Recognizing Personnel Achievement:

Developing an Emergency Services Personnel Recognition Program

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Certification Statement

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

Signed: _____

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Abstract

Personnel recognition programs are an important part of maintaining high morale and investing in the human capital of any organization. This applied research project investigated the problem within the Salem Fire-EMS Department (SFD) of not having a personnel recognition program in place, creating inconsistencies in when and how achievements are recognized. The purpose of this research was to identify current personnel recognition standards in public and private organizations and best practices of personnel recognition in emergency services. Descriptive research methods were used to answer the following research questions:

1. What emergency services or private sector standards currently exist to help guide organizations with personnel recognition programs?

2. What steps can Salem Fire-EMS Department take to introduce and utilize a personnel recognition program to motivate and empower personnel?

3. What criteria can Salem Fire-EMS Department utilize to measure personnel achievement that yields recognition?

4. What impact would a personnel recognition program have on the Salem Fire-EMS Department?

The procedures used in this research utilized a two pronged approach. A survey questionnaire issued to an association consisting of 48 members, mainly including emergency service chiefs and officers, was used as the first instrument. The second instrument utilized in this research was a group-administered survey issued to 56 full-time personnel to gain perspective of current and potential conditions as it relates to a personnel recognition program.

The results varied in nature. Many of the responses were consistent with the literature

review, but there were some outlier results. Many replies from the second survey

instrument showed more willingness to participate in a personnel recognition program

than originally expected.

The recommendations that yielded from this research included forming a work group

within the SFD to establish, implement, and evaluate an on-going personnel recognition

program that keeps budgetary constraints in mind.

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Emergency services are growing more complex as building materials change, the population grows older, and new threats to health and safety emerge among other fears. Emergency services is an all-hazards industry that encompasses fire suppression activities, emergency medical services (EMS), emergency management, and specialty rescue teams such as hazardous materials, and technical rescue to name a few. The individuals that work in emergency services must maintain high levels of training and formal education to keep up with the pace at which the threats to health and safety evolve.

Personnel that are recognized for their achievements in any industry lead change in organizations across America. Emergency services personnel are no exception to being change agents within their organizations. When emergency service organizations endorse individual achievements and recognize those that are successful, positive changes can be seen throughout the organization and the community it serves. Investing in human capital is finite through a budgetary process; recognizing those that achieve goals and change organizational culture is more abstract and difficult to plan. All organizations should set a culture of change through recognition of worker achievement. Recognizing personnel in creative ways for qualified achievement increases professionalism in emergency services, which is consistent with the mission of the National Fire Academy.

There is no greater sense of accomplishment for workers in any field than setting and reaching personal career goals. Achieving performance goals set by an organization for their personnel to maintain the pace of change that is occurring in the industry can be complex. Each day emergency services personnel achieve milestones in the act of their work that define bravery, commitment, knowledge and dedication that go unrecognized by their organizations. Over time, personnel that go unrecognized for their work and accomplishments will begin to devalue the importance of work performance, education, training, and other recognizable events resulting in an overall reduction in morale and complacency to new hazards. The problem is Salem Fire-EMS Department (SFD) does not have a personnel recognition program in place, creating inconsistencies in when and how achievements are recognized.

The purpose of this research is to identify current personnel recognition standards in public and private organizations and best practices of personnel recognition in emergency services. This data will attempt to demonstrate a need for a formal personnel recognition program for Salem Fire-EMS Department.

Descriptive research methods are being used to answer the following research questions:

1. What emergency services or private sector standards currently exist to help guide organizations with personnel recognition programs?

2. What steps can Salem Fire-EMS Department take to introduce and utilize a personnel recognition program to motivate and empower personnel?

3. What criteria can Salem Fire-EMS Department utilize to measure personnel achievement that yields recognition?

4. What impact would a personnel recognition program have on the Salem Fire-

EMS Department?

Background and Significance

The City of Salem is a municipality in Virginia with a council-manager style

government. Salem sprawls 14.31 square miles in the Shenandoah Valley between the

Blue Ridge and Allegheny Mountains, along the Roanoke River with a population of

24,802 citizens (City of Salem, 2013).

The Salem Fire-EMS Department is an all-career personnel emergency services

department that serves the City of Salem. The SFD is currently comprised of 56 full-time

and 21 part-time employees working 21 personnel to a shift at full staffing. The SFD is

supported with an administrative staff to include one administrative secretary, one EMS

billing specialist, one training officer, a fire marshal's office that includes two personnel,

one EMS coordinator, one deputy chief of operations, and the chief of the department.

Salem Fire-EMS Department provides core services to the citizens, visitors, and

businesses of the City of Salem and to surrounding areas through automatic and mutual

aid agreements with surrounding localities. The core services SFD provides includes fire

suppression, emergency medical services to the Advanced Life Support (ALS) level, fire

inspections, fire investigations, hazardous materials response as a member of the Virginia

Hazardous Materials Regional Response Team, and specialized technical rescue as a

member of the Virginia Division 6 Heavy and Technical Rescue (HTR) Response Team.

SFD responds to over 4,000 emergencies annually with an almost $6 million budget.

The Salem Fire-EMS Department is capable of responding to these emergencies

each year due to the personnel that dedicate themselves to education and training on their

own through institutions of higher education and as part of their weekly work routine

during on-duty shift training. As the emergency service industry grows and adapts to

future needs, reluctance to change is inevitable and can be a hard proposition to negotiate

by SFD managers. One method of overcoming reluctance to change is by implementing

a personnel recognition program within the department.

      The past and present environment of the Salem Fire-EMS Department shows

personnel that are content with their daily job functions, but are showing a decrease in

their willingness to participate in training opportunities beyond regularly scheduled shift

training. The voluntary training attendance to outside opportunities is down from past

years. It remains uncertain why personnel have become less interested in training and

progressing personally, which ultimately increases the departments capabilities in

emergency response by having more trained workers on scene. This decrease in

professional development is spurring this research. A formal recognition program for

personnel achievement will draw attention to the accomplishments of those within the

SFD and hopefully increase the overall desire to advance professionally.

      One highly successful mechanism for facilitating organizational change involves

rewarding people for behaving in the desired fashion that promotes adjustments to new

standards, such as adapting to an increased call volume and a dynamic work environment

within emergency services. Organizations that are implementing change can demonstrate

a higher success rate and less resistance from personnel by positive reinforcement for

desired behavior by utilizing a recognition system. For example, by awarding a service

medal or ribbon for obtaining a specific benchmark in training is relatively inexpensive,

but carries substantial influence on personnel. Awarding of a small token such as a

medal or ribbon is a tangible item that demonstrates the inherent desire for personnel to be accepted and wanted within the organization. Personnel that sense the feeling of being wanted are more likely to promote change and reinforce management decisions with positive outcomes (Greenberg, 2010, p. 416).

The National Fire Academy's Executive Development Student Manual states that diversity is a positive resource for an organization. Diversity can foster change and results in new perspectives from personnel. In the current environment where willingness to participate in voluntary training and extra educational activities by personnel is waning, promoting professional development and recognizing those who successfully reach specified benchmarks can be a means to positively reinforce diversity and perspective within the Salem Fire-EMS Department (p. SM 5-11).

One of the goals of the United States Fire Administration (USFA) is to "improve the fire and emergency services' professional status" (U.S. Fire Administration, 2012). Recognizing Salem Fire-EMS Department emergency service workers for their achievements promotes diversity through education and training. Personnel recognition also encourages growth and change that allows for workers to adapt to new challenges that they may face at any emergency incident. Having a more diverse workforce will enhance response capabilities and make the overall organization more professional, which is consistent with a USFA goal.

The challenge of a personnel recognition program as a fix for waning participation in training is avoiding the notion that there is a technical problem causing poor participation. Implementing a personnel recognition program is a system that can be incorporated in an APIE model. As a manager, it would be advantageous to approach the

waning participation in training as an adaptive problem that requires cultural changes, not technical fixes. A personnel recognition program is a tool to achieve an adaptive challenge solution (U.S. Department of Homeland Security, 2012, p. SM 5-3).

Literature Review

By conducting an extensive review of literature found at the National Fire Academy's Learning Resource Center in Emmitsburg, Maryland, various books, periodicals, and searches conducted on the World Wide Web, provided an abundance of resource materials. There are numerous methodologies to assist an organization in designing, implementing, and maintaining a personnel recognition program. The following literature review is an overview of the most credible references found during this researcher's examination of past work pertaining to personnel recognition programs.

When discussing personnel recognition programs, a brief look at what motivates people is important for understanding the rationale behind needing such programs. There are process theories and content theories that help explain motivation as it relates to personnel. Process theories include goal-setting theory and expectancy theory. Content theories include the hierarchy of needs, ERG theory, motivation-hygiene theory, achievement theory, and self-determination theory (Hays, Kearney, Coggburn, 2009, p. 144).

Beginning with content theories, Abraham Maslow's (as cited in Hays, Kearney, & Coggburn, 2009) hierarchy of needs theory, derived in 1943, explains that humans must satisfy extrinsic basic physiological needs such as hunger, thirst, and sleep. Once these basic extrinsic physiological needs are met, humans can then turn their attention to

more intrinsic psychological needs such as security, affiliation, esteem, and self-

actualization, which represents recognition for achievements (p. 145).

