



Confidential Attorney-Client Privileged

Memorandum

To: Nederland Fire Protection District Board of Directors

From: John Chmil

Re: PIP Survey Results

Date: June 11, 2021

1. INTRODUCTION. This Memorandum was prepared to report on the completion of the PIP Survey, performed by CPS HR Consulting (“CPS”) on behalf of the District. CPS has concluded the survey and synthesized the data. The results are reflected in the three attachments to this memorandum. First, there is a PowerPoint style presentation of the survey results along with graphic representations of the responses. Second, there is a numerical charting of the responses. The third attachment consists of a breakdown of the number of “positive” responses to the questions. “Positive” would include the two most positive responses for any question set (i.e., “strongly agree” and “mostly agree”). In addition, for the third attachment, it is important to note that it should not be assumed the remainder of the answers were negative as there were neutral and “I don’t know” answers for each question as well. This Memorandum and all attachments should be treated as strictly confidential and is protected under the attorney-client privilege. As a result, this Memorandum and all attachments should not be distributed outside the Board.

2. SURVEY RESULTS. As you are all aware, the Fire Chief was previously placed on administrative leave due to certain performance concerns and returned to his role under a Return to Work and Release Agreement that, among other things, required the Fire Chief’s compliance with a performance improvement plan (“PIP”). The survey was proposed as a way for the District to monitor the Fire Chief’s progress on the PIP based on feedback from the membership. In consultation with the District, CPS created the survey and administered it in a way that would best protect the anonymity of all respondents. As noted in the Introduction, CPS synthesized the responses and the data is reflected in the three attachments to this Memorandum.

CPS received responses from ten (10) District members. The overall number of replying members supports a conclusion that the responses represent a fair cross-section of District membership, which should be considered a success. In addition, the answers to all questions were deliberately designed to ensure anonymity of the respondents. As a result, no action should be taken to identify any specific respondent or group of respondents from the data. The primary



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goal of the Board should be to identify major patterns in the responses to ensure the Board can formulate an appropriate response moving forward. The goal should be to identify specific areas of concern that can be discussed with the Fire Chief to achieve the leadership standard the Board wants for the District. In addition, if the results identify areas of improvement, those can be highlighted and reinforced.

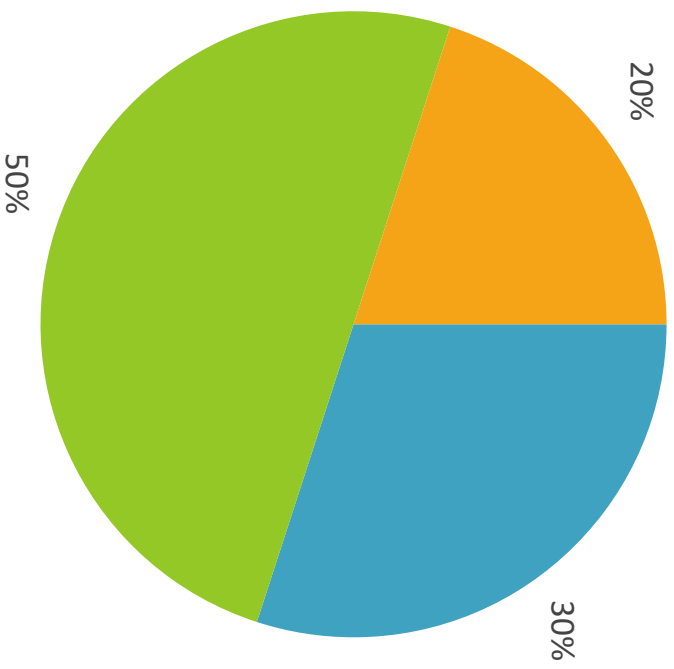
This should be handled similarly to any performance review, in that the focus should remain on the performance of official duties as identified in the Fire Chief's job description, the PIP, and any other specific Board directives or District policies. Personal attacks should not occur. Similarly, excuses based on alleged shortfalls of others should not be discussed. If the discussion veers away from a performance-based appraisal, the discussion should be immediately refocused. As this is proposed for an executive session with the full Board, a recess could be used to defuse and refocus the discussion, if needed. Finally, since this discussion is proposed for an executive session, the discussion must remain on the performance review as the purpose for which the executive session is called.

