Objective Criteria for a Mentoring Program for Aurora Fire Rescue

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CERTIFICATION STATEMENT

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

Signed: _____

Abstract

The problem was that Aurora Fire Rescue (AFR) was considering establishing a mentoring

program for newly promoted officers. The purpose of the research paper was to establish

objective criteria for a sustainable formal mentoring program. A descriptive research

methodology was used to answer the following four questions (a) What objectives do public and

private organizations utilize for mentoring programs? (b) What are the expectations from the

community of the AFR company officer? (c) What are the expectations of the company officer

from AFR executive staff? And (c) What sustainable objectives can AFR utilize to create a

formal mentoring process? The procedures utilized for this research were literature review,

interviews, and surveys. The individuals interviewed were the Training Commander, Operations

Commander, and a newly promoted Lieutenant. One survey was developed and distributed to all

AFR officers. A second survey was developed and distributed to some of Aurora community

members. The results of the internal survey revealed that officers would benefit from a formal

mentoring program before and after getting promoted. The community survey revealed that the

citizens of Aurora are not entirely informed on the services provided, making it difficult to

determine what the expectations of company officers should be. The interviews revealed that

neither executive staff nor new officers feel there is consistent communication or clear

expectations. Recommendations to AFR include creating a career development program that

includes a mentoring component. A sustainable mentoring program with objective criteria

would not be successful without a strong career development program. Another

recommendation to AFR is the minimal investment of a designated program manager to develop,

coordinate, and run the program. Future research on this topic should include interviews with

other fire departments and private sector career development programs. And more input from

the community.

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Objective Criteria for a Mentoring Program for Aurora Fire Rescue

The vision for Aurora Fire Rescue (AFR) is, To be a diverse, full-service organization that embraces our community through compassionate response and risk reduction. The mission of AFR is to provide "Exceptional service to the community by well-trained professionals" and the organizational values are respect, integrity, professionalism and customer service (*2015 AFR SOCRA*, 2016). The decision to promote to a company officer is a pivotal point in one's career. The aspiring officer should be offered a clear path to success in becoming a leader in the organization. The executive leadership within AFR has a responsibility to create a clear path to success for future company officers by establishing a sustainable program that will incorporate the mission, vision, and values of the department. AFR has an opportunity to invest in the future leaders of the organization by establishing a sustainable mentoring program.

AFR has two ranks for a company officer: Lieutenant and Captain. Lieutenant is the first position of a company officer. Lieutenants supervise three crew members on either an engine or a ladder truck. Captains also manage three crew members on either an engine or a ladder truck and additionally are responsible for the maintenance of the station and its assigned apparatus. Captains also fill in as the acting battalion chief when needed. The researcher realized, after being promoted 12 years ago, that the department continues to focus predominantly on strategy and tactics leaving new officers to learn other necessary skills on their own or through informal mentors. The problem is that AFR is considering a formal mentoring process for company officers, but has not identified objective criteria. The purpose of this paper is to determine objective criteria for a sustainable formal mentoring program for AFR company officers. A descriptive research methodology was used to answer the following four questions

(a) What objectives do public and private organizations utilize for mentoring programs? (b) What are the expectations from the community of the AFR company officer? (c) What are the expectations of the company officer from AFR executive staff? And (c) What sustainable objectives can AFR utilize to create a formal mentoring process?

Background and Significance

In 1891, what is now known as the city of Aurora was originally the town of Fletcher. There is little information about the fire protection for Fletcher until 1902. Fletcher adopted the fire prevention ordinance passed along with the appointment of the first volunteer firefighter. In 1907 Fletcher became Aurora, and by 1924 a new chemical truck was the first line firefighting apparatus. By 1959 Aurora was a paid fire department with two stations on a rotating 24-hour shift schedule (*2015 AFR SOCRA*, 2016).

Fast forward nearly 60 years to present day, and AFR has 345 civil service personnel and 17 career service personnel. AFR is an all hazards organization providing Advanced Life Support (ALS) on all apparatus, a Hazardous Materials Team, a Technical Rescue Team, a Wildland Team, a Mass Decontamination Team, and an Air Team operating out of 15 stations. AFR has 14 paramedic engines, three paramedic ladder trucks, one paramedic quint, and three Medical Service Units (MSU's). The engines, ladder trucks, and quint have minimum staffing of four persons. The MSU's have one paramedic and one basic (*2015 AFR SOCRA*, 2016). AFR is the medical control for Emergency Medical Service (EMS) calls but does not transport. AFR has a partnership with a private company that handles patient transport.

The command structure for AFR is the Fire Chief and four Deputy Chiefs (DC) that comprise the executive leadership of the organization. Each DC is responsible for one of the

following divisions: Operations, Preparedness, Logistics, and Life Safety. Three commanders

are currently assigned to the Emergency Medical Service Bureau (EMS), Operations Bureau, and

Training Bureau respectively. The Operations Chief (OC) is responsible for the operations

commander, as well as the nine battalion chiefs that cover three battalions and supervise five

stations in each battalion. Each fire station has one captain assigned to the station and two or

five lieutenants depending on the number of apparatus allocated to the station. At the time of

this paper, AFR is in the process of hiring a new Fire Chief. The DC of Life Safety is the Interim

Chief and position of the logistics DC is currently vacant.

The city of Aurora covers 154 square miles and is in three different counties. Vast areas

of the city are still undeveloped, leaving plenty of space for continued growth. ”The 2014

population estimate for the city of Aurora was reported at 347,953 people and with 133,655

households, making it the 55th largest city in the United States based on population with an

overall median age of 33.3.(*2015 AFR SOCRA*, 2016, p. 8).”   In the most recent comprehensive

plan for the city of Aurora, the projected population for 2035 will be 460,000 which indicates

that neither the city of Aurora nor AFR will be slowing down in growth.

Aurora is focusing on redevelopment and infill of established areas within the city that

had become blighted over the years. A large project that is expected to change the city

dramatically is the addition of a light rail and commuter rail trains that run through the core of

the city. These trains provide community members the opportunity to travel to Denver, Denver

International Airport (DIA), and the western suburbs without using a car. City planners are

focusing on creating various transit-oriented development (TOD) sites along the light rail stops.

The TOD will create a more condensed urban living, increasing the population, and continue the

transition of Aurora being a bedroom community to becoming a large, urban city.

Annually, the department responds to over 50,000 emergency incidents with an average call increase of 8% per year. Along with emergency response, community relations, limited public education, commercial building inspections, pre- fire plans, and fire investigations are additional services provided to the community (*2015 AFR SOCRA*, 2016). The call volume and reduced resources over the years have forced the executive leadership to prioritize programs, and mentoring/officer development has fallen to the bottom of the priority list. Senior officers who would at one time volunteer to informally guide new company officers have stopped volunteering. The reduction in mentoring is because of both the high call volume and the attrition of the senior leaders.

AFR is currently going through multiple transitions creating a feeling of uncertainty and distance between the administration and line personnel: the former Fire Chief of 9 years left the organization in September of 2016, a new contract with the union passed to include a schedule change from a 56-hour work week to a 48-work week, and a hiring boom to accommodate the schedule change and new Full-Time Employees (FTE's) granted through the budget process. The new schedule change will go into effect on July 1, 2018. Along with the transitions, AFR is a young department. Currently, 40% of the department has five years or less on the job, and that percentage does not include the expected 80 new hires in the next 18 months (*Promotional Seniority*, 2016).

Several responsibilities come with promoting to a leadership position within AFR. A substantial and measurable foundation with a knowledge of strategy, tactics, administrative tasks, Community Risk Reduction (CRR), policies and procedures, Emotional Intelligence (EI), people skills, and an understanding of how the City as a whole operates are critical to the success of a new officer. The requirements needed to promote to lieutenant are five years on the job,

completion of the week-long acting officer program, Fire Inspector I certification, and 60 college credit hours. Requirements for captain are two years in the rank of lieutenant.

AFR does offer a two week Officer Development Program (ODP) once a year for newly promoted lieutenants. This program is only open to promoted lieutenants or those on the eligibility list that may get promoted within a close time of the class. There is no policy or formal teaching plan for ODP, the curriculum is at the discretion of the Training Commander. According to the 2016 syllabus, less than 20 hours was spent discussing leadership and no time spent talking about emotional intelligence, CRR, or the City of Aurora (Appendix A). Because the program is only offered once a year and to promoted lieutenants, a new lieutenant may be near the end of their probationary year before attending the class.

At a point in time, there was a checklist newly promoted lieutenants and captains were required to complete before the end of their probationary year. New officers were also assigned an informal mentor to oversee the process and offer support and guidance. This process was not formal and did not provide training to the mentor nor was there objective criteria. With the consistent call volume increase over the years, lack of resources dedicated to new officers, and transitions in the organization, the checklist, as well as the mentor that new officers were once assigned is no longer part of the probationary process.