Maslow's hierarchy of needs theory as it relates to personnel recognition involves

being appreciated and the sense of belonging for human beings. Josh Bersin's (2012)

article explains that Maslow's hierarchy of needs is met with personnel recognition

programs through peer-to-peer acknowledgment and recognizance. Compensation and

benefits support a physiological need such as the ability to purchase food and water, but

recognition and career advancement support our higher-level psychological needs, such

as self-actualization and esteem. Figure 1 below from Bersin's (2012) article on Forbes's

website demonstrates the correlation between personnel recognition and Maslow's

hierarchy of needs.
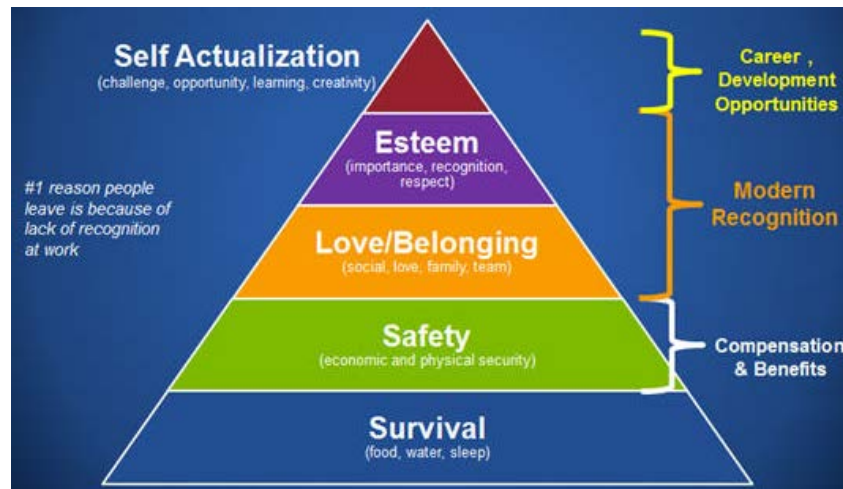
Figure 1. How recognition works: Maslow's hierarchy of needs

A pictorial representation of the relation between Maslow's hierarchy of
needs and personnel recognition. Personnel recognition falls in the upper
levels of the hierarchy more succinct with psychological needs . More basic
needs such as physiological demands come first.
(Source: Bersin, 2012)

The ERG theory simplified Maslow's hierarchy with a more practical three tiered approach to motivation. The ERG theory created by Clayton Alderfer in 1972 (as cited in Hays, Kearney, & Coggburn, 2009), has three tiers: existence needs being the most basic of needs, relatedness needs, and growth needs. Alderfer explains in his theory of motivation that one typically progresses through these need states until a point of growth is no longer possible at the top of a pyramid. Once the worker realizes that growth isn't possible, they revert to a lower level, relatedness needs. An example of this theory in practice as it relates to personnel recognition would be a promotional process where those individuals that are not awarded a promotion revert back a tier by realizing that personal growth is not possible. These personnel would shift focus from personal growth through promotion to building relationships within their own rank by incorporating themselves into a group versus seeking advancement (p. 145).

One of the most influential breakthroughs in motivating personnel was reached in 1959 when Fredrick Herzberg, Mausner, and Snyderman (as cited in Hays, Kearney, & Coggburn, 2009), reached a conclusion that two distinct factors separate extrinsic and intrinsic motivational forces, and that only intrinsic factors truly motivate people. Individuals expect hygiene factors such as pay, equipment, working conditions, and supervision to be adequate to fulfill their occupational responsibility. If these hygiene factors come out of balance, the worker demonstrates poor motivation to complete their work. On the contrary, once these factors are restored with a raise in pay, better equipment and working conditions, hygiene factors are then not the primary motivators.

Alternately, intrinsic motivating factors, such as achievement, recognition, autonomy, the work itself, responsibility, and advancement appeal to a worker's higher

psychological needs. This theoretical discovery provides great insight into the

importance of personnel recognition. Personnel grow bored with their work if working

conditions are adequate without higher motivating factors driving them. Often, working

conditions are not adequate, making personnel recognition impossible to satisfy the

worker due to lower needs not being met succinctly (Hays, Kearney, Coggburn, 2009, p.

145).

David McClelland in 1961 added an achievement needs theory (as cited in Hays,

Kearney, & Coggburn, 2009), into the possibilities of motivating personnel with a

recognition program. McClelland's achievement needs theory states individuals develop

dominate need drives, rooted in culture, that strongly influence how they perceive their

broader work environments. McClelland's theory may provide insight into why a culture

of discontent and poor morale may be hard to overcome by offering recognition to certain

people. If a work culture of discontent and poor morale exists, the achievement needs

theory explains that the culture will overcome the gesture, making the recognition

program obsolete (p. 146).

The last content theory noted is the self-determination theory by Edward Deci and

Richard Ryan (as cited in Hays, Kearney, & Coggburn, 2009). The self-determination

theory derived in 1985 explains intrinsic motivation is related to a person's choice and

competence. Self-determination is maximized when an individual is able to choose

among courses of action free from external constraints and receives positive, yet

uncontrolled, feedback. Deci and Ryan point out that when monetary awards such as pay

are used to control individuals, they may feel that their ability to be self-determining has

been reduced and their competency has been called into question. Deci and Ryan's work

illustrates the importance to see beyond a straight monetary recognition system. Although most people enjoy a raise, there exists a possibility that a strictly merit based pay system that represents good or bad performance can push morale lower (p. 146).

Moving into another area of motivation theories, process theories are more complex. The expectancy theory introduced by Victor Vroom in 1964, and again in 1973 by Edward Lawler (as cited in Hays, Kearney, & Coggburn, 2009), explains that individuals must believe that their behavior will lead to certain rewards for them to be motivated to act appropriately. This attitude is known as the performance-outcome expectancy. Another key point in the expectancy theory is individuals place different values on rewards that results in their willingness to engage in activity or not. This theory also states that individuals alter their behavior based on perceived probability of success which is known as the effort-performance expectancy. A nice example of this theory is a worker whom may alter their work performance if they want a monetary raise. However, if a monetary raise is not important to that worker, or the worker feels a monetary raise isn't practical, their quality of work will be less (p. 146).

The expectancy theory can be summed up by saying personnel will become highly motivated when they believe that their effort will result in rewards that are worthwhile and valuable, as well as appropriately set at an attainable level. In designing a personnel recognition program, it is important that the levels of recognition are clearly defined and attainable. The level of recognition must match the effort given by the personnel being recognized.

The goal-setting theory introduced by Edwin Locke and Gary Latham in 1990 (as cited in Hays, Kearney, & Coggburn, 2009) states that human action is directed by

conscious goals and intentions, but does not assume that all human action is under direct conscious control. The goal-setting theory assumes that goals should be difficult but achievable. If a goal is too difficult, achieving it may be linked to luck. On the contrary, if the goal is too easy, it is viewed as attainable by anyone, ultimately devaluing it. Goals should be achievable sooner rather than later. Goals that are drawn out lose steam and ultimately become insignificant. Goals should have specificity due to the fact that those that are too broad are considered abstract. The last assumption is goals involve participation. By including participation in goal setting, workers will be more motivated to exert more effort into their actions (p. 146).

The goal-setting theory as it pertains to building a personnel recognition program can be illustrated by allowing members of the team to set goals and design the program. Having them set attainable goals that can be achieved in a desirable amount of time will build enthusiasm into the process that will be exuded into the entire organization, which is setting the program up for success. This will build positive outcomes and increase productivity in all areas that are previously deficient, such as lack of willingness to voluntarily train.

Table 1 below summarizes both content and process theories along with their authors. Understanding motivation can assist an organization in designing a personnel recognition program by creating a program to meet the needs that motivate workers. Using parts of each theory to plan an approach to designing a recognition program allows for multiple perspectives to be viewed. These theories are largely studied and proven to be true. Understanding motivation is only the first step to making personnel recognition programs work. The next steps are careful design and execution.

Table 1

Classification of Motivation Theories

Content Theory Authors	Theory
Abraham Maslow	Hierarchy of needs theory
Clayton Alderfer	ERG theory
Fredrick Herzberg	Motivation-hygiene theory
David McClelland	Achievement needs theory
Edward Deci and Richard Ryan	Self-determination theory

Process Theory Authors	Theory
Edwin Locke and Gary Latham	Goal-setting theory
Edward Lawler and Victor Vroom	Expectancy theory
James Perry and Lois Wise	Public service motivation theory

Note. The above table illustrates the motivational theorists discussed in this research. Original theorist's work was not read. All referenced work was found in Hays, S. W., Kearney, R. C., & Coggburn J. D. (2009). *Public human resource management: problems and prospects.* (5th Ed.). New York, NY: Pearson pp. 144-151.

An interesting study was completed that illustrated more than psychological studies on formal recognition and the effects recognition has on worker's performance. A study was conducted that looked at the physiological response formal recognition has on workers. Oxytocin, a hormone within the human body, was discovered to be readily released when a worker feels loved or appreciated. The study demonstrated that even shaking hands stimulated the physiological release of Oxytocin within humans. The study concluded with an assumption that modern recognition programs can improve morale, quality, and customer service by simply praising good work performance. The study found that 83% of the organizations studied suffered from a deficit in formal recognition. The recommendation was made to exercise formal recognition throughout an organization. A top-down recognition approach is not what makes companies thrive;

rather recognition by peers stimulates significant results (Vianello, M., Galliani, E., & Haidt, J., 2010. pp. 390-411).

In summary, both psychological and physiological responses should be considered by Salem Fire-EMS Department when implementing a personnel recognition program. It is also important to study recognition program designs. Bersin's article (2012) explains that there is a $46 billion market for personnel recognition to include gold watches, pins, thank-you awards, and plaques just to name a few instances. Bersin explains that companies spend between 1-2% of payroll on such tangible recognition items.

The research Bersin's article (2012) illustrates goes on to explain that companies spend 87% of the $46 billion on recognition programs to reward tenure. Tenure-based recognition programs have no impact on organizational performance. More modern re-engineered recognition programs are proven to be more successful by demonstrating personnel performance. Companies that were rich with a recognition culture had a 31% lower voluntary turnover rate.

Another article described workers' perception of value as being one of the most important aspects to personnel recognition program design. The article explains that people know when they're wanted, and they should have a good idea of their worth to the organization. Monetary rewards can skew the notion of value, linking it to cash when it should be linked to appreciation of extra effort. Money is also described as a source for motivation, but it is not often the most effective motivator. Workers should be treated as valued team members, not numbers (Biro, 2013).

Bersin (2012) explains that designing personnel recognition should be delivered for specific instances for outstanding performance. He suggests avoiding generic recognition such as "employee of the month," rather giving recognition for outstanding customer service as it relates to specific events.

Peer-to-peer recognition should be incorporated into a personnel recognition program. Top-down recognition has its place, but receiving recognition for outstanding accomplishment from peers carries more weight and is viewed as less political. Peers understand the day-to-day work that occurs and the effort that is required to achieve outstanding performance, making the notion more meaningful. Modern personnel recognition programs are social in nature. They allow anyone to recognize anyone in an organization. The recognition design allows for open and public recognition through display boards and social media platforms. There are companies that specialize in selling cloud-based platforms that make personnel recognition easy and obtainable (Bersin, 2012).

