

An Audit of the Anchorage Fire Department Organizational Values

Executive Planning

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ABSTRACT

The problem this project examined was that the Anchorage Fire Department was beginning the strategic planning process and had not adequately assessed current organizational values in order to move forward.

The purpose of this applied research project was to both determine organizational values, and evaluate the gap between the present organizational values and desired organizational values.

A descriptive research methodology was used to answer the following research questions:

1. How do organizational values apply to the strategic planning process?
2. What are the present values of the members of the Anchorage Fire Department?
3. What are the members' perceptions of the Anchorage Fire Department values?
4. What values do senior department officials view as desirable and/or necessary?

Research was conducted at the National Fire Academy with a literature review of current applied research projects. Local and electronic libraries were utilized to access current related information. Members of the organization were surveyed with three separate instruments to determine the average personal values, the average perception of the present organizational values, and the values that senior management believe are necessary. The survey instruments were developed from research of values found in quality and "best practice" private and public sector organizations.

The top ten values of the Anchorage Fire Department are: honesty, proficiency, safety, respect of peers, customer service, accountability, adaptability, trust, loyalty, and mentoring.

Recommendations included: integrating the values into the organization as a filtering device for hiring, training and development, promotions, and using the values in multi-rater feedback surveys.

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INTRODUCTION

A recent change in municipal administration has resulted in increased support for public safety. The department is presently hiring personnel to reach an allocated strength of 382 personnel that includes staffing two additional apparatus and increasing the staffing of five companies to provide for 4-person advance life support engine companies. By the end of 2001 the Anchorage Fire Department (AFD) will have replaced or supplemented nearly one-third of its approximately 344-member workforce within an 18-month period. The problem is that the Anchorage Fire Department is beginning to prepare a strategic plan and has not adequately assessed current organizational values in order to move forward with strategic planning.

The purpose of this applied research project is to determine organizational values and evaluate the gap between the present organizational values and desired organizational values.

This project used a descriptive research methodology to answer the following research questions:

1. How do organizational values apply to the strategic planning process?
2. What are the present values of the members of the Anchorage Fire Department?
3. What are the members' perceptions of the Anchorage Fire Department values?
4. What values do senior department officials view as desirable and/or necessary?

BACKGROUND AND SIGNIFICANCE

Background

The Municipality of Anchorage (MOA) lies between Turnagain and Knik Arms of Cook Inlet and the Chugach Mountains. The municipal boundaries stretch over 70 miles from the head of Cook Inlet to Portage Glacier, encompassing approximately 1,950 square miles. Anchorage has a population of 260,000 residents and is the largest city in Alaska. It serves as the state transportation, communication and financial hub.

The Anchorage Fire Department was formed in 1915. By 1951 the first ambulance service had began and the department had grown to a combination paid/volunteer organization of 50 personnel. Unification of services occurred in 1967 when seven volunteer departments combined into the fully paid Greater Anchorage Area Borough Fire Department. The first mobile intensive care paramedic coverage began in 1971.

“Governmental unification occurred in 1975 when the City of Anchorage and the Greater Anchorage Borough unified to become the Municipality of Anchorage. An accelerated growth period, brought on by the construction of the trans-Alaska pipeline, propelled the Fire Department from combined unification strength of 180 personnel” (Retrieved August 4, 2001 from <http://www.ci.anchorage.ak.us/Services/Departments/Afd51/>).

The current AFD staffing level of approximately 344 consists of 282 line personnel and 62 support personnel. The AFD has recently experienced a period of rapid personnel turnover due to a combination of retirements and increased staffing. Present plans include putting two more ladder companies in service and increasing staffing to provide for 4-person engine companies. Fifteen additional personnel will be hired in January of 2002. In addition, three Paramedic Battalion Chief positions and three Incident Safety Officer Battalion Chief positions

have been created within the last year. More than half of the department has less than 8 years on the job. Recently a new mayor was elected and a new fire chief appointed. The new administration has requested that municipal departments begin developing strategic plans. A primary step in the strategic planning process is defining the organizational values (Wallace, 1998).

Significance

Drumm (2000), in his research to identify the core organizational values of the City of Markham Fire Department (Illinois) cited Bryson, Kouzes & Posner, Reedy Creek Emergency Services, Sharp, Shelley, and Steiner when he wrote the "... common thread in all strategic plan models is the need to assess the organization's identity through a values scan or audit" (p. 243).

The Anchorage Fire Department has not yet taken steps to determine the values it believes the organization and personnel should support. Neither has it attempted to assess current values of its members to aid in achieving the organizational vision. Hoover points out that differences in employee values and organizational values will interfere with the "practical aspect of strategic planning" (cited in Austerman, 1998, p. 9). Additionally, the rapid organizational turnover has resulted in a dramatic change in the average age and tenure of the AFD members and that likely has resulted in changes in employee values.

This applied research paper is clearly linked to the National Fire Academy's Executive Planning curriculum. Module 4: Strategic Planning covers the strategic planning process and identifies the values audit as one of the initial steps. "It is the values shared by the department's members that define who they are, what they do, and what principles they stand for" (National Fire Academy, 1995, p. SM 4-18).

LITERATURE REVIEW

In his book, *Strategic Planning for Public and Nonprofit Organizations*, Bryson (1995) states that a values audit is simply an examination of the values of the members of the organization (p. 27). De Gues observed, “the real purpose of strategic planning is not to make plans but to change the mental models decision makers carry in their heads” (Bryson, 1995, p. 232).

Rule-driven organizations and value-driven organizations are two qualitative distinctions that can be made between fire management styles (Wallace, 2000). Voluminous standard operating procedure manuals containing every conceivable operation based on past problems drive traditional rule-driven organizations. Each new problem results in a new regulation. The burdensome volume of regulations makes it increasingly more difficult to adhere to each one.

Progressive organizations have begun to use common shared values to guide their operations (Wallace, 2000). These common shared values become self-imposed by each member of the organization, and personnel “live and breathe” by these organizational values (Wallace, 2000, section on Making the Transition, ¶ 4). All personnel—from the newest to the most senior member to the chief—share these same values that each holds dear. Values based management allows the flexibility to tap into the individual creativity of each member with performance based on outcomes. With this comes an understanding that not all outcomes will be perfect and increased organizational commitment results when employees discover the potential to make a real difference.

Organizational policies will still be needed to insure consistency; however, the number can be greatly reduced. Value-driven organizations provide the freedom to allow individual creativity to meet departmental needs and commitments.

Lebow and Simon (1997) point out “the fallacy of ‘core values’” (p. 112-115). With placement of the core values at the “core” of an organizational philosophy, surrounded by the organizational mission, vision, goals and objectives, tactics and strategy, the values become lost in daily activities and have little impact. Experience has demonstrated that the values of the organization are learned from employee behavior, not plaques displayed on walls (Lebow and Simon, 1997, p. 112-115). Lebow and Simon’s research suggests a shift to a value-driven organization in which the shared values are used as a filtering device for the other six elements. The shared values must be considered any time a decision is made regarding the organizational mission, vision, goals and objectives, tactics and strategy.

The value-driven organization described by Wallace (2000) compares to Lebow and Simon’s value-driven organization in which tactics support shared organizational values and value-based decisions. As an example, Lebow and Simon cite a 1981 book by Pascale and Athos, *The Art of Japanese Management*, that compared practices of International Telephone and Telegraph to values-based Matsushita Electric. New Matsushita employees were schooled on organizational values that were reinforced throughout their career. This was a sharp contrast to International Telephone and Telegraph’s tactically driven work environment in which an organization focused on the bottom line and digressed from appropriate business practices. Matsushita employees self-imposed the values that all shared. This value-based organization provided the leeway for individuals to use their own creativity to the advantage of the organization while working within the individual, group and organizational norms. At the same

time, ITT had no consensual group governance, and individual needs came before the needs of the group and the organization.

“An organization’s values work when its business values and people values are in balance” (Lebow and Simon, 1997, p. 115). The congruence of organizational and stakeholder values will help to insure organizational success (Bryson, p. 27).

Walter (1995) cited Susan Smith Kuczumarski, co-author of *Values-based Leadership: Rebuilding Employee Commitment, Performance & Productivity* in suggesting that before employees develop group values, they should be allowed to identify and prioritize their own values. Management style would dictate whether the development of a values statement started from the top down or the bottom up (Walter, 1995). Walter believes personal and organizational values should be aligned and that organizational values should reflect the values of the majority of the employees.

John Bryson, in Part 2 of his 1995 book *Strategic Planning for Public and Nonprofit Organizations*, cites ten steps in the strategic planning process. Step three is the clarification of the organizational mission and values. The organization’s mission charts the course of the organization. Before developing the mission statement, Bryson suggests the organization must determine the stakeholders. Without stakeholder identification, a major key to organizational success, specifically satisfaction of key stakeholders, may be lost. Determining stakeholder values will provide insight into stakeholder expectation and needs. “The key to success for public and nonprofit organizations (and for communities) is the satisfaction of key stakeholders and through a stakeholder analysis organizational decision-makers and planners can gain an understanding of the organizations interests and concerns” (Bryson, 1995, p. 43).

Drumm (2000) cites Lawrence when pointing out the importance of sharing the values audit information with external stakeholders such as elected or appointed officials (p. 245).

Burkell found: “This critical component “allows those external to the organization...to understand and render support” (p. 245).

Mark Wallace (1998), through his research of numerous strategic planning models took the best of what he found and created a 12-step strategic planning model for fire departments. He found that most organizations get strategic planning and operational planning confused. Many strategic plans are actually operational plans with no real strategies. He compares the difference of strategic planning and operational planning to the difference between fireground strategy and fireground tactics. “Strategic planning considers the desired future and sets a strategic course to make decisions today that will affect the future of the organization” (Wallace, 1998, section on What Strategic Planning Is, ¶ 2). Wallace indicates that by understanding individual values and consensus values an environment can be created in which shared values become the organization’s driving force.

“People are driven by what they believe as well as by machines and equipment they have. This is why values have a central importance” (Elsayed-Elkhouley, Sayed & Buda, 1997, Introduction section, ¶ 1) and why international business leaders understand the vital need to implement the right corporate values and the bearing such values have on organizational success.

Numerous studies have found that individuals differ in values according to social roles, societies and cultures, and that organizations “import or adapt their values from the environment” (Elsayed-Elkhouley, Sayed & Buda, 1997, section on Theoretical Background, ¶ 1). They found that these values are often used to justify organizational decisions.

Bryson (1995) points out that “excellent local governments have a commitment to values, particularly a commitment to superior public service” (p. 293).

Shaw (1996) reports that from the mid-1970’s to the mid-1980’s colleges and universities began to offer courses in business ethics mostly due to perceptions of a lack of a sense of social responsibility and the willingness to sacrifice ethical concerns to profitability on the part of businesses and corporations. Because of “perceived social importance,” Shaw found that universities began to teach business ethics (section on Business Ethics as an Academic Specialty, ¶ 2), and that students learned of many complicated theories of right and wrong. Shaw also found that moral philosophers often disagree amongst themselves about most aspects of their field.

In relation to the virtue model of ethics, Shaw (1996) suggests we should question where our commitments and attachments lie, the type of person we want to be, and what we want to achieve in our lives. Shaw summarizes by saying:

Business ethics cannot lose touch with the fact that the choices we make are not simply a function of the general moral principles we find most plausible, but of our personal values, our ideals, the identity we are forging for ourselves, the life we aspire to live, and our understanding of our communities, of history, and of the goals and potential of human existence. (Conclusion section, ¶ 1)

Meglino found that understanding organizational values and job requirements has led to a higher level of commitment as well as greater satisfaction in the workplace (cited in Posner and Schmidt, 1993). Posner and Schmidt also cite the research of O’Reilly et al. who found a lack of shared (personal-organizational) values has been a predictor of organizational turnover. Robert

Haas, Chairman and CEO of Levi Strauss & Company, pointed out that an “alignment” of personal and organizational values is a major contributor to corporate success (cited in Posner and Schmidt, 1993, ¶ 3).

Posner and Schmidt’s (1993) research showed that managers who clearly understood both their personal values and organizational values felt more positive regarding their work environment. In contrast, they found that managers who were unclear about their personal and organizational values experienced a higher level of dissatisfaction at work. Their research also indicated that managers who had clear personal values but were unclear about organizational values were more satisfied with the work environment than those who clearly understood organizational values but didn’t clearly understand personal values. Having a clear understanding of personal values was more important than a clear understanding of organizational values. Nystrom’s (1993) research found that individuals working in an organization with a weak culture were more likely to quit. The strength of an organization’s culture is determined by the alignment of prevailing norms and dominating values. Strong organizational values may replace bureaucratic control methods (Nystrom, 1993).

Ringer found that for a strategic plan to prove sound, it must be supported by a “strong moral foundation” (cited in Shellhammer, 1996 p. 10). The moral foundation he spoke of was a “clear set of values” that guided daily behaviors. According to Ringer, honesty was a key issue. Arrow’s research found that “trust is an important lubricant of a social system. It is extremely efficient; it saves a lot of trouble to have a fair degree of reliance on other people’s work” (cited in Shellhammer, 1996, p. 11). Arrow also found that one’s political and social values must always reflect tolerance because others view values differently and no social interaction would occur without some amount of cooperation.

In an article in the August 1, 1998 *Academy of Management Journal*, Tsai and Ghoshal describe social capital as similar to human and physical capital as a useful resource. Social capital can help individuals attain occupational success. They cite Nahapiet and Ghoshal's proposal that social capital is linked to an organization's value creation (§ 2). Tsai and Ghoshal's research supported the premise that a "shared vision and/or a set of common values" contribute to the development of social capital that in turn fosters group actions that are beneficial to the entire organization (Theory and Hypotheses section, § 3). A shared vision and common values along with individual values congruent with organizational values build trusting relationships and form collective goals.

Table 1

Value dimensions used by Shellhammer

Risk Taking	Chain of Command	Career Advancement	Tradition
Conflict	Honesty	Education	Accountability
Personal Sacrifice	Clear Goals	Conflict Resolution	Open Communication
Harmony	Loyalty	Personal Safety	Efficiency
Social Atmosphere	Skill Proficiency	Good PR	
Employees	Trust	Outspokenness	

Note: Taken from Shellhammer (1996, p. 20)

Shellhammer (1996) used the traits in Table 1 to create surveys to determine personal and organizational values. He asked respondents to rate the values in Table 1 in four ways:

1. Which did the Department value least?

2. Which did the Department value most?
3. Which did the employee value least?
4. Which did the employee value most?

In a 1999 applied research paper (ARP), Martin used the value dimensions in Table 2 to determine the organizational values of the Union Colony Fire/Rescue Authority.