The researcher recognizes through the research for this paper that the mentoring piece is only part of a larger picture to a well-trained and prepared company officer. As AFR and the fire service evolve to meet the ever-changing needs of the public served, the need for all company officers to fully embrace CRR is paramount. Company officers need to have a thorough knowledge of the community served and the associated risks from both an internal and external perspective. When these risks are understood and embraced, company officers can then become

the leaders towards creating a safer, more educated internal community and create social capital

with the external community for future CRR programs. A safer fire department and more secure

community will directly reduce the number of injuries and lives lost.

The problem addressed in this research paper is related to specific topics covered in

the *Executive Analysis of Community Risk Reduction* (EACRR) course of the *Executive Fire*

Officer Program (EFOP) at the National Fire Academy. Goal number four is to reduce Line of

Duty Deaths (LODD's) among firefighters (*EACRR*, 2015). By identifying objective criteria to

create a sustainable mentoring program, AFR will be giving newly promoted officers the skills

to be better prepared and a solid foundation to keep themselves, their crews and the community

safer which meets the EACRR goal of reducing LODD's.

Goal number four of the United States Fire Administration (USFA) is to "advance the

Professional Development of Fire Service Personnel and of Other People Engaged in Fire

Prevention and Control Activities" (*United States Fire Administration*, 2104, p. 9). This paper

will help to meet this goal for the USFA through professional development of new officers.

Literature Review

The literature reviewed for this research included topics of mentoring and employee

development programs in the private and public sector, AFR staffing, team dynamics, and

workplace culture. The purpose of the literature review was to find objective criteria for a

mentoring program for newly promoted company officers. In the articles and books selected for

this research, common themes of teamwork, communication, and leadership intertwined with the

topic of mentoring. The narrow and precise scope of the problem proved to be challenging for

the author as far as finding specific articles and objective criteria for mentoring in the fire service

and community expectations of company officers. The literature review was guided by the following: Understanding why mentoring is important, having objective criteria to create a mentoring program, and developing great people into great leaders. Along with the importance of communication throughout all levels of the organization, putting the right elements together to create an objective and sustainable mentoring program comprised the literature review.

Mentoring is nothing new to the fire service. The tradition of passing knowledge from a senior member to the junior member, whether formally or informally, is a cornerstone of the profession. In his article for Fire Engineering, "Where Have All the Mentors Gone?," Joseph Knitter (2014) identifies that senior members of fire departments aren't meeting the needs of the new and upcoming members. Knitter goes on the explain that even through the fire service is evolving and changing, the core values of family, teamwork, and protecting life and property have not changed.

Pride and tradition are an integral part of the fire service. Sharing stories of the past from senior firefighters to the new recruit is a right of passage and part of what makes the fire service culture unique to most professions. The tradition and storytelling can also make culture change difficult as the fire service continues to evolve making the argument that a sustainable and objective mentoring program should be a top priority. Benjamin Franklin once said, "An investment in knowledge always pays the best interest" (Franklin, 1758). While the core values of teamwork and protecting life and property have not changed, they have evolved, and it is important that newly promoted company officers understand the how and why. An example of change over the last decade is the importance of wearing a Self-Contained Breathing Apparatus (SCBA) throughout the overall stage of a fire. In the past, once the fire was out, the SCBA's

were off. The tradition of having one's face and protective gear covered in soot was a badge of

honor that is no longer acceptable due to the cancer risk.

The reason why life and property need protection for the current, and future generations

of firefighters is changing. With the ability to collect data that can identify types of calls, causes

of fires, input from the community served, and global connectedness, organizations have the

capacity to intervene and protect life and property proactively. CRR is not currently embraced in

AFR, and the time is prime to create a culture change through company officers who have a

powerful sphere of influence. The importance of CRR should be an integral part the mentoring

program. While mentoring may not be a new concept to the fire service, ensuring that mentors

are selected based on meeting the current needs of the community and organization to provide

the best service and ensure everyone goes home is vital for the sustainable success of the

program.

Avondale Fire Department in AZ and Portsmouth Fire Rescue in VA both have

comprehensive task books that create a path for members who want to be acting officers or

officers in their organizations (Avondale Fire Captain Task Book, 2016) and (*PFR Acting Officer*

Development, n.d.). These books are required to be completed prior to being promoted to

company officer. AFR does have a week long acting officer that focuses on strategy

and tactics. The acting officers academy culminates with a tactical exercise and a checklist that

must be completed before acting in the role of lieutenant (Appendix B).

According to Phillip Dawson (2014), for the last 30 years, researchers have been unable

to agree on a standard definition of mentoring, largely, in part, because so many relationships

classify themselves as a mentoring relationship. Dawson moves beyond the definition of

mentoring and identifies 16 elements that can be used as a framework when establishing a

mentoring program (Dawson, 2014). Dawson identified the framework for a mentoring program

based on two mentoring models: Supplemental Instruction (SI) and Peer Assisted Teaching

Scheme (PATS). Dawson selected these models because he has experience with each model, the

different set of participants that use each model, both models document through scholarly

research, and both models have literature that supports the members (Dawson, 2014). While

Dawson used his research for university students and professors, both of these models translate

to a foundation for AFR mentoring programs. The 16 elements from Dawson are:

- Intentions of the mentoring model, objectives

- Who is involved, roles

- Number of each role, cardinality

- How close the mentor/mentee should be

- Seniority and expertise of participants

- Length of the relationship

- How mentors/mentees are chosen

- How Mentors/Mentees are matched

- Actions and activities they can perform

- Resources available

- Importance of technology

- Training

- Rewards

- Policy

- Monitoring

- Termination of the relationship (Dawson, 2014, p. 140)

Career development is a term that is synonymous with mentoring and occurs in many industries. "Successful employee development programs demonstrate trust and value and create an eagerness that drives employee growth and retention" (Halvorson, 2016, para. 3). The key to implementing a successful and sustainable career development program is to have clear objectives, empower employees, develop trust between employees and management, and make sure the managers receive the tools to be successful mentors (Halvorson, 2016). AFR would be able to adapt a successful career development program by establishing clear objectives for individuals wanting to promote, creating a culture that empowers employees to become leaders, and giving current leaders the tools to develop leaders.

People are the most valuable asset to any organization. Making sure that the individuals in the group believe in the mission, vision, and values of the organization along with a strong sense of trust and are empowered to make decisions is critical for the success of the team. The success of an organization based on the people is true for both the public and the private sector. In the book *Uncontainable* (Tindell, Keegan, & Shilling, 2014), Kip Tindell explains the seven foundation principles used at the Container Store. One of the foundation principles is that one great person equals three good people (Tindell, Keegan, & Shilling, 2014). The container store has a low employee turnover rate for retail compared to the rest of the retail world, and this is because Tindell explains that they only hire great employees. The employees of the container store are empowered, have trust with management, and receive consistent training and tools to be successful (Tindell, Keegan, & Shilling, 2014). AFR is projected to hire at least 80 firefighters within the next 18 months. Not including the planned 80 new hires, 60% of the organization has

ten years or less time on the job (*Promotional Seniority,* 2016). The new growth for AFR is an

opportunity to hire great employees who will have the possibility to progress to be great

company officers.

Private sector leaders are not the only industry to acknowledge the importance of hiring

great people. The All Blacks rugby team from New Zealand is arguably the most successful

sports team in any sport with a win rate of over 86% at the time the book Legacy was published

in 2013. James Kerr spent five weeks embedded with the All Blacks to document their secrets to

success. Of the 15 lessons on leadership in the book, the first lesson is having character. Former

All Blacks head coach Graham Henry said "I think all of those environments, whether it's a

business climate or sporting environment, are about developing people. So, if you develop your

people, your business is going to be successful"(Kerr, 2013, p. 13). Throughout the book, Kerr

explains how the coaches and players created a winning legacy through a culture of

accountability, leadership, and development of the players not just to be good players, but great

humans (Kerr, 2013). The fire service as a whole can be considered a mix of professional

athletes and a business that provides service to the community. Individual departments

throughout the world are considered the teams of the fire service and the organizations that hire

exceptional people and develop the great people employed through training, mentoring, and

creating an organizational culture will set average groups apart from leading organizations.

Communicating the expectations and needs of any organization is critical to the success

of the organization. "Communication is leadership," another one of Tindell's foundation

principles exemplifies how clear and concise communication is a direct correlation to effectively

leading employees (Tindell, Keegan, & Shilling, 2014). When all levels of an organization have

clear, consistent and thorough communication, all individuals feel valued and share ownership in

the organization. "Shared responsibility means shared ownership. A sense of inclusion means

people are more willing to give themselves to a common cause" (Kerr, 2013, p. 49).

An effective mentoring program is critical for an organization, but to be successful, the

mentoring program must accompany a clearly defined career development path. Regardless if it

is a private business, the fire service or a sports team, people are the most valuable asset. The

literature reviewed had themes of consistency, expectations, communication, teamwork, and

organizational buy-in on all levels as being essential to sustained success of a career

development/mentoring program.