One of the most important personnel recognition program design elements is tying in the organization's values and goals. Regardless of how the recognition is initiated, either through peer-to-peer or top-down, the recognition should be tied to organizational values and goals such as high customer service, innovation, teamwork, or even a financial benchmark just to name a few (Bersin, 2012).

Keeping all of Bersin and Biro's key points in mind about designing a personnel recognition program is important to achieve the task of creating an effective and meaningful recognition environment. Accomplishing this should be carefully weighed. Utilizing Salem Fire-EMS Department's existing goals and values is an important

component to link the organization to the recognition without seeming too political.

Incorporating a top-down recognition program is only part of an effective process. A

complete personnel recognition program should utilize both top-down and peer-to-peer

recognition to create a well rounded recognition platform.

Personnel recognition program design has been carefully laid out into five steps

by Washington University's Human Resources Department (2007). Step one requires an

organization to establish the purpose and criteria of the recognition program. Step two

moves on to forming a recognition committee. Step three organizes recognition

eligibility and frequency. Step four determines budget along with what types of

recognition will be given and how the publicity will be handled. The fifth and final step

establishes an ongoing evaluation of the recognition program. For those organizations

like Salem Fire-EMS Department that have never utilized a personnel recognition

program, these five steps can help create a system that will support the objectives and

strategic goals of the organization.

Thus far, personnel recognition has been discussed in terms of psychological and

physiological impacts to workers. Personnel recognition program design has been

explored with best practices identified. Now examples of personnel recognition

programs that have proven to be successful will be explored. There are many great

examples of personnel recognition programs across the public and private spectrum. The

U.S. Military utilizes various forms of personnel recognition to highlight service member

achievement. Disney Corporation utilizes many personnel recognition programs that

have proven successful. More specifically to emergency services, many departments and

jurisdictions across the country use various forms of personnel recognition programs.

The North Carolina Association of Fire Chiefs has created recommended guidelines for awards and recognition to standardize the practice of emergency service personnel recognition across their state.

The U.S. Military is a great example of a personnel recognition program in action. Each branch of the U.S. Military utilizes a personnel recognition program a little differently. According to the Military Professional Development Center (2013), the military views awards and recognition as important symbols of extraordinary heroism, exceptionally meritorious service, or outstanding achievement and other acts or services which are above and beyond that normally expected and which distinguish an individual or unit among those performing similar acts or services. The U.S. Military awards and decorations program fosters morale, incentive, and esprit de corps. Individuals or units who receive awards and decorations under this program must clearly demonstrate sustained and superior performance.

Emergency services functions in many ways similar to that of the U.S. Military. Salem Fire-EMS Department can use the U.S. Military recognition and awards system to provide not only recognition, but potentially assign a point value to the awards and recognition handed out that can be formulated into a merit raise system or a promotion system. This method mirrors the Weighted Airmen Promotion System (WAPS) that is utilized by the United States Air Force (USAF). Simply put, point values are assigned to recognition medals that are then calculated into WAPS to aid in the USAF promotion process (Military Professional Development Center, 2013).

Disney Corporation has over 180 recognition programs throughout their organization. This may seem a bit excessive, but Walt Disney learned that personnel

dissatisfaction makes it quite difficult to put a smile on customer's faces. In an industry that has a main focus on entertainment, unhappy workers lead to poor entertainment. This is true for the emergency services industry also. In emergency services where split second decisions influence people's lives, satisfied workers are more likely to make better decisions (Nelson, 1999).

One example of the recognition program implemented within the Disney Corporation is the Spirit of FRED Award. FRED is an acronym created from the name of an employee who personified the Disney values: Friendly, Resourceful, Enthusiastic, and Dependable. This award was introduced by an employee to recognize the individuals who mentored and coached him as he began his management career after being an hourly employee, but employees liked it so much they kept giving it out. Now they have a Lifetime Spirit of FRED Award for multiple recipients: a miniature Mickey Mouse statue (Nelson, 1999).

The Spirit of FRED Award that Disney utilizes in their personnel recognition program focuses on the organization's values. This technique follows the same guidelines that Bersin's (2012) article suggests as previously mentioned. Creating a recognition program that focuses on the values of an organization is a tactful method to reinforce the goals and values of an organization without making the recognition seem too political.

The North Carolina Association of Fire Chiefs (2012) issued some concrete guidance for personnel recognition in their state. The recommended guidelines for awards and recognition were issued by the Fire Chiefs Association in North Carolina to meet strong demand for having a reference for common and standardized recognitions

and awards in emergency services. The association decided to only address award types and designs. The criteria for issuing awards would be left to the individual organizations that adopt the standards. This was done to allow for a recognition program to be designed around individual organizational goals and values. The association created eight awards, six service ribbons, and twenty-eight certification ribbons with examples of use for each. This guidance is only one excellent example of a personnel recognition program within emergency services. There are many strong traditions and standards across America that guide emergency service organizations.

Procedures

The goal of these procedures is to gain perspective, collect data, and draw conclusions with the need for a personnel recognition program for the Salem Fire-EMS Department. Descriptive research methodologies are primarily used by the author in this set of procedures.

The first step in these procedures is to gain perspective of the problem statement: "The problem is Salem Fire-EMS Department does not have a personnel recognition program in place, creating inconsistencies in when and how achievements are recognized." In order to shed light on the problem statement, an investigation of resources was conducted at the Learning Resource Center (LRC) at the National Fire Academy in Emmitsburg, Maryland during the two weeks on-campus for the Executive Development course in January of 2013. The investigation of resources at the LRC lead to many books, periodicals, previously conducted applied research projects, and internet sources tied to personnel recognition programs that ultimately laid the foundation for this research.

The parameters of all search criteria during the investigation at the LRC included no sources older than five years to ensure accuracy in content and the most up-to-date data. A limitation to utilizing only sources no older than five years is the risk of missing a reputable source that exceeds the limitations set forth in these procedures. Even with the five year or earlier rule placed on these procedures regarding references, there was an abundance of material that added value to the content of the research, which presented a time limitation sorting through material. Search criteria included keywords such as "personnel recognition program," "employee recognition program," "awards program," and "service awards" to maintain consistency and accuracy in searches from one platform to another.

Further investigatory efforts were made by utilizing public administration textbooks from the author's personal collection. Textbook content varied from administrative law, public human resources management, and organizational behavior. These textbooks gave academic insight into potential rules and regulations, psychological and physiological impacts that could potentially influence a personnel recognition program.

The last investigatory effort made to gain perspective of the problem statement of this research was reaching out to public and private organizations through personal contacts to acquire policies, procedures, and guidelines for their respective personnel recognition programs for review. These efforts yielded nine separate policies and procedures out of twelve formal inquiries requesting information. This effort gave a 75% rate of return of information to better understand current practices of personnel recognition programs in public and private sectors. All information obtained helps fulfill

the purpose of this research, to identify current personnel recognition standards in public

and private organizations and more specifically best practices for personnel recognition

in emergency services.

Research questions one and three respectively, "What emergency services or

private sector standards currently exist to help guide organizations with personnel

recognition programs?" and "What criteria can Salem Fire-EMS Department utilize to

measure personnel achievement that yields recognition?" are being answered through a

self-administered survey questionnaire. This self-administered survey questionnaire was

created with the assumption that due to the previous work on personnel recognition

programs, many possible survey questions with similar content already exist. A

limitation to utilizing previously used survey instruments is the questioning may not

concern quite the right concept or may not be appropriate in some ways to the sample

audience. With the aforementioned limitation in mind, a survey questionnaire was

created without viewing any previous survey work concentrating in personnel recognition

programs. This will optimize the ability to capture the data that is specific to the research

questions being answered.

To ensure that the newly designed questions on the survey were valid and good

for the research, the questions were pretested with a small sample audience of colleagues

with personal and readily available contact with the author. A discussion with each

pretest sample member validated the efficacy of the research question as it relates to the

purpose of the research.

The survey questionnaire was created in Adobe XI Pro software. This software

gave complete survey questionnaire design to the author. A limitation to using web-

based survey programs is lack of control over layout and focus. The design of the survey questionnaire was guided by a clear conception of the research problem under investigation and the population to be sampled. With the understanding that the focus sample population is emergency service chiefs, department heads, and other officers, a long list of redundant and unimportant questions was avoided in respect for their time.

Once the survey questionnaire was completed and a design finalized, the final instrument was ten questions in length that focuses on the research problems. The layout of the survey questionnaire gave plenty of white space between questions that made the survey more easily self-administered. The first questions were designed to spark interest in the survey questionnaire to maximize the number of respondents. The survey questionnaire instrument that was utilized can be found in Appendix A for details and further review.

The survey questionnaire was delivered by email through a listserv administered by Virginia Association of Governmental EMS Administrators (VAGEMSA). VAGEMSA is the Commonwealth of Virginia's premiere professional association consisting of 48 members dedicated to improving EMS throughout Virginia by promoting and developing emergency medical services issues and leadership at a local, regional, and statewide level. Since its founding, the association has grown steadily in membership and stature. It is an organization committed to fostering and building effective coalitions among other organizations, legislators and in communities. The organization provides a professional venue and resource pool geared toward career EMS officers, managers and agency administrators making it a perfect source to collect survey data.

The survey questionnaire was created so that the instrument would be delivered to the email inbox of the 48 members of VAGEMSA. Of the 48 members the survey questionnaire was delivered to, 37 replied with completed documents. The rate of return for the survey questionnaire was 77% of respondents.

The survey questionnaire is a portable document format (pdf) that can be opened from any computer with internet and email capabilities. The document is a savable document that can allow the respondent to start the survey questionnaire and save to be finished at another time when most convenient. Once the respondent has completed the instrument, there is an embedded link at the bottom of the survey that will attach the completed document to their email, automatically filling in the return email address. This setup leaves the respondent to press the send button within their email to complete the survey.

