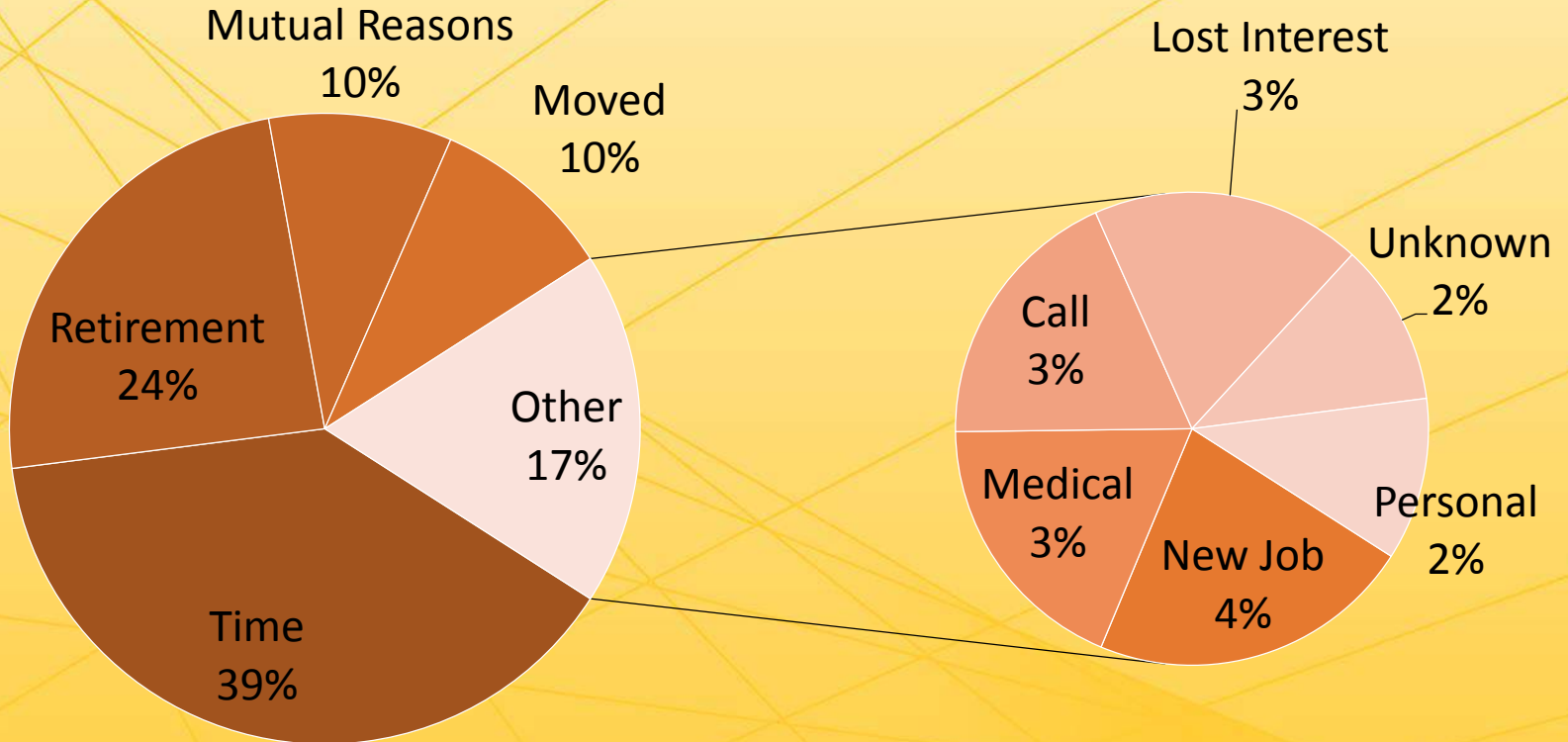
Overall Recommendation: Assessment and Program Monitoring

- Ongoing evaluation^{1,2}
 - Address dynamic environment
 - Ensure effectiveness/utility of programs
- Conduct regular assessments on departmental issues^{3,4}
- Climate of department
- Attitudes of department members
- Exit interviews

¹Mallick, 1998; ²Smolsky, 2000; ³University of Pittsburgh Guide to Best Practices; ⁴Eagan



Eagan Exit Interviews



Website for All Volunteer Fire Departments in Japan

www.fdma.go.jp/syobodan/search/index.html

地図で探す

北海道

新潟県 石川県
富山県 福井県

青森県 秋田県
岩手県 山形県
宮城県 福島県

茨城県 千葉県
栃木県 東京都
群馬県 神奈川県
埼玉県

山梨県 静岡県
長野県 愛知県
岐阜県 三重県

徳島県 香川県
愛媛県 高知県

福岡県 長崎県 大分県 鹿児島県
佐賀県 熊本県 宮崎県 沖縄県

鳥取県 滋賀県
岡山県 京都府
山口県 大阪府
島根県 兵庫県
広島県 奈良県
和歌山県

ビデオ一覧へ

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女性の方へ
詳細はこちら

学生の方へ
詳細はこちら

企業の方へ
詳細はこちら

防災教材
詳細はこちら

一覧から探す

www.fdma.go.jp/syobodan/index.html

What can the Fire Department do to improve?

Survey Results:

Frequency of responses

Communication (openness/egalitarianism; minutes/updates from meetings; availability of standard operating guidelines)	5
Retention (e.g., retention intervention)	4
Accountability/discipline	3
Need for funds/better funding (wages, updated equipment, training)	3
Physical fitness	3
Community relations; participation in community events	3
Training	2
Officer education	1
Fire scene management	1
Task delegation on calls	1
Larger training events	1
Staffing (e.g., duty crews)	1
Work-life balance	1
Being more of a brotherhood	1
Keeping up with advances	1
Recruitment	1
Organization	1

Overall Recommendation: Role Management

Specialization of volunteer firefighter roles^{1,2,3,4,5,6,7}

- Split job roles (Firefighting, EMT, social events, etc.)
- Split the training of the various job roles.
- Split the calls that go out according to the job roles.

¹Aldridge, 2003; ²Birch & McLennan, 2007; ³Rielage, 2011; ⁴Smolsky, 2000;

⁵University of Pittsburgh Guide of Best Practices; ⁶U.S. Fire Administration, 2007,

⁷Farmington



Overall Recommendation: Non-Active/Support Role Development

- Other fire departments investigating the possibility of adding non-fire responders and other roles
 - E.g., public education, station management via Fire Corps program
- Utilize all community members and their given skill sets^{1,2,3,4,5}
 - Secretarial/record-keeping¹
 - Equipment check and maintenance¹
 - Driver/driver training¹
 - Fundraising⁴
 - Recruiters⁵
- Compared to firefighting roles:
 - Women 3x more interested in volunteering for non-firefighting roles⁶