Procedures

Descriptive research was used to determine objective criteria for a formal mentoring

program for AFR. The research project included literature review from published sources, the

internet, surveys from both AFR and the community of Aurora and interviews with members of

AFR. The literature reviewed was to establish objective criteria and to determine if a mentoring

program would be beneficial. The survey of AFR officers was to gather information to

determine if a mentoring program would be useful and the survey of the community members

was used to identify expectations of the community. Interviews were conducted to gather the

expectations of company officers as well as the perspective of a newly promoted company

officer.

The research for this project began in November 2016 with a general search in Google

Scholar of objective criteria for mentoring programs using keywords related to the topic. The

author requested mentoring programs from EFO, used the Standards of Coverage and Risk

Assessment (SOCRA), and Promotional Seniority from AFR. The literature review focuses not

only on objective criteria for a mentoring program, but the importance of career development, successful teams, and successful businesses.

Google.com was the search engine used on the World Wide Web to explore mentoring, mentorship, teamwork, and community. The search assisted in gathering information for the research project to answer the research question (a) What objectives do public and private organizations utilize for mentoring programs?

The researcher conducted three interviews for this project to gather information and different perspectives. The first interview was with newly promoted AFR Lieutenant Dominic Benallo on January 17, 2017, in the Health and Safety Office. Lieutenant Benallo has been in the fire service for 20 years, with AFR for ten years and was a paramedic and driver operator before promoting to lieutenant last year. Benallo was selected for an interview because of his time in current rank and his tenure in the fire service in other positions (Appendix C).

The interview consisted of 11 questions and gave insight on (a) the decision to promote to lieutenant, (b) preparation for the position, (c) if organizational expectations were clear, (d) benefits of a formal mentoring program, (e) obstacles for a mentoring program, and (f) correlating CRR to risk analysis (Appendix E).

Operations Commander, Hunter Hackbarth, was the second interview on February 7, 2017, in his office. Commander Hackbarth was interviewed because of his position and he was the former training chief. The interview was five questions and provided information on (a) how well AFR prepares new company officers, (b) what opportunities exist to do better for new officers, (c) why has AFR failed at officer development, and (d) looking at the bigger picture (Appendix D).

Training Commander, Rob Weber, was the final interview for this research on March 2, 2017, in his office. Commander Weber was selected because he oversees the training bureau and is responsible for the training program delivery to AFR. Weber was asked questions and provided information on (a) definition of CRR, (b) time spent educating the new recruits and new officers about CRR, (c) programs and support offered to new company officers, (d) involvement training could have in a formal mentoring program and the benefits of a formal program (Appendix E).

The interviews were used to gather information for the research questions (a) What are the expectations of the company officer from AFR?, and (b) what sustainable objectives can AFR utilize for a formal mentoring program?

One of the research questions was to find out what the expectations of the community were for AFR officers. The researcher created a seven question survey on SurveyMonkey.com and sent to 5267 residents of Aurora, CO through NextDoor.com (Appendix F). The questions were developed to see how familiar the community was with AFR to include the structure of AFR, programs AFR offers to the community, and qualifications for an officer.

The author was able to download the answers that were collected, categorized, and analyzed from SurveyMonkey.com. Of the 5267 surveys sent, 91 responded delivering a return rate of .02 % (Appendix G).

The author then used an internal survey with nine questions and sent to the officers of AFR. The author created the survey on SurveyMonkey.com and sent an email to AFR officers on January 23, 2017, with a link to the survey (Appendix H). The nine questions for the internal survey were developed by the author to get a perspective from the officers regarding their

understanding of CRR, if they felt adequately prepared for the role of the company officer and if they would have benefited from a formal mentoring program.

The author was able to download the answers that were collected, categorized, and analyzed from SurveyMonkey.com. The survey was sent to 94 officers, and 47 responded, for a response rate of 50% (Appendix I).

The literature review, interviews, and questionnaire provided the information needed to answer the research questions to determine objective criteria for a mentoring program. Information was also gained regarding the expectations the community has for company officers and the opportunities for improvement to adequately prepare company officers for the role.

A limiting factor for this project was the lack of literature that focused precisely on objective criteria for a mentoring program in the fire service. The researcher was unable to find literature on community expectations of the fire service. The researcher was unable to get accurate information from other fire departments specifically on mentoring. The author was able to use leadership and mentoring books from her personal library to explore options and criteria from sources outside of the fire service.

Another limiting factor for this research was the low response to the community survey. Fewer than 100 respondents in a city with a population of 350,000 may not adequately represent the entire community expectations. Both the community and internal survey were designed to be anonymous, so that following up was not possible.

And finally, there was no definition of mentoring given to the company officers when they received the internal survey which leaves respondents to interpret their own definition of mentoring is.

Results

AFR executive leadership has been considering implementing a formal mentoring process but does not have objective criteria to establish the program. The significant changes within AFR that have contributed to not establishing a program are: Leadership changes from the Fire Chief to the Deputy Chiefs within the last two years, an increase in call volume resulting in fewer senior officers informally mentoring new company officers, officer development and mentoring being dropped off the priority list, and the organization not embracing input from the community. The results of the questions are a combination of the literature review, interview, and responses to the surveys.

The first question for this project was to discover the objectives public and private organizations utilize for mentoring programs. The answer to this question was found in the literature review. Dawson (2014) had 16 objective criteria that were designed for university students and professors but could be adapted to AFR to meet the needs of not only new company officers but all promoted ranks. These objectives would be a good foundation. The acting officer development programs from both Avondale Fire (Appendix B) and Portsmouth Fire (Appendix C) have detailed checklists and time frame and tasks that can also be used as a template and applied to AFR.

Private organizations and the All Blacks focus on career development and use mentors to help employees move along their career path. Career development is accomplished through workplace culture and hiring great people.   The Container Store's foundation principle "one great person equals three good people" is one way they begin the mentoring process before an employee start their first day of work (Tindell, Keegan, & Shilling, 2014). The coaches for the

All Blacks use the principle of character to guide the selection of players for their team (Kerr,

2013).

The literature that the researcher found for the fire service objective criteria focuses on

future officers with tasks that focus on hard skills and not much emphasis on the soft skills to

include human interactions and dealing with subordinates, other city employees, and community

members. AFR does not offer an acting officer class until the third year of employment. The

private side and All Blacks focus on hiring the right people to fit within the traditional culture

and develop the employees from the day one.

The second question was to find out the expectations for company officers from the

community. This question is answered from the community survey with questions three, four,

five, six and seven (Appendix I). The answers revealed that the community does not know what

services AFR provides and 75% of respondents were unaware that each apparatus had either a

promoted officer or acting officer. The majority of respondents also felt that officers should only

be responsible for the actions of their crew depending on the situation. 99% of respondents

said that company officers should have an understanding of what risks face the community. The

type of education and certification the community identified company officers should have can

be found in Table 1.

Table 1

Certifications and Training for Company Officers

Training	Responses	
Supervisory Classes	90.80%	79
Fire Instructor Course	90.80%	79
Emotional Intelligence	77.01%	67
Conflict Resolution	88.51%	77
Community Risk Reduction	72.41%	63
Fire Inspector Certification	**86.21%**	75
Communication	**78.16%**	68
Leadership Training	**91.95%**	80
Law and Policy	**86.21%**	75
Resiliency/Mental Health	**81.61%**	71

Based on the answers from the questionnaire, specifically, question number three, the community does not seem to have an understanding of the services AFR provides to the community. Without a clear understanding of what services AFR provides to the community, it presents a challenge for the community members to have clear expectations for company officers.

The third question was what the AFR executive staff expected from the company officer. This question is answered by the company officer survey question six (Appendix K), interviews (Appendix E, F, G) and literature review. Of the officers who responded, 49% had ten or more years as a company officer. When asked if expectations from AFR administration were

clear, 33% responded no. During lieutenant Benallo's interview, he said that while he was

preparing to take the promotional test, he did not feel there was a clear path for success from the

organization and that was confusing. When asked if the organization has given him clear

expectations he said no, that there was a lot of ambiguity in the policies and procedures. He did

have informal mentors and felt that the officer development class should have had more conflict

resolution, emotional intelligence, and more administrative duties education. When asked what

he thought the three biggest obstacles for a mentoring program would be and he said: "Universal

expectations with transparency, eliminating personal expectations while managing personal

biases, and trust" (Appendix E).

Both Commander Hackbarth and Weber stated that AFR does not do a good job

preparing people to be officers. There is no formal program or path for individuals who want to

promote to any rank. In both interviews, the Commanders agreed that there is not a clear

definition of expectations for company officers. Commander Hackbarth said that the

organization had failed new officers by not providing them the appropriate tools to be successful

(Appendix F and G).