Research questions two and four, "What steps can Salem Fire-EMS Department take to introduce and utilize a personnel recognition program to motivate and empower personnel?" and "What impact would a personnel recognition program have on the Salem Fire-EMS Department?" seeks descriptive input from full-time shift personnel of the Salem Fire-EMS Department. A group-administered survey was utilized to accomplish maximum respondent input.

A group-administered survey is completed by individual respondents assembled in a group. In this research environment, the three shifts of full-time personnel were gathered in a training environment in which each member was handed a copy of the survey on paper for completion. The technique allowed for 100%, or 56 out of 56 members, to be surveyed. By conducting this research in the format described, it allowed

for easy negotiating of a limitation to group-administered research, the lack of a captive

audience.

Another limitation to group-administered surveys is the risk of creating bias

during the instrument delivery. Simply saying or acting in a specific manner while

administering a group survey can influence the respondents. To overcome this limitation

a standard introductory statement was read to the group that expressed appreciation for

their participation, described the steps of the survey, and emphasized that the survey is

not the same as a test. Special attention was given to emphasize that the group-

administered survey was optional to the individuals. By giving the respondents the

option to take the survey reduced the chance of their feeling of coercion and therefore

will increase the likelihood of more honest answers to the supplied survey instruments.

The group-administered survey was pretested on the same set of small sample

audience of colleagues with personal and readily available contact with the author. A

discussion with each pretest sample member validated the efficacy of the research

question as it relates to the purpose of the research.

The group-administered survey was created with a word processing computer

program, with multiple hardcopies being printed off for delivery to the respondents. The

group-administered survey instrument can be found in Appendix B for further details and

review.

<div align="center">**Results**</div>

The purpose of this research is to identify current personnel recognition standards

in public and private organizations and best practices of personnel recognition in

emergency services. This data will attempt to demonstrate a need for a formal personnel

recognition program for Salem Fire-EMS Department. To achieve this purpose, four

questions were the main focus of the research. Descriptive research methods were used

in conjunction with surveys and questionnaires that yielded the data.

The first research question, "What emergency services or private sector standards

currently exist to help guide organizations with personnel recognition programs?", was

explored in a survey questionnaire distributed through a listserv maintained by Virginia

Association of Governmental EMS Administrators. Of the 48 VAGEMSA members that

received this survey questionnaire, 77%, or 37 of 48 members, replied with completed

documents. Appendix A, one through five represents the instruments designed to explore

the first research question.

Instrument one of Appendix A seeks an opinion from officers of emergency

service organizations to help gain interest in the survey questionnaire. The respondents

are asked where they feel the best place is to exercise a personnel recognition program.

The reply demonstrated that 51.3%, or 19 of 37 respondents, stated that an *annual*

recognition dinner is the best avenue to exercise a personnel recognition program.

Annual recognition dinner received the highest percentage of response from the five

listed choices. *Shift meetings* received 8.1%, or 3 of 37 replies. *Chief's office*

surprisingly received 0.0%, or 0 of 37 replies. *Social media* received 27.0%, or 10 of 37

of respondent replies. Receiving 13.6%, or 5 of 37 replies, was the choice of *other*.

Figure A1 found in Appendix A highlights these results.

Instrument two of Appendix A simply asks respondents if they utilize personnel

recognition programs within their organizations. The reply demonstrated that 62.2%, or

23 of 37 respondents, have a personnel recognition program within their emergency

service organization. Interestingly, 37.8%, or 14 of 37 respondents, replied that their

organization does not have a personnel recognition program. Figure A2 in Appendix A

represents these results.

Instrument three of Appendix A asks the respondents that utilize personnel

recognition programs if they use peer-to-peer nominations that are recommended by

several sources in the literature review. The reply shows that of 23 previous respondents

that utilize personnel recognition programs, 60.9%, or 14 of 23, use peer-to-peer

nomination methods. Figure A3 in Appendix A represents these results.

Instrument four of Appendix A asks what tokens are given to personnel for

recognition of their achievements. Remaining consistent with the 14 of 37 respondents

that replied they do not use a personnel recognition program, option *I- none, my*

organization does not have a personnel recognition program was chosen. The remaining

23 respondents had the ability to choose all of the applicable eight categories. The most

popular choice among the eight categories was *accommodation letter,* receiving 21

replies. Following closely behind *accommodation letters* was *certificates of appreciation*

with 19 replies. *Plaques* were found to be the third most popular token of the choices

listed with 15 replies. Next were *ribbons and medals* with 11 replies, then *consumer gift*

certificates with 5 replies. *Trophies*, *other*, and *money* both received 3 replies as the least

popular choices of the options listed. Figure A4 in Appendix A represents these results.

Finally, instrument five in Appendix A asks how much money does organizations

that utilize personnel recognition programs budget annually. As expected, 14 of 37

respondents replied $0. The most surprising result of this survey instrument was that

only 3 of the remaining 23 organizations spend more than $3,000 annually on such

programs. This reply is inconsistent with the data that was found in the literature review.

Most of the respondents, 12, spend $1,000 - $1,999 annually on personnel recognition

programs. Five respondents spend $1 - $999, two respondents replied they spend $2,000

- $2,999 and one respondent spends *other* amount of funds annually. Figure A5 in

Appendix A illustrates these results.

The second research question, "What steps can Salem Fire-EMS Department take

to introduce and utilize a personnel recognition program to motivate and empower

personnel?" was answered by a group-administered survey. Survey instruments one

through three, found in Appendix B, was designed to gain perspective from potential

beneficiaries in the Salem Fire-EMS Department.

Survey instrument one of Appendix B asked the respondents, what steps Salem

Fire-EMS Department can take to create a personnel recognition program. The results

demonstrated that 58.9%, or 33 of 56 respondents, think that forming a personnel

recognition program committee is the best action that can be taken to design and

implement this type of a program into the SFD. Nine of the respondents, 16.1%, think

simply copying an existing personnel recognition program from other emergency services

departments is the best way to implement this type of plan. Some of the respondents,

eight, which accounts for 14.3% of the sample size, believe that this type of recognition

program should best be designed and implemented by the administrative staff of SFD.

The last option the respondents could choose was simply to utilize the existing

recognition program listed in the City of Salem Policies and Procedures Manual. Six, or

10.7%, of the respondents thought this was a good option for SFD. The results of

instrument one are illustrated by Figure B1 found in Appendix B.

Survey instrument two of Appendix B asked Salem Fire-EMS Department personnel which tokens of appreciation are most meaningful to them that should be implemented into a personnel recognition program. Each respondent could choose whichever tokens they thought were appropriate. The results showed that 76.8%, or 43 of 56 respondents, believe *accommodation letters* are effective means to recognize personnel. The next most popular choice was *ribbons and medals* at 57.1%, or 32 of 56 respondents. *Money* was third most popular at 41.1%, or 23 of 56 respondents, replying with this choice. Next was the *other* category with 37.5%, or 21 of 56 respondents, having other ideas of recognition that were not included within the survey instrument. *Consumer gift certificates* had 26.8%, or 15 of 56 respondents, replying with this choice. *Plaques* and *trophies* each received 14.3%, or 8 of 56 responses, as valid tokens for personnel recognition. *Certificate of appreciation* was the least most popular of those listed in instrument one of Appendix B, receiving 8.9%, or 5 of 56 replies, from respondents. The results of instrument two are illustrated by Figure B2 found in Appendix B.

Survey instrument three of Appendix B asks respondents to answer if they would volunteer for a one year term on a peer review recognition program committee. The results showed that 47 of 56 replies demonstrated a willingness to help with a peer review recognition program committee. Six respondents answered *no* they did not have enough time as their rationale. Three respondents answered *no* they were not interested in a recognition program within the Salem Fire-EMS Department. The results of instrument three are illustrated by Figure B3 found in Appendix B.

The third research question asks, "What criteria can Salem Fire-EMS Department utilize to measure personnel achievement that yields recognition?" Survey questionnaire instruments six through ten from Appendix A explore this research question through the respondents from VAGEMSA. There were 37 respondent replies, 14 of which do not utilize a recognition program within their organization. This leaves 23 respondents to give feedback.

Instrument six from Appendix A asks the respondents to elaborate on their organization's benchmarks for delivering recognition. Keeping consistent with the 14 respondents that do not utilize a recognition program within their organization, 23 respondents were allowed to choose any of the listed choices in instrument six. Receiving the most responses was *tenure*. *Tenure* received 100%, or 23 out 23 replies that their organizations utilize a tenure recognition system. Receiving the next highest mark for recognition at 90%, or 20 out 23 replies, were *promotions*. Receiving the third highest personnel benchmark for recognition within 23 sample organizations was *achieving certifications*. *Achieving certifications* received 69.6%, or 16 of 23 replies from respondents. *Outstanding job performance* and *exemplary customer service* were tied at 26.1%, or 6 of 23 respondents replying their organization awards recognition for achieving these personnel benchmarks. Figure A6 in Appendix A highlights this instrument's results.

Instrument seven from Appendix A asks respondents which specialty areas within their organizations are eligible for recognition. Respondents could choose all options from those listed that applied. Those that do not utilize a recognition program within their organization accounted for 37.8%, or 14 of 37 replies. *Fire Suppression* received

78.3%, or 18 of 23, respondents answering they recognize fire suppression activities within their personnel recognition program. *EMS* received the most replies with 91.3%, or 21 of 23 replies. *Other* received 43.5%, or 10 of 23 replies. *Technical rescue* received 21.7%, or 5 of 23 replies from respondents. *Hazardous materials* received 17.4%, or 4 of 23 replies. *Public education* received 8.7%, or 2 of 23 replies. *Emergency management* received 0.0%, or 0 of 23 replies for personnel recognition. Figure A7 in Appendix A demonstrates the results of this instrument.

Instrument eight from Appendix A asked respondents, if their emergency service organizations embrace formal education by recognizing the personnel who complete academic levels. The respondents stated that 45.9%, or 17 of 37 organizations, do recognize personnel for completion of formal education. This leaves 54.1%, or 20 of 37 organizations, represented in the sample audience that does not recognize personnel for formal education. Figure A8 found in Appendix A illustrates these results.