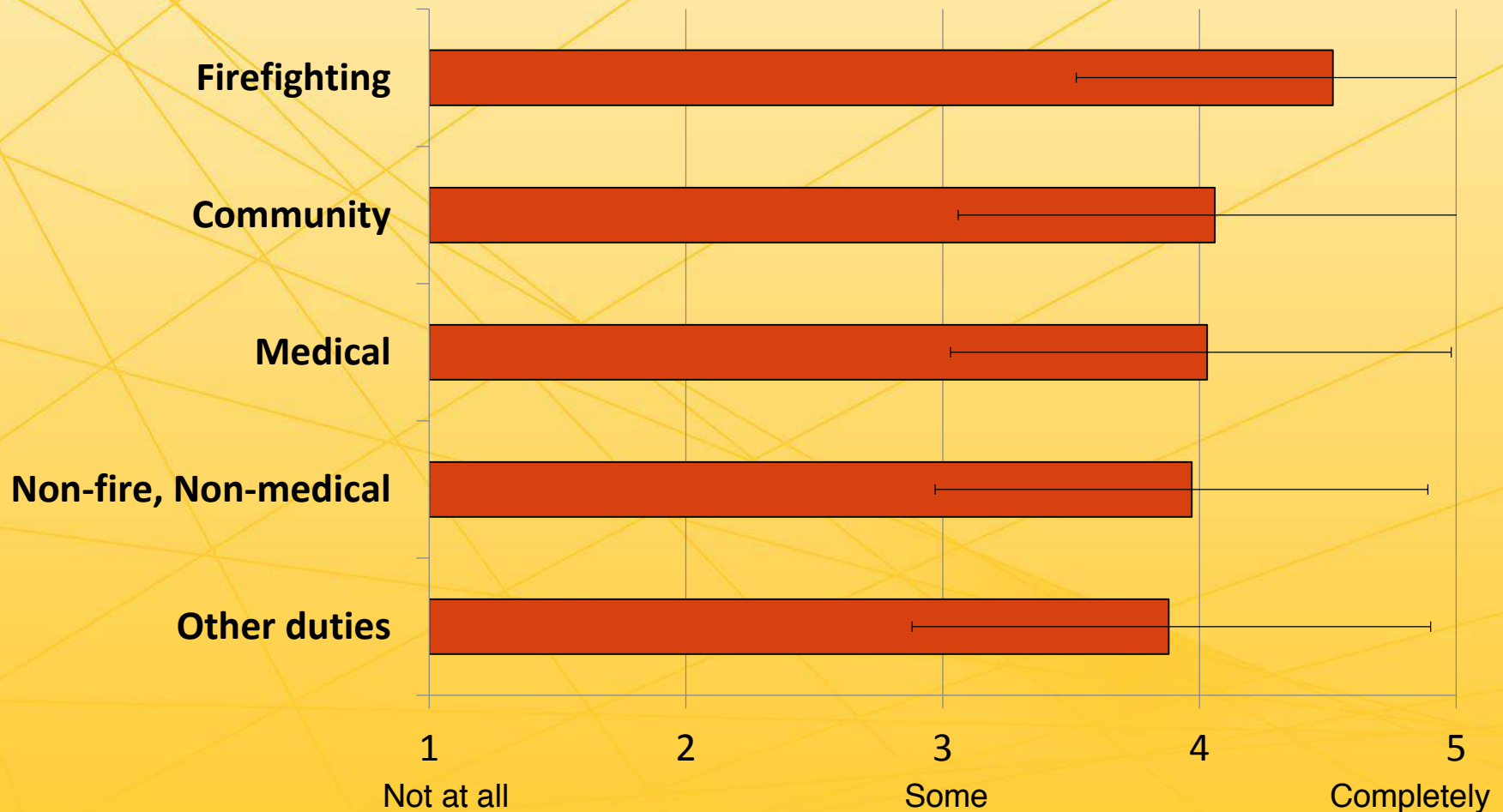
¹Aldridge, 2003; ²Rielage, 2011; ³Smolsky, 2000;

⁴University of Pittsburgh Guide of Best Practices; ⁵U.S. Fire Administration, 2007;

⁶Birch & McLennan, 2007

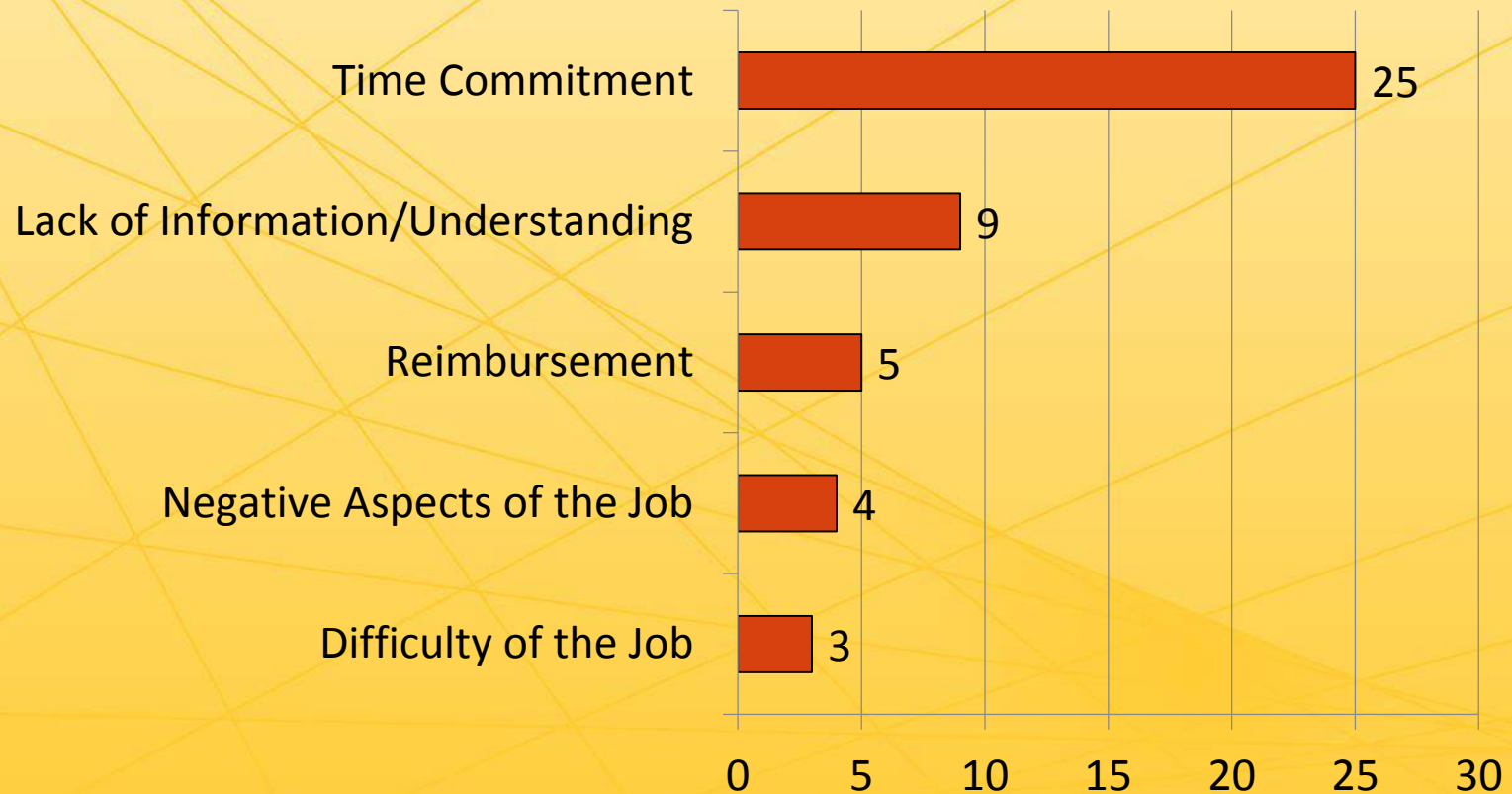
How much do you like each role?

