

FIRE SERVICE EMPLOYEE RECOGNITION PROGRAM

EXECUTIVE DEVELOPMENT

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ABSTRACT

It is observed that businesses have created a system to encourage employees to go “above and beyond” the normal job demands in the area of customer service and safety. This has led to a review of the Hudson, NH Fire Department’s award program. This program awards employees for acts of heroism and outstanding voluntary service in the community. Lacking is a method to reward extra effort in the areas of public education, in-house changes to safety, and community relations.

The purpose of this research was to use the business models, from both service and manufacturing corporations, to discover what programs could be adapted to public service. It was also important to survey other regional Fire Departments concerning what programs they might have in place. An action research methodology was utilized.

Research questions were developed to answer the following questions of a sample of regional departments: 1. Does your organization have a program in place to reward for exceptional performance? 2. How are the employees recognized? Are rewards tangible items, written commendations, verbal recognition or some other method? 3. Do you have a mentoring program to encourage employees to perform better in a job function? 4. What would you say are significant impacts of your recognition program? How long has the program been in place? 5. What would you consider essential components that should be included in any departments award program? These questions were used to develop a program for recognition. Literature reviews focused on the businesses that have shown success with employee programs. Results indicated that most business programs were adaptable to the Hudson Fire Department.

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INTRODUCTION

The problem is that most recognition programs in the fire service reward employees in the narrowly defined way that focuses on life saving and does not give recognition to other important day to day tasks. The success of a fire service organization depends on the ability of department members to perform a variety of tasks beyond emergency response and saving of lives. Important tasks and functions include daily performance of routine tasks, community service, and significant contributions to operational changes and mentoring. The purpose of this research project is to identify ways to expand our recognition program in the Hudson New Hampshire Fire Department. This will be achieved by conducting a study of regional trends relating to the purpose of how recognition is provided in other New Hampshire Fire Departments. The research will also include a study of the corporate/business awards programs in order to determine applicable programs that may be applied to fire service awards. This is an action research project. The research questions are:

1. Does your organization have a program in place to reward employees for exceptional performance?
2. How are the employees recognized? Are rewards tangible items, written commendations, verbal recognition or some other method?
3. Do you have a mentoring program to encourage employees to perform better in a job function?
4. What would you say are significant impacts of your recognition program?
How long has the program been in place?

5. What would you consider essential components that should be included in any departments award program?

BACKGROUND AND SIGNIFICANCE

Hudson FD is a Department in a southern New Hampshire community of 26,000. The membership consists of full time and paid-on-call employees. The community is a mix of residential homes and industrial facilities. Most industry is of the high-tech nature, and is stable. The fire department responds to all medical and fire calls, and is active in community affairs; making a presence in all community events.

Having completed a study of the Hudson New Hampshire fire department award program, I have determined that the existing program, which has been in place for a period of time, is adequate for rewarding acts of heroism and bravery. Recognition is also given for long-term voluntary service to the community. Lacking in the awards program, or by any other means of recognition, is a program of employees incentives to perform better in a daily work environment. . Some might consider these motivation programs; that term is used in the business world. It is known that some past employees left their positions, due to a lack of recognition for their efforts. The future impact of a system to reward motivation to perform better in the daily operations would do much to approve moral and instill a sense of pride in the work force. Employees in the fire service, while performing radically different tasks than a businessman or a factory worker, are still workers with the same need to feel a sense of worth in what they perform.

As the fire service has evolved over the years, we have become more of a business-like, customer/consumer driven organization. We compete with other public organizations in the

community such as public works, schools and libraries for limited budget dollars. This is again similar to the economic motives that drive business. We have learned to do more for the consumer (public) in the way of non-emergency services. Bike safety, gun safety, child safety as well as blood pressure clinics and other activities take more of our time than emergency calls. These trends appear to be a new direction for the 21st century and beyond.