3. CONCLUSION. The PIP survey is a helpful tool for the Board to monitor and assess the Chief's performance since returning under the PIP. As this is a personnel matter and may raise legal questions, full Board discussion in executive session is appropriate. The executive session motion should include the citation to support both topics (Sec. 24-6-402(4)(b) for legal advice and Sec. 24-6-402(4)(f) for personnel matters) along with a short description of the topic intended for discussion. In this instance, something along the lines of "review of the Fire Chief." I will plan to attend the Board's scheduled special meeting and executive session on Tuesday, June 15 to answer any questions the Board may have.

Nederland Fire Chief PIP Period Feedback Survey Results

- This report summarizes results from the Nederland Fire Chief PIP Period Feedback Survey.
- The survey was conducted by CPS HR Consulting, an independent government agency.
- The survey included 29 questions developed by the Nederland Fire Board.
- CPS HR administered the survey from May 17 through May 28, 2021.
- 83% (10 out of 12) employees responded to the survey.

1.The Chief has been dressed in a professional manner when I have encountered him.



- None of the time
- Some of the time
- Most of the time
- All of the time
- I have had no interaction with the Fire Chief

1.The Chief has been dressed in a professional manner when I have encountered him.

Value	Percent	Count
None of the time	0%	0
Some of the time	30%	3
Most of the time	50%	5
All of the time	20%	2
I have had no interaction with the Fire Chief	0%	0

Totals	Count
Statistics	10
Total Responses	10
Min	2
Max	4
Average	3
StdDev	1

Point values for scaled options equal 5 or 4 for the most positive option down to 1 for the most negative option.

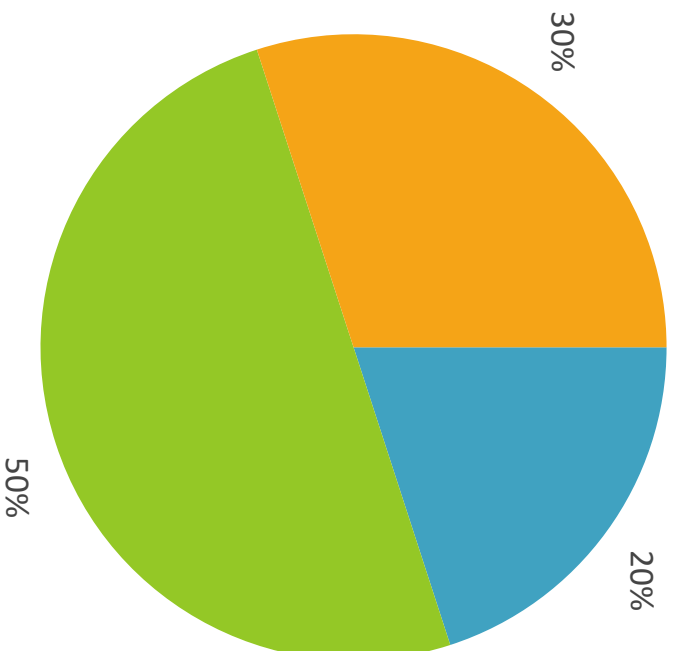
Min: The minimum value of any option selected (e.g., 2 points = "Some of the time").

Max: The maximum value of any option selected (e.g., 4 points = "All of the time").

Average: Total of scale point values divided by number of responses. "Don't know" options are not included in the calculation of the average.

StdDev: Standard Deviation is the amount of variation from the mean.