Table 2

Value dimensions used by Martin

Getting Along with Co-workers	Material Wealth
Professional Reputation	Respect of Peers
Achievement of Departmental Goals	Contribution to Society
Excitement	Pleasing Others
Leisure time for Family/Fun	Accomplishing Personal Goals

Note: Taken from Martin (1999, p. 22)

In their research to determine what “people want in their work environment to be more productive and to perform at the top of their game,” Lebow and Simon (1997, p. xxv) found a University of Chicago study that had collected 17 million surveys of workers in 40 countries that dealt with that question. The study produced the following eight shared values (p. xxvi):

- Truth: Treat others with uncompromising truth
- Trust: Lavish trust on your associates
- Mentoring: Mentor unselfishly

- Openness: Be receptive to new ideas
- Risk-taking: Take personal risks for the good of the organization
- Giving credit: Give credit where it is due
- Honesty: Be honest in all dealings; do not touch dishonest dollars
- Caring: Put the interests of others before your own

In his 1998 ARP, Sharp used the guidance provided in Wallace's book, *Fire Department Strategy Planning*. Sharp created a survey built on previous studies. It was designed with both open and closed end questions related to personal values and organizational duties.

In the first step of the Fire Department Strategic Planning Model, Wallace (1998, Step 1) recommends using questionnaires and surveys to identify "...the basic values of individual members, shifts, and fire companies as well as the department as a whole." Wallace also cites the need to determine the values of governing officials and "key stakeholders" outside the department.

Austerman's research (1998) of the ARP's of Hoover, Hanson and Whalen found that their surveys began either as an individual or focus group. An extensive list of "value dimensions" are created through research and review of the values used in other public and private organizations. These lists were refined to create a survey to distribute within the individual's organization using checks or Likert type rating scales to rate the values.

Michael Lovdal believed that creating values is a strong leadership tool and that "the creation process should be 90 percent from the top down" with 10 percent representing what the employees believe (cited in Walter, 1995, section on Who Creates the Statement? ¶ 3). In contrast, Donaldson found that exemplary organizations have rewritten statements that have been

around for a long time. In doing this, they solicited input from throughout the organization (cited in Walter, 1995).

Lebow and Simon (1997, p. 48) examined the flaw with the “fixing the employee” theory. First-generation ideas sought to train the employee. Fredrick Taylor and his disciples introduced “scientific management” from many angles including work design, pay, planning, and selection of employees. The second-generation sought improvement by “fixing” the employee. Psychologist B. F. Skinner and others, such as Zig Ziglar and Stephen Covey, have led the way to motivate employees in order to increase performance. Lebow and Simon point out that the evidence over the last 40 years clearly shows that training and motivation produced significant results. However, they also found that the results of training and motivation are not long-lived and that “dangling incentives in front of employees—promotions, salary increases, and award trips isn’t the answer” (p. 46).

Lebow and Simon (1997) cite a Lakewood Research report of a 1987 study of 3,500 managers and human resource professionals that sought to determine what percentage of training was retained after one year. The study revealed that only 10-12 percent was retained—not because of poor training but due to poor retention. In contrast, values are deep-seated fundamentals that each of us develops and carries with us (Lebow and Simon, 1997). Lebow and Simon’s research found that almost all humans sought to become part of something larger than themselves and there was a common core of values that most human beings shared—values that crossed cultural, educational and social classes.

“People come to realize that they are the instruments of change, that if they wish others to behave in a certain way, they must first model the desired behavior themselves” (Lebow and Simon, 1997, p. xxvii).

Organizations that bring Shared Values create shared standards of conduct and behavior around meeting behavior, proper use of e-mail, phone etiquette, customer contacts, interdepartmental or team communications, agenda development for meetings, and the myriad other forms of communications we engage in every day. (Lebow & Simon, 1997, p. 203)

“Every one of our actions sends a message to the people around us about what our values are, what our standards are, what we’ll tolerate, and what we consider unacceptable” (Lebow and Simon, 1997, p. 32).

An example of the benefit of strong organizational values is the 1982 Johnson & Johnson Tylenol crisis (cited in Walter, 1995). Johnson & Johnson believed that the health and safety of the customer came ahead of profits. With little hesitation, Johnson and Johnson representatives all over the world were quick to pull Tylenol from the shelves when they first heard the report of the Tylenol containers being laced with cyanide. In 1988 former Johnson & Johnson CEO James Burke explained that Johnson & Johnson’s decentralization process required a flexible organization that supported rapid decision-making (Senge, 1990, p. 292). Without this ability, managers would be unable to make timely, values-driven decisions.

Cunningham (2001, p. 94) cites Lewin’s discovery that group standards and goals put pressure on individuals to comply with those standards. Lewin also pointed out that it is much more productive to change the behavior of the group than the individual. Cunningham found that group interdependence is what makes a group cohesive.

In the introduction to his recent book, *Researching Organizational Values and Beliefs*, Cunningham (2001, p. 94) reported “Half the decisions we make in organizations fail, even

though we have more information and expertise than ever before.” He defines a value as “an assumption of what ought to be” and a belief as an “assumption of what is or will result.” Values and beliefs are assumptions that human beings hold to be true and they are reflected in negative reactions to the contrary. Cunningham (2001, p. 30), found that “people illustrate their values through their preferences and aversions, obligations and prohibitions, hopes and fears, and satisfactions and dissatisfactions, what we want or do not want.”

The research of Pfeiffer et al. found that values lie at the heart of organizational decisions (cited in Austerman, 1998, p. 16). Cuneo (1997) found that values are what distinguish one organization from another.

Duck’s research found that “change is fundamentally about feelings. The most successful change programs reveal that large organizations connect with their people most directly through their values—and values, ultimately, are about beliefs and feelings” (cited in Cuneo, 1997, p. 4).

In his 1997 ARP, Cuneo found that negative cultural values within the Western Australia Fire and Rescue Service inhibited the change process and that introducing technological change required significantly different strategies than those needed for transformational change. Viljoen described the effect of cultural influence on the change process:

The cultural approach to strategic management is very ‘soft’ (but this does not mean sloppy). It embodies an attempt by management to instill in all employees the core beliefs and values of the organization and then allowing them to manage themselves using these beliefs and values as a guide. Emerging from the dimension of the change required within an organization is the question whether an agency should continue to

further develop its existing process and ways of doing business, or should they take a transitional or a transformational view. (cited in Cuneo, 1997, p. 4)

Literary Review Summary

The basis for this study and the background information on the relevance and relationship of values to the strategic planning process were derived from the literary review. Additionally, a methodology to create a values survey along with sources of applicable quality values and a method of data analysis was found in the current literature.

Wallace's (2000) Fire Engineering article, *Creating a Value-Driven Organization*, provided a strong comparison between traditional rule-driven fire departments and progressive value-driven departments. An important contribution of this article was the point made regarding the quality of today's new fire service employee and the need to create an organization willing to tap their talent and energies.

The methodology for developing the survey instruments along with the benefits of strong-values systems were found in the works of Wallace (1998, September 1998, 2000), Cunningham (2001), and the ARPs of Austerman (1998), Cuneo (1997), Drumm (2000), Martin (1999), Sharp (1998), and Shellhammer (1996).

Lebow and Simon (1997) compared the tactics-driven organization to the values-driven organization. Their research supported the research of Wallace, and they pointed out that the values of an organization are based on actions, not documents. Most significantly, they found that when employees understood their own personal values, they were more content in their employment.

A significant contribution to this project was the research of Cunningham, (2001, p. 94) which found that shared sets of common values fostered group actions beneficial to the organization and promoted group interdependence. How to work with organizational members to determine values was found in Cunningham's book, *Researching Organizational Values and Beliefs*. The idea to interview AFD members to discuss organizational values was the result of reading Cunningham's book.

PROCEDURES

This research project utilized the following procedures: problem identification, problem background and significance evaluation, literature review, organizational survey, analysis of data, discussion, and recommendations.

Definition of Terms

Likert Scale

The scale may be shown as a series of numbers like one-to-ten, or ordered words like poor-to-excellent, or even as a purely graphical scale. The respondent merely checks off or circles the point in the scale that—in his or her opinion—best answers the question posed by the item. The score for the item is a value on an *ordinal* scale.

(Retrieved on 8/5/01 from <http://www.ndu.edu/ndu/irmc/mop98m22-02s2.html>).

Stakeholder

Any person, group, or organization that can place a claim on an organization's attention, resources or output or is affected by that output.

Examples of a government's stakeholders include citizens, taxpayers, service recipients, the governing body, employees, unions, interest groups, political parties, the financial community, businesses, and other governments. (Bryson, 1995, p. 27)

Strategic Planning The process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future. In other words, applied Strategic Planning helps the organization to create its own future. Therefore, it is different from long-rang planning, and it is more than merely attempting to forecast the future and plan accordingly. (Goodstein, Nolan & Pfeiffer, 1992)

Literature Review

The literature review began at the Learning Resource Center at the National Fire Academy (NFA) in Emmitsburg, Maryland. The electronic card catalogue was used to search for relevant material. The key search terms used were values, value statements, culture, ethics, and strategic planning. The search revealed several relevant Executive Fire Officer ARP's. An additional search for relevant literature was continued through the Anchorage Municipal Library system that included the University of Alaska and Alaska Pacific University libraries using the same search parameters.

Survey

Descriptive research methodologies were used to evaluate values and perceptions of the members of the AFD. The purposes of the surveys were to evaluate the values of the members,

determine their perceptions of the organization's values, and determine the values that senior management believed were important to the organization and would be beneficial to the strategic planning process. The list of 21 values utilized in the survey instruments was developed from examples found in quality private and public sector organizations. A list of values was compiled from information gained from the literature review and the organizational values and value statements contained in the numerous web sites of fire departments, police departments, universities, and other public and private organizations. The list of relevant values grew to 40 items.

The creation of the values survey included informal interviews with AFD members to discuss what they felt were important qualities, actions or traits of those members they most admired and what qualities, actions or traits they disliked most. Each interviewee was allowed to express their beliefs relating to relevant values of an ideal employee and to discuss those values and behaviors they felt were not conducive to a good working environment. The interviewee was then presented with the list of 40 values gained from the literature review and asked if any of the values were related to the values just discussed. In each of the ten interviews, an applicable and relevant value was linked to the desired behaviors. The interviewees were then asked if there were any other values that should have been added. Modifying relevant existing value descriptions satisfied the need for additional definitions.

The list of 40 items was reduced by incorporating related values and by further modifying the definitions. The next step was to submit the list to twenty AFD members for the purpose of ranking the values. After ranking, this researcher selected the top 21 values for use in the survey instrument.

A 10-point Likert scale survey instrument was created. A 10-point scale was used in hope that it would help to create enough point spread to more adequately rank the list. Several of the members who ranked the previous 40-item list indicated that they had difficulty in ranking many of the values because they felt that most of the values were very desirable. Each survey item was provided a definition to help insure clarity. The 21 values used in the three surveys were alphabetized to reduce order bias (see Appendices A, B, and C). The first survey was used to determine the personal values of the members of the AFD (see Appendix A). The second survey was used to determine how the members perceived the values of the organization as a whole (see Appendix B). The third survey was used to determine the values that senior administration members believed were important to the organization and would be beneficial in meeting the organization's strategic planning goals (see Appendix C). Draft copies of the surveys were submitted to 12 members of one station for evaluation of purpose and clarity. The final survey instrument was submitted to the Fire Chief for approval before implementation.

At the time of the survey, the total population of the AFD was approximately 312. The population varied regularly during the period of the surveys due to retirements and hiring. Over a two-week period this researcher personally distributed the surveys to the 56-hour employees in the stations and to the 40-hour employees working in training, maintenance, fire prevention, dispatch and other support services. The purpose for this distribution method was to allow for clarification of terms, provide assurance of anonymity, and discuss the importance and significance of the project. The members were directed to write comments on the survey and to clearly indicate the value on which they were commenting. An electronic copy of the evaluations and a letter of explanation (Appendix D) were sent to the 85 personnel not personally contacted. Of those contacted electronically, one responded.

On each survey the member was asked to indicate their rank and position. The choices were: (a) Firefighter (FF), (b) Engineer (Eng.), (c) Captains or Senior Captains (Capt./Sr. Capt.), (d) Paramedic Firefighter (PM/FF), (e) Battalion Chief, (f) Senior Staff, (g) Fire Prevention Staff, (h) Training Staff, (i) Maintenance Shop Staff, and (j) Support Staff.

When the surveys were compiled the surveys were grouped as follows: (a) Firefighters and Engineers, (b) Captains (Captains and Senior Captains), (c) Paramedic Firefighters, (d) Battalion Chiefs, (e), Senior Staff, and (f) Support Staff (Fire Prevention, Training, Maintenance, Dispatch and Office Support). The groups were combined because of the relatively small work groups within the support services and the similarity among the firefighters and engineers. The Personal and Perceived Organizational Values surveys of senior staff were combined with support staff.

Table 3 reflects the survey population.

Table 3
Breakdown of Survey Population

FF & Eng.	Capt. & Sr. Capt.	PM/FF	BC	Senior Staff	Support Staff	Total Surveyed
<u>n=111</u>	<u>n=39</u>	<u>n=25</u>	<u>n=10</u>	<u>n=4</u>	<u>n=38</u>	<u>N=227</u>

A comparison of the ranking of each value by each of the groups reflected in Table 3 is found in Appendix E. The graphs in Appendix E are arranged to provide a comparison of the Personal Value responses to the Perception of Organizational Values responses.

Analysis of Data

A total of 227 surveys were obtained. The data were compiled, tabulated and presented to this researcher in a spreadsheet format by a third party. This researcher did not view the completed surveys. The comments were transcribed and are available in Appendices G and H.

The survey results were calculated by creating a spreadsheet with a column for each of the 11 numerical choices (0 through 10). As the surveys were tallied, a mark was placed in the box below the representative numerical choice. The number of marks in each box was multiplied by the number coinciding with the column (see Table 4). For example, the number 10 (shaded column) in the “Rating” row represents a 10-point rating. The number 11 in the “FF & Eng.” row (shaded column) indicates that 11 firefighters ranked the value Adaptability as a 10, 11 marks were made on the tally sheet as the surveys were counted (10 points × 11 marks = 110 points for the box). The sum of the totals for each box (bottom row) were divided by the number of surveys counted ($685 \div 111 = 6.171171$) to give the average rating found in the lower right corner of Figure 4.

Table 4

Example of Scoring Method used to Determine Value Ratings

ADAPTABILITY												Total Surveys	Total Points	Average Rating
Numerical Rating	0	1	2	3	4	5	6	7	8	9	10			
FF & Eng.	1	1	2	13	15	8	15	23	18	4	11	111		
Total Score	0	1	4	39	60	40	90	161	144	36	110		685	6.171171

This method was recommended by Wallace (1998) in his book *Fire Department Strategic Planning* and was used by Sharp (1998) for data analysis in his ARP.