Question four addressed what sustainable objectives AFR can use for a formal mentoring

program. This question is answered through literature review, interviews, and surveys. The

sustainable objectives should be a combination of what other fire organizations, private industry

and professional sports teams use. Hiring great people is a critical first step (Tindell, Keegan, &

Shilling, 2014) . Also important is ensuring that the people who are employed understand the

mission, vision, values, and organizational culture. The company officer survey revealed that

75% of the officers said they would have benefited from a mentoring program before they

promoted and continued to be mentored after the promotion. The input from the community

survey also revealed the expectation that the company officers should be knowledgeable in

multiple disciplines. Commander Hackbarth stressed the importance of ensuring that the

company officers have a big picture view of the organization as to how AFR fits into the city of

Aurora and the community served (Appendix F). Because AFR does not currently have a formal

program or clear path to become an officer, that component needs to be addressed before adding

a mentoring component. Once a career development program is established, AFR can

incorporate the 16 steps outlined by Dawson (Dawson, 2014).

The research for this project had unexpected findings. While the purpose of the study

was to find objective criteria for a sustainable mentoring program, the author concluded that

there was no formal program to give people who want to promote a path to do so. Another

unexpected finding is for company officers to know CRR and if officers understand the risks

associated with the City, they can reduce the potential for loss. The company officer survey

revealed that 65% of respondents are not familiar with CRR, but 90% agreed that it was

important to have a comprehensive understanding of the risks in the community.

Lastly, the community questionnaire revealed that the community are uninformed of the

services AFR provides showing that there is an opportunity to educate the community of the

services rendered before asking the community what they expect from AFR.

Discussion

The purpose of this research project was to identify objective criteria for a sustainable

mentoring program for AFR company officers. The literature review was limited in finding

specific literature on fire department mentoring programs with and on community expectations

of a fire department. Even the term mentoring is difficult to define because of the broad scope of

relationships that are considered mentoring (Dawson, 2014). The private sector organizations researched and sports team studied have mentoring included in their organizational cultures. The public sector mentoring is more of a checklist to ensure the job-related skills are understood and the mentee is competent at the job. Both of the officer development programs from Avondale Fire and Portsmouth Fire were task-oriented checklists that did not include any type of training or list on leadership, emotional intelligence, or conflict resolution. The results of the internal questionnaire and interviews demonstrated that a mentoring program would be beneficial. However, there is no clear career path to become a company officer, and the expectations are not clear from the administration, making a mentoring program under the current circumstances ineffective.

Within the seven foundation principles the container store is built on, mentoring is not one of the seven, however, through training, leadership, communication, and organizational culture all employees are mentored throughout their careers (Tindell, Keegan, & Shilling, 2014). The same applies to the All Blacks rugby team. In the 15 lessons in leadership that Kerr (2013) discusses, there is not a particular lesson in mentoring, but rather throughout the lessons mentoring is part of the culture of the organization.

After analyzing the results of the data collected and the literature review, for an objective mentoring program to be successful, there must be the following:

- a career development path
- a culture change
- education of the community risks to the company officers
- educating the community about the services provided by AFR
- communication of expectations from the executive leadership of the organization

There needs to be a balance of the job knowledge, skills, and abilities with leadership, conflict resolution, and emotional intelligence. Another obstacle to overcome for AFR is balancing the value from senior members and the tradition of passing on organizational culture to the new company offices with the mission, vision, and values and evolution of the organization progressing into the future.

The implications of the results of this research for the organization were recognized. First, the responding AFR company officers want a formal mentoring program that begins before taking a promotional exam. Second, the community is unaware of the services provided by AFR, and finally, a mentoring program is a piece of a much larger need for AFR discovered through this research. There would be a minimal monetary commitment from AFR for the development and implementation of creating a career development path to include an objective mentoring program. The commitment would be a Full Time Employee (FTE) that is a passionate and dedicated senior officer who could build and manage a career development program for AFR company officers.

Recommendations

The problem is that AFR is considering a formal mentoring program for newly promoted officers. The purpose of this research was to find objective criteria for a formal mentoring program that is sustainable and comprehensive. Based on the results of the research, before AFR can establish an objective mentoring program, there needs to be a career development path for employees who want to promote to company officer and incorporate a mentoring component to the career development program. A career development program with mentoring will be a low-

cost program to the organization by establishing a Program Manager (PM) at the rank of Captain

or higher to develop and manage the program full time. The PM would also be responsible for

updating ODP and coordination of all bureaus within the organization to ensure the new

company officers are receiving consistent communication with clear expectations.

The results of the research also indicate that the community is not entirely aware of the

services AFR provides to them nor are the company officers aware of the risks the community

faces. To be a well-rounded company officer, a comprehensive knowledge of the community

served, including risks to the community, will make for a safer fire department and more secure

community. To establish a CRR Bureau within the organization will increase the knowledge

base for both the community and ultimately provide programs and data that can reduce risk to the

community. Company officers would be expected to be an integral part of the CRR Bureau to

expand knowledge and pass along the knowledge to crews and future officers.

Based on interviews and the questionnaire there is a breakdown in communication of

expectations to company officers. Due to the several organizational changes, there is a lot of

unrest within the department. Once a new fire chief is appointed, the executive staff will need to

establish clear expectations and communicate the expectations to the organization so when a

member is considering promoting there is no question as to what will be expected.

In conclusion, the researcher has recommendations for future readers on this topic. As

identified in the literature review, the research was limited to the themes of objective criteria for

a mentoring program and literature with community expectations of a fire department. The

researcher recommends expanding the community survey, interviewing additional fire

departments and private sector for career development programs, clearly defining mentoring, and

using an action research method to establish a program. The researcher also recommends that

future readers remain excited and positive towards the opportunities in creating a comprehensive

career development program that incorporates CRR and a mix of leaderships lessons from sports

teams and private business.

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Appendix A

Aurora Fire Rescue 2016 Officer Development Schedule

Aurora Fire Rescue
Officer Development Program

June 20th – July 1, 2016
Classes will be held at The City of Aurora Public Safety Training Center, 25950 E. Quincy Avenue, Aurora, Colorado 80016. Start time each morning is *08:30*.

DATE	CLASS	INSTRUCTORS	TIME
Week One			
6/20 A	Introduction/Overview Effective Leadership Skills	*Hackbarth* *Stanley*	0830-0900 0900-1630
6/21 C	Transition to Company Officer	*Hackbarth / Kahler / Steadman*	0930-1630
6/22 A	Customer Service Creating a Culture of H/W/ and Training	*Lippman/Schroeder* *Spera / Tousley*	0930-1230 1330-1630
6/23 C	Mass Casualty Strategy and Tactics: Flow / Path	*Anderson / Spera/ Sones* *Johnson / Hackbarth*	0930-1230 1330-1630
6/24 B	Decision Making Scenario's – Role Play	*AFR Staff*	0930-1630
Week Two			

6/27 A	Wildland Interface Leadership	*Brad Danek* *Johnson/Hackbarth*	0930-1230 1330-1630
6/28 B	Residential / Multi-family Fires Commercial Building Fires	*Reynolds / Jepkes*	0930-1630
6/29 A	Step Up & Lead	*Frank Viscuso*	0830-1630
6/30 C	Strategy Tactics – Scenarios (CAPSTC)	*AFR Staff*	0830-1630
7/1 A	Building a Legacy Graduation	*Geiger / Johnson / Hackbarth* *Hackbarth/Garcia*	0830-1130 1130-1200

Appendix B

AFR Acting Officer Skills Competency

AURORA FIRE RESCUE

Acting Officer Training Program   Skills
Competency Sign-Off

Competency	Date Completed	Shift	Observing Supervisor Signature/Employee #
1. This Acting Officer candidate has demonstrated competency in the use of mapping devices and in the ability to determine efficient routes of travel to various emergency scenes.			
2. This Acting Officer candidate has demonstrated competency and knowledge in the use of portable and apparatus mounted communication devices. This competency has been demonstrated under both routine and emergent conditions.			
3. This Acting Officer candidate has demonstrated the ability to accurately complete fire reports using the records management system.			
4. This Acting Officer candidate has demonstrated the ability to accurately complete EMS reports using the records management system.			
5. This Acting Officer candidate has demonstrated competency and knowledge in the use of mobile data communication terminals. This competency encompasses the use of status keys and information gathering for specific incidents.			
6. This Acting Officer candidate has demonstrated knowledge of the injury report process and has demonstrated competency in accurately completing all necessary forms associated with the injury of a subordinate.			
7. This Acting Officer candidate has competently demonstrated the skills associated with the position of officer, through direct observation by a promoted officer for at least 15 emergency responses or covering 48 hours, whichever is greater.			
8. This Acting Officer candidate has demonstrated competency in skills and knowledge associated with Emergency Radio Traffic to include Mayday and Emergency Evacuation procedures.			
9. This Acting Officer candidate has demonstrated competency in the skills, knowledge, and duties associated with situations involving the activation of Rapid Intervention Companies for the rescue of firefighters missing or in distress.			