2. When I have had interactions with the Chief, he has conducted himself in a professional manner.

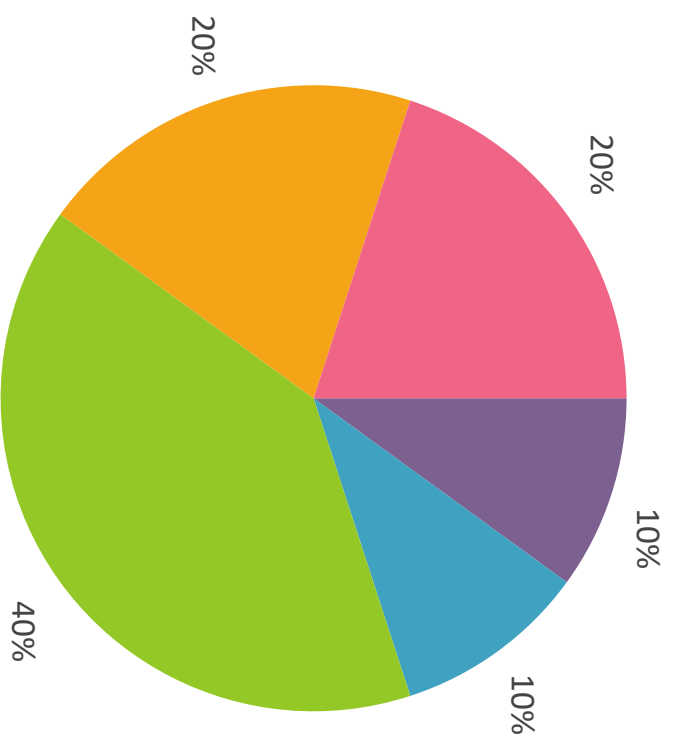


- None of the time
- Some of the time
- Most of the time
- All of the time
- I have had no interaction with the Fire Chief

2. When I have had interactions with the Chief, he has conducted himself in a professional manner.

Value	Percent	Count
None of the time	0%	0
Some of the time	20%	2
Most of the time	50%	5
All of the time	30%	3
I have had no interaction with the Fire Chief	0%	0
Totals		10
Statistics		
Total Responses	10	
Min	2	
Max	4	
Average	3	
StdDev	1	

3.The Chief has maintained a clean and orderly workspace in his office.

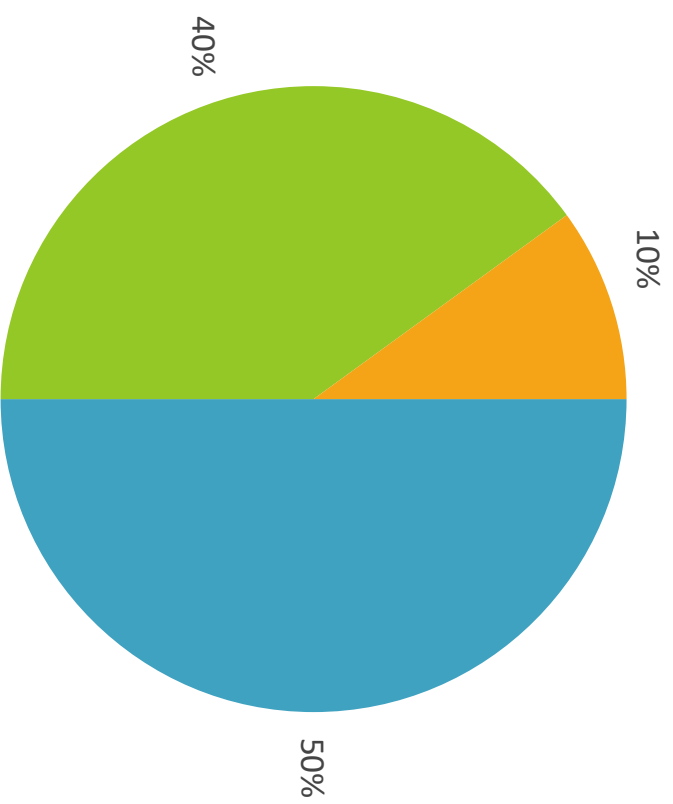


- None of the time
- Some of the time
- Most of the time
- All of the time
- I have not seen the Chief's office

3.The Chief has maintained a clean and orderly workspace in his office.






Value	Count	Percent
None of the time	1	10%
Some of the time	1	10%
Most of the time	4	40%
All of the time	2	20%
I have not seen the Chief's office	2	20%
Totals	10	
Statistics		
Total Responses	10	
Min	1	
Max	4	
Average	3	
StdDev	1	