Several common threads have appeared in the research of how the fire departments and businesses view employees. Businesses have recognized that employee moral is critical to the success of any business and its growth. Bravanta Corp., a company formed to assist businesses in dealing with reward programs says, " an employee accepts a job offer based on many factors. For instance: competitive salary, flexible hours, or potential for growth and learning. But the reason an employee remains and succeeds at a company is because that person feels valued and appreciated." (Bravanta, 2001). Secondly, employee turnover rates are higher than ever. Bob Nelson in his best-selling book, *1001 Ways to Reward Employees*, says most employers don't worry about their employees until they're walking out the door. "But then is too late to make a difference on how that the employee feels about working for you or the organization." (Bravanta, 2001).

The Hudson fire service has struggled with these two problems over the past three years. Exit interviews with employees have indicated that they did not feel appreciated. This research project will attempt to provide methods to improve employee morale. Business models will be used, as well as literature on the subject, to help develop guidelines.

In summary, the study becomes significant to the fire service by providing recommendations to reward firefighter performance. This is directly related to the service quality section taught in

manual for the National Fire Academy's *Executive Development* course that reads, (National Fire Academy [NFA], 2001).

To identify the characteristics of high quality organizations and the elements that contribute to maintaining a high quality of service. (p. SM 10-7).

LITERATURE REVIEW

The purpose of the literature review is to determine what business models are being used to motivate employees. Areas that influenced the project were; What are others doing in the employment sector to make personnel do better and have a sense of pride in the job. In addition, it was of significant concern to discover how it might be possible to retain employees in their present department.

Business programs

Articles concerning reward programs were found on multiple national companies, but three were chosen as a convenience sample.. Additionally, two local companies were contacted for verification that these concepts were accepted regionally. Two Whitepapers, found on the Internet as well as two books on business management were reviewed for application. Three basic concepts will be addressed. First, are there any organizations that reward employees for exceptional performance? Second, what programs are being successfully used for recognition? Finally, what are the significant impacts of rewarding employees performance?

First, " the reason and employer remains and succeeds at a company is because that person feels valued and appreciated "(Bravanta, 2001). This is the ultimate goal of any recognition program. Recognition programs include everything from years of service award programs to structured systems that acknowledge employees who go the extra mile. In each case, the purpose is to support individual accomplishments encourage the achievement of company goals. The company that provides such encouragement, an employee feels confident and productive on both their professional and personal level. (Bravanta, 2001).

Five corporations were chosen as a sample population. These represent both the production side of industry as well as the service side. All of the sample companies are stable and have been in business for a length of time.

Chase Manhattan Corp. is a premier global financial service company. Chase Manhattan employee recognition program, features employees nominations of their peers. The program provides a simple certificate and pin or employees who provide service improvements for the company. (Maritz, 2000).

UtilCorp is an energy and service company based in Midwest and serving customers in the U.S. Canada U.K. and Australia. Rapid growth of the company created many safety concerns and increased the number of chargeable accidents among employees. Employees expressed a growing need to reward and recognize other employees for extra effort above normal expectations. The company created the " Great Pursuits " program to recognize and reward others whose actions demonstrated the core values of UtilCorp. The " Think safety " program was also instituted to promote safety awareness and achieve specific safety goals. A point system was used in both cases and points accumulated could be turned into gift awards. (Maritz, 2000)

Honda Corporation of America instituted " The Voluntary Improvement program " in which employees provide improvement ideas for the Corporation. They are rewarded by having their picture displayed in the foyer of the Marysville, Ohio plant. Other various gift awards are handed out to complement the program. (Creech, 1994).

Local companies were contacted to see if a regional difference existed. Texas Instruments, Merrimack, NH have a number of programs to award outstanding performance. They have a program within their local plan that awards Emergency Response team members with time off from the work week, for hours dedicated to team involvement for training and other activity. (D.Duprey, personal communication, May,2001).Teledyne Electronics Technologies, Hudson, NH offers two plans; Employee of the Quarter for an employee who goes above and beyond the job expectations and Employee of the Year, for the individual who promoted loyalty, dedication and high work ethic. The award includes a savings bond, dinner and reserved parking for the year. (J. Poole, personal communication, June ,2001).