Instrument nine from Appendix A was used to collect data as the best practice to recognize tenure. The results demonstrated that 37.8%, or 14 of 37 respondents, do not use a personnel recognition program within their organization. The remaining 23 respondents said that 100%, or 23 of 23, recognize tenure at *five, ten, fifteen, twenty, twenty-five*, and *thirty* year increments. Only 21.7%, or 5 of 23 organizations, also include tenure recognition after *one* year of employment. Some organization chose the *other* option. Figure A9 found in Appendix A illustrates these results.

Instrument ten of Appendix A was designed to elicit respondents to explain how often they recognize personnel. Those respondents that do not utilize a personnel recognition program make up 37.8%, or 14 of 37 responses. Surprisingly, 0.0%, or 0 of

the remaining 23 replies, stated they recognize personnel *daily* and *other* time intervals.

The most frequent response was *annually* at 65.2%, or 15 of 23. *Semi-annual* and

monthly recognition received 13.0%, or 3 of 23 replies each. Those respondents that

chose *weekly* accounted for 8.7%, or 2 of 23 replies. The totals for instrument ten can be

found in Figure A10.

The fourth research question asks, "What impact would a personnel recognition

program have on the Salem Fire-EMS Department?" The group-administered survey

instruments four through six found in Appendix B were utilized to answer this research

question. This portion of the group-administered survey was delivered to the same 56

full-time personnel that assisted with the second research question as discussed earlier.

Instrument four of Appendix B was used to gain insight to the end-users

perspective of morale as it relates to a personnel recognition programs. Surprisingly,

75.0%, or 42 of 56 of the respondents, stated that a personnel recognition program would

boost overall morale within the department. On the contrary, 7.1%, or 4 of 56

respondents, think that a personnel recognition program will lower overall department

morale. Finally, 17.9%, or 10 of 56 respondents, think a personnel recognition program

will have no effect on the current morale of the department. Results of instrument four

are illustrated by Figure B4 in Appendix B.

Instrument five of Appendix B addressed the issue first introduced in the

beginning of this paper. The volunteerism for training other than what is provided on-

duty is declining within the Salem Fire-EMS Department. Survey instrument five of

Appendix B revealed that a personnel recognition program would increase the likelihood

of volunteer participation in training by SFD personnel. The rate of respondents that

replied *yes* was 55.4%, or 31 of 56. The *no* replies accounted for 44.6%, or 25 of 56

responses. Results of instrument five are illustrated by Figure B5 in Appendix B.

Discussion/Implications

The research leads to some interesting discoveries about current practices in

personnel recognition. The results of some survey instruments used remain consistent

with previous work as discussed in the literature review. However, there were some data

elements obtained that went against previous personnel recognition program work.

The first survey instrument found in Appendix A demonstrates a desire not to be

recognized in the chief's office. The logical rationale for this result is perhaps the

association of disciplinary action as it relates to being summoned to the chief's office.

Personnel may find being in the boss's office uncomfortable and awkward.

Perhaps those respondents that chose the *other* category in the first survey

instrument of Appendix A have a unique method of exercising personnel recognition.

The limitation of instrument one of Appendix A is that there are no opportunities for

elaboration due to the nature of closed-ended questioning. Also, respondents did not

have the ability to choose more than one answer. The literature review demonstrated that

a complete personnel recognition program employs several avenues to demonstrate

recognition (Biro, 2013). Perhaps those who chose the *other* category believe more than

one choice is best.

The second survey instrument in Appendix A demonstrated that the *no* replies that

make up 37.8% of the respondents. This could be attributed to a lack of understanding of

what a personnel recognition program is, or it can be attributed to genuinely not using a

personnel recognition program within their organization.

The third survey instrument in Appendix A remains consistent with the literature review. Bersin's (2012) article emphasizes that utilizing a peer-to-peer nomination system builds a well rounded personnel recognition program by giving focus of the nomination to those that are performing the duties that are being recognized and thus seemingly less political in nature. The results of the third survey instrument found in Appendix A agree with Bersin's recommendations.

Instrument four within Appendix A demonstrates personnel recognition tokens consume a large portion of organization's budgets across the country. Careful budgeting can set aside funds to implement some of the tokens listed in instrument four of Appendix A, if not already in use.

Instrument five within Appendix A is inconsistent with the literature review as it demonstrated that public and private organizations across the country spend up to 2-3% of payroll on personnel recognition programs, which accounts for billions of dollars (Bersin, 2012). Perhaps the emergency service industry being mostly a public entity is more restricted than a private organization in terms of how they spend their budget. One inconsistency found between the literature and research results reflects the amount of money emergency service organizations are currently spending on personnel recognition programs. The research result demonstrates that emergency service organizations really do not allocate a significant amount of money to personnel recognition programs.

Instrument six within Appendix A provided a look at current recognition practices from those respondents within VAGEMSA. Those that replied they did utilize a personnel recognition program had a limited number of choices. The respondents could choose all that applied to their organization. However, the instrument gave no

opportunity for respondents to reply with other suggestions. This question will require more investigation to further dive into what other opportunities for personnel recognition exist.

Instrument seven within Appendix A may have slightly skewed results due to the membership of VAGEMSA consisting of all types of departments. Departments across Virginia vary in their capabilities drastically. Those respondents may not equally be offering certain levels of service listed within the given choices in instrument seven. Therefore, instrument seven only provides the frequency of each listed option.

Instrument eight within Appendix A demonstrates that there is a tremendous opportunity for those organizations represented in the sample audience to expand their personnel recognition program by recognizing those personnel that have or will be completing formal education. This opportunity to expand a personnel recognition program will create diversity and depth. Adding more recognition programs give more opportunity to link the goals and values of the organization to build culture. This is consistent with Biro's (2013) article that emphasizes linking organizational goals and values to a personnel recognition program are optimal.

Instrument nine within Appendix A reflects the frequency at which organizations recognize tenure. It is important to remember that according to Bersin's (2012) article, most of tenure recognition programs are not effective. However, a tenure recognition program in conjunction with other personnel recognition programs can be effective. The organizations that recognize tenure after *one* year may be recognizing the end of a probationary period or other milestone. The sample audience that reflects *other* periods

of tenure may extend their tenure recognition above the listed options within the instrument.

Instrument ten within Appendix A demonstrates a strong variation of time intervals in terms of frequency to when the organizations in the sample audience recognize personnel achievement. It is important to utilize an appropriate time interval that fits the achievement. If an organization recognizes employees too often, they run the risk of devaluing the program. On the contrary, if the organization waits too long, they may create resentment and frustration within the organization.

Each of the choices given within survey instrument one of Appendix B is a valid option. However, giving a personnel recognition committee the ability to design, create, and implement this type of program follows Bersin's (2012) recommendations of allowing peer-to-peer recognition. Allowing the administrative staff of the Salem Fire-EMS Department to create a recognition program may result in a top-down recognition approach, which may be misinterpreted as political in nature. Copying other recognition programs from other emergency service organizations is not a good idea as the environment to recognize personnel may change from location to location. The City of Salem Policies and Procedures Manual only addresses tenure recognition, which was identified as less than effective in the literature review.

Survey instrument two in Appendix B had some limitations to the results. The instrument was designed to acquire opinion results from end-users that will benefit from a personnel recognition program. The instrument has limited choices that respondents could choose from. The respondents were not given the opportunity to provide

suggestions for other options not found within the instrument. This can be overcome by incorporating these opportunities within a committee during the program design phase.

Survey instrument three in Appendix B searched for end-user's availability to participate in the design process of a personnel recognition program. The results demonstrated that the majority of personnel were willing to assist on the personnel recognition program committee. There were a handful of the respondents that stated they did not want to participate. These end-users that do not want to participate may be attributed to low morale, lack of time, or a genuine lack of concern for a recognition program.

Survey instrument four of Appendix B was surprising. The 75% rate of respondents that replied morale would increase with a personnel recognition program is higher than expected. The four respondents that believe morale will lower because of a personnel recognition program is unexplainable. Perhaps these personnel are dissatisfied with their job beyond repair.

Survey instrument five of Appendix B was interesting. Having only slightly over 55% of the respondents reply that they would be more likely to participate in volunteer training if a personnel recognition program was in place is lower than expected. This may be more indicative of more embedded issues within the department other than lack of personnel recognition.

Recommendations

As Salem Fire-EMS Department seeks new and creative ways to keep personnel motivated, the department can utilize a personnel recognition program to bring attention to achievements. The department has suffered from morale sprawling from both ends of

the spectrum. With no pay increase and equipment that is aging, the focus of keeping

personnel happy with their work environment is growing in importance.

The following four pronged recommendations are intended to guide Salem Fire-

EMS Department and future readers of this research with personnel recognition.

- Create a work group within the department consisting of the rank and file to

  explore personnel recognition program ideas. This research paper can be utilized

  as the work group's first focus. The goal of the work group should be to establish

  the mission and goals of the personnel recognition program.

- Draft a personnel recognition program within the work group to be presented to

  the chiefs for approval and further budgeting. This plan should include the

  frequency, method, and type of recognition that personnel will receive along with

  its associated cost.

- Educate and create an environment within the Salem Fire-EMS Department that

  supports personnel recognition by emphasizing the organization's goals and

  values.

- Finally, after implementation of the personnel recognition program has been

  completed, an on-going evaluation should be conducted to measure efficacy. This

  on-going evaluation should be aimed at measureable outcomes that can be

  quantified into usable data.

Further research into personnel recognition programs should be conducted to further

narrow the focus of the types of recognition and the frequencies at which recognition will

be given. Budgetary constraints will be an issue. It is important to start small and work

to a larger program as the on-going evaluation proves the program's success. Perhaps,

most important, the program must be administered equally and fairly based on the

guidelines set forth by the work group to be successful.

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Appendix A

Personnel Recognition Program- Officer's Version

Survey 1- Personnel Recognition Programs

1. As a supervisor over emergency service personnel, where would you **most like** to recognize individual personnel achievements?

A) Annual recognition dinner
B) Shift meeting
C) Chief's office
D) Social media
E) Other

2. Does your emergency services organization currently employee a personnel recognition program?

A) Yes
B) No

3. Does the personnel recognition program in your emergency services organization allow for peer-to-peer nominations?

A) Yes
B) No

4. What tokens of appreciation are given to personnel for recognition of achievements in your personnel recognition program?