Survey Results: How much do you like each role? (N = 33)



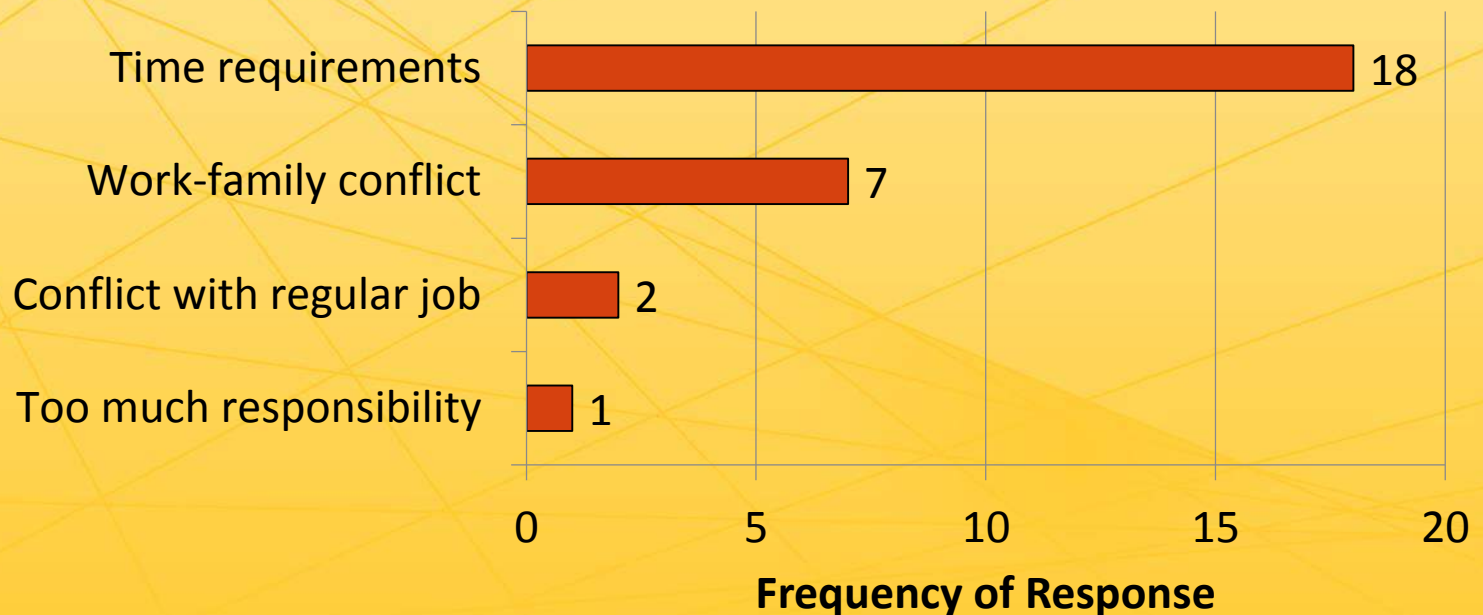
Why do people not volunteer at the fire department?

Survey Results (N=32):

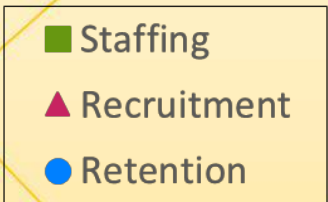


Why do people stop volunteering?

- 396 exit surveys from former volunteer firefighters¹:
 - Work/Family needs, 51%
 - Dissatisfaction with the volunteer role, 25%
- Survey Results (N=32):



¹McLennan et al., 2008



Affordability

Effectiveness



*Realistic Job Preview

Appendix A

Recruitment, Staffing, and Retention Strategies for the Rosemount Fire Department: Information Gathering and Basis of Recommendations

Review of Current Literature

- Six Topics of Interest:
 - Firefighter Job Analyses
 - Firefighter Staffing
 - Volunteerism
 - Motivation for Community Service
 - Recruitment/Attraction Strategies
 - Recreational Interests
- Purpose:
 - To determine implications of these topics on volunteer recruitment, selection, and retention
- Sources:
 - Literature databases
 - Journal publications, research documents, government publications
 - News and popular print/media sources
 - Firefighter articles/magazines

Benchmarking

- Purpose:
 - To identify similar challenges faced and potential solutions utilized by other local, national, and international firefighting departments
- Two-Pronged Approach:
 - Benchmarking literature
 - Researchers, government agencies, news articles
 - Information gathering
 - Interviews/surveys of other fire departments (Appendix B)
 - Demographic data of these departments assembled via the web
- Received 9 responses

Survey of Rosemount Volunteer Firefighters

- Purpose:
 - To conceptualize the current recruitment, selection, and retention processes and challenges of Rosemount
 - To document and understand the current workforce
- Constructed based on literature review
- Survey conducted online via Qualtrics during volunteer work hours (Appendix C)
- Participants included only Rosemount Volunteer Firefighters, sample size of 33

Site Visit

- Conducted Oct. 12, 2014 at the Annual Rosemount Fire Department Open House
- Purpose:
 - To witness first-hand the recruiting and community involvement strategies used by Rosemount
 - To view the facilities and meet the Chief
- Activities/Observations:
 - Family Involvement: serving food
 - Educational Experiences: fire demonstrations, smoke escape simulator, fire hose experience, equipment viewing
 - Recruitment Materials: information packets, applications, representatives







Fire Chief Interview

- Conducted Oct. 21, 2014
- Purpose:
 - To determine the current state of affairs of the department through the perspective of leadership
- Constructed interview based on literature review and on the goal of attaining meaningful insight from the Chief (Appendix **D**)
- Conducted on location in open discussion format



Appendix B

Benchmarking: Interview/Survey of Other Fire Departments

(You are free to respond to as many or as few questions as you are willing to)

Fire Department Structure

1. How many firefighters does your department have? How many fire stations do you have?
2. What is the structure of your fire department? (e.g., full-time, part-time, volunteer)
3. How are calls handled? (e.g., all-call, duty-call, or something else)
4. How many calls per year does the department handle?
5. What proportion of calls are not fire-related? (e.g., medical)
6. Do firefighters have to meet a call quota? If so, what is the quota?

Fire Department Staffing

1. What are physical and other requirements for being a firefighter?
2. Are you sufficiently staffed? If you are understaffed, by how much?
3. What training do firefighters receive? What is the length of the training? What certifications do firefighters get?
4. Are there positions for non-firefighting roles in your department?
5. How many of your firefighters are women?

Recruitment/Retention Efforts

1. How are your firefighters compensated for their work?
2. What retention programs or incentives (e.g., a retirement fund or other benefits related to length of service) does your department have, if any? How successful have they been?
3. What recruitment efforts does your department currently carry out? How successful have they been?
4. Is there anything else you would like to share about your recruitment and retention efforts?

Appendix C

Volunteer Firefighter Survey

Consent Form

CONSENT FORM

Recruitment, Selection, and Retention Strategies for Rosemount Fire Department

You are invited to participate in a research study of recruitment, selection, and retention strategies for the Rosemount Fire Department. You were selected as a possible participant because of your involvement in the Rosemount Fire Department as a volunteer firefighter. This study is being undertaken as part of a project to better understand needs and challenges of the City of Rosemount's volunteer firefighter department and is a collaboration between the University of Minnesota and the City of Rosemount as part of the Resilient Communities Project (RCP; www.rcp.umn.edu). We ask that you read this form and ask any questions you may have before agreeing to be in the study. This study is being supervised by: Dr. Deniz Ones and Dr. John Campbell, professors in the Psychology Department at the University of Minnesota.

Background Information

The purpose of this study is to develop strategies for assisting the Rosemount Volunteer Firefighter department with recruitment, selection, and retention of volunteers. This information will be used to fulfill the major goals of the project, as well as contributing to the literature regarding volunteer firefighters.

Procedure

If you agree to be in this study, we would ask you to do the following things: Please read this consent form carefully. After you have read and understood this form, check the box at the bottom of the form to signify your willingness to participate in this survey. Then click [>>] at the bottom of the form to proceed to the survey. We will appreciate you answering all questions in the survey, even though you are free to skip questions at your discretion.