Assumptions and Limitations

The assumptions were that the respondents understood the survey definitions and that they answered truthfully. The validity should be high based on the assumption that a 227-person response with a base of 312 would provide a 95% statistical reliability based on Krejcie and Morgan's table found in the National Fire Academy's Executive Development student manual (1997, Chapter 3, p. 40).

The limitations were the limited amount of time, six months, and the lack of funding to hire professional resources to assist with the values survey.

Supporting elements were the encouragement and support provided by the Anchorage Fire Department administration. Additionally, the large turnover within the last 18 months has left a young, motivated, energetic workforce. Their interests and encouragement provided an increased level of motivation, as they too desire strong guiding principles.

RESULTS

Answers to Research Questions

Research question 1 How do organizational values apply to the strategic planning process?

Determining organizational values is one of the first steps in the strategic planning process (Bryson, 1995; Wallace, 1998). In Wallace's 12-step Fire Department Strategic Planning Model organizational values are initially determined in step 1 and reconfirmed in step 6. In Bryson's (1995) 10-step model, the third step is clarifying the organization's mission and values (p. 21-44). Bryson's first step was to initiate and agree on the strategic planning process followed by the second step of identifying the organizational mandates. Drumm's (2000)

research found that “Without exception every source on strategic planning and strategic planning models started with the need to conduct an audit of the organization’s values as the first step” (p. 255).

Once values are identified, they are used to expand the organizational strategic analysis (Wallace, 1998). Early identification strengthens the subsequent steps of the planning model. In the sixth step of Wallace’s model the organizational values are revisited for reconfirmation. The strategic planning team then uses the values to create concepts of the organization’s strategic philosophies.

“Managers’ fundamental task, according to O’Brien, is ‘providing the enabling conditions for people to lead the most enriching lives they can (Senge, p. 140).’” Clearly understood personal and organizational values by managers results in a higher level of job satisfaction (Posner and Schmidt, 1993). Clear values, shared by all, provide strong daily guidance (Shellhammer, 1996).

In his 1999 ARP, Martin cites Deal and Kennedy in relating that “values provide a sense of common direction” and guidance for employees (p. 6). Martin also cites an article by Chief Dick Minor of the Loveland Fire Department, Colorado, in which Minor wrote, “Values become the framework of the department and the type of services that are provided to the public.” According to Bryson (1995, p. 77), organizational strategies are likely to fail when organizational philosophies and values are not in agreement. He also points out that value statements delineate desirable behaviors that organizations adhere to.

Lebow and Simon (1997, p. 115) found that when employee values and business values agreed, the organizational values worked. Strong values allow organizations to quickly make decisions that are congruent with organizational and personal beliefs.

Strong values increase organizational commitment and reduce the need for bureaucratic controls (Nystrom, 1993).

Research question 2 What are the present values of the members of the Anchorage Fire Department?

The Personal Values Survey is presented in Appendix A. Table F1 reflects the ranking of the 21 values.

The top 10 values of the AFD ranked from the highest to the lowest rating are: (a) Honesty, (b) Proficiency, (c) Safety, (d) Respect of Peers, (e) Customer Service, (f) Accountability, (g) Adaptability, (h) Trust, (i) Loyalty and (j) Mentoring.

Survey comments are presented in Appendix G.

Drumm (2000) found that honesty and compassion were the two highest values held by the Markham Fire Department with 75% of those surveyed ranking honesty highest (p. 254).

Research question 3 What are the members' perceptions of the Anchorage Fire Department values?

The Organizational Values Survey is presented in Appendix B. Table F2 reflects the ranking of the 21 values.

The group perception of the 10 top organizational values, ranked from the highest to the lowest rating are: (a) Safety, (b) Customer Service, (c) Honesty, (d) Proficiency, (e) Respect of Peers, (f) Work Environment, (g) Trust, (h) Adaptability, (i) Decision Making, and (j) Loyalty.

An important finding is that in both the Personal Values Survey and the Perceived Organizational Values Survey, safety was rated high. The average spread between personal

values and organizational values was 2.91 points with the organizational values rating below the personal values (see Table F4). Safety had the smallest spread of 1.619 points while accountability had the largest spread of 3.588 points.

Survey comments are presented in Appendix H. Survey comments indicated that many believe that accountability within AFD is poor to nonexistent.

Research question 4 What values do senior department officials view as desirable and/or necessary?

The survey of Management's View is presented in Appendix C. Table F3 reflects the ranking of the 21 values.

Senior management's top 10 values, ranked from the highest to the lowest are: (a) Safety, (b) Proficiency, (c) Customer Service, (d) Adaptability, (e) Accountability, (f) Openness, (g) Respect of Peers, (h) Leadership, (9) Risk-Taking, and (10) Communication.

DISCUSSION

The findings of this research project demonstrated that the top ten personal values of the members of the AFD selected from the survey of 21 value dimensions are consistent with the values of other fire departments and the research of Lebow and Simon (1997), Shellhammer (1996), Austerman (1998), and Bryson, (1995). These values are also congruent with the values of best practice organizations.

Even though many common traits exist among fire service organizations, each department's values are unique. The point separation of the Personal Values Survey averages was often only a few hundredths of a point (see Table F1). Shellhammer's (1996) research found that honesty was an important trait that lubricated organizational accomplishments by

allowing the work of others to be trusted. Bryson (1995) found that exemplary local governmental agencies were committed to obtaining a high level of competence (p. 293). This is synonymous with proficiency, the second highest rated personal value by the AFD. Fire service personnel take great pride in their professional qualifications and the high ranking of proficiency as a desirable value again reflects this. The high level of commitment to safety as reflected by its high ranking in all three surveys is supported to the organizational commitment to provide 24-hour incident safety officers and the AFD's close working relationship with Alaska State OSHA.

Author's Interpretation

Wallace (1998) found that since most fire departments have multiple applicants for each position they are able to select the "brightest and the most caring, educated, and trainable idealists available" (section on Creating the Environment, ¶ 2). With such talent, departments have the internal resources to create a vision of the ideal future.

When shared organizational values are used as the filtering device in management and decision-making, a stronger, more cohesive organization will grow. The shared values will bring about group interdependence that in turn will strengthen the group's support of the values (Cunningham, 2001).

It was not surprising to find honesty, proficiency, and safety rated highest. Shellhammer (1996, p. 10) cited the research of Ringer who found honesty was a key organizational values issue. A recently implemented safety program along with the new positions of incident safety officer has created a heightened awareness and concern for safety across the entire organization. The narrow point spread between the average Personal Values Survey rating and the average Perceived Organizational Values Survey rating also supports this (see Table F4). Proficiency

and trust are values that are constantly used, discussed and applied daily in the firehouse and on the emergency scene. This is supported by Bryson's (1995) finding relating a high level of competence found in excellent local governments.

Customer service rates high among most crews and has been supported by the present administration.

The average gap between the values in the Personal Values Survey and the Organizational Values Survey was 2.91 points (see Table F4). The gap between the personal values rating of safety and the perceived organizational value of safety was 1.619. This represents a higher level of congruence as compared to the accountability that had a point spread of 3.588 points. The larger point spread indicates that the members feel that the level of accountability they perceive within the organization is less than they expected and this feeling is reflected in survey comments.

Table F5 shows the average gap between personal values and perceived organizational values by work group. Posner and Schmidt's (1993) research found that organizational turnover resulted from a lack of shared values and that congruent values resulted in increased corporate success. Tsai and Ghoshal's (1998) research found that individual values congruent with organizational values build trusting relationships between the employee and the organization. Lebow and Simon (1997) found that when employee and business values are aligned, organizational values work. These findings support the premise that personal values congruent with organizational values result in a higher level of employee satisfaction. Table F5 shows that the average gap for firefighters was 2.40 points compared to the organizational average of 2.91. This would indicate that the firefighters have a higher level of job satisfaction than the paramedic-firefighters that had an average gap of 3.67 points.

A breakdown of the responses depicting how each workgroup rated each value on the Personal Values Survey compared to the Organizational Values Survey is graphically displayed in Appendix D. The graphs depicting the Personal Values Survey results show that the comparison among the work groups have a relatively small point spread which indicates a high level of agreement among the groups. The graphs depicting results of the Perceived Organizational Values survey shows a much higher variance among the groups.

For planning purposes, the organizational values should be based upon what the organization as a whole believes is important as determined from the Personal Values Survey. This differs from Austerman who based organizational values on a survey that determined the present organizational values. The organizational values should be congruent with personal values. Organizational planners should look for ways to bring personal and organizational values into alignment. Lewin found that it was more productive to change group behaviors than individual behaviors (cited in Cunningham, 2001, p. 18). This supports the importance of understanding the gap between personal and organizational values at the beginning of the strategic planning process.

Of the top seven rated choices of the Management's View Survey and the top seven choice of the member's Personal Values Survey, six were the same (see Table F1 and F3). Safety was the top choice of management.

Consistent with management philosophies and direction, safety was rated highest. Proficiency and customer service rated second and third. These values were consistent with the top rated personal values.

"Sometimes an individual's value system is subordinated by the organization's values. The end result is that a person becomes part of the organization's overall identity. This is

because ‘the individual learns rather quickly that, to survive and to succeed, certain norms must be perpetuated and revered’ ” (Carroll, as cited in Drumm, 2000, p. 245).

Organizational Implications

Some of the many advantages of formalizing a shared set of core values have been presented. However, the determination of organizational values is only the beginning of the strategic planning process. The planning team is challenged to find ways to bring the organizational and personal values in concert through the strategic planning process.

RECOMMENDATIONS

The Anchorage Fire Department should adopt the following recommendations:

1. Share with the strategic planning team the effects that organizational values have on the strategic planning process.
2. Create values statements from the list of core organizational values utilizing input from throughout the organization.
3. Incorporate the core values into a multi-rater feedback evaluation process.
4. Utilize the core values in the recruitment, hiring, and promotional processes.
5. Incorporate the core values into indoctrination and training programs throughout the organization.
6. Conduct additional research to determine the values of the AFD’s external customers.
7. Strong supporting values should be incorporated into the organization with the expectation that these values would be reflected in the everyday activity of the members.

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APPENDIX A

Anchorage Fire Department PERSONAL VALUES SURVEY

Return to Battalion Chief Wade Strahan

Please circle your rank/position: FF Eng. Capt./Sr. Capt. PM/FF
Battalion Chief (All) Senior Staff Fire Prevention Staff Training Staff
Maintenance Shop Staff Support Staff

EVALUATION DIRECTIONS

- Answer each question quickly
- Indicate your choice by circling the appropriate number below each value.

Please rate the following values in relation to their importance to you in enjoying a productive and meaningful relationship in your work environment.

1. **ADAPTABILITY** –Effectively copes with changing conditions and challenges. Works cooperatively to implement and identify alternatives to challenging issues. Is flexible.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

2. **ACCOUNTABILITY** –Accepts responsibility for own actions and decisions, as well as for the performance of the work group.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

3. **ACTION** – Demonstrates an ability to bring tasks, plans, and projects to completion– makes things happen. Assists others in meeting department goals.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

4. **CARING** – Places other’s interests before their own.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

5. COMMUNICATION – Communicates openly and honestly with co-workers, subordinates, and superiors. Responds effectively to requests for information, questions, concerns, or observations. Reinforces vision, behavioral expectations and commitments. Listens attentively.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

6. COOPERATION – Works cooperatively and treats other members with respect. Encourages collaboration, resolves disagreements and builds bridges toward a collective goal of organizational excellence.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

7. CUSTOMER SERVICE – Regards everyone as a customer. Individual commitment and behavior reflects a customer-centered attitude. Considers how personal actions looks to others. Continually seeks to improve customer service.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

8. DECISION-MAKING – Makes decisions necessary to assignments, analyzes facts using deductive reasoning to reach decisions. Readily and efficiently explains decisions addressing the impact on the strategic elements.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

9. GIVING CREDIT – Gives credit where credit is due.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

10. HONESTY – Is honest, forthright and truthful in all dealings. Demonstrates personal integrity.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

11. LEADERSHIP – Guides organization, crew and co-workers toward departmental strategy, objectives and goals. Assists others to become successful and advance within the organization.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

12. LOYALTY – Is loyal to coworkers and the organization.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

13. MENTORING – Mentors unselfishly, counsels and teaches less senior employees.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

14. OPENNESS – Is receptive to new ideas.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

15. SAFETY – Demonstrates commitment to the health and safety of all organizational members during emergency and non-emergency periods.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

16. PROFICIENCY – Demonstrates combination of knowledge, skill, subject matter expertise, and judgement relating to the employee’s area of responsibility. Is an example of a fire service professional. Supports and maintains high standards of performance.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

17. RESPECT OF PEERS – Treats others with respect.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

18. RISK-TAKING – Takes personal risks for the good of the organization. Supports new ideas, thinks proactively. Has a “can do” attitude.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

19. STEWARDSHIP – Demonstrates organizational knowledge and fiscal management of the asset for which they have responsibility.

0	1	2	3	4	5	6	7	8	9	10
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20. TRUST – Is trusting of co-workers and other department members. Returns the public’s trust in the fire service.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

21. WORK ENVIRONMENT – Understands, models attributes of open work environment. Anticipates, prevents, mitigates incidents of harassment, intimidation, retaliation, discrimination within work group. Takes prompt, corrective action when events occur. Supports municipal commitment to diversity in the workplace.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

APPENDIX B

Anchorage Fire Department PERCEIVED ORGANIZATIONAL VALUES SURVEY

Return to Battalion Chief Wade Strahan

Please circle your rank/position: FF Eng. Capt./Sr. Capt. PM/FF
Battalion Chief (All) Senior Staff Fire Prevention Staff Training Staff
Maintenance Shop Staff Support Staff

EVALUATION DIRECTIONS

- Answer each question quickly
- Indicate your choice by circling the appropriate number below each value.

Please rate the following values in relation to how you perceive the Anchorage Fire Department as a whole.