The individual named below has demonstrated competency and knowledge in the skills mentioned above. Having successfully completed both the required course work and this Acting Officer's Skills Competency Sign-off, I acknowledge that this individual is competent to act in the position of Lieutenant and has been trained to fulfill the duties and responsibilities of that position on a shortterm basis in the absence of a promoted officer.

| Battalion Chief's Signature | Date |

Appendix C

Interview with Lieutenant Dominic Benallo

January 17, 2017

1. **How long have you been with AFR? How long have you been in the fire service?**

   a. 10 Years and 20 years

2. **How long have you been a Lieutenant?**

   a. 7 Months (Promoted in June 2016)

3. **Why did you want to be a Company Officer (CO)?**

   a. Watched it long enough, and observed officers I thought I could be better than some of the officers I worked for

   b. Aspirations of making a positive change

4. **How did you prepare for the position?**

   a. Lots of off duty classes that focused on the trade (forcible entry , sprinklers, specialty teams) and leadership training

   b. Volunteer for committees

   c. Stepping out of my comfort zone

5. **Do you feel the Organization was clear as to expectations/preparation for being a Lieutenant?**

   a. No, there were clear expectations from individuals but not from the Organization. No consistency and confused roles

6. **Now that you are promoted, has the Organization made the expectations clear?**

     a. No, there is a lot of ambiguity in PP&G 10

7. **What did you think of ODP?**

     a. Great leadership class, could be less operation, needed more focus on emotional intelligence, conflict resolution, administrative duties (i.e. SharePoint, injury papaerwork)

8. **What do you think of the statement "Communication is Leadership?"**

     a. True and without trust communication is meaningless

9. **Would you have benefited from a formal mentoring program and what are the three biggest obstacles for a mentoring program with AFR?**

     a. Yes, and the three obstacles are:

          i. Universal expectations that are transparent

          ii. Eliminating personal expectations and managing personal biases

          iii. Trust

10. **Tell me what you know about Community Risk Reduction (CRR)?**

     a. I was not familiar with the term until we talked, I do believe is it important to know the community we serve because we are not more important that the community.

     b. There is a fine line between risk and carelessness/ CRR is directly related to a risk analysis of a scene

     c. AFR brings the life hazard when we show up unaware of risks

11. **Anything else?**

     a. To change the culture, there needs to be recognition of a problem

     b. AFR needs to change the standards and expectations

Appendix D

Interview with Operations Commander Hunter Hackbarth

February 7, 2017

1. **How long have you been with AFR and in the fire service?**

    a. 22 years with AFR, 27 years in the fire service

2. **Do you think AFR does a good job preparing members to be officers?**

    a. No, not up front or once they get promoted

    b. Acting officer class should be offered to fire fighters, ODP should be offered to acting officers, and a new program should be designed for newly promoted officers

3. **Why do you think AFR has failed?**

    a. No formal program

    b. Lack of commitment/ volunteers from the Organization to help, not a priority

    c. No one dedicated/ assigned to run program

4. **Why is CRR important?**

    a. CRR is the premise of what the fire service should be about

5. **If that is true, then why does AFR spend such little time teaching CRR?**

    a. Just talk/ check box. There is no formal program for CRR

    b. For the cost of 1 MSU crew (approx. $600,000) AFR could invest that money into establishing a formal CRR bureau that incorporates the bigger picture (public safety, hospitals, mental health)

6. **Do you feel that the expectations from executive staff to officers are clear and consistent?**

   a. No, the expectations vary depending on who is giving them. There is no consensus or consistency when it comes to expectations

Appendix E

Interview with Training Commander Rod Weber

March 2, 2017

1. **How long have you been with AFR and in the fire service?**

   a. 22 years

2. **Please give me you definition of CRR?**

   a. Bigger than AFR, the City needs to be involved. Knowing our demographics and communities. CRR is all encompassing

3. **How long is the recruit academy and of that how much is dedicated to CRR?**

   a. The academy is 14 weeks long at 40 hours per week and they receive about 8 hours of CRR.

4. **How much time is spent educating acting officers, newly promoted company officers, and current officers on CRR?**

   a. Acting officers receive 2 hours in their class

   b. ODP blocks out about 4 hours in the 80 hours class

   c. Every two years current officers receive 4 hours

5. **What programs are currently offered to newly promoted officers?**

   a. ODP and a very informal mentoring process

6. **Do you think AFR would benefit from a formal mentoring program and what should it include?**

    a. Yes, should have Fire Officer I certification, focus less of check marks and more

    on substantive information life emotional intelligence.

    b. Benefit from informal conversations with senior officers

7. **How much involvement would the training bureau be able to dedicate to a**

mentoring program?

    a. Without more staff, not much. We are at our max with continuous academies and

    meeting the minimum requirements for AFR training.

Appendix F

Community Survey Request

January 17, 2017

Appendix G

Community Survey Results

Q1 How long have you lived in the City of Aurora?

Answered: 91   Skipped: 0
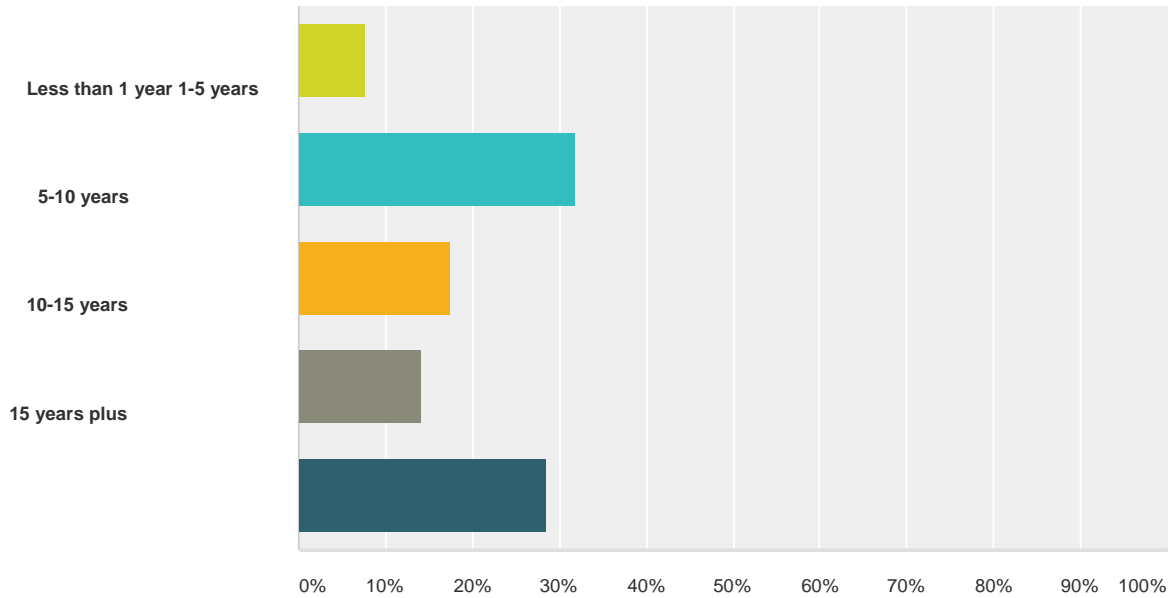
Answer Choices	Responses	
Less than 1 year	**7.69%**	7
1-5 years	**31.87%**	29
5-10 years	**17.58%**	16
10-15 years	**14.29%**	13
15 years plus	**28.57%**	26
Total		**91**

Q2 Have you ever needed the services of Aurora Fire Rescue (AFR)?

Answered: 91   Skipped: 0
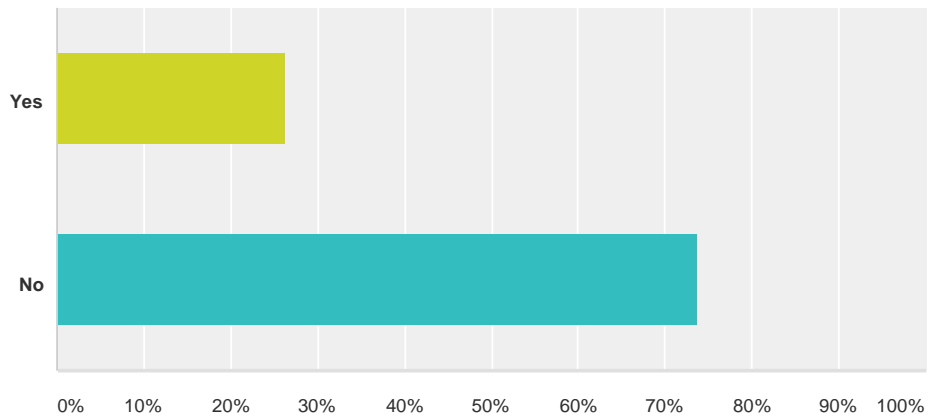
wer Choices	Responses	
Yes	**26.37%**	24
No	**73.63%**	67
al		**91**