Risks and Benefits of being in the Study

Risks: The study presents minimal risk to participants. Some survey questions ask you for information regarding your employment, your relationship status, and facts and opinions related to your work.

Benefits: The information you provide by participating in this survey will help the researchers get a better understanding of the needs of the Rosemount Fire Department. The information gathered will be used to develop strategies to

improve recruitment, selection, and retention practices at the fire department, which may benefit its volunteers directly.

Compensation

You will be allowed to complete the survey during regular volunteer hours.

Confidentiality

The records of this study will be kept private and confidential. We are not collecting any personal identifiers (names, volunteer numbers etc.) in this survey. There will be no way to identify individual survey respondents. City of Rosemount and its volunteer firefighting department will not be provided individual responses of participants. Research records will be stored securely and only researchers will have access to the records. Study data will be encrypted according to current University policy for protection of confidentiality. Data will only be reported in aggregate form for any reports and recommendations based on this survey.

Voluntary Nature of the Study

Participation in this study is voluntary. Your decision whether or not to participate will not affect your current or future relations with the University of Minnesota or with the City of Rosemount. If you decide to participate, you are free to not answer any question or withdraw at any time without affecting those relationships. If you choose not to participate or choose to quit the survey before you have completed it, you will incur no penalties.

Contacts and Questions

The researchers supervising this survey are: Dr. John P. Campbell and Dr. Deniz S. Ones. If you have any questions regarding the survey, now or in the future, you are encouraged to contact the graduate student research affiliates, Brenda Ellis at ellis679@umn.edu, or Oren Shewach at shewa006@umn.edu. You may also contact Professor Campbell at campb006@umn.edu or Professor Ones at Deniz.S.Ones-1@tc.umn.edu If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher(s), you are encouraged to contact the Research Subjects' Advocate Line, D528 Mayo, 420 Delaware St. Southeast, Minneapolis, Minnesota 55455; (612) 625-1650.

You may print a copy of this information to keep for your records.

Statement of Consent

I have read the above information. I have asked questions and have received answers. I consent to participate in the study. Please check the box below to indicate your consent to participate in this study.

- I consent to participate in this survey. (After clicking this circle, you will be allowed to begin the study)
- I do not consent to participate in this survey. (By checking this box, you will terminate this session)

Volunteer Firefighting Facts

Section 1

What month and year did you join the fire department? (If you don't remember exactly, estimate it)

Month:

Year:

How did you originally find out about the volunteer opportunity?

- Through friend or family member
- Saw newspaper ad or article
- At a college/school-sponsored event
- At a city/county event
- Web search
- Radio or TV ad
- Other, please specify:

How many calls per week do you typically respond to?

Approximately how many calls per week are fire emergencies?

Approximately how many calls per week are medical emergencies?

Approximately how many calls per week are non-fire, non-medical calls?

Total

Overall, how many hours per week do you typically spend on fire department-related activities?

Out of 10 typical calls, how many would you say involve strong physical exertions? (Lifting heavy objects or equipment, applying strong force to target objects such as doors using tools, etc.)

0	1	2	3	4	5	6	7	8	9	10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Daytime Responding: How often are each of the following the reason you decide NOT to respond between 7am and 5pm?

	Never	Rarely	Sometimes	Often	Always
Family reasons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sleeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drank alcohol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Out of response area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If other, please specify: <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Evening/Nighttime Responding: How often are each of the following the reason you decide NOT to respond after 5pm and before 7am?

	Never	Rarely	Sometimes	Often	Always
Family reasons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sleeping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drank alcohol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Out of response area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If other, please specify: <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate how frequently you feel the team is under/over staffed when responding to a fire call.

	Never	Rarely	Sometimes	Often	Always
How frequently is the team severely understaffed when responding to a fire call?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How frequently is the team moderately understaffed when responding to a fire call?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How frequently is the team mildly understaffed when responding to a fire call?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How frequently is the team correctly staffed when responding to a fire call?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How frequently is the team mildly overstaffed when responding to a fire call?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How frequently is the team moderately overstaffed when responding to a fire call?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How frequently is the team severely overstaffed when responding to a fire call?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate how much you like the following duties.

	Not at all	A litte	Some	A lot	Completely
Responding to fire emergencies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding to medical emergencies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responding to non-fire, non-medical emergencies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community service duties.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other duties in the department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you participate in any volunteer activities other than firefighting, what are they?

Do you have relatives who are/were volunteer firefighters? If yes, please list the number and their relation to you (e.g., one brother, two uncles). DO NOT list names.

Do you belong to any larger firefighting associations or organizations, such as state or national associations?

Yes, please input

No

How does your current employer(s) treat the time you spend volunteering as a fire fighter/emergency responder?

Compensated time off

Non-compensated time off

Time you must make up

Cannot respond to fire fighting calls during work hours

Other, or if more than one choice applies, please explain below:

To what extent does your firefighting role interfere with your job(s)?

1 Not At All

2

3 Somewhat

4

5 A Lot

To what extent does your job(s) interfere with your firefighting role?

1 Not At All

2

3 Somewhat

4

5 A Lot

If applicable, please describe a conflict(s) you have had in the past between your firefighting role and your job.

If you socialize with other volunteer firefighters outside of work, in what activities do you engage?

Would you prefer to socialize with other volunteer firefighters more than, less than, or about the same as you currently do?

- Less
- About the same
- More

How many times have you suffered from accidents/injuries while performing your duties as a firefighter?

How long did you have to take time off to recover from each accident or injury?

In your opinion, what does the fire department do well?

In your opinion, what ways could the fire department improve?

Current Employment

Section 2

What is your current employment status?

- I work full-time (32 or more hours per week)
- I work part-time (less than 32 hours per week)
- I am a student working part-time (6 or more hours per week)
- I am retired
- I am a student (not working)
- I am unemployed, looking for work
- I am a homemaker
- Other (please specify)

How many hours do you typically work (not including fire fighting) per week?

◆

What times of the day/week do you typically work? [choose all that apply]

- Day shift
- Afternoon/Swing shift
- Night shift
- Weekends
- Flex schedule

How many jobs do you currently have? Please do not include volunteer firefighting.

- One
- Two
- Three
- Four or more

What is your job title(s)?

What industry do you work in? (For example, manufacturing, retail, social services)

Which of the following responses best describes your current job activity or business at your primary source of employment?

- an employee of a PRIVATE FOR-PROFIT company or business, or of an individual, for wages, salary, or commissions
- an employee of a PRIVATE NOT-FOR-PROFIT, tax-exempt, or charitable organization
- a GOVERNMENT employee
- SELF-EMPLOYED in own NOT INCORPORATED business, professional practice, or farm
- SELF-EMPLOYED in own INCORPORATED business, professional practice, or farm
- working WITHOUT PAY in family business or farm
-

Other

What is the longest period of time you have worked at a single organization? [in years]

Please estimate the age in years at which you intend to leave the workforce or retire.

What is your typical one-way commute time (in minutes) from home to your primary job?

Volunteer Firefighting Attitudes

Section 3

Please rate the degree to which each of the following describes your motivation for joining the Volunteer Firefighter force:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Volunteering will help me succeed in my career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a desire to help others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I gain social support through the volunteer network	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering allows me to see new perspectives on the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering increases my self-esteem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Family and/or friends encouraged me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteering allows me to protect the members of my community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the following questions:

	Very unlikely	Somewhat unlikely	Don't know	Somewhat likely	Very likely
How likely is it that you will still be a volunteer firefighter in 12 months?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How likely is it that you will still be a volunteer firefighter in 3 years?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you moved to another area served by volunteer firefighters, would you apply for a transfer to the local department?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Estimate how many more years you intend on volunteering at the Rosemount Fire Department.