Additionally, one company, Total System Services, a division of Synovus Financial has introduced a " lunch and learn " program. This program allows employees to attend free workshops during their lunch hours on subject such as financial planning home purchase, writing a will and so on. (Izzo & Withers, 2001). These programs emphasize employee development and growth, and while not a true reward system; have been effective in improving employee moral and sense of worth.

All these programs have elements that could be applied to the public service sector employee.

Program Impact

The findings of others is that a significant impact of a reward program is that you "get what you reward." Chase Manhattan Corp. has improved employee participation in the program; an indication that people know that their ideas are being reviewed and accepted by the Corporation. UtilCorp. has lowered the workers' compensation claims by 11%. They have also documented 22 million in operational savings from the " Great Pursuits " program. (Maritz, 2000) Honda Corporation has indicated that their employees are cheerful and committed. The approach has also provided significant psychic rewards for the employee who is committed to these innovative programs. (Creech,1994, p.50).

Awards have the benefit of communicating a goal to strive toward. It is significant to note that public distribution of the awards in front of peers tends to motivate the most employees. The one being rewarded feel significant and the audience has a feeling that they too could achieve rewards. Congratulations resound even more powerfully when they are expressed in the presence of the employees peers. According to a recent survey by consulting firm Watson Wyatt, the preservation of a salespersons reputation is the number one motivating factor in pursuit of bigger sales.(Bravanta, 2001).

In summary, industry and business have put in place programs that attempt to reward employee performance. (Creech 1994, p.10) said "There are all sorts of untapped potential in the American Work force. It's easily unlocked. By adopting a holistic, human foundation they can

provide success in their own case.” These concepts must be applied to the Hudson Fire Department.

PROCEDURES

Process

A two-step process, which will be used to make recommendations for establishing an adequate awards program for the Hudson fire department. The project was action research using literature review and a survey of similar size fire departments in New Hampshire.

The first step was to utilize the survey form found in the appendix. (See appendix B). This form was developed based upon personal communication with a member of the Hudson Fire Department awards committee chairman (S. Benton, person communication, May 2001), who indicated that there were no awards for daily performance or other non-emergency functions.

The survey was used to gather data to support the need for such awards.

The total population for the survey represents return of seven out of 10 surveys (70%). A convenience sample of the New Hampshire fire service was used for the survey. It is representative of departments of similar size in membership, career service, union based, and regional located within a 50 mi. radius. The process used to select the survey participants also included the criteria that the Chief Officers of these departments were graduates of the Executive Fire Officer program of the National Fire Academy. The compellation was used to provide a real-life perspective and support the development of the recommendations.

The Scope of the research was limited due to the number of full-time fire departments in the State of New Hampshire. This limitation affected the researchers ability to obtain information on a larger population. The survey sampled did not meet the 95% mean criteria. No attempt was made to verify a true cross section of the American fire service. Therefore, the survey information may relate to one geographical area more than another. All returned surveys were completely filled out with explanations defining better each provided answer.

The second step was to collect relative documentation concerning effective award programs outside of the fire service that have adequately addressed the issues. This process included reading about programs that have been implemented and having person communication with two local New Hampshire businesses, Texas Instruments, and Teledyne Electronic Technologies. The sample local companies are representative of the size of most regional companies (200-300 employees). They hire from the local community and are active in community programs. They represent a stable, moderate-pay scale business. (Emerson, May,2001).This information would provide the ability of the researcher to investigate a convenient sample of businesses for programs that might be usable in a suggested program. The procedures for this research would include only those programs that were used for a period of several years, and had a proven record of effectiveness.