    (Click all that apply)

A) Money
B) Ribbons and medals
C) Accommodation letters
D) Plaques
E) Trophies
F) Certificates of appreciation
G) Consumer gift certificates
H) Other
I) None, my organization does not have a personnel recognition program

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Survey 1- Personnel Recognition Programs

5. As a supervisor over emergency service personnel, do your organization budget funds for personnel recognition programs annually?

A) $0
B) $1 - $999
C) $1,000 - $1,999
D) $2,000 - $2,999
E) < $3,000
F) Other

6. Does your emergency services organization currently issue personnel recognition for the following?

(Click all that apply)

A) Tenure
B) Achieving certifications
C) Promotions
D) Exemplary customer service
E) Outstanding job performance
F) None, my organization does not have a personnel recognition program

7. What specialty areas within your emergency services organization are eligible for personnel recognition?

(Click all that apply)

A) Fire suppression
B) EMS
C) Emergency management
D) Hazardous materials
E) Technical rescue
F) Public education
G) Other
H) None, my organization does not have a personnel recognition program

Survey1- Personnel Recognition Programs

8. Does your emergency services organization embrace formal education by recognizing the personnel who complete academic levels?

A) Yes
B) No

9. What tenure benchmarks are included in your personnel recognition program?

(Click all that apply)

A) 1 year
B) 5 years
C) 10 years
D) 15 years
E) 20 years
F) 25 years
G) 30 years
H) Other
I) None, my organization does not have a personnel recognition program

10. How frequently do you recognize personnel for their achievements?

A) Daily
B) Weekly
C) Monthly
D) Quarterly
E) Semi-annual
F) Annually
G) Other
H) Never, my organization does not have a personnel recognition program

Figure A1. Appendix A: Instrument 1 Results

Chief's Office
0.0%

Shift Meetings
8.1%

Other
13.6%

Social Media
27.0%

Annual Recognition Dinners
51.3%
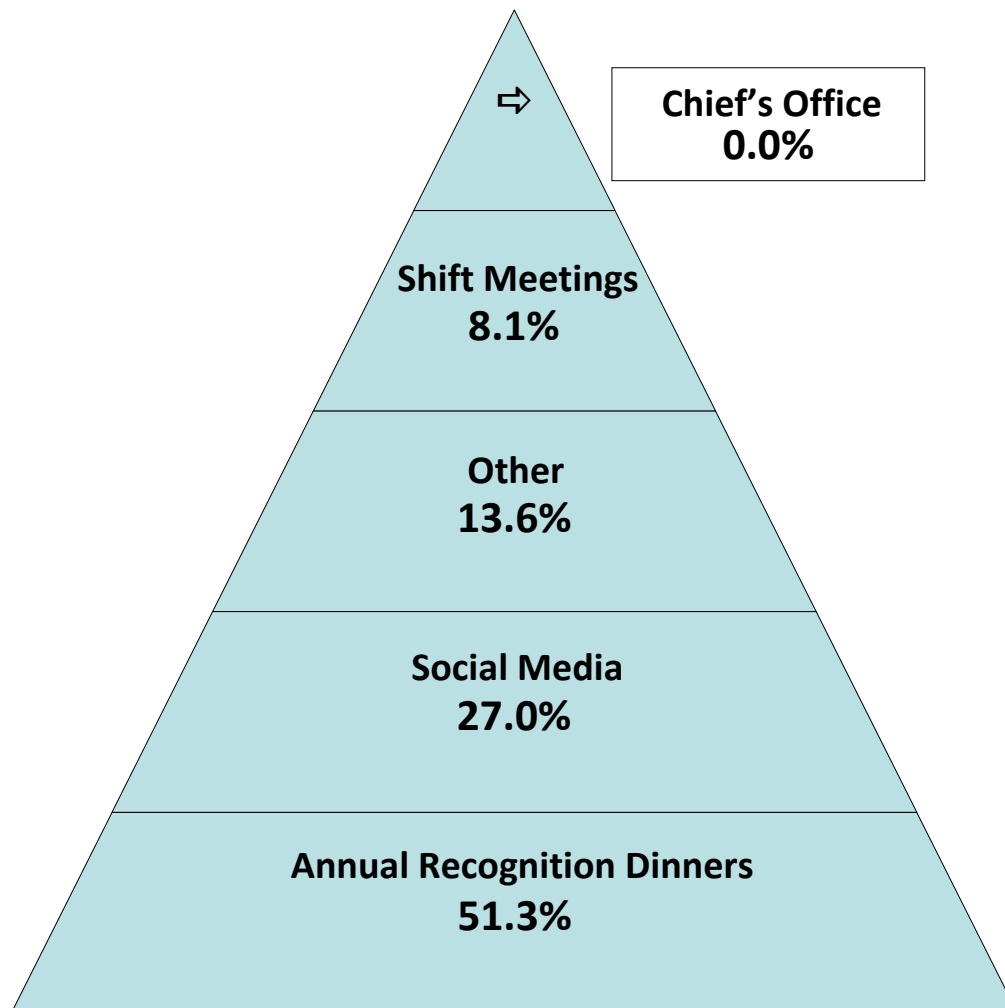
Figure A1. The survey questionnaire from Appendix A asks, "As a supervisor over emergency service personnel, where would you **most like** to recognize individual personnel achievements?"

Figure A2. Appendix A: Instrument 2 Results
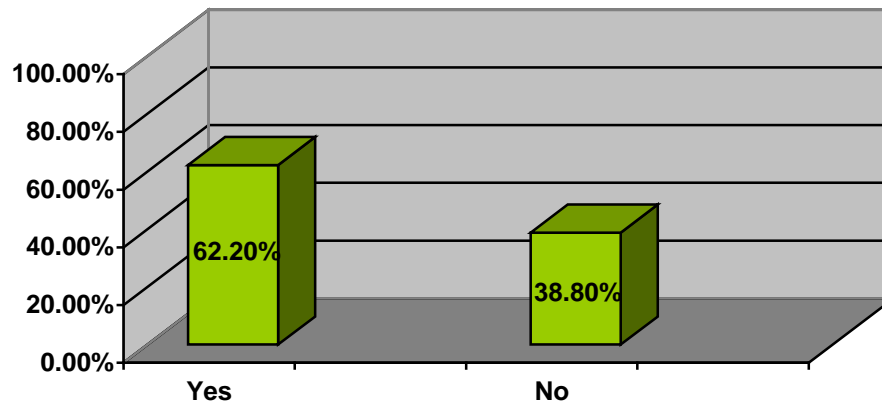
Figure A2. The survey questionnaire from Appendix A asks, "Does your emergency services organization currently employee a personnel recognition program?"

Figure A3. Appendix A: Instrument 3 Results
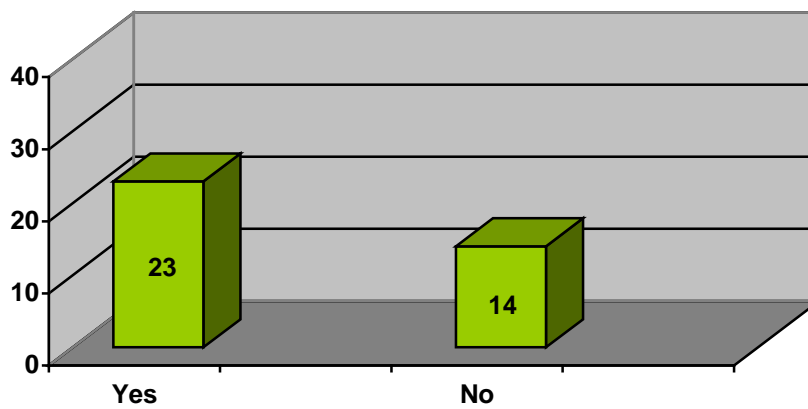
Figure A3. The survey questionnaire from Appendix A asks, "Does the personnel recognition program in your emergency services organization allow for peer-to-peer nominations?"

Figure A4. Appendix A: Instrument 4 Results
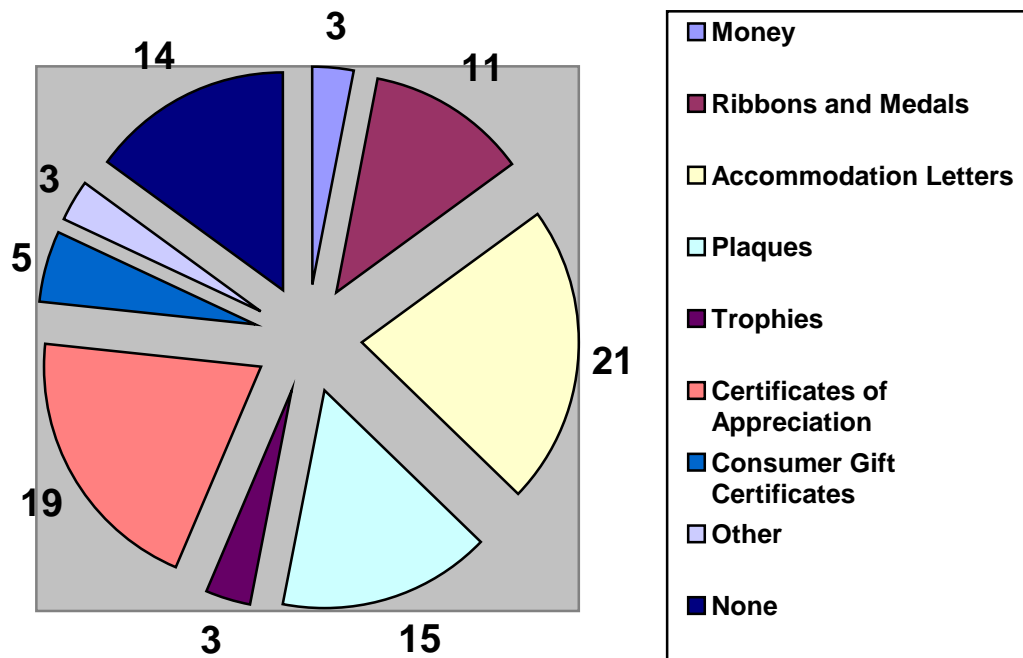
Figure A4. The survey questionnaire from Appendix A asks, "What tokens of appreciation are given to personnel for recognition of achievements in your personnel recognition program?" Respondents could choose all that applied to their organization.