Please indicate how true each of the following statements is for you:

	Not at all true	Not very true	Don't know	Somewhat true	Very true
My department keeps me well informed about what's going on	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The department leaders are fair-minded	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Department officers are good leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Department officers are skilled and knowledgeable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm given responsibilities that are <i>below</i> my level of skill & experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm given responsibilities appropriate to my level of skill & experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm given responsibilities that are <i>above</i> my level of skill & experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have experienced harassment or discrimination in my department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My department deals with troublesome members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

promptly

Please indicate the extent to which you agree or disagree with each of the following statements:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
My friends/family help me feel better when I've had a hard day at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When something goes wrong at work, I can talk it over with my friends or family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel as though I have a significant role to play in my fire department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that my social life is more enjoyable since joining the volunteer fire department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My friends/family are interested and proud when something good happens at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Fire Chief is concerned about the welfare of those under him.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The Fire Chief gives me credit for things I do well.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Fire Chief exposes me to hostility and conflict.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I volunteer with are helpful in getting the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I have been accepted into the fire department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend other suitable people to join the volunteer fire department.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a good fit between what my volunteer job offers me and what I am looking for in a volunteer job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly		Neither Agree		

	Disagree	Disagree	nor Disagree	Agree	Strongly Agree
The Fire Chief pays attention to what I'm saying.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My fellow firefighters care about me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Fire Chief is successful in getting people to work together.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am exposed to hostility and conflict from the people I volunteer with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Fire Chief criticizes me for small things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My personal values match the fire department's values and culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
People I volunteer with are competent in doing their jobs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My friends/family care about how I feel about my volunteer job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Fire Chief backs me up if there is a problem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I receive feedback on my performance from other people in my organization (such as the fire chief or coworkers).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Fire Chief is helpful in getting the job done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate your overall experience in the training program.

	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
Did you find the training program difficult?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the training program prepare you for your duties?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did you enjoy the training program?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you feel you need more ongoing training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

than what is currently provided?



Please provide any comments you may have about your experience with the training program.

If you were to consider leaving the fire department, what would convince you to stay?

Why do you think that some people have stopped volunteering at the fire department?

In your opinion, why do some people not volunteer at the fire department?

If you were asked to recruit volunteer firefighters, what kinds of strategies would you use?

Volunteer - General

Using the 7-point scale below, please indicate how much you agree or disagree with each of the following possible reasons for being a volunteer firefighter at this organization.

	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree	Strongly Agree
Being a volunteer firefighter makes me feel better about myself.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Others with whom I am close place a high value on community service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I explore my own strengths through volunteer firefighting tasks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel compassion toward people in need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being a volunteer firefighter makes me feel needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People I'm close to want me to volunteer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree	Strongly Agree
Being a volunteer firefighter lets me learn things through direct, hands on experience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can make new contacts through the volunteer fire department that might help my business or career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My friends volunteer.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being a volunteer firefighter allows me to gain a new perspective on things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being a volunteer firefighter is a way to make new friends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am doing something for a cause that is important to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree Nor Disagree	Slightly Agree	Agree	Strongly Agree
Being a volunteer firefighter allows me to explore different career options.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I learn how to deal with a variety of people through volunteer firefighting tasks.

Being a volunteer firefighter makes me feel important.

Experience as a volunteer firefighter will look good on my resume.

I feel it is important to help others.

Being a volunteer firefighter will help me to succeed in my chosen profession.

Other Attitudes, Individual Traits

Section 4

Please read each statement carefully and decide if you ever feel this way about volunteer firefighting. If you have never had this feeling, select "Never". If you have had this feeling, indicate how frequently you feel that way.

	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day
I feel tired when I get up in the morning and have to face another day on the job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I doubt the significance of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I just want to do my job and not be bothered.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel used up at the end of the workday.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In my opinion, I am good at my job.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I can effectively solve the problems that arise in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have become more							
	Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

I have become more cynical about whether my work contributes anything.

I feel I am making an effective contribution to what this organization does.

Working all day is really a strain for me.

I have accomplished many worthwhile things in this job.

At my work, I feel confident that I am effective at getting things done.

I feel burned out from my work.

Never A few times a year or less Once a month or less A few times a month Once a week A few times a week Every day

I feel exhilarated when I accomplish something at work.

I feel emotionally drained from my work.

I've become less interested in my work since I started this job.

I have become less enthusiastic about my work.

BFAS (only alpha)

Here are a number of characteristics that may or may not describe you. Please choose the answer that best indicates the extent to which you agree or disagree with each statement listed below. Be as honest as possible, but rely on your initial feeling and do not think too much about each item.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Am not easily annoyed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Become overwhelmed by events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get things done quickly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Find it difficult to get	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

down to work.

Always know what I am doing.

Believe that I am better than others.

Carry out my plans.

Am afraid of many things.

Get angry easily.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Waste my time.

Dislike routine.

Love a good fight.

Sympathize with others' feelings.

Take an interest in other people's lives.

Like to do things for others.

Take advantage of others.

Am not bothered by messy people.

Get easily agitated.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Follow a schedule.

Seek conflict.

Don't put my mind on the task at hand.

Insult people.

Am indifferent to the feelings of others.

Finish what I start.

Rarely get irritated.

Feel comfortable with myself.

Am not interested in other people's problems.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strongly Disagree

Disagree

Neither Agree nor Disagree

Agree

Strongly Agree

Rarely put people under pressure.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Feel others' emotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Take no time for others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Get upset easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Don't have a soft side.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hate to seem pushy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keep my emotions under control.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can't be bothered with other's needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respect authority.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
--------------------------	-----------------	-----------------------------------	--------------	-----------------------

Feel threatened easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rarely lose my composure.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Am easily discouraged.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inquire about others' well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keep things tidy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leave my belongings around.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Want everything to be "just right."	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Want every detail taken care of.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Postpone decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
--------------------------	-----------------	-----------------------------------	--------------	-----------------------

Am filled with doubts about things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Can be stirred up easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Change my mood a lot.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seldom feel blue.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rarely feel depressed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Am a person whose moods go up and down easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mess things up.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Am easily distracted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Am not bothered by disorder.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Strongly	Neither Agree
-----------------	----------------------

	Disagree	Disagree	nor Disagree	Agree	Strongly Agree
Avoid imposing my will on others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Am out for my own personal gain.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Am not embarrassed easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
See that rules are observed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Like order.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Worry about things.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recreational Interests

How interested are you in participating in these activities?

	Not Interested	Indifferent	Interested
Religious group activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural activities (e.g., going to museums, attending concerts)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reading and/or writing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mechanical activities (e.g., auto repairs, metalwork)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participating in individual sports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hunting and fishing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not Interested	Indifferent	Interested
Community involvement/volunteering related to firefighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Video games/ computer-related activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Socializing with friends and/or relatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Watching sports and going to sports-related games	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Arts and crafts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community involvement/volunteering unrelated to firefighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not Interested	Indifferent	Interested
Participating in team sports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Camping	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Travel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exercising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Outdoor sports (e.g., sailing, water-skiing, boating, canoeing, rock-climbing)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

List the top 3 most frequent recreational activities that you participate in, not including volunteer firefighting (Please leave one or more items blank if you do not regularly participate in three recreational activities)

Activity 1

Activity 2

Activity 3

Are you satisfied with your level of participation in recreational activities?

- Very unsatisfied, I would like to be more involved
- Unsatisfied, I would like to be more involved
- Satisfied
- Unsatisfied, I would like to be less involved
- Very unsatisfied, I would like to be less involved

Demographics

Section 5

What is your gender/sex?