1. ADAPTABILITY –Effectively copes with changing conditions and challenges. Works cooperatively to implement and identify alternatives to challenging issues. Is flexible.											
Not Important			Somewhat Important				Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10	

2. ACCOUNTABILITY –Accepts responsibility for own actions and decisions, as well as for the performance of the work group.											
Not Important			Somewhat Important				Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10	

3. ACTION – Demonstrates an ability to bring tasks, plans, and projects to completion– makes things happen. Assists others in meeting department goals.											
Not Important			Somewhat Important				Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10	

4. CARING – Places other’s interests before their own.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

5. COMMUNICATION – Communicates openly and honestly with co-workers, subordinates, and superiors. Responds effectively to requests for information, questions, concerns, or observations. Reinforces vision, behavioral expectations and commitments. Listens attentively.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

6. COOPERATION – Works cooperatively and treats other members with respect. Encourages collaboration, resolves disagreements and builds bridges toward a collective goal of organizational excellence.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

7. CUSTOMER SERVICE – Regards everyone as a customer. Individual commitment and behavior reflects a customer-centered attitude. Considers how personal actions looks to others. Continually seeks to improve customer service.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

8. DECISION-MAKING – Makes decisions necessary to assignments, analyzes facts using deductive reasoning to reach decisions. Readily and efficiently explains decisions addressing the impact on the strategic elements.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

9. GIVING CREDIT – Gives credit where credit is due.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

10. HONESTY – Is honest, forthright and truthful in all dealings. Demonstrates personal integrity.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

11. LEADERSHIP – Guides organization, crew and co-workers toward departmental strategy, objectives and goals. Assists others to become successful and advance within the organization.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

12. LOYALTY – Is loyal to coworkers and the organization.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

13. MENTORING – Mentors unselfishly, counsels and teaches less senior employees.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

14. OPENNESS – Is receptive to new ideas.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

15. SAFETY – Demonstrates commitment to the health and safety of all organizational members during emergency and non-emergency periods.

Not Important		Somewhat Important				Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

16. PROFICIENCY – Demonstrates combination of knowledge, skill, subject matter expertise, and judgement relating to the employee’s area of responsibility. Is an example of a fire service professional. Supports and maintains high standards of performance.

Not Important		Somewhat Important				Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

17. RESPECT OF PEERS – Treats others with respect.

Not Important		Somewhat Important				Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

18. RISK-TAKING – Takes personal risks for the good of the organization. Supports new ideas, thinks proactively. Has a “can do” attitude.

Not Important		Somewhat Important				Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

19. STEWARDSHIP – Demonstrates organizational knowledge and fiscal management of the asset for which they have responsibility.

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

20. TRUST – Is trusting of co-workers and other department members. Returns the public’s trust in the fire service.

Not Important		Somewhat Important				Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

21. WORK ENVIRONMENT – Understands, models attributes of open work environment. Anticipates, prevents, mitigates incidents of harassment, intimidation, retaliation, discrimination within work group. Takes prompt, corrective action when events occur. Supports municipal commitment to diversity in the workplace.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

APPENDIX C

Anchorage Fire Department ORGANIZATIONAL VALUES—MANAGEMENT'S VIEW

Return to Battalion Chief Wade Strahan

Please circle your rank/position: FF Eng. Capt./Sr. Capt. PM/FF
Battalion Chief (All) Senior Staff Fire Prevention Staff Training Staff
Maintenance Shop Staff Support Staff

EVALUATION DIRECTIONS

- Answer each question quickly
- Indicate your choice by circling the appropriate number below each value.

Please rate the following values in relation to how you believe they are necessary to the future of organization.

1. ADAPTABILITY –Effectively copes with changing conditions and challenges. Works cooperatively to implement and identify alternatives to challenging issues. Is flexible.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

2. ACCOUNTABILITY –Accepts responsibility for own actions and decisions, as well as for the performance of the work group.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

3. ACTION – Demonstrates an ability to bring tasks, plans, and projects to completion– makes things happen. Assists others in meeting department goals.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

4. CARING – Places other’s interests before their own.										
Not Important			Somewhat Important				Important		Very Important	
0	1	2	3	4	5	6	7	8	9	10

5. COMMUNICATION – Communicates openly and honestly with co-workers, subordinates, and superiors. Responds effectively to requests for information, questions, concerns, or observations. Reinforces vision, behavioral expectations and commitments. Listens attentively.										
Not Important			Somewhat Important				Important		Very Important	
0	1	2	3	4	5	6	7	8	9	10

6. COOPERATION – Works cooperatively and treats other members with respect. Encourages collaboration, resolves disagreements and builds bridges toward a collective goal of organizational excellence.										
Not Important			Somewhat Important				Important		Very Important	
0	1	2	3	4	5	6	7	8	9	10

7. CUSTOMER SERVICE – Regards everyone as a customer. Individual commitment and behavior reflects a customer-centered attitude. Considers how personal actions looks to others. Continually seeks to improve customer service.										
Not Important			Somewhat Important				Important		Very Important	
0	1	2	3	4	5	6	7	8	9	10

8. DECISION-MAKING – Makes decisions necessary to assignments, analyzes facts using deductive reasoning to reach decisions. Readily and efficiently explains decisions addressing the impact on the strategic elements.										
Not Important			Somewhat Important				Important		Very Important	
0	1	2	3	4	5	6	7	8	9	10

9. GIVING CREDIT – Gives credit where credit is due.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

10. HONESTY – Is honest, forthright and truthful in all dealings. Demonstrates personal integrity.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

11. LEADERSHIP – Guides organization, crew and co-workers toward departmental strategy, objectives and goals. Assists others to become successful and advance within the organization.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

12. LOYALTY – Is loyal to coworkers and the organization.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

13. MENTORING – Mentors unselfishly, counsels and teaches less senior employees.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

14. OPENNESS – Is receptive to new ideas.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

15. SAFETY – Demonstrates commitment to the health and safety of all organizational members during emergency and non-emergency periods.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

16. PROFICIENCY – Demonstrates combination of knowledge, skill, subject matter expertise, and judgement relating to the employee’s area of responsibility. Is an example of a fire service professional. Supports and maintains high standards of performance.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

17. RESPECT OF PEERS – Treats others with respect.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

18. RISK-TAKING – Takes personal risks for the good of the organization. Supports new ideas, thinks proactively. Has a “can do” attitude.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

19. STEWARDSHIP – Demonstrates organizational knowledge and fiscal management of the asset for which they have responsibility.										
0	1	2	3	4	5	6	7	8	9	10

20. TRUST – Is trusting of co-workers and other department members. Returns the public’s trust in the fire service.										
Not Important			Somewhat Important			Important		Very Important		
0	1	2	3	4	5	6	7	8	9	10

21. WORK ENVIRONMENT – Understands, models attributes of open work environment. Anticipates, prevents, mitigates incidents of harassment, intimidation, retaliation, discrimination within work group. Takes prompt, corrective action when events occur. Supports municipal commitment to diversity in the workplace.

Not Important	Somewhat Important				Important		Very Important			
0	1	2	3	4	5	6	7	8	9	10

APPENDIX D

Municipality of Anchorage

Anchorage Fire Department

Memorandum

DATE: August 1, 2001
TO: All Personnel
FROM: Wade Strahan
SUBJECT: Organizational Values Surveys

I am completing an applied research project as part of the National Fire Academy Executive Fire Officer Program. The purpose of the project is to evaluate the difference between present organizational values and desired organizational values. John Bryson, in his book *Strategic Planning for Public and Nonprofit Organizations* (1995, San Francisco, CA: Jossey-Bass) writes that when organizational core values, culture and philosophies are not aligned with organizational strategies, the organizational strategies are likely to fail (p. 77). He points out that “excellent local governments have a commitment to values, particularly a commitment to superior public service” (p. 293). Values statements delineate desirable behaviors that organizations adhere to (p. 77). Strong core values are important to the Anchorage Fire Department.

An extensive list of value dimensions was developed from a comprehensive research of business journals, textbooks, and from research of values statements of numerous fire service organizations, police departments, universities and private corporations. From this list I was able to create a list of approximately 40 applicable common traits. The list was then submitted to 20 AFD members for ranking. The top 21 values were selected for use in the surveys.

Based on these 21 values, three separate surveys are used to determine:

- What are the values of the members of the AFD?
- What do the AFD members believe are our present organization values?
- What values do senior AFD administrators believe are important to carry the organization into the future?

Your cooperation in this process will greatly assist in this project as well as provide important and applicable data to our organization. Please rate each value honestly and make any comments you feel necessary on the back of each sheet by making reference to the appropriate value number. Your responses will remain confidential. The results and comments will be made available upon completion of the study.

Thank you in advance for your contribution.

APPENDIX E

Table E1

ADAPTABILITY

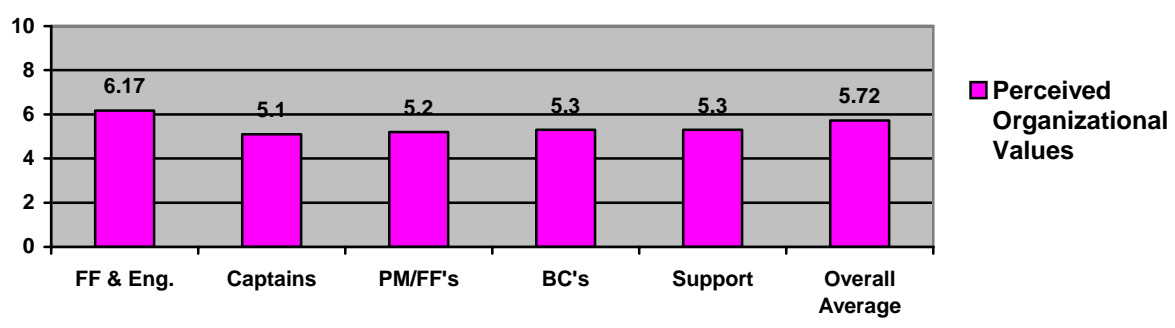
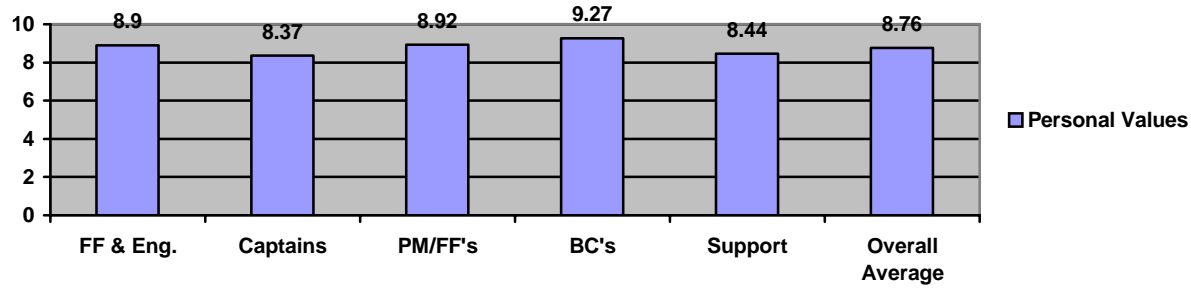


Table E2

ACCOUNTABILITY

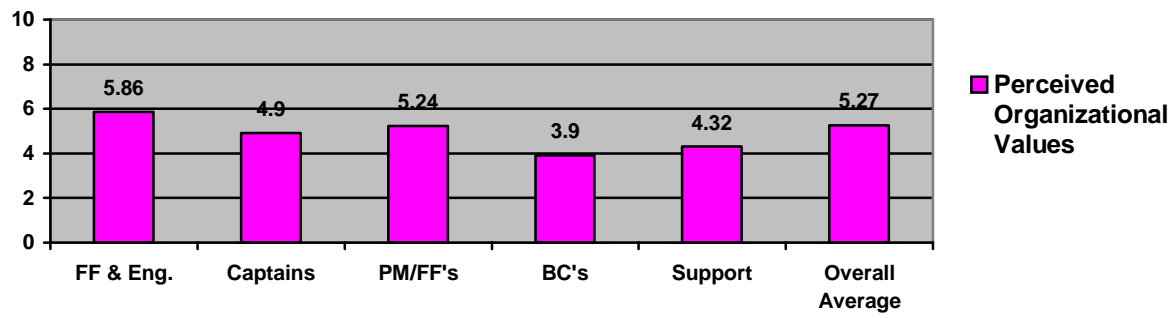
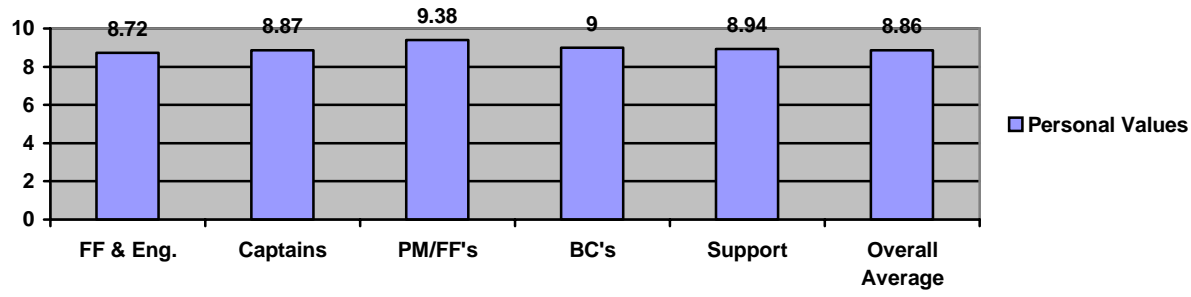


Table E3

ACTION

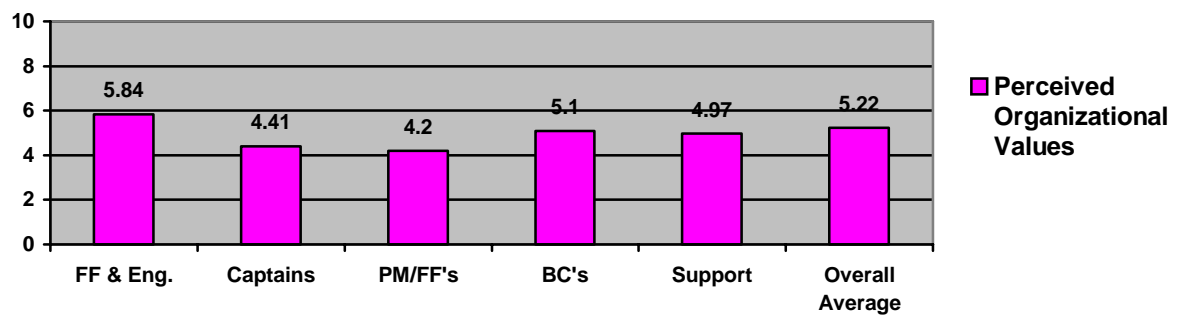
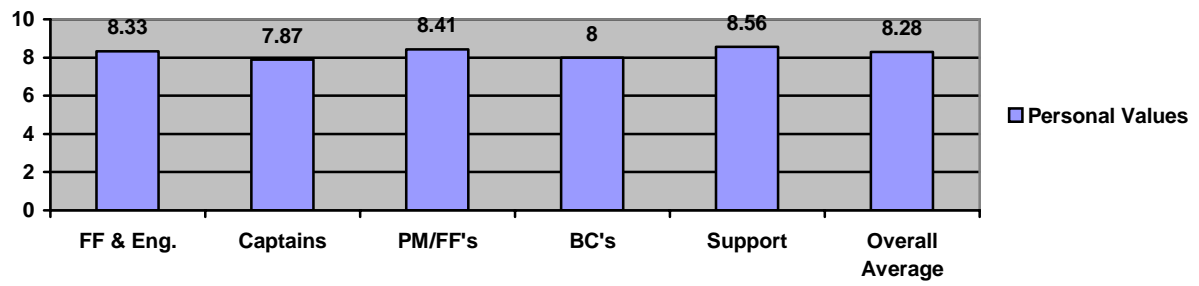