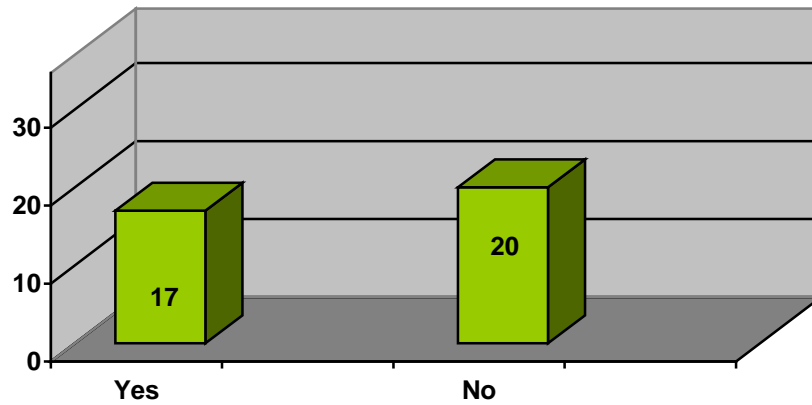Figure A5. Appendix A: Instrument 5 Results
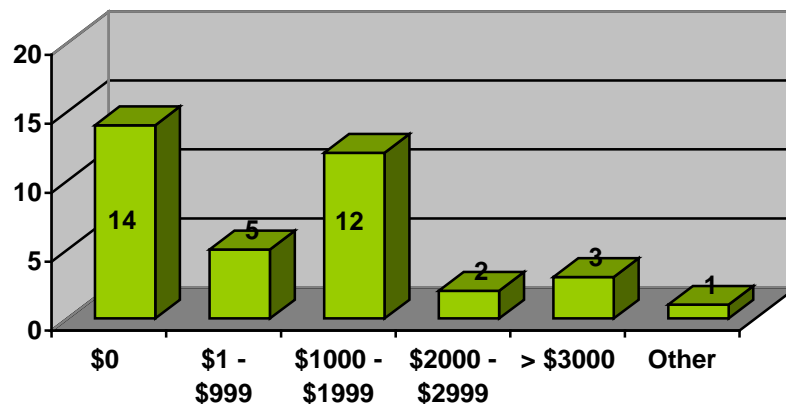
Figure A5. The survey questionnaire from Appendix A asks, "As a supervisor over emergency service personnel, does your organization budget funds for personnel recognition programs annually?"

Figure A6. Appendix A: Instrument 6 Results
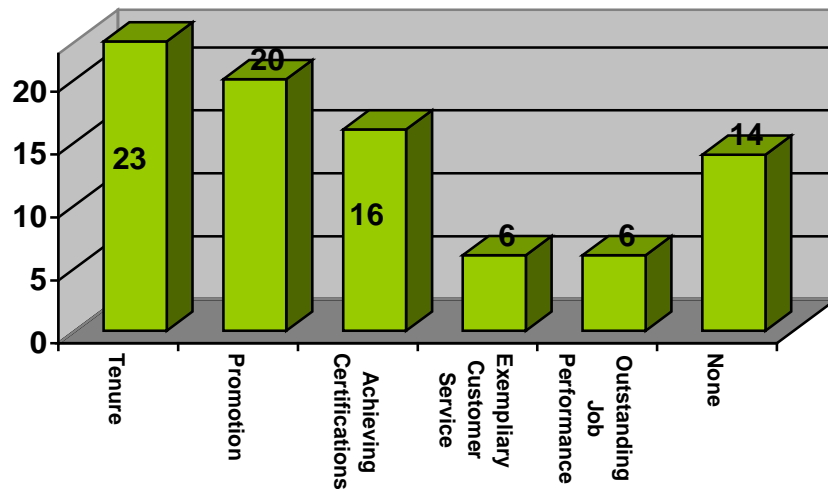
Figure A6. The survey questionnaire from Appendix A asks, "Does your emergency services organization currently issue personnel recognition for the following? Respondents could choose all that applied to their organization.

Figure A7. Appendix A: Instrument 7 Results
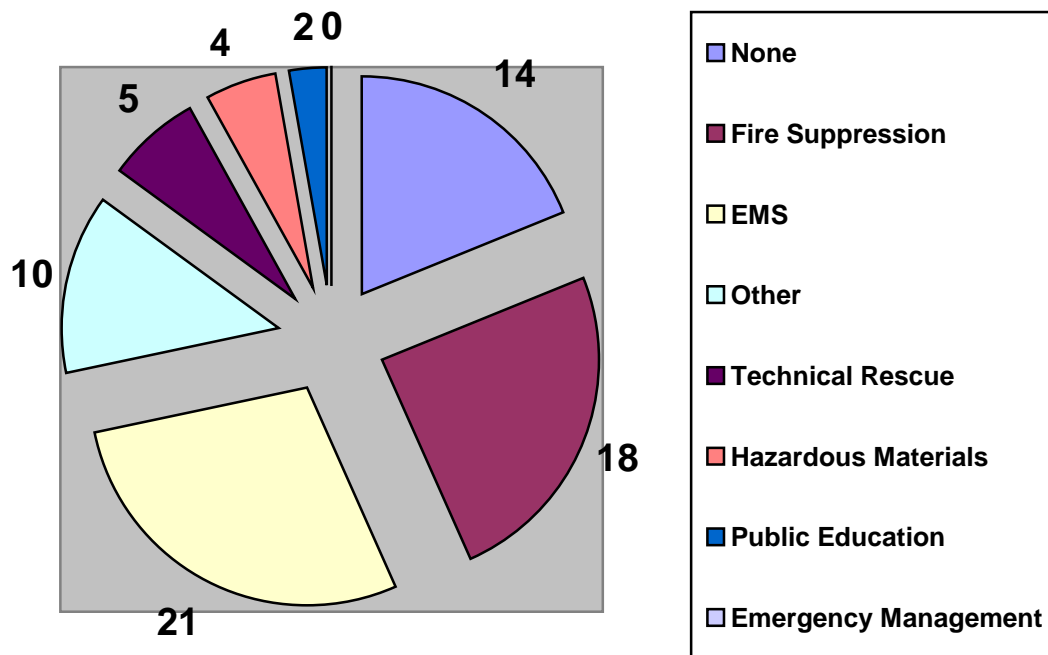
Figure A7. The survey questionnaire from Appendix A asks, "What specialty areas within your emergency services organization are eligible for personnel recognition?" Respondents could choose all that applied to their organization.

Figure A8. Appendix A: Instrument 8 Results

Figure A8. The survey questionnaire from Appendix A asks, "Does your emergency services organization currently recognize personnel for completion of formal education?"

Figure A9. Appendix A: Instrument 9 Results
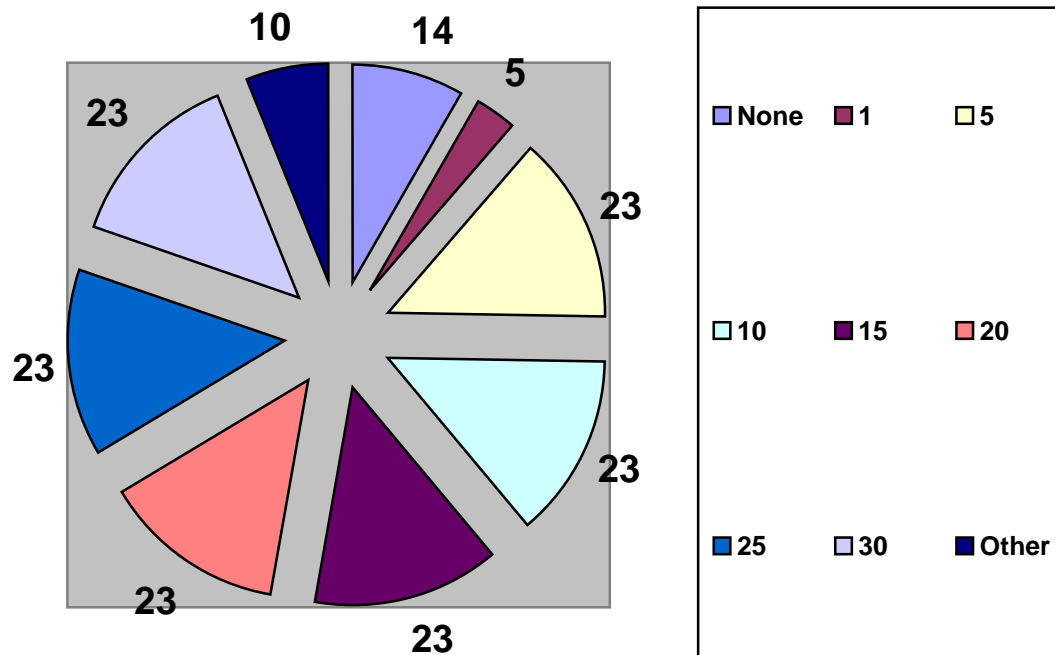
Figure A9. The survey questionnaire from Appendix A asks, "What tenure benchmarks are included in your personnel recognition program?" Respondents could choose all that applied to their organization.

Figure A10. Appendix A: Instrument 10 Results
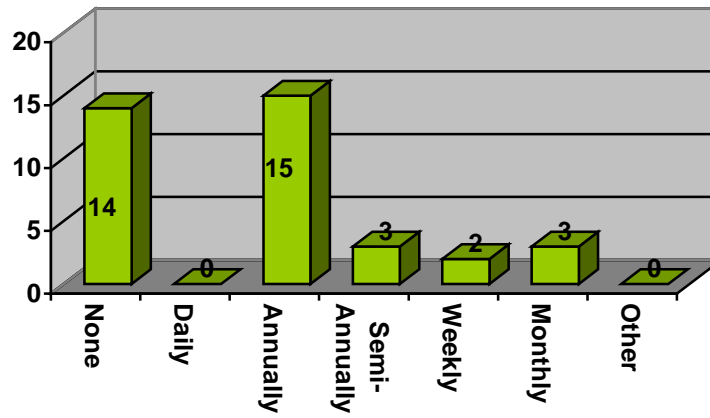
Figure A10. The survey questionnaire from Appendix A asks, "How frequently do you recognize personnel for their achievements?" Respondents could choose all that applied to their organization.