- Male
- Female
- Other, please specify:
- Prefer not to respond

What is your age?**What is your race/ethnicity? Choose all that apply.**

- American Indian or Alaska Native
- Asian
- Black/African American
- Hispanic/Latino
- Native Hawaiian or Pacific Islander
- White/Caucasian
- Other, please specify:
- Prefer not to respond

What is your current relationship status?

- Single
- Living with partner (but not married)
- Married
- Separated (includes married but not living with spouse)
- Divorced
- Widowed
- Other, please specify:
- Prefer not to respond

Which of these caregiver roles do you provide in your household? Choose all that apply.

- Parent to child(ren) under 5
- Parent to child(ren) between 5 and 12
- Parent to child(ren) over 12
- Caregiver to other person(s) in the home
-

None of the above

What is the highest educational level or highest degree you have attained?

- Did not finish high school
- High school graduate or GED
- Some college (no degree)
- Two-year college degree (Associate's degree) or other technical degree
- Four-year college degree (Bachelor's degree)
- Master's degree (MA, MS, etc)
- Doctoral or Professional Degree (PhD, MD, JD, etc)
- Prefer not to respond

What is your current yearly income, including bonuses and commissions (in U.S. dollars)?

- Less than \$14,999
- \$15,000 - \$24,999
- \$25,000 - \$39,999
- \$40,000 - \$59,999
- \$60,000 - \$79,999
- \$80,000 - \$99,999
- \$100,000 - \$149,999
- More than \$150,000
- Prefer not to respond

How long have you lived in the Rosemount area? (in years)

Do you have adult relatives (other than your spouse) that live in the Rosemount area?

- Yes
- No

End

Thank you for participating. If you have any additional comments about your experiences as a volunteer firefighter, please write them below, and then proceed to the next page:

Survey Powered By **Qualtrics**

Appendix D

Fire Chief Interview

Questions About the Department Structure

1. What is the target number of VFFs that the department aims to have/keep?
2. What do you see as the most immediate needs for the VFD (other than more FFs)?
3. Are there any volunteer roles in the VFD for non-firefighters?
4. Is there any specialization involved in the department? Do all volunteers do the same tasks (e.g., medical vs. fire)?
5. How much flexibility is there in how the fire department is organized? Can roles or tasks be adjusted or changed to accommodate volunteer needs? (Any legal issues with separating these tasks?)
6. Do the firefighters receive feedback on their performance? If they do, in what form?
7. How does the dispatch system work? Do all calls go out to all 200 volunteers? (Are there on-call shifts?)
8. Do firefighters receive any additional training beyond the initial 2 years?
9. How will Rosemount change in the future and how will that change the function and structure of the fire department? Do you think that funding will increase?
10. Would the fire department become (completely) paid after they begin getting more than 1000 calls?

Questions About the Actual Job

1. What sorts of reasons do VFFs give for a) leaving the department and b) for quitting training?
2. What kinds of retention strategies are currently in place? (Other than 401k) Have there been techniques tried in the past that have failed?
3. How much time off do VFFs have? Can VFFs take vacations or days off on a flexible basis?
4. Are you understaffed during the day? (If yes, by how many? Are the same people showing up during the day?)
5. Do firefighters have trouble getting to the station within the required time? Do they tell you why they have difficulty getting to the station for a call?
6. Is there currently any system in place to deal with issues of emotional fatigue or volunteer burnout for the VFFs?
7. What is your impression of why people don't volunteer?

Questions About the Department's Recruiting/Selection Practices

1. Is there any applicant screening? By the city? By the firefighting department?
2. What are some reasons that you would reject a candidate?
3. What are the current recruiting practices in place?
4. How do people find out and become interested in volunteering at the VFD?
5. What are some difficulties that an applicant may face in the process of becoming a volunteer?

Questions About the Department's Place in the Larger Community

1. What kinds of community events do VFFs participate in? How many of the VFFs participate in these events? Is their participation required or voluntary?
2. What sort of community support does the department get and in what forms?
3. How is the city doing as a whole? Is the infrastructure pretty sound? How is the community morale?
4. Are most VFFs Rosemount natives?
5. Is there any cooperation with neighboring fire departments?

Questions About the Organizational Culture

1. What events do the department hold for firefighters? (Dinners, holiday parties, etc.?)
2. Do you belong to any larger firefighter organizations? What associations could be joined?
3. What is the culture of the department? What is the level of camaraderie? How are newcomers oriented/onboarded?
4. What percentage of applicants are women? Do you think the local culture is accepting of women firefighters?

Concluding Questions

1. Can we have access to exit interviews? Or give us a list of those who have quit?
2. Can we have access to a sample of individual selection interviews?
3. Do you have any questions you'd like us to ask in our survey?
4. How are you paying the volunteers?

Appendix F. Volunteer Fire Department Comparative Data

Question	Fire Departments						
Fire Dept Structure	Rosemount	1	2	3	4	5	6
# VFFs in dept	46	32	39	76	32	100	48 current/50 authorized
# stations	2	1	2	3	1	2	2
Structure (FT, PT, etc)	Volunteer	Volunteer	FT	5 PT; 72 V/paid-on-call	V/paid on call. On call 24/7.	Duty Crew	1 full time (Fire Marshall), rest V/paid on call
Call handling protocol	All-call	All-call	Depends, mostly on duty	varies (time of day; day of wk)	All respond to all call	Routed through 911	page both stations (rescue squad responds to medical)
# Calls per year	600	260-280	5415	1,454 (2013)	80-90		
Proportion not fire-related	76%	60%	74%	only 5% fire and 18% false alarm (see for spec - 54% medical)	no medical, 30-50% fire related	37%	450/650
Quota? (if so, what is it?)	30% of calls	yes, 10%	33% off-duty callbacks	30% of calls assigned to station	35%	no	30% of calls
Fire Dept Staffing							
Physical requirements for VFFs?	Physical Ability Test	No physical requirements; age over 21 and under 35	(See job description)	(See attachment)	Physical agility test, expected to lift 75-100 lbs	NSFA standards	Physical agility test
Sufficiently staffed?	No	Yes	No, need at least +9	Yes - authorized 75 and have 72	Sufficiently staffed	Yes	Understaffed by 2, have 20 applicants
Type of training?	Firefighter I and II, EMR or EMT, and on-going training.	Entry-level firefighting position provided by the state	Continuing training; FF 2, Hazmat, Paramedic	Firefighter 1, hazardous materials operations, EMR - etc!		Firefighter I and II, EMR or EMT, and on-going training.	Firefighter I and II, EMR or EMT (for fire rescue), fire apparatus operator, driver training course, hazmat operations course

Length of training?	Initially up to two years (on probation for two years).	Unsure	72h/yr min typical 100h/yr	Initial is 7 months; offered twice a week ongoing	Initial training, drills every other month, regional meeting once every 3 yrs, 1001 FireFighter course (2 levels)	Same as Rosemount	Must make 100% of training first yr; 80% second yr; 75% every yr after; must complete courses within first 3 yrs
Certifications?	Minimum Firefighter 1, Emergency Medical Responder (First Responder). Additional options include Firefighter II, EMT.		Must be FF certified	Minimum Firefighter 1, NFPA 472 Hazardous Materials Operations, MN EMSRB Emergency Medical Responder (First Responder), and FEMA IS-100/700.	, registered firefighter certification, hazardous materials		Must be certified in all courses required at state level
Non-firefighting positions	None	Yes		Currently none but investigating possibility of instituting	1 company engineer	None	Full-time fire marshal: fire prevention and investigation, also an EMT so does respond to fires and medicals, during daytime he is the incident commander
Number of VFFs that are women?	(1 in training)	0	1	9 (12.5%)	1	15	1 (previously 2)
Recruitment/Retention							