4. The Chief has ensured that NFPD stations are maintained in a clean and orderly fashion.

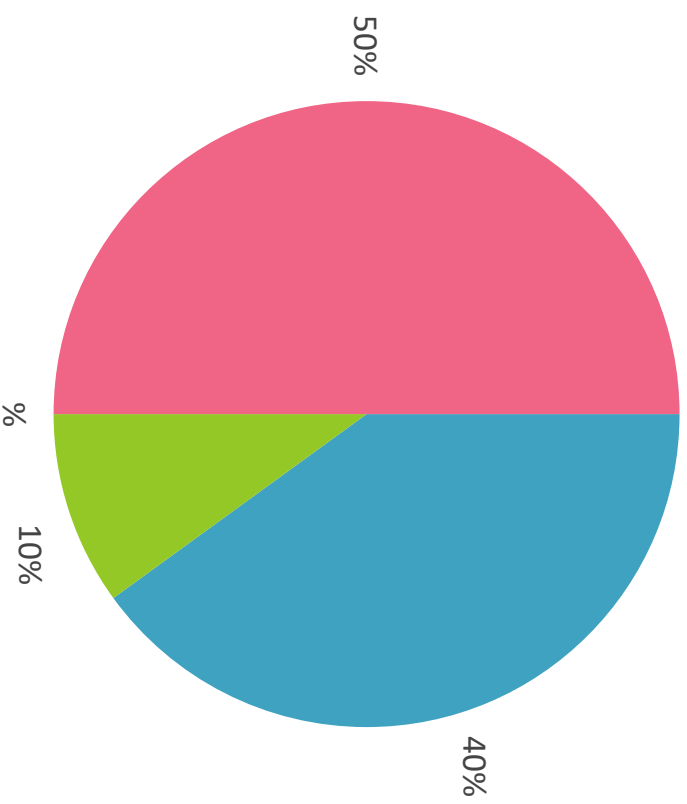


- None of the time
- Some of the time
- Most of the time
- All of the time
- I don't know

4.The Chief has ensured that NFPD stations are maintained in a clean and orderly fashion.






Value		Percent	Count
None of the time		0%	0
Some of the time		50%	5
Most of the time		40%	4
All of the time		10%	1
I don't know		0%	0
Totals			10
Statistics			
Total Responses			10
Min			2
Max			4
Average			3
StdDev			1

5.The Chief has kept regular office hours without any unexplained absences.

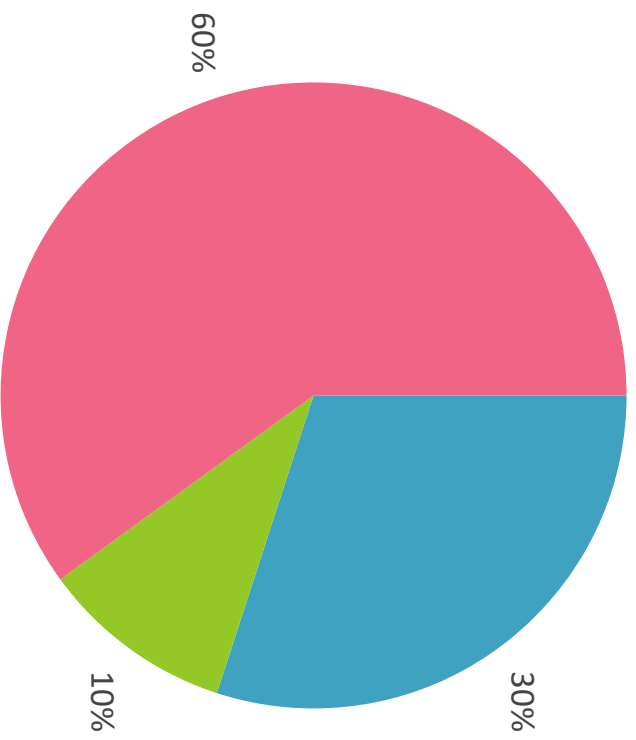


- None of the time
- Some of the time
- Most of the time
- All of the time
- I don't know

5.The Chief has kept regular office hours without any unexplained absences.






Value		Percent	Count
None of the time		0%	0
Some of the time		40%	4
Most of the time		10%	1
All of the time		0%	0
I don't know		50%	5
Totals			10
Statistics			
Total Responses			10
Min			2
Max			3
Average			2
StdDev			0