Limitations

The scope of the project includes two diverse types of businesses. The fire service is a government agency while business represents a public/ for profit, position. While it is

understood by the researcher that government cannot provide some types of awards , due to public law (ex.; cash incentives), there were certain programs that could be adopted and with slight modifications. No literature was found that describes any similar programs in the fire service.

RESULTS

The results in this research project clearly follow to distinct lines. The fire service side it has been discovered that the 30% of the sample departments have a program in place to reward employees for exceptional performance. Most of these become a "Firefighter/EMT of the year award." Some of these programs are internal within the fire department (25%), others go before the governing bodies or local community service organizations for receipt of these awards. Fifty percent of the samples give written commendations for exceptional performance on the job. The other 50% use plaques or pins as a form of tangible items.

It was also discovered that only 25% of survey departments have some form of formal mentoring program to encourage employees to perform better in their job function. This mostly consisted of employee evaluations performed on a regular basis over the term of employment. It was significant to note that only one department of all those sampled encouraged employees to seek higher education for future advancement. This department was the smallest of all sample departments.

It was agreed, by all departments that the significant impacts of a recognition program is to acknowledge a person's doing good/exceptional job. This is believed to increase morale and give the employee an overall sense that someone is concerned about his or her well being.

In consideration for the essential components included in any departments award program, ideas varied widely. Fifty percent of the survey indicated tangible awards such as day off, parking spots, gift awards or similar. The other 50% did not indicate exactly what specific components should be given, but did comment that they should be fair and equitably distributed in a process decided by peer evaluation.

Therefore, the results of the fire service sample indicate that there are needs for future improvement in the performance (non-emergency) reward system. This can be applied to the Hudson Fire Department, as well.

On the business side, businesses have better accepted the concept of recognition awards. In all cases, the sample provided a program to reward exceptional performance. While it is understood by the researcher that the sample was selected because they have such programs, two things indicate that this is a business norm. First, personal discussions with both regional companies raised the question if they knew other companies that had recognition programs. They both indicated that their corporate contacts in this region and in other regions have employee recognition programs as part of their corporate structure. Second, the literature research was done on both the Internet and in a local bookstore. Internet research brought up several thousand references on the subject. The bookstore had approximately 30 books specific to the subject of employee performance and rewards. These two indicators provide validity that the business world considers employee performance a critical factor in maintaining a quality work force. Within the scope of this project, analysis of the fire service and the business world indicate that the two vary greatly in their concept of how to reward employee performance. The fire service tends to look upon an employees performance as a minor subject. The business world has elevated the subject to the centerpiece of the daily job. Businesses, even with hundreds of

employees functioning under one chief executive officer, strive to find daily examples of exceptional performance. Business also elevates the role of the peer by allowing peer evaluation to become a critical part of the reward process. Supervisors in some cases only verify the peer process. This is the Chase Manhattan style, (Maritz, 2000) a process indicated by the surveys that should be used in fire service awards. Rewards for both the fire service and business both place low emphasis on monetary awards and instead find it more vital to provide tangible gifts. Bravanta Corp. (2001) states that tangible and visible rewards allow the employee to discuss what they received, whereas a cash reward is taboo to discuss. Cash is also deposited with the regular pay and is often spent to pay day to day expenses, as bills, or other items that have no excitement value. Both organizations recognize that spot performance evaluations, with simple non-formal verbal recognition, is an important part of recognition process. It is an ideal way for a manager to say, "Just wanted you to know: you're doing a great work and it hasn't gone unnoticed." Bravanta (2001) indicated that that if you treat employees properly that turnover will be reduced.

One clear point throughout the research was that special recognition should be formal and public. The effect is that there is a significant motivational value to other employees, says Nelson. (Bravanta, 2001) . Fire service recognition usually comes before the governing body of the community with the employee, appearing before that body outside of their normal work environment. Business on the other hand, tends to have to corporate officers, (governing body) come to the employees place of work to present the award. Business also attempts to insure that the employees peers are present in every reward presentation.