How are your FFs compensated?	\$10 per training; \$10 per call.	No compensation	Salary + benefits	14.27 per hr	point system (get proportion of yearly city budget based on number of points at end of yr)	\$15 per call; \$19 per weekly training session	\$10.40/hr for call and training;
Retention programs/incentives?	Retirement fund	Meals during drill meetings, Christmas party	PERA retirement + 5 year recognition	Can get retirement after 10 years and age 50	Retirement savings, contributions, city funded health insurance	Retirement fund	\$25 reimbursement to health club, pension from relief association, \$200 uniform allowance
Success of retention efforts?			Very	Successful - 90% leaving are retiring		Pay is not the reason VFFs continue	20-25 applicants since June
Current recruitment efforts?	City website; have used banner on firehouses; open house; ad in city newsletter	None, most firefighters are generational because of small community	Local technical colleges	Word of mouth, open houses, orientations, banners, FB, webpage, yard signs, etc	ads in paper	TV commercial; Banners on Station; Flyers at events and health clubs.	Banners at both stations, recruiting culture, national night out (event), significant others of applicants included in process
Success of current recruit. efforts?	Limited success; have not tracked success		Very	very	very (15 applicants for 4 positions)	Banners are most successful; Flyers at gyms and daycares get women applicants.	Very (20-25 applicants for 4 positions)

Other comments...		None	Full-time recruitment has less issues than paid-on-call recruitment	Recruitment and retention is an everyday part of our organization.	Recruitment is likely to get harder in the future as people get busier and lack interest in volunteering	They offer apartments/dorms for VFFs who want to live in them.	
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Appendix H

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Recruitment, Staffing, and Retention Strategies for the Rosemount Volunteer Fire Department

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Dr. Deniz S. Ones and Dr. John P. Campbell

Background

Rosemount is a small city in Dakota County with a (2010) population of 21,874 ("Community Profile," 2012). Most residents work outside of Rosemount. The City's fire department is entirely operated by volunteers.

In a community survey, most respondents were satisfied with the fire department but were not in favor of paying higher taxes to expand or improve the fire department (Morris Leatherman Company, 2014).

Currently, the department has 46 volunteers and 2 fire stations.

Firefighter training takes about 2 years.

The stations receive approximately 600 calls per year.

In 2013, 24% of calls were fire related and 57% were medical.

Project Description

The City of Rosemount Fire Department asked for assistance in identifying strategies and approaches to better attract, recruit, and retain volunteer firefighters.

Method

Review of Current Research

- Journal publications, research documents, government publications
- News and popular print/media sources
- Firefighter articles/magazines

Benchmarking (National, State, Local)

- Benchmarking literature
 - Researchers, government agencies, news articles
- Information gathering
 - Interviews/surveys of other fire departments
 - Demographic data of these departments assembled via the web

Site Visit

- Oct. 12, 2014 at the Annual Rosemount Fire Department Open House

Fire Chief Interview

- Conducted Oct. 21, 2014 at the fire station

Survey of Rosemount Volunteer Firefighters

- Based on literature review
- Conducted online via Qualtrics
- Participants were Rosemount Volunteer Firefighters, sample size of 33

Rosemount Comparison with Local Fire Departments

	46	32	39	76	32	100	48
Number of VFFS	46	32	39	76	32	100	48
Number of Stations	2	1	2	3	1	5	2
Percentage Non-Fire Calls	76%	60%	74%	95%	60%	90.9%	—
Call Response Quota	30%	10%	—	30%	35%	30%	30%
Non-Fire Roles	no	yes	yes	no	yes	no	no
Number of Female VFFs	1	0	1	9	1	12	1
Total Number of Firefighters	46	32	39	76	32	100	48

Site Visit



Photos by Maureen Soules, 2014

We would like to thank Chief Richard Schroeder for giving generously of his time and providing us with valuable information and insight for this project.

Special thanks to the Rosemount volunteer firefighters who participated in our survey.

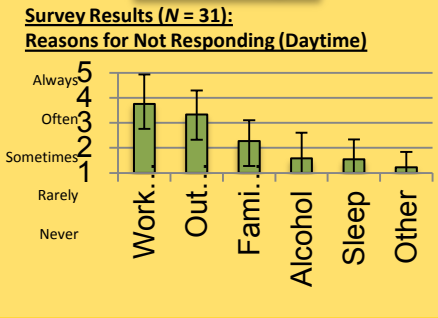
Special thanks to the students of PSY 5707, Fall 2014 Semester, who assisted on this project: Maureen Soules, Jeffrey Braun, Jessica Brown, Catherine Cantieri, Elizabeth Coking, Geordin Crist, Karen Froistad, Casey Giordano, Nicole Haffield, Shiyi Han, Bo Hopkins, Eric Leingang, Evan Lish, Hunter Moore, Jennifer Nguyen, Stormy Peterson, Dylan Sorman, Jingyuan Tian, Xianyong Xu

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Staffing

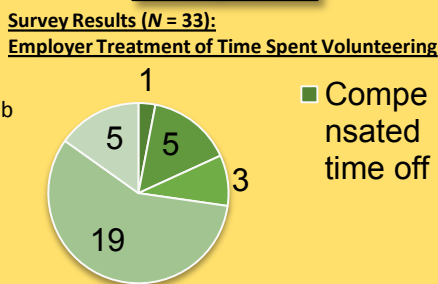
Daytime Responding



Inequality in Call Responding

- Survey Results (N = 33): Response to Calls
- Total responses to calls per week:
 - Range: 5 - 22; Mean: 10.51 (4.29)
 - Hours spent on department-related activities per week:
 - Range: 2 - 25; Mean: 10.12 (5.64)

Burdensome Obligations



Survey Results (N = 33): Role Conflict

- To what extent does your firefighting role interfere with your job(s)?
- Mean: 2.09 (1.01)*
- To what extent does your job(s) interfere with your firefighting role?
- Mean: 2.45 (1.23)*
- *On a 5-point scale between "Not at all" and "A Lot"

Four-Minute Response Time

- Survey Results (N = 32):
Commute Time (one way, in minutes)
- Range: 1 - 45 minutes
 - Mean: 20.28 (12.49)

On-Call Shifts

- Teams of firefighters are assigned to certain time windows in which they are obligated to respond to calls.
- Reduces uncertainty in when to expect calls and increases flexibility in the schedule when not on shift (e.g., U.S. Fire Administration, 2007).

Duty Crews

- Firefighters on standby at the station during the shift to respond to calls.
- Reduces uncertainty in when to expect calls and increases flexibility in the schedule when not on shift (e.g., U.S. Fire Administration, 2007).

Cooperation from Employers

- Allow firefighters working in Rosemount to respond more flexibly to calls.
- Minnesota Statute 43A.321 – Volunteer firefighters can leave work to respond to a call without losing wages but have to remit their earnings to their employer (Revisor of Statutes, State of Minnesota, 2014).