6. The Chief has provided regular morning meetings for career staff.

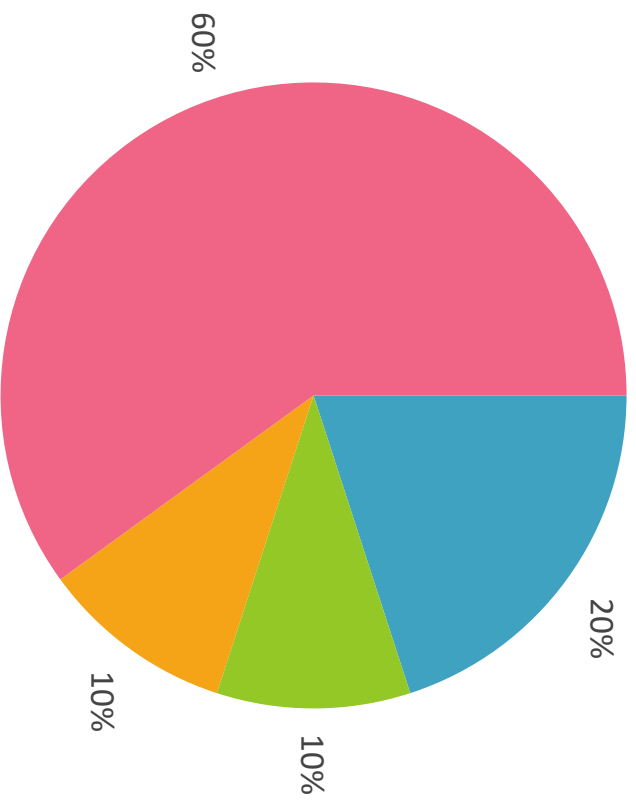


- None of the time
- Some of the time
- Most of the time
- All of the time
- Does not apply to me

6.The Chief has provided regular morning meetings for career staff.

Value		Percent	Count
None of the time		0%	0
Some of the time		30%	3
Most of the time		10%	1
All of the time		0%	0
Does not apply to me		60%	6
Totals			10
Statistics			
Total Responses			10
Min			2
Max			3
Average			2
StdDev			0

7.The morning meetings have been productive and staff members get the opportunity to share their work progress.