Table E4

CARING

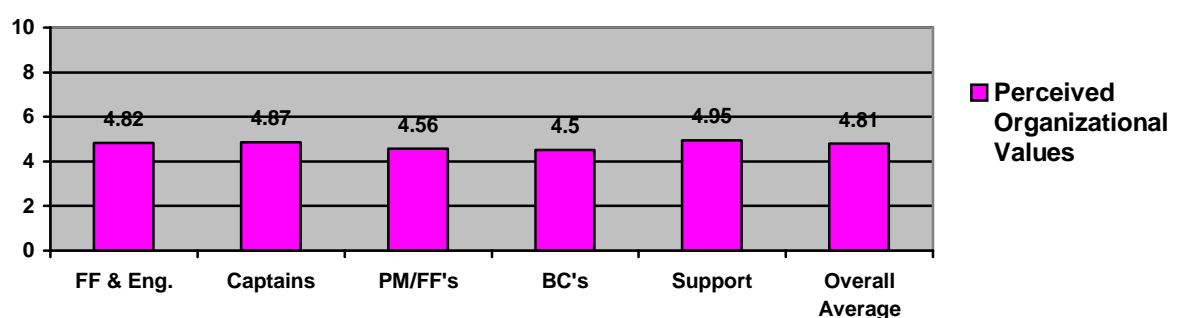
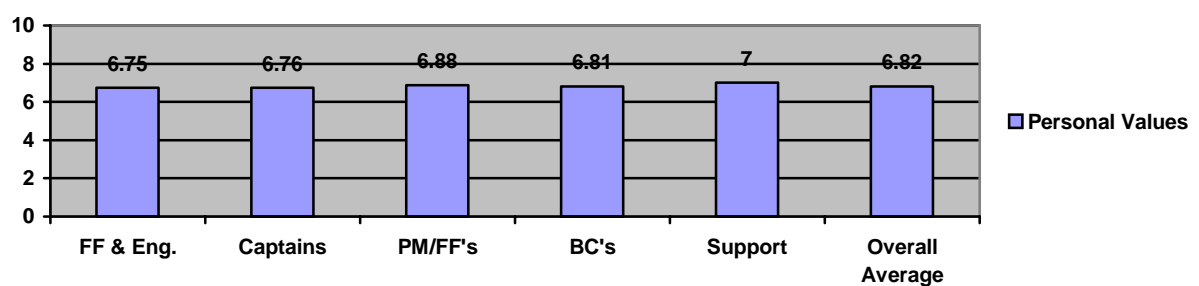