Offer Childcare



General Recommendations

Assessment and Program Monitoring

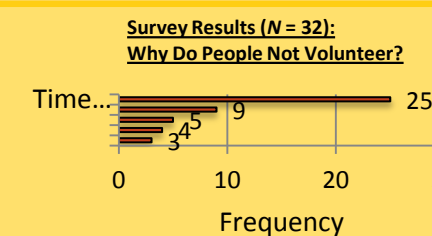
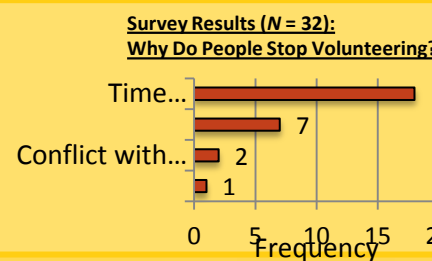
- Ongoing evaluation (e.g., Mallick, 1998)
 - address dynamic environment
 - ensure effectiveness/utility of programs
- Conduct regular assessments on departmental issues (e.g., University of Pittsburgh Guide to Best Practices)
 - climate of department
 - attitudes of department members
 - interviews of firefighters leaving their roles

Specialization

- Specialization of volunteer firefighter roles (e.g., Birch & McLennan, 2007)
- Split job roles
 - Split the training of the various job roles
 - Split the calls that go out according to the job roles

Non-Active/Support Role Development

- Utilize all community members and their given skill sets (e.g., Rielage, 2011)
 - secretarial/record-keeping (Aldridge, 2003)
 - equipment check and maintenance (Aldridge, 2003)
- Women more interested in volunteering for non-firefighting roles (Birch & McLennan)



Recruitment

Low Applicant Numbers

- Need to Meet Growing Demand
- Population: 14,619 in 2000 to 21,874 in 2010 ("Community Profile," 2012)
 - Fire department has not attained slated 50 firefighters.
 - Approx. 5 to 6 applicants are hired out of 10 to 12 per year.

Need for Greater Community Awareness

- Survey Results (N = 24):
What Could Be Improved?
- Improving community relations
 - Participation in community events
 - Better funding for PR
 - Recruitment

Women Firefighters: Benchmarking Results

- (e.g., International Association of Women in Fire & Emergency Services, 2014)
- In 2008, only 4% of firefighters were women
 - 84% of men and 47% of women pass the physical ability tests
 - 17% women in comparable jobs requiring strength/stamina
 - 80% of women firefighters say equipment does not fit well.

Physical Testing

- Physical ability is correlated with job performance: 0.51 (Henderson, 2010)

City of Rosemount Position Responsibility

"The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move up to 125 pounds."

Offer Incentives

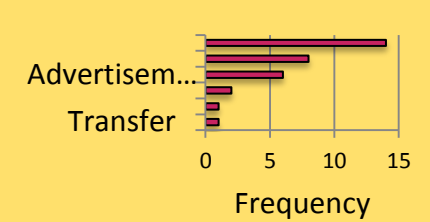
- Health benefits (e.g., Aldridge, 2003)
- Tuition Assistance (e.g., Mallick, 1998)
- Tax exemption/incentives (Smolsky, 2000)
- Housing allowances (e.g., Cote et al. 2014)

Community Involvement

- Functional Recruiting (Birch & McLennan, 2007)
- Creating and expressing a fun culture (e.g., Chlaramonte, 2006)
- Personal approach to recruiting (Haug & Gaskins, 2011)
- Increase exposure (Rielage, 2011)

Firefighters as Recruiters

- Survey Results (N = 33):
How did you find out about volunteering?



- Creating a recruiting culture (Smolsky, 2000)
- Word of mouth (Booth & Rohe, 1988)
- Compensate volunteers for recruits they bring into the organization (Mallick, 1998)
- Recruiting Task Forces (Booth & Rohe, 1988)

Pre-Test Training Programs

- Pre-test training can significantly improve pass-rates for women from 34.6% to 52.6% (Hulett et al., 2008).
- Provide physical training through gym membership discounts, personal training, etc. (e.g., Chapman, 2011).

Recruit Women

- Target recruitment towards women (stay-at-home moms)
 - Target daycare centers, gyms
- Ensure climate is inclusive for women (Hulett et al., 2008)
- "Why Not You?" campaign
- Bring in female firefighters to discuss misperceptions of women's firefighting abilities

Cadet Program

- Raise awareness of volunteer firefighting (e.g., Mallick, 1998)
- Utilize the high school population (e.g., Chapman, 2001)
- Auxiliary tasks (clean trucks, clerical work)
- May continue volunteering as adult firefighters (e.g., Aldridge, 2003)

Advertisement/Marketing

- Utilize local media (Haug & Gaskins, 2011)
- Utilize social media (Leamond, 2014)
- Update and maintain website (Baum & Kabst, 2014)
- Yard signs and banners (e.g., Forbes & Zampelli, 2012)
- Target community organizations/facilities for recruitment (Forbes & Zampelli, 2012)

Retention

Realistic Job Preview

- Increases retention when addressed for both firefighters and family
- May include a detailed job description with list of specific job tasks and training/scheduling expectations
- Expectation Lowering Procedures (Jex & Britt, 2008)

Modify Training Delivery

- Adjust timeline and format
- Offer partial online training and testing (e.g., Smolsky, 2000)
- Tiered training for specialization

Focus on Recognition

- Tied to social identity and sense of belonging (e.g., Aldridge, 2003)
- Length-of-service and behavior-based awards (Smolsky, 2000)
- Recognition of family members (Haug & Gaskins, 2011)
- Letters of commendation to employers and media exposure (U.S. Fire Administration, 2007)

Provide Incentives

- Health benefits (e.g., Aldridge, 2003)
- Tuition assistance (e.g., Mallick, 1998)
- Tax exemptions (Cote et al., 2014)
- Community discounts (e.g., Aldridge, 2003)

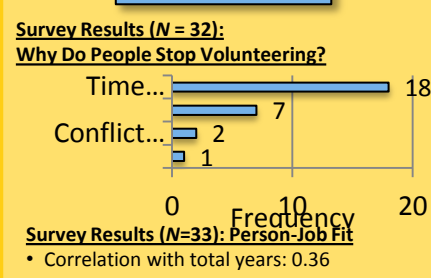
Increase Feedback and Communication

- Provide an outlet for anonymous feedback to the chief (University of Pittsburgh Guide to Best Practices)
- Provide minutes/updates from meetings and trainings
- Make copies of Standard Operating Guidelines available
- Provide regular feedback on performance to all volunteers

Promote Counseling

- External counseling may be more effective
 - e.g. Employee Assistance Program (e.g., Cote et al., 2014)
 - Share the Load Program (National Volunteer Fire Council)
- Counseling for family members
 - mitigate strain on families (e.g., Laurel et al., 2008)

Time Commitment



Attrition During Training

- Survey Results (N=33): Person-Job Fit
- Correlation with total years: 0.36
- In 2013, 2 out of 5 hires dropped out during training (Fire Chief).

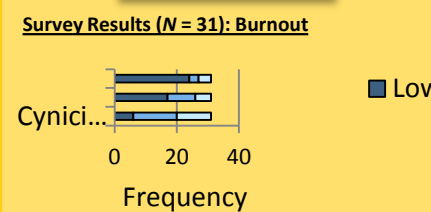
Decreased Motivation

- Survey Results (N = 31):
What Would Convince You to Stay?
- Respect and consideration from city officials
 - Community
 - Recognition
- Twenty-one out of 31 respondents noted some form of remuneration.

Lack of Communication

- Survey Results (N = 24):
What Could Be Improved?
- Communication (7)
 - Accountability/Discipline (3)
 - Openness/Egalitarianism (2)
- Survey Results (N = 33): Receive Feedback
- 58% Agree or Strongly Agree
 - 24% Disagree or Strongly Disagree

Burnout



Affordability / Effectiveness Comparisons of Recommendations



Conclusion

We have identified 20 strategies to address the challenges of staffing, recruitment, and retention faced by the Rosemount Fire Department. It is our recommendation that the most effective and affordable recommendations should be prioritized for implementation.

Some of these recommendations can be implemented immediately while others will require long-term planning.

Despite our recommendations for change, the department is doing a phenomenal job and providing a high level of service to Rosemount in the face of on-going challenges.



Photo by Deniz S. Ones, 2014