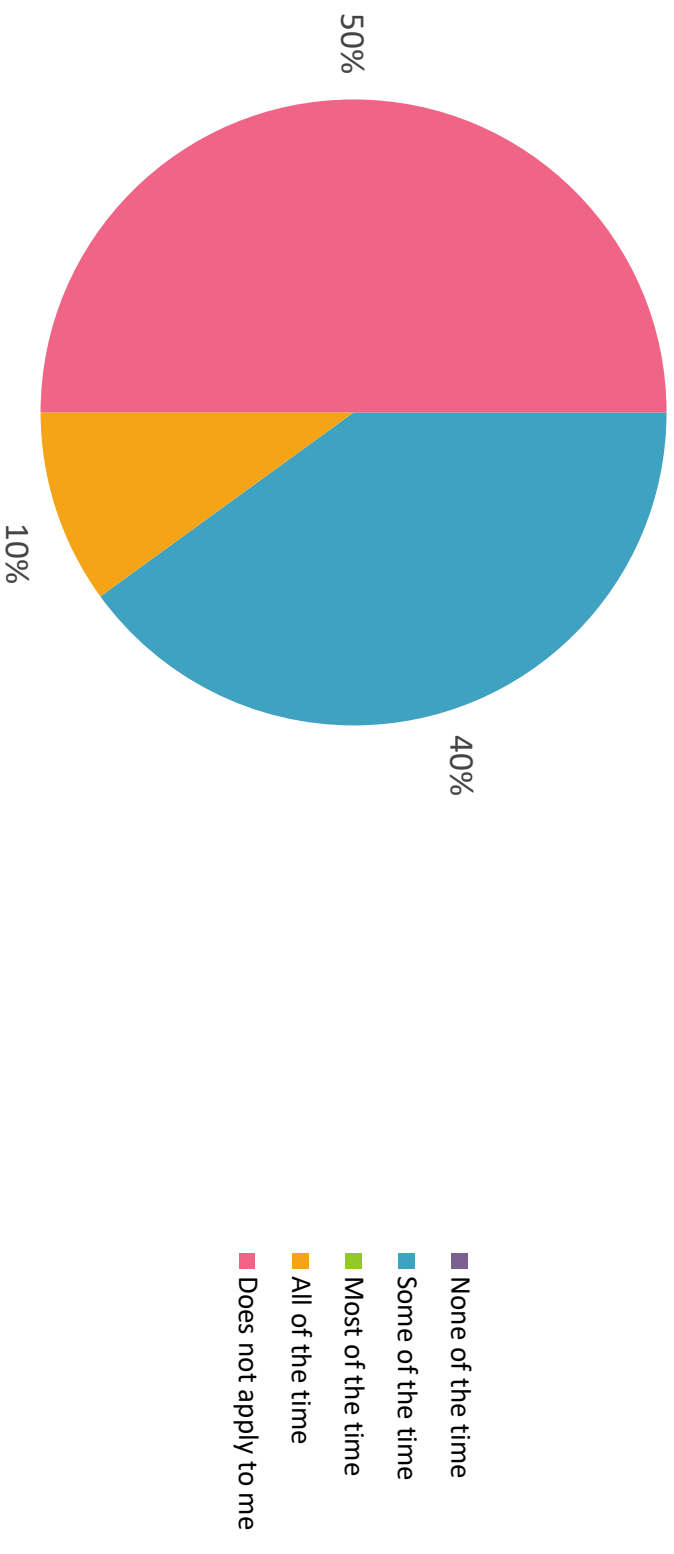


- None of the time
- Some of the time
- Most of the time
- All of the time
- Does not apply to me






7.The morning meetings have been productive and staff members get the opportunity to share their work progress.

Value	Percent	Count
None of the time	0%	0
Some of the time	20%	2
Most of the time	10%	1
All of the time	10%	1
Does not apply to me	60%	6
Totals		10
Statistics		
Total Responses	10	
Min	2	
Max	4	
Average	3	
StdDev	1	

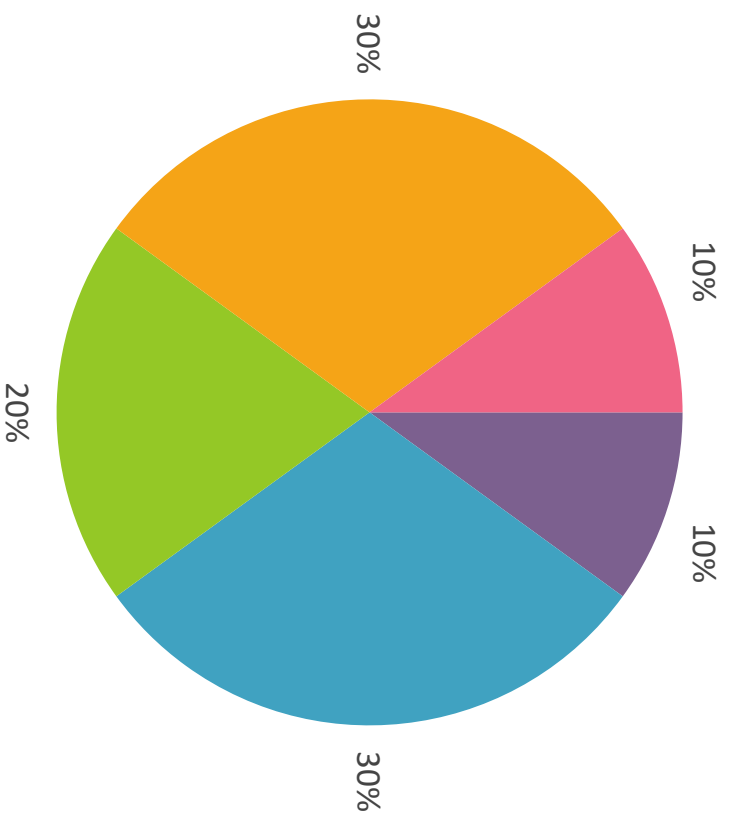
8. At the end of the morning meeting, I am aware of my tasks for the day, expected completion time, expected completion state, and feel appropriately informed about the task(s).



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Value		Percent	Count
None of the time		0%	0
Some of the time		40%	4
Most of the time		0%	0
All of the time		10%	1
Does not apply to me		50%	5
Totals			10
Statistics			
Total Responses			10
Min			2
Max			4
Average			2
StdDev			1

9. When discussing tasks that have been completed, the Chief has provided useful and constructive feedback in a professional manner.