Table E5

COMMUNICATION

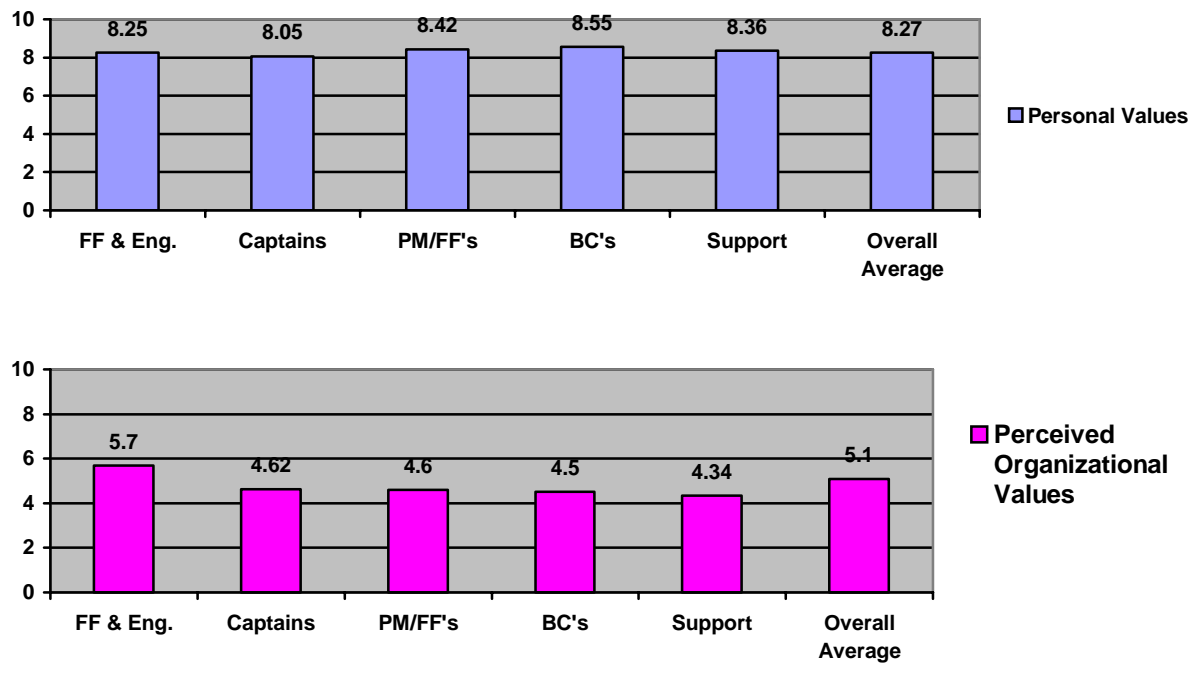


Table E6

COOPERATION

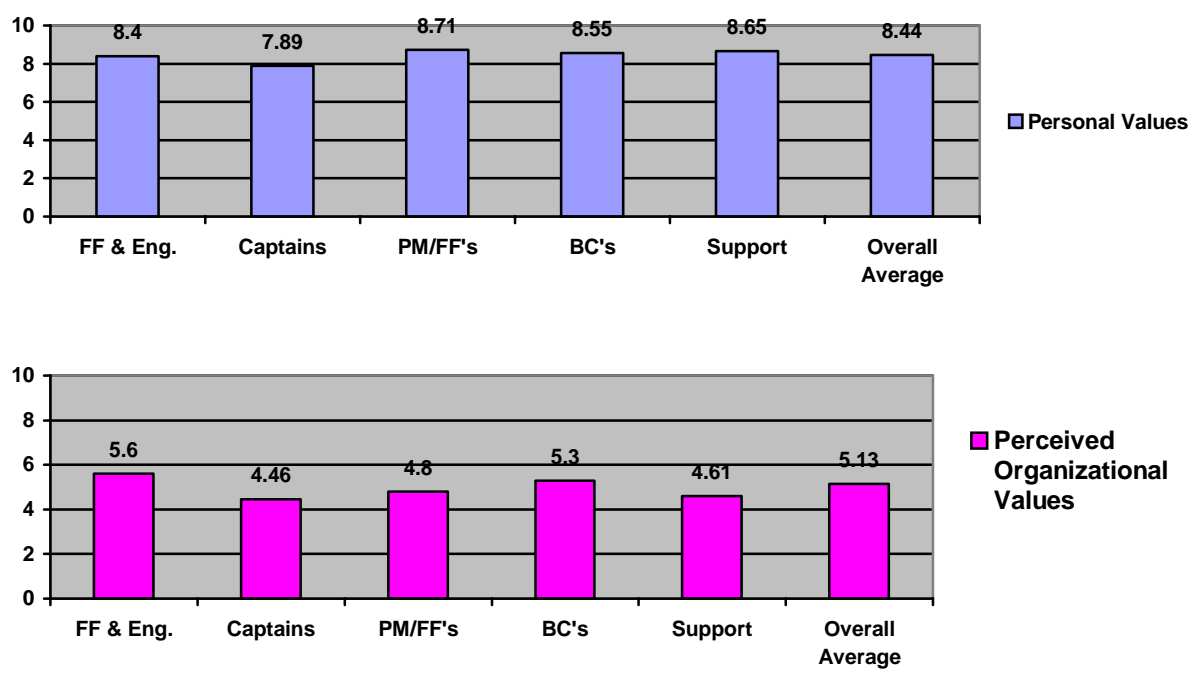


Table E7

CUSTOMER SERVICE

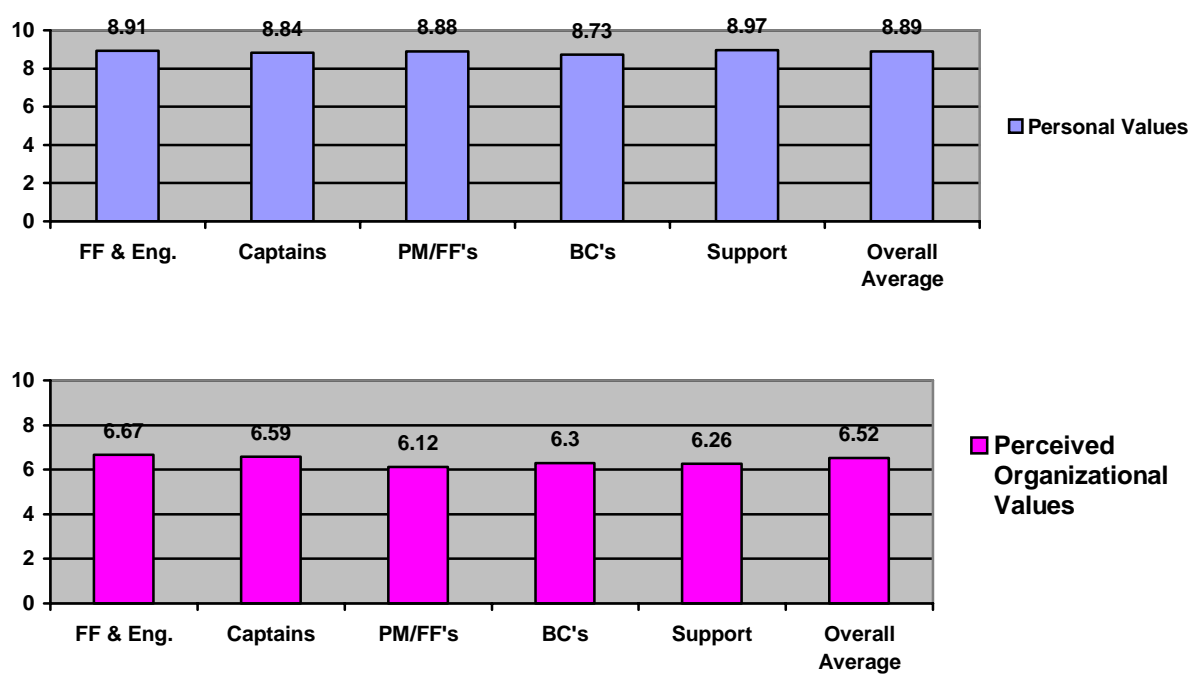


Table E 8

DECISION MAKING

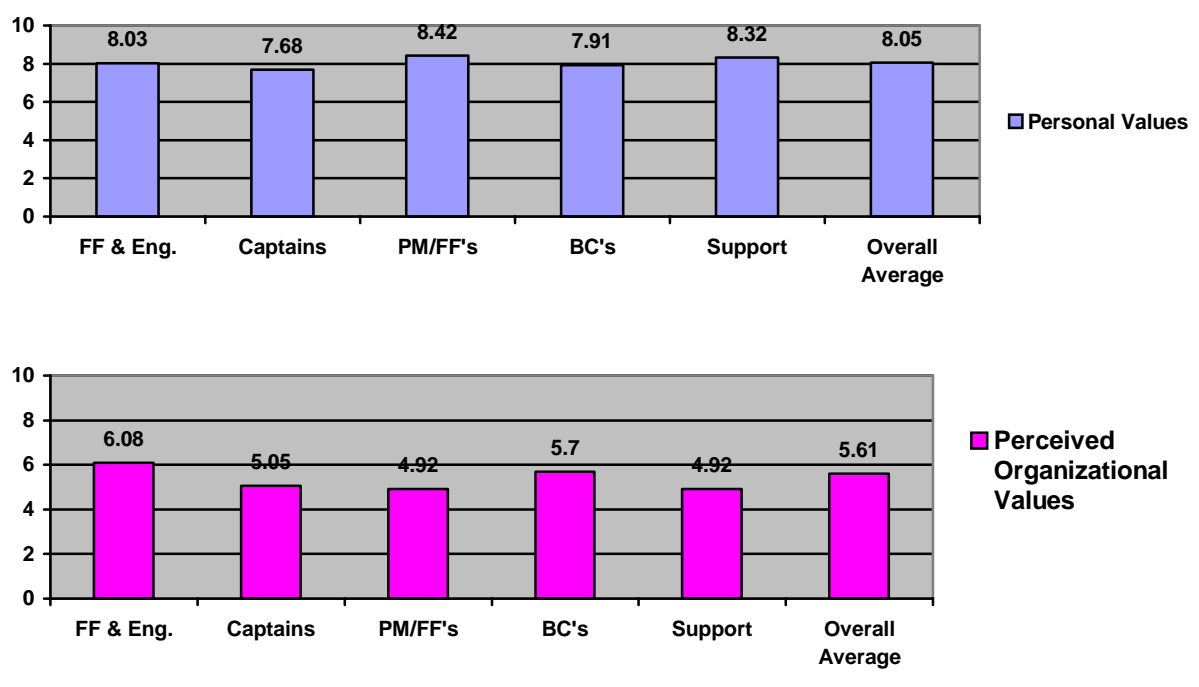


Table E9

GIVING CREDIT

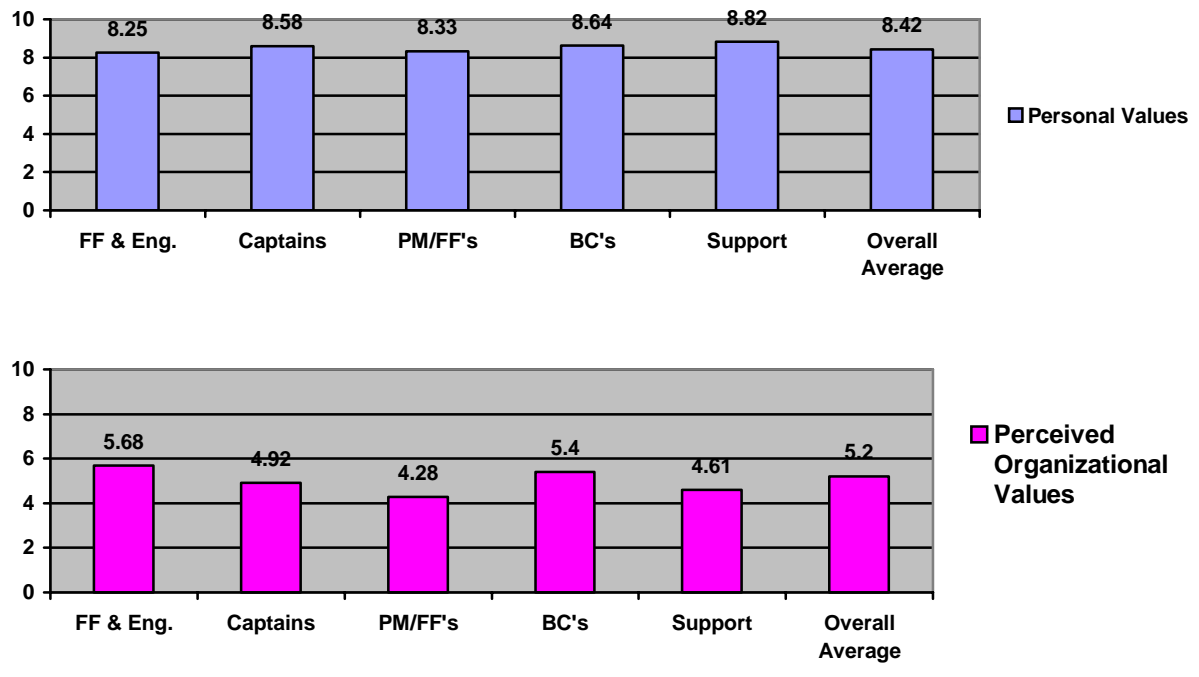


Table E 10

HONESTY

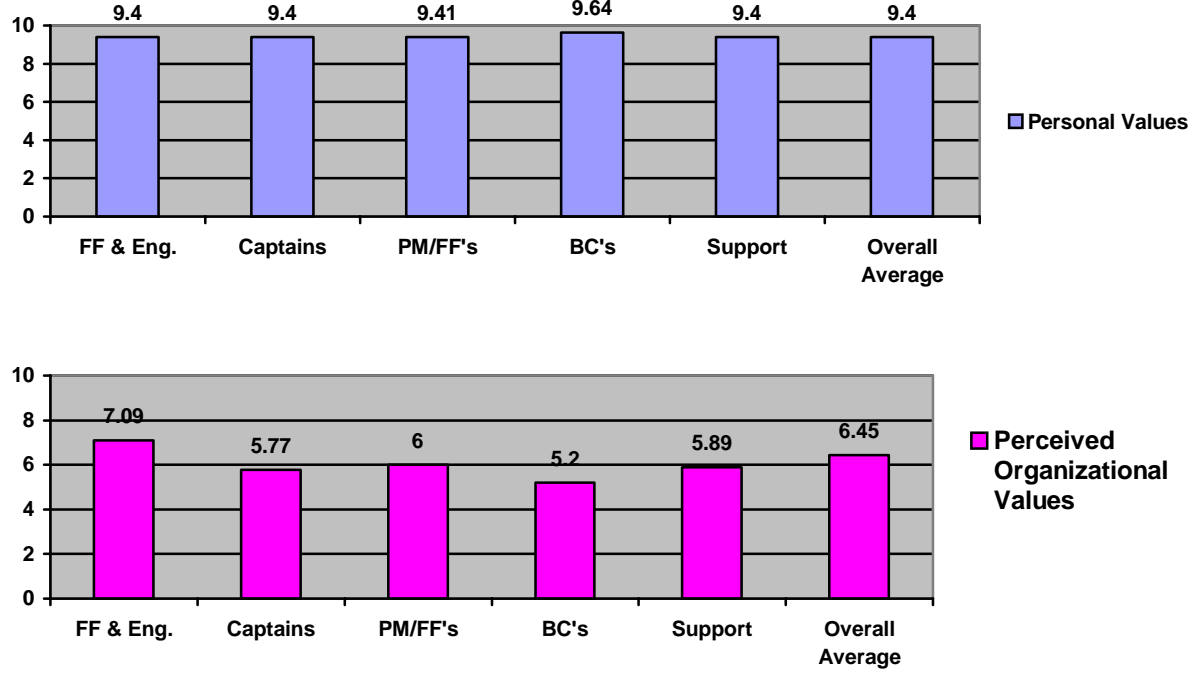


Table E11

LEADERSHIP

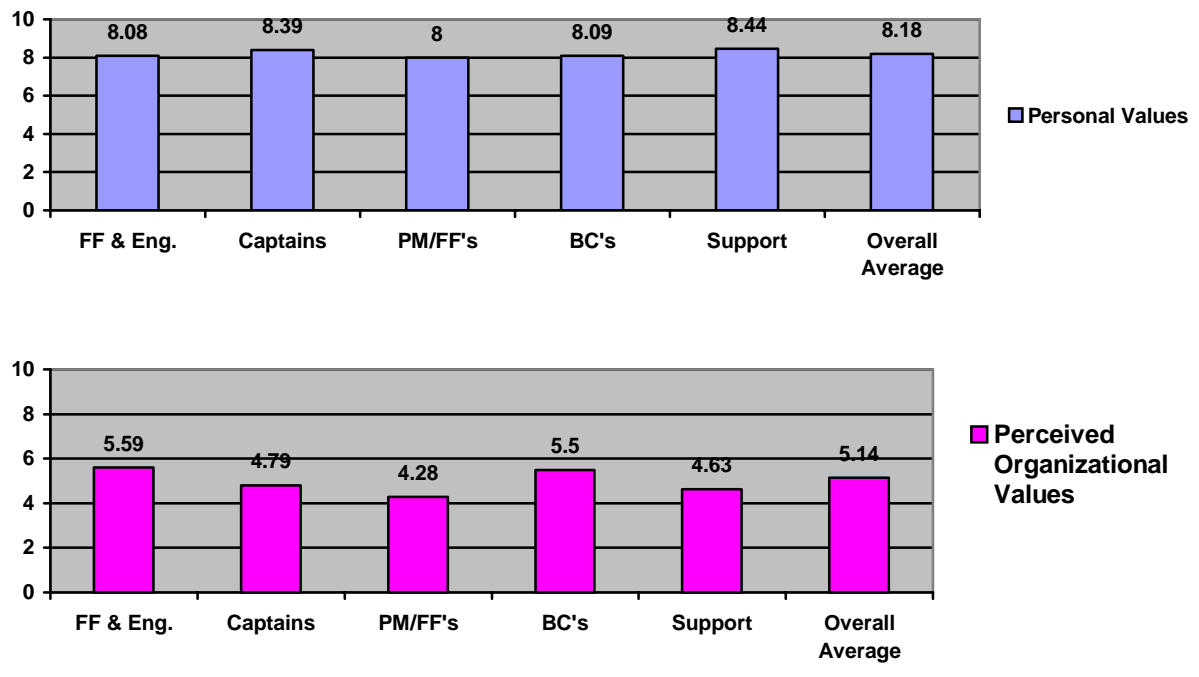


Table E12

LOYALTY

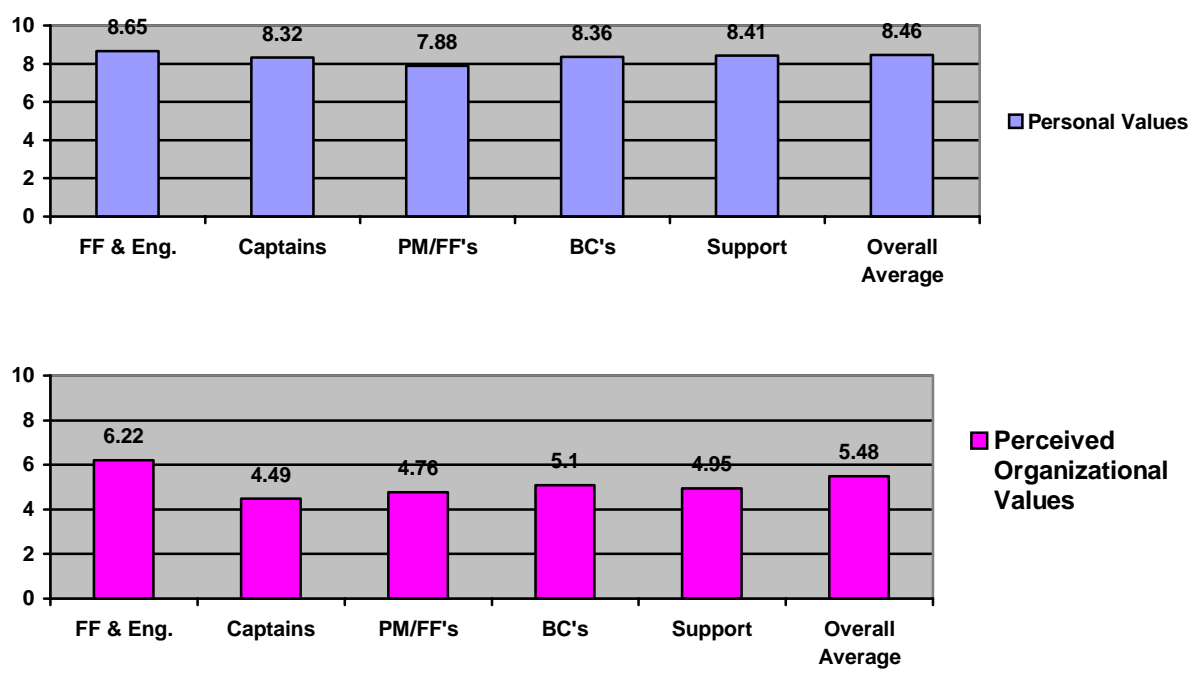


Table E13

MENTORING

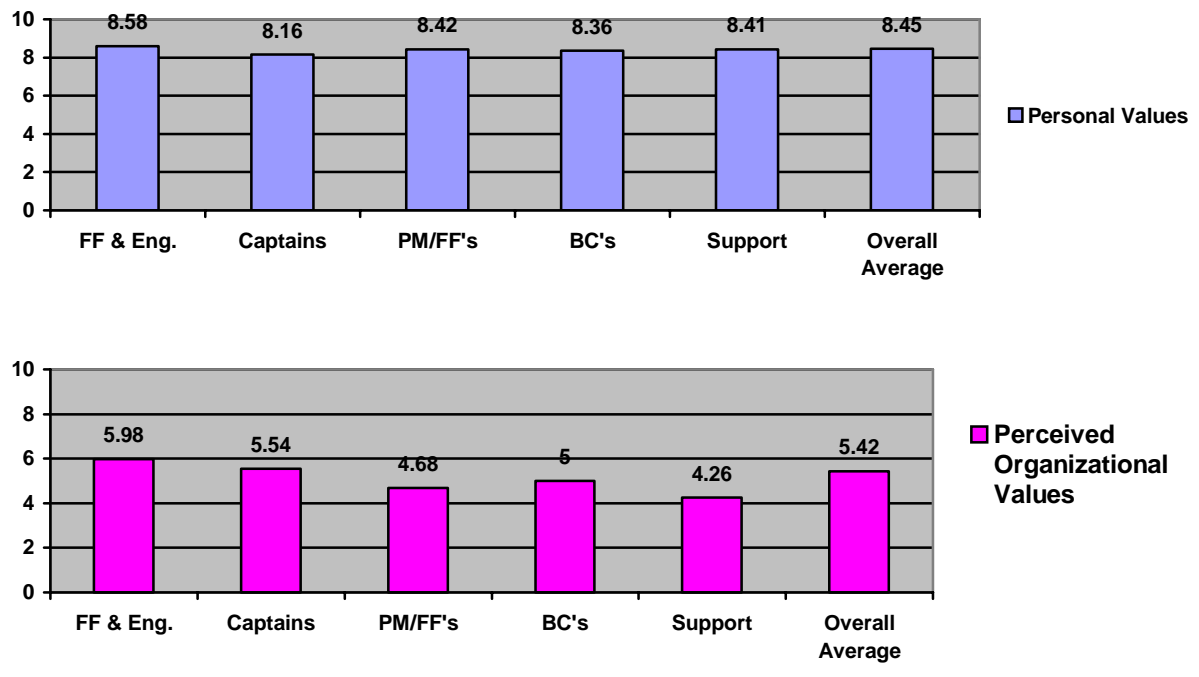


Table E14

OPENNESS

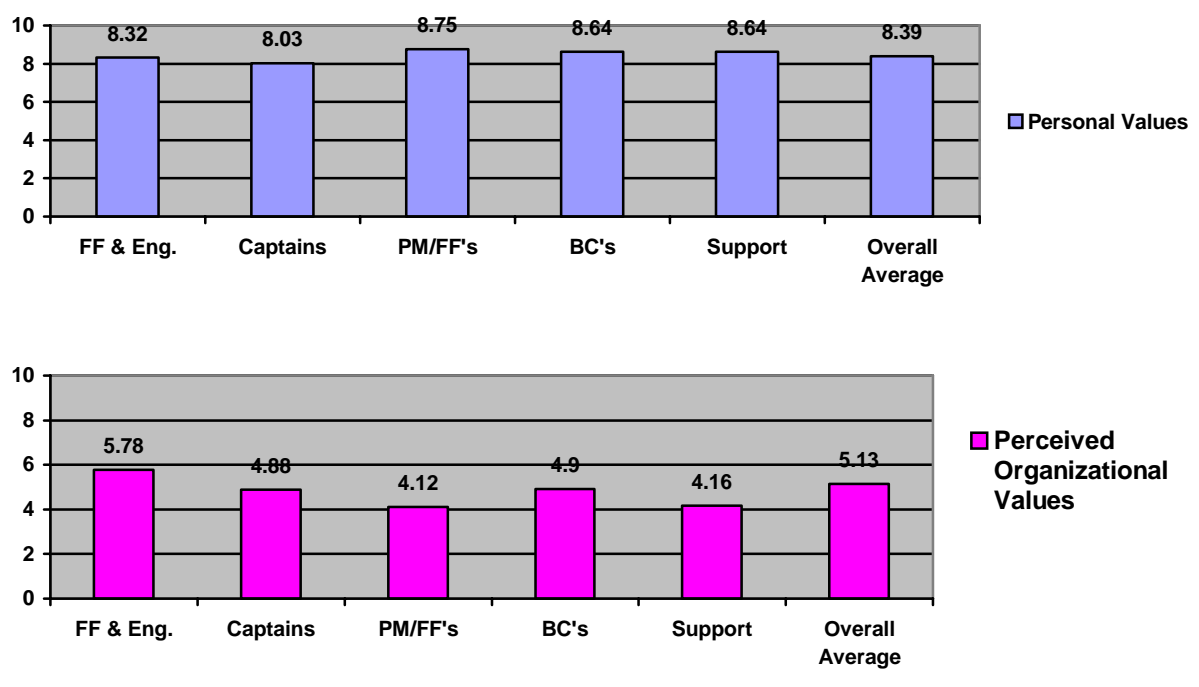


Table E15

SAFETY

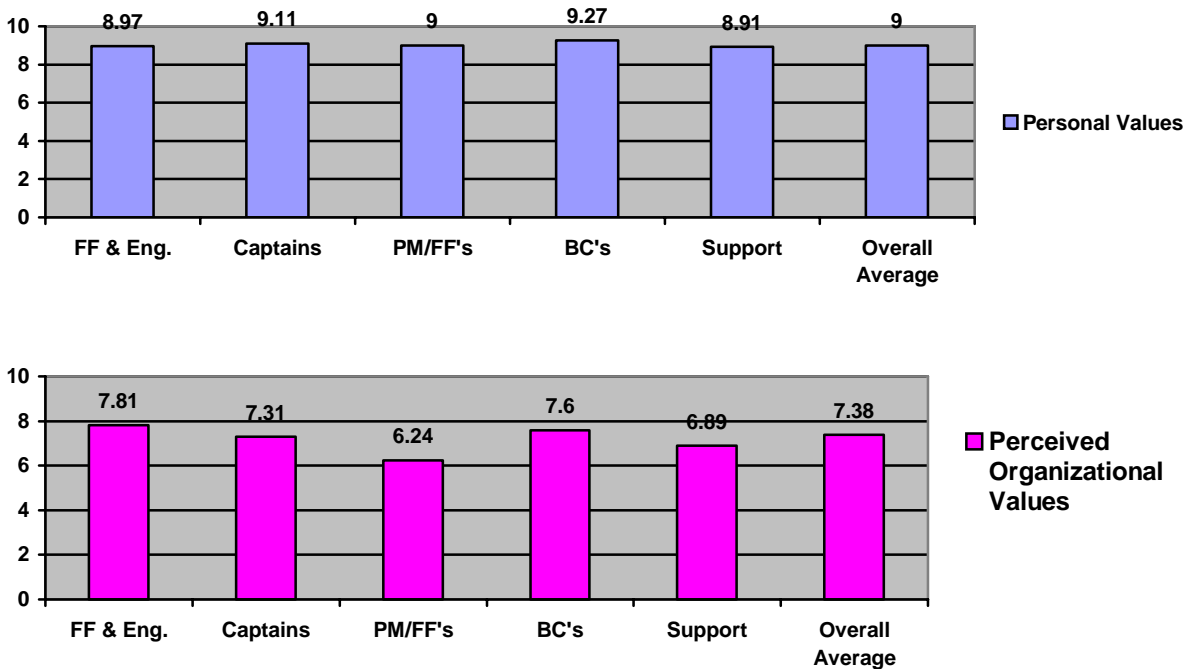


Table E16

PROFICIENCY

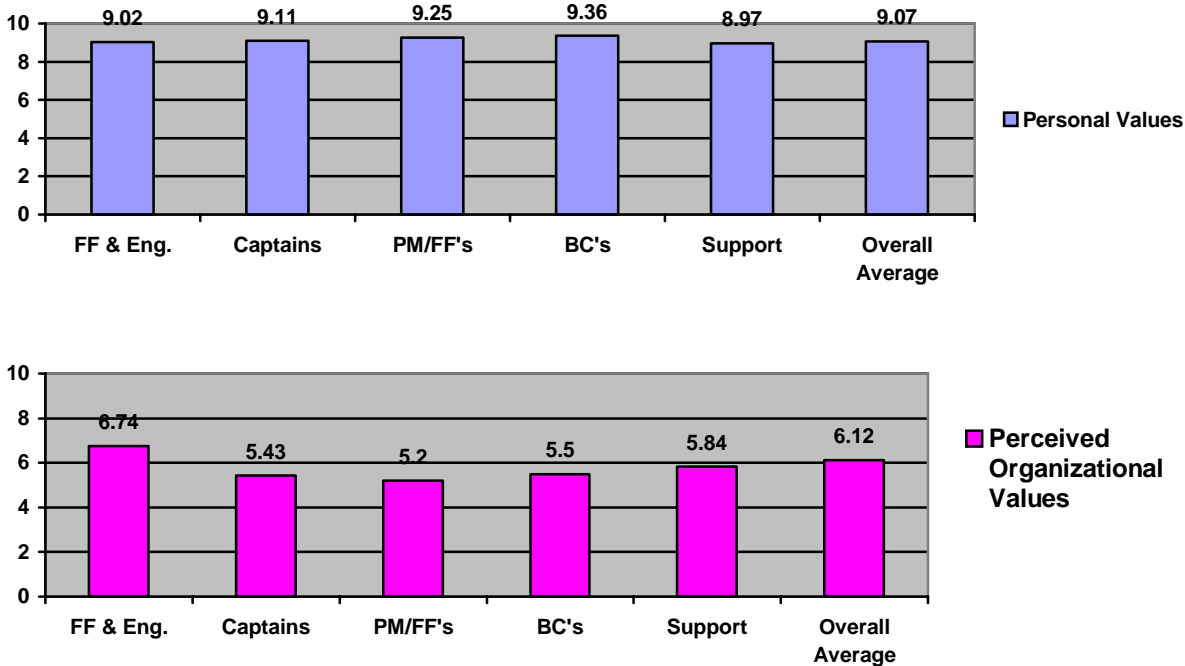


Table E17

RESPECT OF PEERS

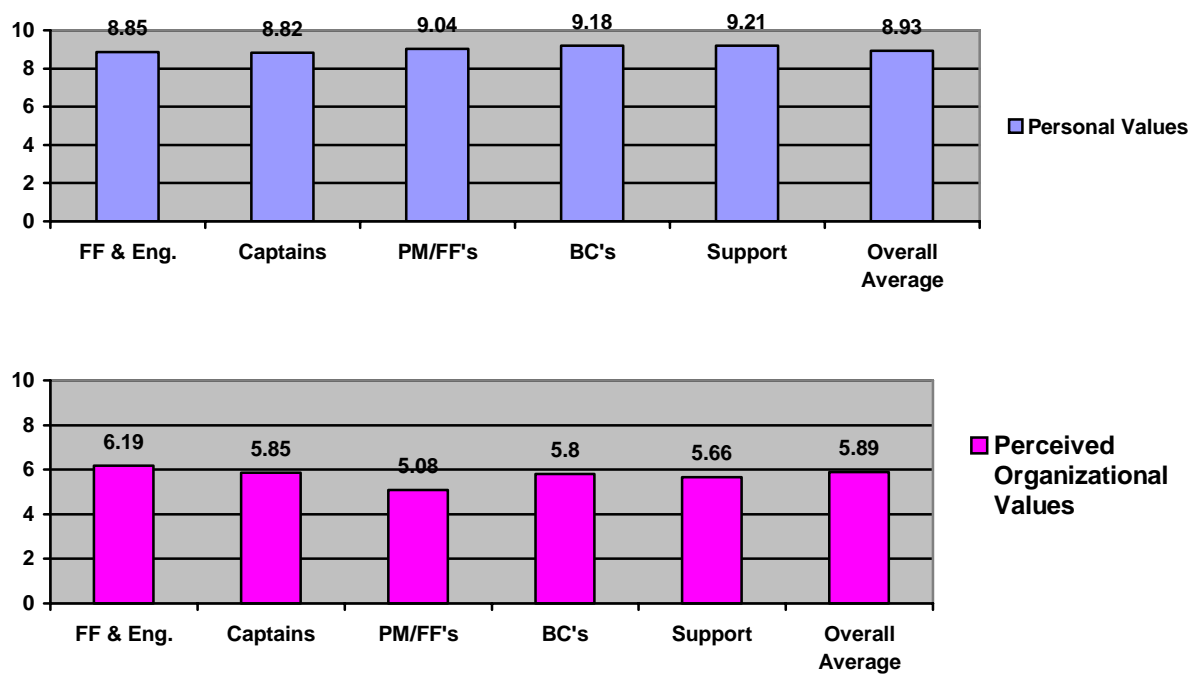


Table E18

RISK TAKING

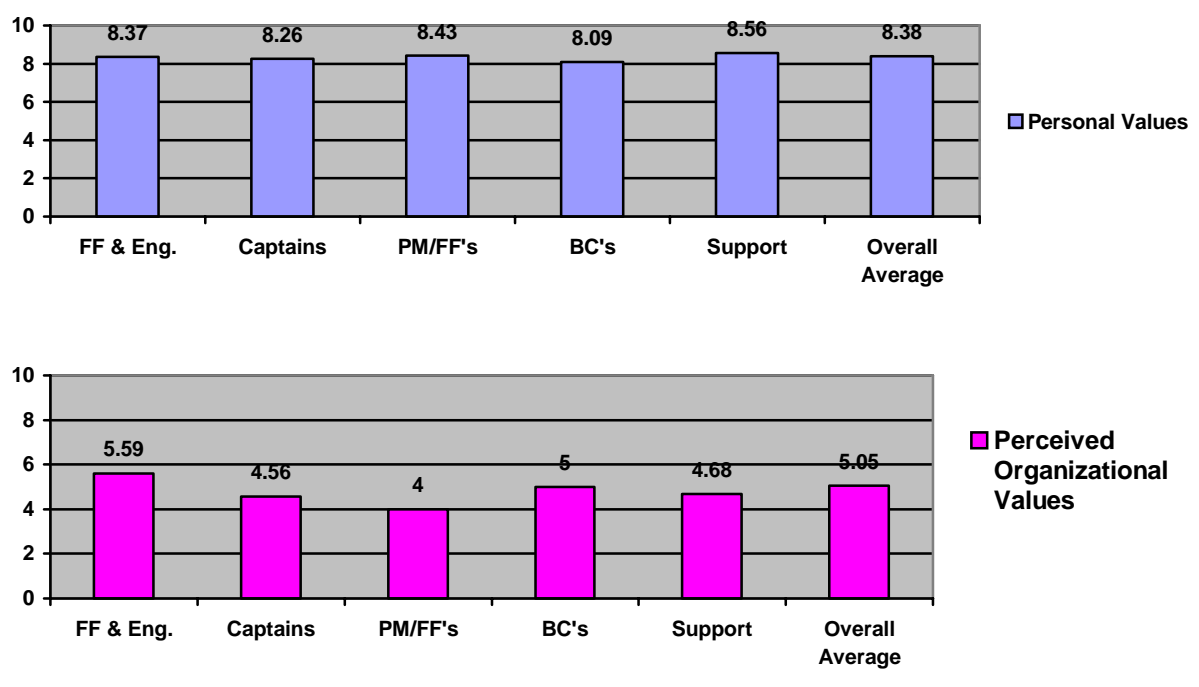


Table E 19

STEWARDSHIP

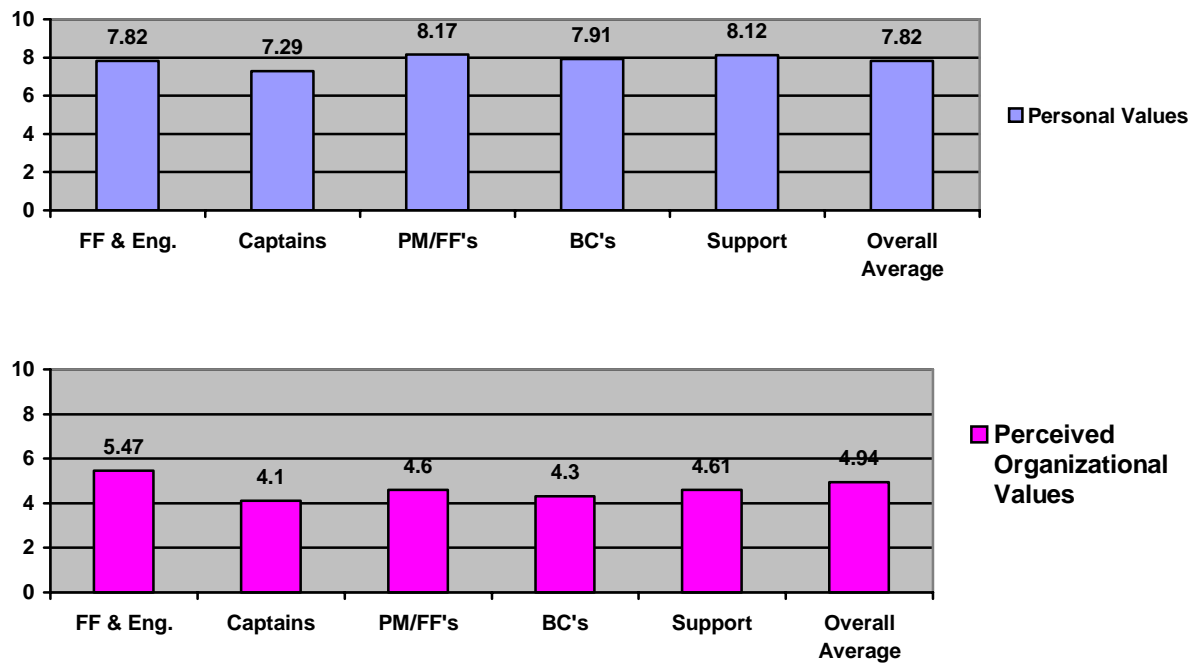


Table E20

TRUST

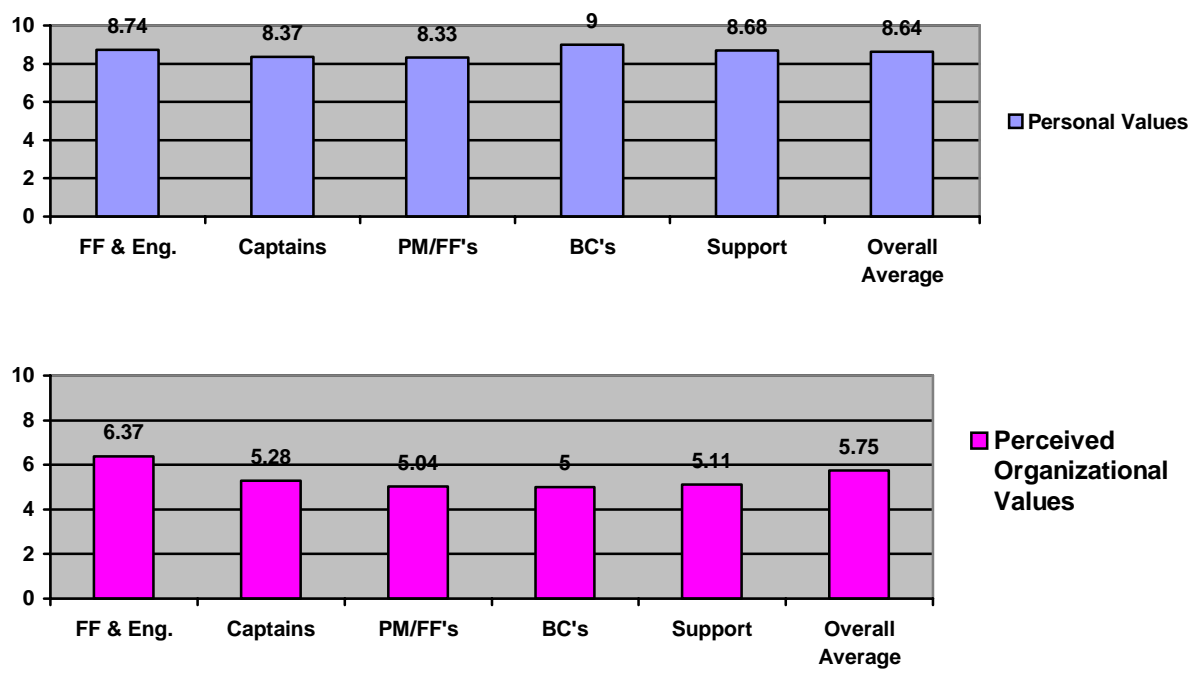
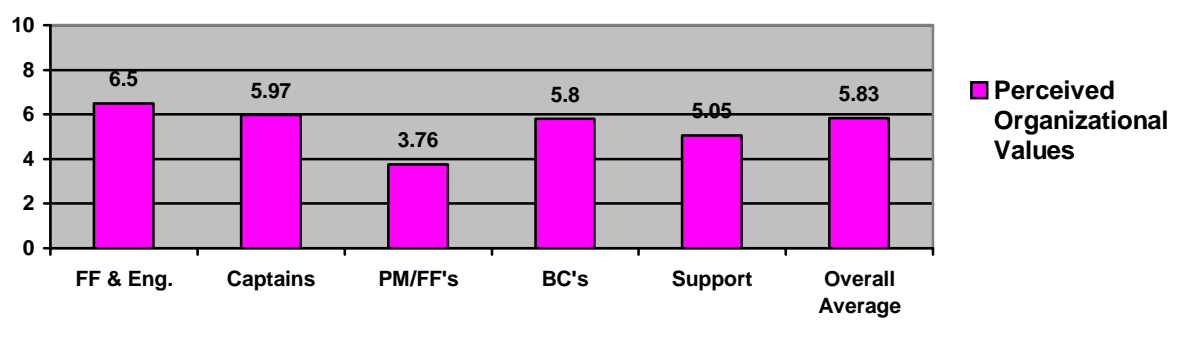
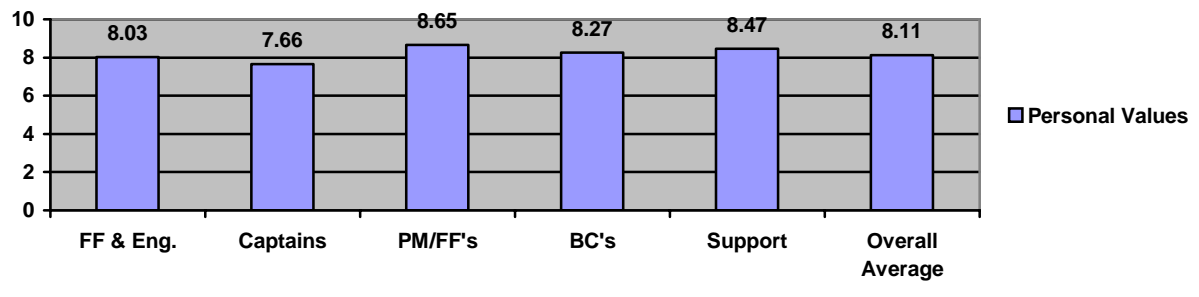


Table E21

WORK ENVIRONMENT



APPENDIX F

Table F1
Results of Personal Values Survey

VALUE	SCORE	VALUE	SCORE
1. HONESTY	9.404	12. GIVING CREDIT	8.418
2. PROFICIENCY	9.067	13. OPENNESS	8.387
3. SAFETY	9.000	14. RISK-TAKING	8.375
4. RESPECT OF PEERS	8.933	15. ACTION	8.280
5. CUSTOMER SERVICE	8.893	16. COMMUNICATION	8.270
6. ACCOUNTABILITY	8.862	17. LEADERSHIP	8.182
7. ADAPTABILITY	8.760	18. WORK ENVIRONMENT	8.107
8. TRUST	8.636	19. DECISION MAKING	8.049
9. LOYALTY	8.462	20. STEWARDSHIP	7.819
10. MENTORING	8.453	21. CARING	6.820
11. COOPERATION	8.440		

Table F2
Results of Perceived Organizational Values Survey

VALUE	SCORE	VALUE	SCORE
1. SAFETY	7.381	12. ACCOUNTABILITY	5.274
2. CUSTOMER SERVICE	6.520	13. ACTION	5.224
3. HONESTY	6.448	14. GIVING CREDIT	5.197
4. PROFICIENCY	6.119	15. LEADERSHIP	5.139
5. RESPECT OF PEERS	5.897	16. COOPERATION	5.130
6. WORK ENVIRONMENT	5.825	17. OPENNESS	5.126
7. TRUST	5.753	18. COMMUNICATION	5.099
8. ADAPTABILITY	5.726	19. RISK-TAKING	5.054
9. DECISION MAKING	5.605	20. STEWARDSHIP	4.937
10. LOYALTY	5.484	21. CARING	4.087
11. MENTORING	5.421		

Table F3
Results of Management's View Survey

VALUE	SCORE	VALUE	SCORE
1. SAFETY	10.000	12. ACTION	8.000
2. PROFICIENCY	9.750	13. HONESTY	7.750
3. CUSTOMER SERVICE	9.000	14. CARING	7.500
4. ADAPTABILITY	8.750	15. COOPERATION	7.500
5. ACCOUNTABILITY	8.750	16. GIVING CREDIT	7.500
6. OPENNESS	8.750	17. LOYALTY	7.500
7. RESPECT OF PEERS	8.580	18. STEWARDSHIP	7.5000
8. LEADERSHIP	8.500	19. WORK ENVIRONMENT	7.500
9. RISK-TAKING	8.500	20. TRUST	7.250
10. COMMUNICATION	8.250	21. DECISION MAKING	6.500
11. MENTORING	8.250		

Table F4**Personal and Perceived Organizational Values Comparison****(Based on Organizational Average)**

VALUES	Personal Value Rating	Organizational Value Rating	Difference
Accountability	8.862	5.274	3.588
Action	8.280	5.224	3.056
Adaptability	8.760	5.726	3.034
Caring	6.820	4.087	2.733
Communication	8.270	5.099	3.171
Cooperation	8.440	5.130	3.310
Customer Service	8.893	6.520	2.373
Decision Making	8.049	5.605	2.444
Giving Credit	8.418	5.197	3.221
Honesty	9.404	6.448	2.956
Leadership	8.182	5.139	3.043
Loyalty	8.462	5.484	2.978
Mentoring	8.453	5.421	3.032
Openness	8.337	5.126	3.211
Proficiency	9.067	6.119	2.948
Respect of Peers	8.933	5.897	3.036
Risk Taking	8.375	5.054	3.321

(table continues)

VALUES	Personal Value Rating	Organizational Value Rating	Difference
Safety	9.00	7.381	1.619
Stewardship	7.817	4.937	2.880