	If yes, please give a brief description of your encounter with AFR.	Date
	2 year old son had a seizure. Called 911, ambulance transported to Parker Adventist	1/31/2017 4:46 PM
	medical call for seizure	1/24/2017 5:57 PM
	Some kids set a small fire in the field behind our house.	1/24/2017 1:15 PM
	Wife had kidney stones, very positive encounter.	1/24/2017 11:23 AM
	medical emergency. quick, thorough, kind - wonderful	1/24/2017 8:47 AM
	Outstanding ! My husband had fallen and could not get up. They could not have been more kind.	1/24/2017 8:19 AM
	My husband had several medical emergencies and I called 911. The AFR responded and took care of him in a respectful and competent manner.	1/23/2017 10:09 PM
	We had a carbon monoxide leak in our home and AFR responded.	1/23/2017 6:14 PM
	I was a "drop in" at the fire station because I was having some weird symptoms. I ended up being transported to a hospital.	1/23/2017 5:48 PM
	Medical assistance for elderly parent.	1/23/2017 4:54 PM
	I had a car accident and they came to the call	1/23/2017 4:50 PM
	They were quick, polite, professional and helpful in caring for my sister visiting from out of town having an asthma attack.	1/23/2017 4:02 PM

Our Carbon Monoxide detector went off & they made sure our house levels were safe.	1/23/2017 3:42 PM
Had a fall and fractured scapula and a couple of ribs.	1/23/2017 3:26 PM
My newborn had trouble breathing / choking	1/23/2017 3:24 PM
Son fell down at coyote hills and they were called for an evaluation along with ambulance	1/23/2017 3:23 PM
Medical and ambulance service	1/23/2017 2:33 PM

|	
friend had seizure in our home	1/23/2017 2:27 PM
We called 911 for a neighbor.	1/23/2017 2:03 PM
Furnace over heated. Neighbor fell in the street and broke her leg last Friday.	1/23/2017 2:01 PM
Wife emergency transported to hospital 17 years ago.	1/23/2017 1:59 PM
Check our fire alarms & Car Seat Inspection	1/23/2017 1:54 PM
Response to emergency wit my son	1/23/2017 1:54 PM

Q3 Please select the services you believe AFR provides to the community

Answered: 89   Skipped: 2

Answer Choices	Responses	
Fire Response	97.75%	87
Advanced Emergency Medical Care	58.43%	52
Basic Emergency Medical Care	88.76%	79
Ambulance Transportation	53.93%	48
Technical Rescue	58.43%	52
Hazardous Material Mitigation	58.43%	52
Wildland Fire/ Urban Interface Response	75.28%	67
Fire Inspections	78.65%	70
Community Fire Academy	55.06%	49
Car Seat Inspections	82.02%	73
Juvenile Fire Setter Intervention	56.18%	50
Fire and Explosive Investigations	71.91%	64
Home Safety Imspections	40.45%	36
Smoke Detector Program	65.17%	58
I have no idea what services AFR provides	4.49%	4
Total Respondents: 89		

Q4 Are you aware all fire apparatus in the city of Aurora have a supervisor (Company Officer) on them at all times in either an acting or promoted position?
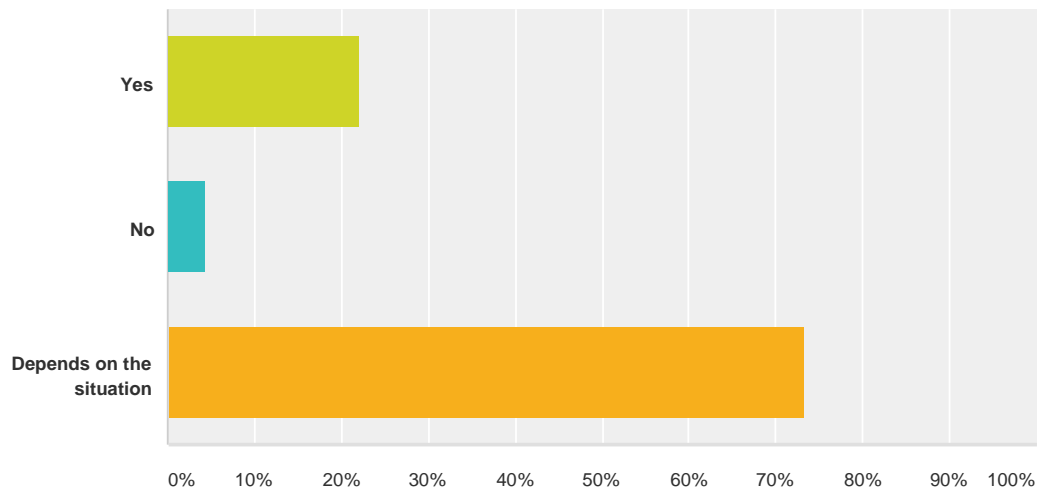
Answered: 90   Skipped: 1
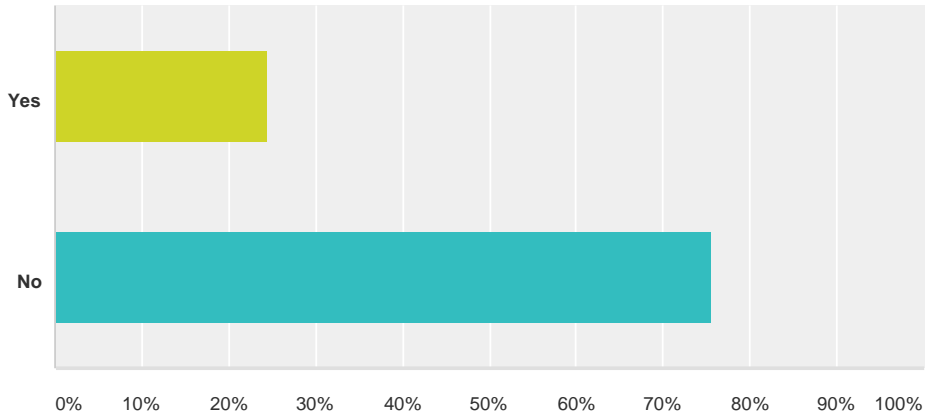
Answer Choices	Responses	
Yes	24.44%	22
No	75.56%	68
Total		90

Q5 Do you feel it is appropriate to hold the Company Officer accountable for the actions of the entire crew?

Answered: 90   Skipped: 1

Answer Choices	Responses	
Yes	22.22%	20
No	4.44%	4
Depends on the situation	73.33%	66
Total		**90**

#	Additional Comments	Date
1	If it is part of their supervisory duties then yes. If the Company Officer is only supposed to be accountable for material items then no. However if crew are supposed to be keeping the materials (fire apparatus" in a certain condition then yes the supervisor (company officer) should have supervisory responsibilities over the individuals responsible for the fire apparatus.	1/24/2017 7:55 AM
2	If the crew as a whole performs correctly, then only the crew member in arrears should be held accountable.	1/23/2017 5:48 PM
3	We have all been in situations where orders aren't/weren't followed. You can only do so much as long as it isn't a chronic issue	1/23/2017 4:02 PM
4	in real life the Manger is responsible for the actions of their staff, so this should apply	1/23/2017 2:17 PM

Q6 Do you think the company officer should be familiar with the risks Aurora community members are exposed to?

Answered: 91   Skipped: 0

Answer Choices	Responses	
Yes	98.90%	90
No	1.10%	1
Total		**91**

Q7 Please select education/ and or certifications you believe would be appropriate for new company officer (Choose as many as you like)

Answer Choices	Responses	
Completion of supervisory classes offered by the City	**90.80%**	79
Fire Instructor Course	**90.80%**	79
Emotional Intelligence	**77.01%**	67
Conflict Resolution	**88.51%**	77
Community Risk Reduction	**72.41%**	63
Fire Inspector Certification	**86.21%**	75
Communication Course	**78.16%**	68
Leadership Training	**91.95%**	80
Law and Policy	**86.21%**	75
Resiliency/ Mental Heath Training	**81.61%**	71

Total Respondents: 87

#	Additional Comments	Date
1	Of these listed, emotional intelligence is possibly the most important education that is not specifically related to technical qualifications. I expect a lower return on this item because many laypeople are unaware of the term, even though they value it in others. I would also recommend training in the area of victim/survivor advocacy. As first responders, AFR provides the first step in a victim's recovery.	1/24/2017 4:05 PM
2	Please clarify the meaning of "fire apparatus" from question 4. All answers after this question are likely skewed based on interpretation. Additionally, many of your questions are subjective to the answer (leading the witness). Most objective reviewers of this questionare would find any results suspect. Recommend you reword questions and try again. I am guessing you will have very statistically relevant differences between the two surveys.	1/23/2017 9:01 PM
3	Of course, what do I know! I am not in this line of work and trust the professionals to make good choices in the necessary training!	1/23/2017 4:02 PM

Appendix H

AFR Company Officer Internal Survey Request

From: Schroeder, Diane
Sent: Monday, January 23, 2017 1:37 PM
To: AFD Officers
Subject: Quick Survey!