As assumed in the original research, the business world has provided usable models for the fire service to duplicate. These models are reasonable and have implications for improving employee involvement. They also are proven as successful.

Because of the research, a recommended program for an employee recognition program is listed in the appendix. This product has taken the business models and attempted to incorporate them into the fire service. Organizational differences were taken into consideration when preparing the document. Therefore, no means were used that consider financial rewards. In the instance of the Hudson Fire Department, new policies would have to be put in place to avoid ethics violations.

IMPLICATIONS

The findings in the case study indicate that business models could be applied to the Hudson fire department award program for recognition of daily performance. Stotz indicated that people performance is a function of both the environment and the individual. Given a poor environment and a good person the environment wins every time. He also indicated that people can be motivated by external events and that performance will continue if results are something valued by the performer. (Stotz, 2000).

This is called content theory of motivation. Managers need to recognize that the needs, desires, and goals of individuals are as unique as the individuals. Certain rewards will create within people a desire to react and trigger a behavioral response. Individuals not receiving what they perceive they need will attempt to satisfy the desire. He also notes that individuals do not

necessarily repeat themselves in a regular pattern due to changes and experiences, life events, aging and other factors.

Based upon these concepts, motivation is directly influence by management. Motivation efforts also need to be sensitive to variations in the individual's needs. Finally, motivation also needs to connect the individuals values with the desired performance.

These concepts can be applied to the reward program. If the environment of Hudson fire is good, and the management recognizes and become sensitive to the needs of the employees, then a successful program can be initiated. However, the question remains as to what are proper rewards that create interest in the program?

John Burns (Bravanta, 2001) indicated that their two types of rewards: intrinsic rewards that are part of the job itself, i.e., responsibility for handling assign tasks, challenge of the job itself, and feedback when the job is completed. Second type for awards is extrinsic, rewards that are external to the job itself i.e., pay, promotions, fringe benefits and tangible rewards or rewards are administered by someone else. He indicated that a mix of intrinsic and extrinsic awards called "total rewards" is the best system for effective employees. A major research study was done by Towers Perin in 1997 and involved 200 executives in North America and 300 in Europe.

Total Rewards were divided into four Quadrants:

Base salary
Variable pay
Recognition
Stock

Savings
Health care
Time off
Retirement

Career development
Learning experiences

Organization
Leadership

Performance management
 Succession planning
 (http://www.mpic-incentives.com/whitepapers/rewards/rewards_5.html)

Performance support
 Work / life balance Training

All of the quadrants are relational to each other. The uppers are financial- they are what attract and retain employees. The lower quadrants enhance the upper and can be added and removed to enhance employee performance. Burns indicates that the workforce is typically in three behaviors at any time in the work cycle. Bottom is “base” where minimum requirements are being met. Middle is “variable” where employees meet the average requirements or meet/exceed targeted goals.

Top is “special” where the top performers and the leaders strive to meet exceptional goals.

Once this concept is understood in relation to Hudson Fire, and a strategic approach to motivating employees can be developed. Burns uses the model of an AT&T division that redefined their reward system. The “Reward Effectiveness Model” is simply direction of the program is aligned with the desired culture (fire Service) and business objectives (customer service improvement). Multiplied by power (are the rewards important, valued by the participants, and equivalent to the effort required?). This is an effective system.

The rewards should have aspiration value, or value that is on a physiological level: a level where the participant aspires to gain a unique experience or poses something special. Examples are the paid time off as provided by Texas Instrument, and as referenced by Creech (1994) in *The Five Pillars of TQM*. Synovus Financial represents the concept of free programs of personal value in the “Lunch and Learn” program where seminars effect life issues outside work issues.(Izzo & Withers, 2001) The third aspect of aspiration awards is Honda’s employee recognition by posting the photo of employees in the lobby, who have meet high achievement goals as set by the corporation. (Creech, 2001).