Trust	8.636	5.753	2.883
Work Environment	8.107	5.825	2.282
		<u>Average Difference</u>	<u>2.910</u>

Table F5

Personal and Perceived Organizational Values Gap by Work Group					
VALUE	FF & Eng.	Captain	PM/FF	BC	Support
Adaptability	2.73	3.27	3.69	3.97	3.14
Accountability	2.86	3.97	3.14	5.1	4.62
Action	2.49	3.46	4.21	2.9	3.59
Caring	2.73	2.69	2.32	2.31	2.05
Communication	2.55	3.43	3.82	4.05	4.02
Cooperation	2.8	3.43	3.91	3.25	4.04
Customer Service	2.24	2.25	2.76	2.43	2.71
Decision Making	1.95	2.63	3.50	2.10	3.40
Giving Credit	2.57	3.66	4.05	3.24	4.21
Honesty	2.31	3.63	3.41	4.44	3.51
Leadership	2.49	3.60	3.72	2.59	3.81
Loyalty	2.43	3.83	3.12	3.26	3.46
Mentoring	2.58	2.62	3.74	3.36	4.15
Openness	2.54	3.15	4.63	3.74	4.48
Safety	1.16	1.80	2.76	1.67	2.02
Proficiency	2.28	3.68	4.05	3.86	3.13
Respect of Peers	2.66	2.97	3.96	3.38	3.55
Risk Taking	2.78	3.70	4.43	3.09	3.98
Stewardship	2.35	3.19	3.57	3.61	3.51

(table continues)

VALUE	FF & Eng.	Captain	PM/FF	BC	Support
Trust	2.37	3.09	3.29	4.00	3.57
Work Environment	1.53	1.69	4.89	2.47	3.42
<u>Average Difference</u>	<u>2.40</u>	<u>3.13</u>	<u>3.67</u>	<u>3.28</u>	<u>3.54</u>

APPENDIX G

PERSONAL VALUES SURVEY COMMENTS

CARING

“It is a good thing that the department takes the initiative to model behavior after peers and not administration. The concept of leading by example is lost – or they (Admin.) don’t expect quality, informed, innovative employees.”

LOYALTY

“Add loyalty to Union.”

“I believe in Loyalty. It is a corner stone of a successful organization. Without it groups fail. It is my hope with the new management style in place they can expand the loyalty of others.”

“Hopefully get them to think outside of their “comfort zone or box. To think not only of themselves and what’s good for them, but to think of the groups’ goals and be loyal to the path they are on.”

“The AFD should be loyal to its Employees.”

RESPECT OF PEERS

“Treat others, as you would like to be treated.”

STEWARDSHIP

“That is the administration’s job.”

TRUST

“Trust where it is earned—some coworkers are not trustworthy.”

“I’ve always been accused of being too trusting. However, I’ve used it to my advantage. Treatment, Respect, Understanding, Success, Thoughtfulness, broken down this word means all of these things to earn this and given this makes each person a stronger and more flexible person. When personally stronger, you are able to take risks for yourself and the group.”

“Trust is earned.”

WORK ENVIRONMENT:

“Regardless of need for diversity—skills & performance should be a priority.”

“A long-standing tradition has been the treatment of new hires or ‘probies.’ My experience has been that probies are generally treated rather roughly in an attempt, in my opinion, to find out what they’re made of. I believe this is valuable and necessary, but one must distinguish between this treatment and actual harassment based on sex, race, etc. I don’t believe the treatment of probies should be done in a mean spirited way and if one can’t distinguish the difference, they should probably remain quiet.”

“We need to promote greater diversity in the AFD. Compared to the Anchorage Police Department, we are still a primarily homologous white male organization.”

GENERAL COMMENT

“As a general comment, I believe that while departmental management means well, something is lost in the way management relates to the fire line. I believe, as a department,

we're doing a good job mainly due to having good people 'down in the trenches' doing the work on a day-to-day basis. I believe this is in spite of the direction from above, not because of it."