Hello Fellow Officers,

I am working on my second year research project for EFO and would greatly appreciate your

feedback on this short survey.
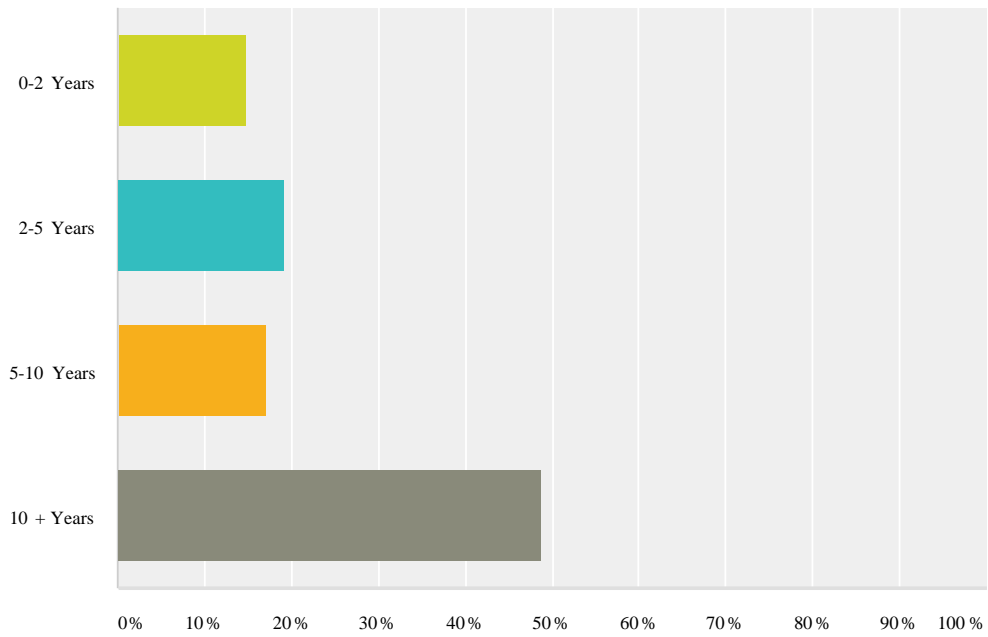
Thank you in advance!

Diane

https://www.surveymonkey.com/r/COARP2017

Company Officer Survey

www.surveymonkey.com

Web survey powered by SurveyMonkey.com. Create your own online survey now with

SurveyMonkey's expert certified FREE templates.

Appendix I

AFR Company Officer Internal Survey Results
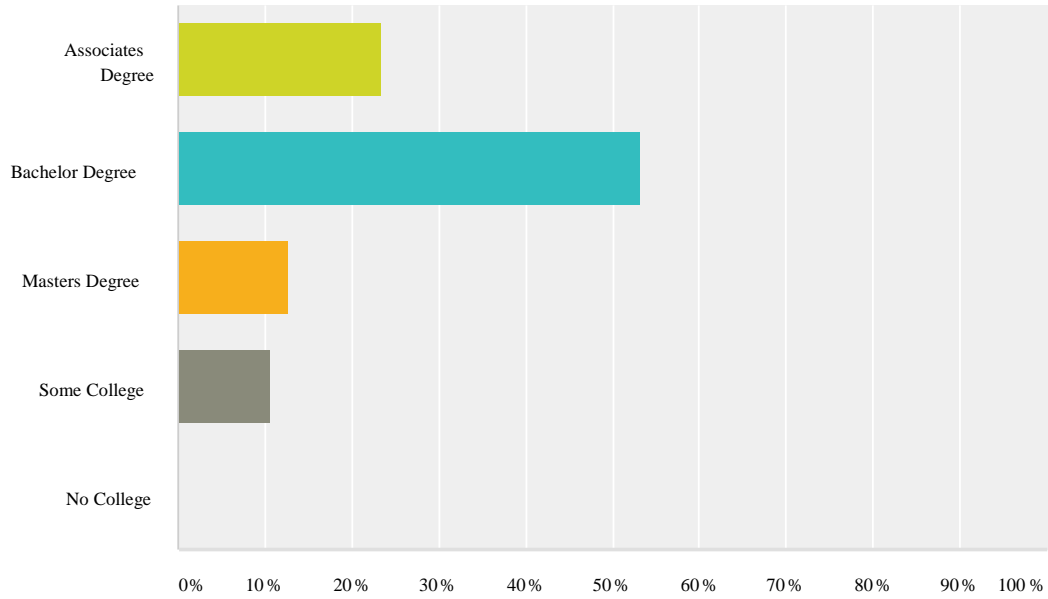
Q1 How long have you been a company officer?
Answered: 47   Skipped: 0

Answer Choices	Responses	
0-2 Years	14.89%	7
2-5 Years	19.15%	9
5-10 Years	17.02%	8
10 + Years	48.94%	23
Total		47

Q2 What is your highest level of education?

Answered: 47   Skipped: 0

Answer Choices	Responses	
Associates Degree	23.40%	11
Bachelor Degree	53.19%	25
Masters Degree	12.77%	6
Some College	10.64%	5
No College	0.00%	0
Total		47

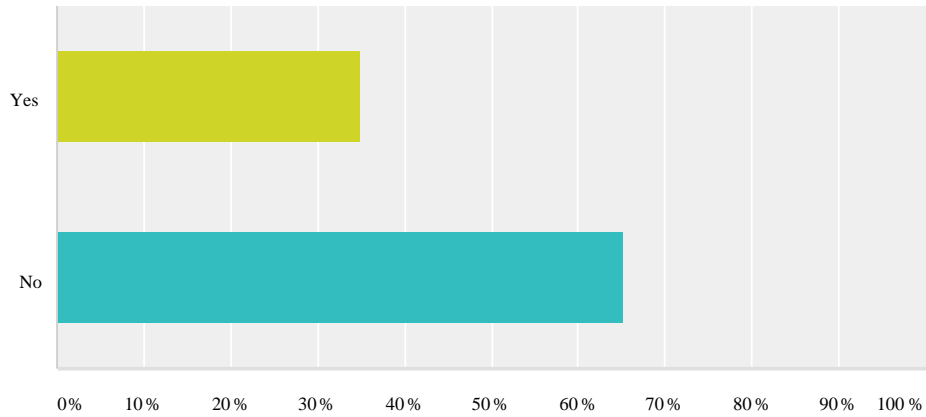Q3 Do you feel that you had adequate preparation for the position of Company Officer?

Answered: 47   Skipped: 0
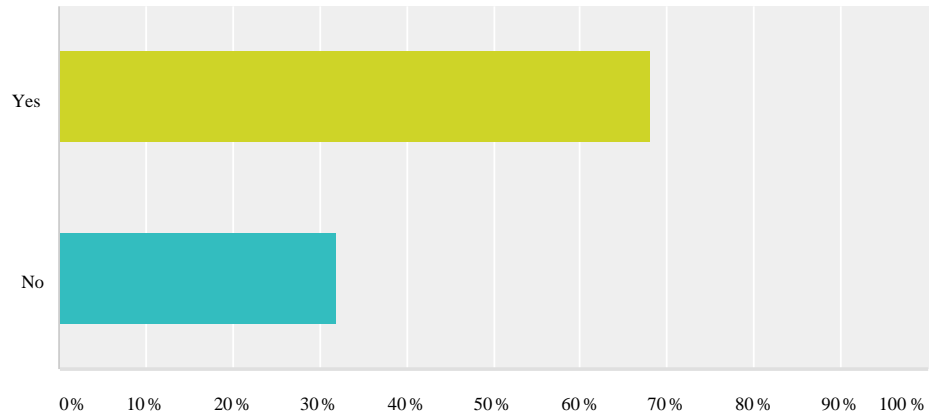
Answer Choices	Responses	
Yes	68.09%	32
No	31.91%	15
Total		47

Q4 Are you familiar with the term "Community Risk Reduction (CRR)?"

Answered: 46   Skipped: 1

Answer Choices	Responses	
Yes	34.78%	16
No	65.22%	30
Total		46

#	Please define CRR	Date
1	Strategies that are used to keep communities safe from the concept of fire prevention to that of community risk reduction	1/26/2017 7:03 AM
2	I have heard of this, but have not really looked into what it really is about.	1/25/2017 8:55 PM
3	Prevention. Prioritize and prevent unfortunate events within the community.	1/24/2017 6:14 PM
4	"Programs, actions, and services used by a community, which prevent or mitigate loss."	1/24/2017 2:51 PM
5	Educating our community in potential dangers that affect life hazards and property hazards. For instance, letting residents know how dangerous it is heat the home or apartment with the oven left open.	1/24/2017 9:15 AM
6	a comprehensive approach to reducing risk in a community by the fire service utilizing the 3 E's.	1/24/2017 8:14 AM
7	CRR with when a fire department works with the community to reduce risk ranging from falls to fire protection. It is an overall safety program for the citizens.	1/24/2017 7:35 AM
8	Work with the community to help reduce "risk" (juvenile fire setter) primarily conducted by PIO/Life Safety Educator.	1/24/2017 7:06 AM
9	reducing identified risk within your community for all risk types IE EMS-fall, accidents, fire etc	1/23/2017 5:42 PM
10	educating the public	1/23/2017 3:32 PM

| 11 | In regards to the fire service it is the combined efforts of education, prevention and code enforcement to reduce the risk of fire events in a community. | 1/23/2017 2:58 PM |
| 12 | Risk reduction programs include community based public education and prevention programs that reduce risk of injury and death in our community | 1/23/2017 2:00 PM |

Q5 If you did not go through a formal mentoring program, do you think you would have benefited from a formal mentoring program?