This author, in his review of the successes of business models, and in seeing that Hudson Fire has reached a much more public role in the community than simply being a fire/ emergency response division; believes that some method should be developed to further the quality of our public outreach. Motivation to compete internally within the organization to better our outreach should be encouraged. Business uses rewards to motivate employees in a win-win situation. Motivated employees move the company, if the goals of the organization are the basis of the program (Burns).

For the Hudson Fire Department, the implications of a new program where employees are rewarded for simple things like going above the normal at a medical call or making sure that a neighbor takes care of someone's pet when a patient is transported, or personnel volunteer to paint an retired members home. Other examples might be that employees take extra time on a project to make specific changes or suggestions that are beyond what would be required or expected. Rewarding such tasks fit within the Total Rewards model. The tasks are good for the organization; show some leadership directive and support the performance of the department.

RECOMMENDATIONS

The results of the study indicate that business has progressed in the area of employee recognition. Recognition has become the motivating factor in employee performance. Managers in successful companies seek to reward and the rewards motivate and retain employees. Limited

praise was one of the reason employees leave a position. (Messner, 2001). This is the goal of the Hudson Fire Department; motivated successful employees who feel wanted and work for the corporate goal (customer service). The recommended procedure in Appendix C meets this requirement. .

Programs that have the most success are not necessarily monetary. In fact, money is not considered to be the best motivator. Financial awards are transactional in nature, less salient, less valued from the emotional standpoint. (Burns, 2001). Rather, tangible items, such as posting a picture or physiological value items that improve moral, such as training programs are by far the best rewards.

Rewards have the greatest impact if presented in a public forum, before peers. This motivates the peers to strive to reach the reward level. This does not negate the need to give a non-public, personal thank you for a job well done.

Data collected indicated that to build moral and improve customer service is two of the top five goals of the program. These are considered a benefit for the company. On the employee side, employees feel appreciated and feel that they can be of benefit.

The stated purpose of this research was to expand the recognition program of the Hudson Fire Department. Models for business were studied and found applicable to a public service organization.

It is recommended for future readers that research be done in the business sector of the local community as well as national businesses. What has been found is that the public sector has limited the reward system for daily performance applications. An employee, whether public or private needs to know that they are appreciated for the small tasks that actually make up the greatest percentage of their jobs.

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APPENDIX A

Fire Department Cover Letter

Dear Chief,

April 9,2001

The American Fire Service has many proud and wonderful traditions. We stand as perhaps, what some consider to be, the last true heroes. We do our job without question at oftentimes without recognition. Our reward comes from knowing we have done our job to the best of our abilities.

However, we must consider the effects of a changing world, a younger work force, and the fact that people today are motivated by many things. The fire service needs to begin a program that recognizes performance that is exemplary.

The following questions are for use in my project for the Executive Fire Officer program of the National Fire Academy. Please take a few minutes to answer these questions and return them within the next **two weeks**. If you have any written programs in place, I would appreciate a copy of these programs. Thank you.

Charles Chalk, Fire Marshal
Hudson Fire Department
Hudson, NH 03051

APPENDIX B

Research Questions

1. Does your organization have a program in place to reward employees for exceptional performance? Examples of such performance would be public education, public interaction, outstanding performance of daily duties, assistance of other unit members that is beyond the call of duty, etc.

2. How are the employees recognized? Are the rewards tangible items, written commendations, verbal recognition or some other method?

3. Do you have a mentoring program to encourage employees to perform better in their job functions?

4. What would you say are the significant impacts of your recognition program? How long has the program been in place?

5. What would you consider the essential components that should be included in any departments award program?

Again, thank you for your assistance. You were chosen because your Department in my estimation represents certain factors in New Hampshire fire service. Please complete these questions as soon as possible and return them within the next two weeks. Should you have questions, feel free to call me at the Hudson Fire Department, 886-6021. Or you may call me at home in the evenings at 424-0743.

Would you like a copy of the research paper when complete? Yes ___
May I call you if I have further questions? Yes___ No___ Phone number_____
Best time_____.