APPENDIX H

PERCEIVED ORGANIZATIONAL VALUES SURVEY COMMENTS

ADAPTABILITY

“Although there have been significant improvements in the past year, the AFD still needs to bring more new ideas into practice.”

ACCOUNTABILITY

“There is lousy corporate enforcement of accountability, i.e. sick call.”

ACTION

“There’s room for action but usually a very slow, cumbersome response/adoption.”

“Look at new apparatus specs (in the trash).”

“Getting better (Not Perfect).”

COMMUNICATION

“Getting better—communication is a key to success.”

COOPERATION

“Look at recent Captains Test.”

“Differently a new start, getting better.”

CUSTOMER SERVICE

“There is a lot of lip service about customer service. Where is a reason to support it, procedure and instruction?”

“This is the Chief’s number-one goal.”

DECISION MAKING

“AFD does not hold officers or chiefs accountable for anything.”

“Empowerment is another goal the Chief is trying to get thru to the staff.”

GIVING CREDIT

“Effort is not recognized in the AFD.”

LEADERSHIP

“There are multiple levels of conflict and distrust.”

“We need a lot of work on this one, but getting better.”

LOYALTY

“There are multiple levels of conflict and distrust.”

“Loyalty to union.”

MENTORING

“There needs to be more mentoring—both organized and informal—especially in EMS. This is a very important point that needs to be addressed, especially for EMS.”

“Certain Captains in Supervisory positions are known to hold “Grudges” against subordinates. This needs to be addressed and promptly corrected.”

OPENNESS

“New administration wants this to happen: 1) empowerment, 2) think out of the box, 3) come forward and talk.”

SAFETY

“The Incident Safety Officer is good example of the AFD’s commitment to Safety.”

PROFICIENCY

“I mildly disagree with this for several reasons; 1) refusal to allow TDY to NFA and, 2) minimal provision for outside training to be brought in to teach—for every rank.”

“Other than self-study, there is a lack of training.”

“There is no program to insure proficiency or hold the action of officers accountable, also officers and battalion chiefs are not backed up when they try to discipline employees. The Fire Chief does not hold any of his deputies accountable for their mistakes (especially the deputy of training) example—what has been done to deal with the messed up captain’s test.”

“Promotional process working against the overall confidence of promoting individuals by their peers, i.e. ‘no fail tests.’”

RESPECT

“Give respect if it is earned.”

STEWARDSHIP

“The department is penny wise and pound-foolish too often.”

“This is another of the Chief’s priorities—some still balk.”

TRUST

“It has been a long time coming.”

“Members have limited trust of the administration.”

WORK ENVIRONMENT

“Performance and skill should be as big of a priority as diversity—lives depend on performance and skills.”

“Pretty good on this with a few examples of being overdone.”

“This lacks Muni-wide-Big Issue in ALL areas.”

GENERAL COMMENT

“I really think that—while many of these tenets are ‘posted’—most are only dismally enforced or applied. Most of this stuff we do in spite of policy based on institutional knowledge.”

“When I think of AFD as an ‘organization’, my thoughts are of the Chief. He is the direct initiator of all that is positive and or negative.”

“These responses indicate the attitude displayed/projected to Fire Prevention by the supervisor. If Fire Prevention personnel were to model their supervisor’s example, we would be terminated.”