Appendix B

Personnel Recognition Programs- Salem Fire-EMS Department's Version

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Survey 2- Personnel Recognition Programs

1. As a potential beneficiary of a personnel recognition program, what steps can Salem Fire-EMS Department take to create a personnel recognition program?

A) Utilize a recognition committee to create a program specific to our department
B) Copy a personnel recognition program from other departments
C) Allow administration to create the program
D) Utilize the generic City of Salem recognition program and nothing more

2. What tokens of appreciation are most meaningful in recognition of achievements for our personnel recognition program?

   (Click all that apply)

A) Money
B) Ribbons and medals
C) Accommodation letters
D) Plaques
E) Trophies
F) Certificates of appreciation
G) Consumer gift certificates
H) Other

3. Would you be willing to assist with a personnel recognition program within the Salem Fire-EMS Department as a member of the peer review recognition team?

A) Yes
B) No, my time does not allow me to be on this team
C) No, I have no interest in personnel recognition within SFD.

Survey 2- Personnel Recognition Programs

4. As a potential beneficiary of a personnel recognition program, do you believe this program would?

A) Boost overall morale of the department
B) Lower overall morale of the department
C) Keep morale unchanged within the department

5. Would a personnel recognition program increase the likelihood of your participation in voluntary training?
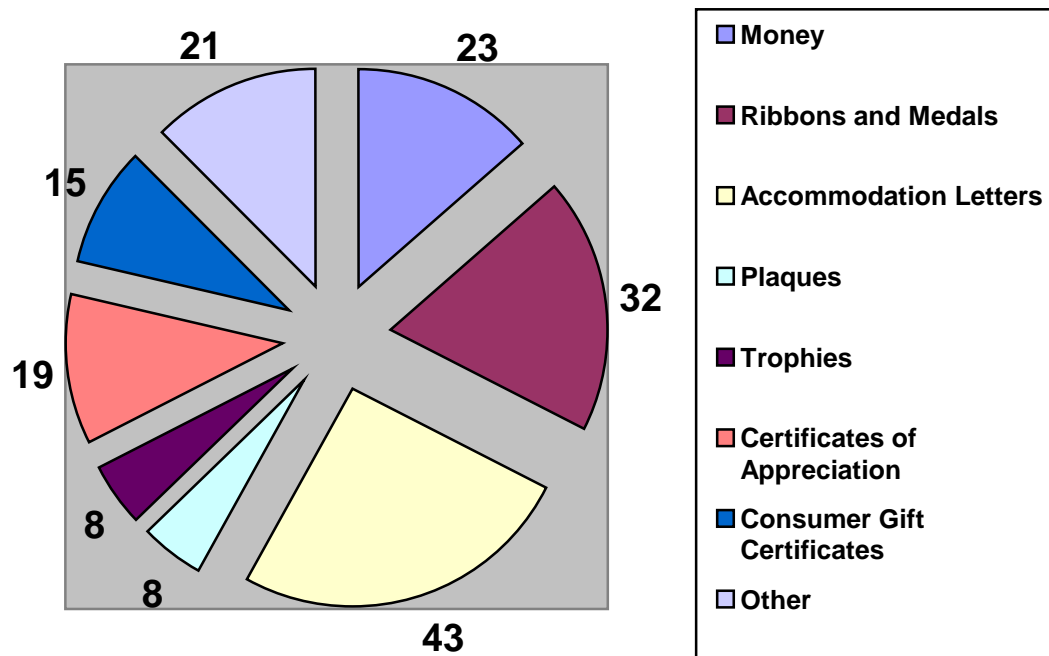
A) Yes
B) No

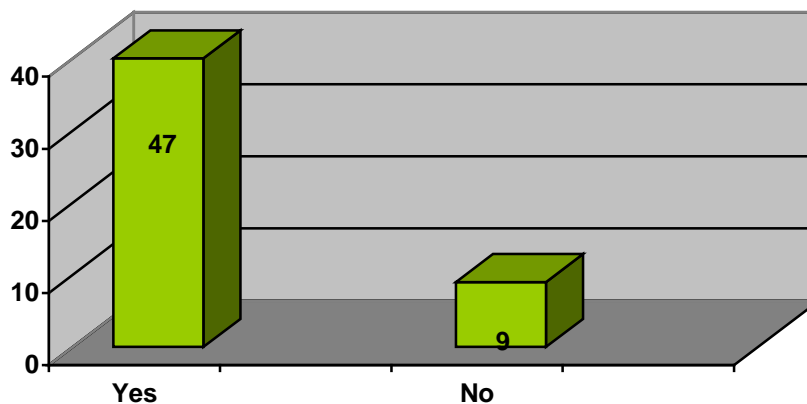Figure B1. Appendix B: Instrument 1 Results
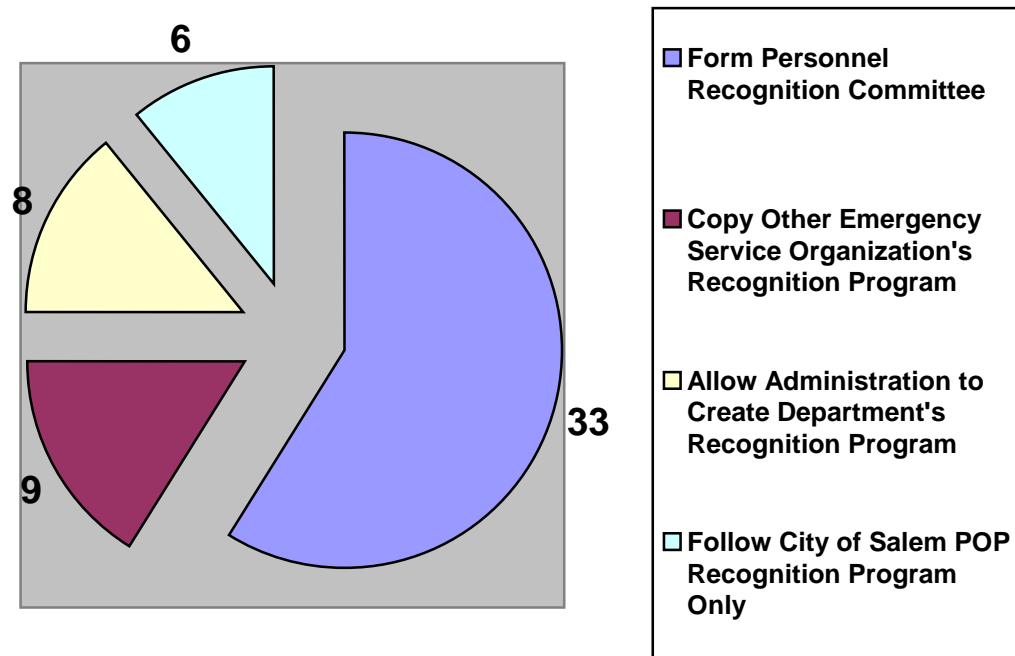
Figure B1. The survey questionnaire from Appendix B asks, "As a potential beneficiary of a personnel recognition program, what steps can Salem Fire-EMS Department take to create a personnel recognition program?"
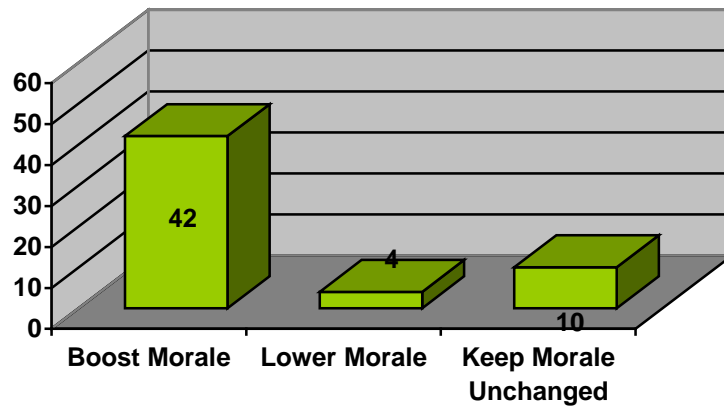
Figure B2. Appendix B: Instrument 2 Results

Figure B2. The survey questionnaire from Appendix B asks, "What tokens of appreciation are most meaningful in recognition of achievements for our personnel recognition program?" Respondents could choose all that applied to their organization.

Figure B3. Appendix B: Instrument 3 Results

Figure B3. The survey questionnaire from Appendix B asks, "Would you be willing to assist with a personnel recognition program within the Salem Fire-EMS Department as a member of the peer review recognition team?"

Figure B4. Appendix B: Instrument 4 Results

Figure B4. The survey questionnaire from Appendix B asks, "As a potential beneficiary of a personnel recognition program, do you believe this program would?"

Figure B5. Appendix B: Instrument 5 Results
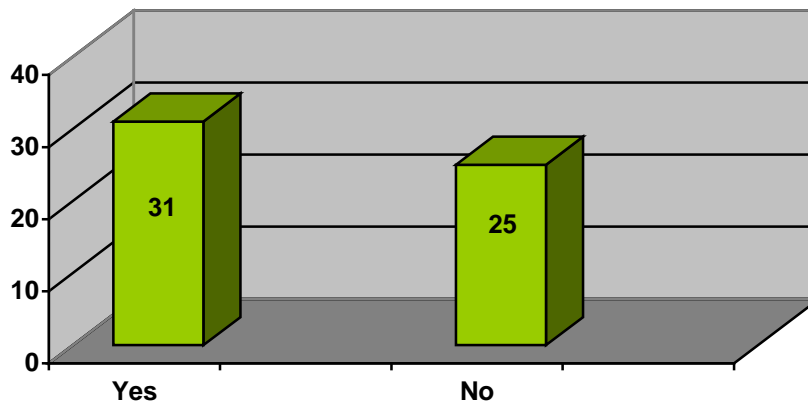
Figure B5. The survey questionnaire from Appendix B asks, "Would a personnel recognition program increase the likelihood of your participation in voluntary training?"