Charles Chalk, Fire Marshal
Hudson Fire Department
39 Ferry Street
Hudson, New Hampshire 03054

APPENDIX C

Recognition Program for Hudson Fire

HUDSON FIRE DEPARTMENT

Recognition PROGRAM

Article I

Purpose Statement

The purpose of this program is to establish a recognition program for the Hudson Fire Department. This program is recognized by The Hudson Fire Department, The Professional Firefighters of Hudson and the Hudson Firefighters' Relief Association.

Article II

The Committee

The Committee will be made up of one Chief Officer, one Line Officer, one Firefighter and one Fire Prevention personnel of the Hudson Fire Department. The committee shall be for the process of peer evaluation.

Article III

By—laws Amendments

Any proposed amendments to the By-Laws by any member of the Relief Association and/or Local shall require written notification of the proposed change/s, to the Relief Association and the Local at any of their regular meetings. Any amendments to the By-Laws shall require a majority vote of the Members attending the meeting.

Article IV

Funding

The funding for this program will be provided for by the Professional Firefighters of Hudson, the Hudson Firefighters' Relief Association and any other organization or donation. The funding is to purchase any needed award.

Article VI

Awards Program

The Committee shall meet as needed, but at least once per year to consider nominations for Awards.

Article VII

Eligibility

Eligibility to receive an award is any member of the Hudson Fire Department, but not limited to the following organizations:

1. Any Member of the Hudson Fire Department.
2. Any Member of the Professional Firefighters of Hudson, Local 3154.
3. Any Member of the Hudson Firefighters' Relief Association.

The above Members shall include permanent, call, or volunteer members of the above organizations.

Article VIII

Nominations

Nominations must be submitted to the Committee on the Departments Awards form no later

than a week after the event occurs. The Nominations can be placed in the box labeled for the purpose.

Full documentation should be submitted with the nomination form, i.e.; witness statements, newspaper clippings, videos, etc. To substantiate the nomination submitted.

If the Committee should decide it needs an outside opinion or expert opinion on the nomination or incident they can contact another Fire Department or Agencies for help.

Article IX

Consideration of Nominations

The Committee will hold a meeting, for the purpose of considering nominations.

The Committee will consider all nominations received for that period. If the Committee feels that insufficient information exists for any of the nominations, a request may be made of the submitter or others involved in the incident for further information.

The Committee shall vote, by simple majority, on each nomination, to determine whether an award is warranted, and the classification of each of the awards. The committee is not mandated to issue awards each year.

A) In the event that it is discovered a member or members may have been eligible or entitled to receive an award/s that had been issued for an earlier incident or nomination, a written report explaining the eligibility will be forwarded to the Committee.

The Committee will then meet and discuss the report. They will then make a ruling on the written report.

Article X

Awards

Awards shall be for any act that is considered to be of a nature that the employee went above and beyond the normal expectations of their job. This can include daily work in the station, public programs, increasing or improving any safety program, or other acts that improve the moral or public perception of the HFD. These awards may be presented to the same employee if they have continue to perform above the norm.

The awards shall be presented in a public forum, which allows the most members of HFD to attend. The presentations shall be announced in advance and shall be open to the public. The governing officials of the community shall be invited.

The awards shall consist of a written commendation to the employee, presented by the original submitter. This commendation will be prepared by the Committee, for presentation. The employee and the submitter shall be publicly recognized for their contribution to the Department and involvement in the award process. If the submitter is unable to present the award, they shall at least be recognized for the nomination.

The Committee shall decide the most significant award of the period and that employee shall have their photo posted on the recognition board in the lobby of the Station 1. The board shall be changed annually, but in the case of an employee who is nominated in the last month before the change, they shall have the photo transferred to the new board for a period of 30 days. The committee shall annually, in the 12 th month, decide on an "Employee of the Year". This employee shall be awarded a special parking spot, and other awards as determined by the Committee, in review of existing Town Code policy under the ethics section.