Answered: 47   Skipped: 0
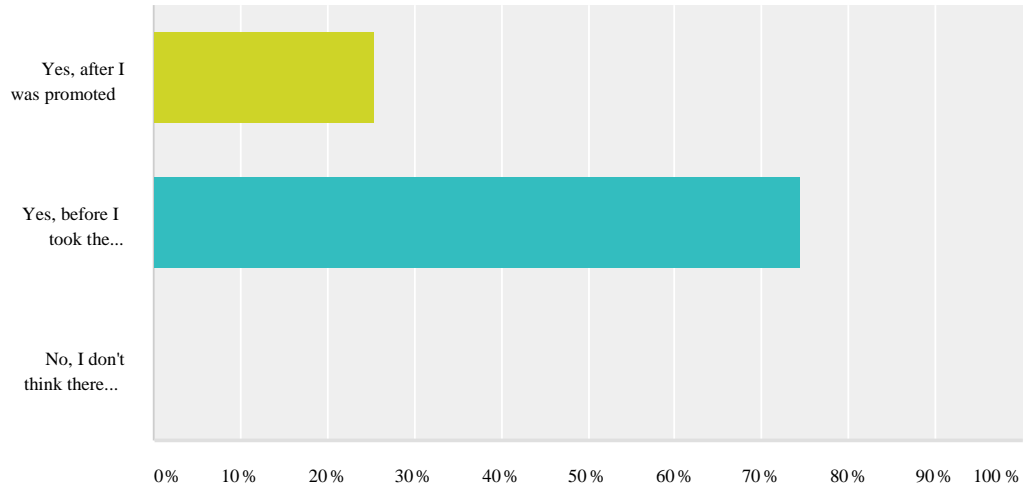
Answer Choices	Responses	
Yes, after I was promoted	25.53%	12
Yes, before I took the promotion and then continued after I became promoted	74.47%	35
No, I don't think there woulld be any benefit to a mentoring program	0.00%	0
Total		47

Q6 Are you clear on your expectations from administration as a company officer?
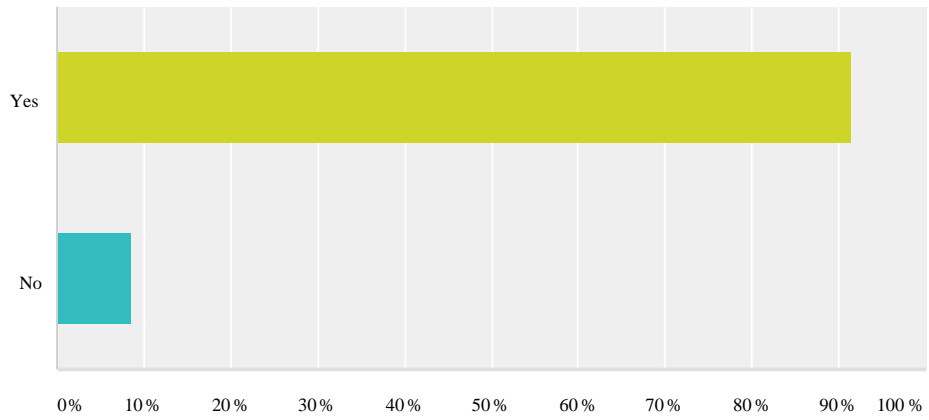
Answered: 46   Skipped: 1
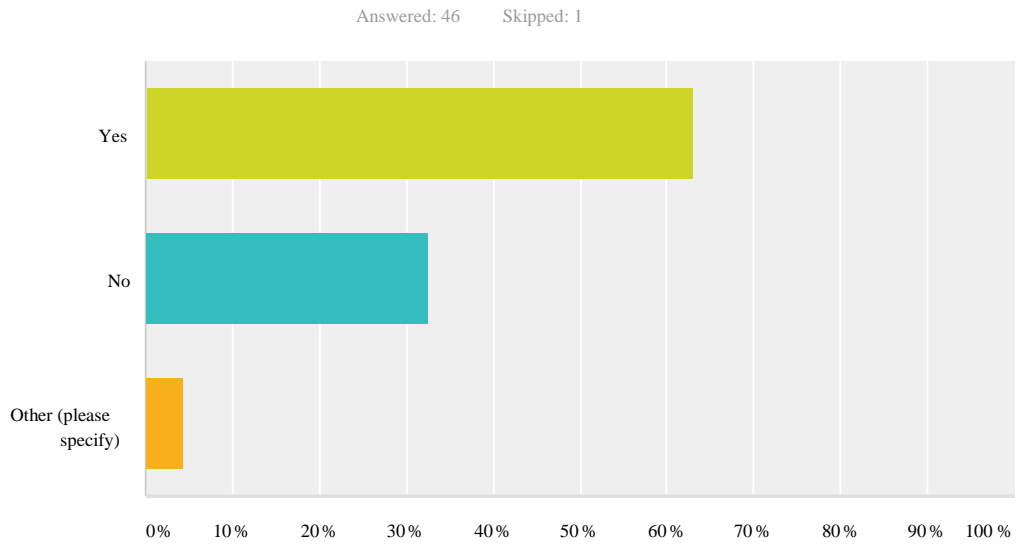
Answer Choices	Responses	
Yes	63.04%	29
No	32.61%	15
Other (please specify)	4.35%	2
Total		46

#	Other (please specify)	Date
1	About 50/50	1/25/2017 11:26 AM
2	Sometimes	1/24/2017 1:09 PM

**Q7** Are you clear on the expectations as a company officer from your subordinates?

Answered: 47   Skipped: 0

Answer Choices	Responses	
Yes	91.49%	43
No	8.51%	4
Total		47

Q8 Do you think it is important for the company officer to have a comprehensive understanding of Community Risk Reduction (CRR) and the relationship between the fire department and the community?

Answered: 45   Skipped: 2
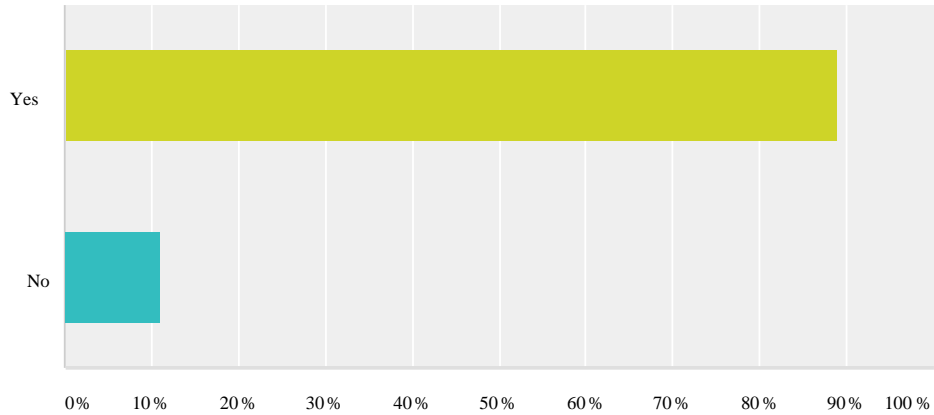
Answer Choices	Responses	
Yes	88.89%	40
No	11.11%	5
Total		45

Q9 Please add any additional comments

Answered: 6   Skipped: 41

#	Responses	Date
1	Since I have real idea what CRR is about, what little I know, it could be of benefit.	1/25/2017 8:55 PM
2	The company officer has to be a leader and know how to supervise. To no be concerned with being liked, but doing what is right for the organization and community. This means often doing things that aren't popular, including CRR.	1/24/2017 8:14 AM
3	I can guess what CRR is, but I am not familiar with it so I can not offer an opinion on the relationship between the fire department and the community.	1/23/2017 9:19 PM
4	it would be nice to take our community risk analysis in our AFR SOC and place programs that address the risks that have been identified. We have instituted a high user but our highest ems risk is related to ETOH	1/23/2017 5:42 PM
5	No real officer training for years and years. Very Sad state. We use to have fire prevention training, management, leadership classes, and emergency training that was a lot more in depth than now.	1/23/2017 4:49 PM
6	A formal mentoring program would be very beneficial towards improving leadership and overall job performance. Looking back I do not think I a good grasp on expectations but had to learn those over time.	1/23/2017 2:58 PM