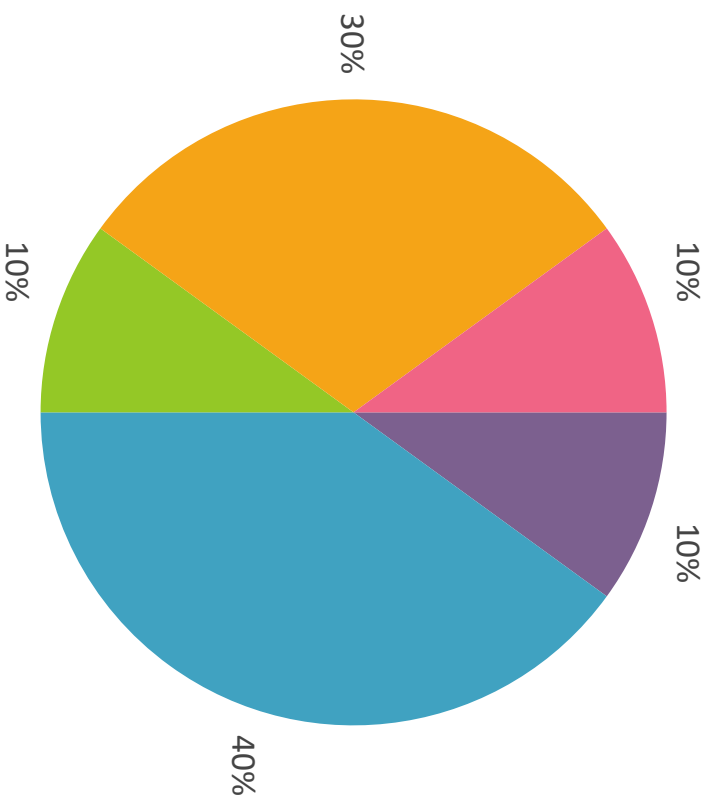


- None of the time
- Some of the time
- Most of the time
- All of the time
- The Fire Chief has not assigned me any tasks

9. When discussing tasks that have been completed, the Chief has provided useful and constructive feedback in a professional manner.

Value	Percent	Count
None of the time	10%	1
Some of the time	30%	3
Most of the time	20%	2
All of the time	30%	3
The Fire Chief has not assigned me any tasks	10%	1
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	4	
Average	3	
StdDev	1	

10. When the Chief has asked me to complete a task, the instructions, expectations, and timeline were clear.

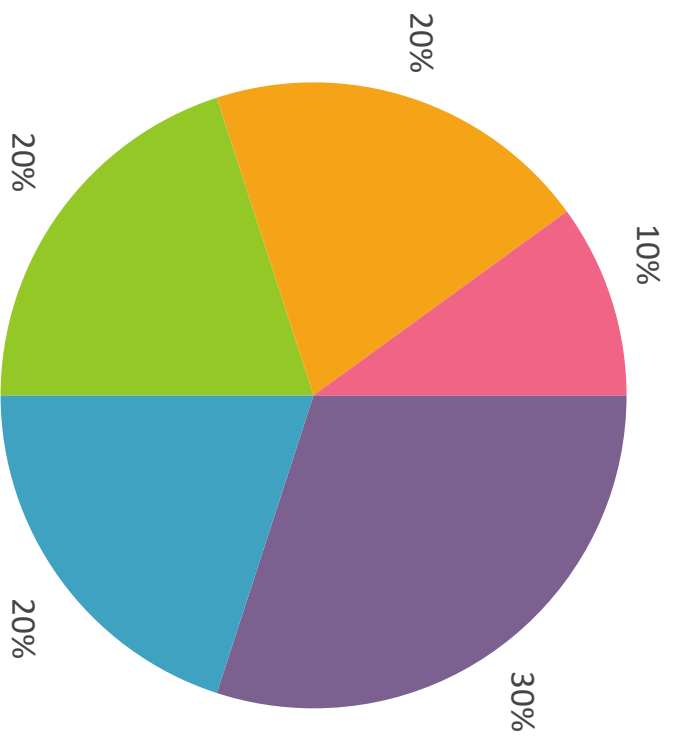


- None of the time
- Some of the time
- Most of the time
- All of the time
- The Fire Chief has not assigned me any tasks

10. When the Chief has asked me to complete a task, the instructions, expectations, and timeline were clear.

Value	Percent	Count
None of the time	10%	1
Some of the time	40%	4
Most of the time	10%	1
All of the time	30%	3
The Fire Chief has not assigned me any tasks	10%	1
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	4	
Average	3	
StdDev	1	

11. When the Chief has assigned me a project or task, I felt I had authority to make decisions regarding that project or task.

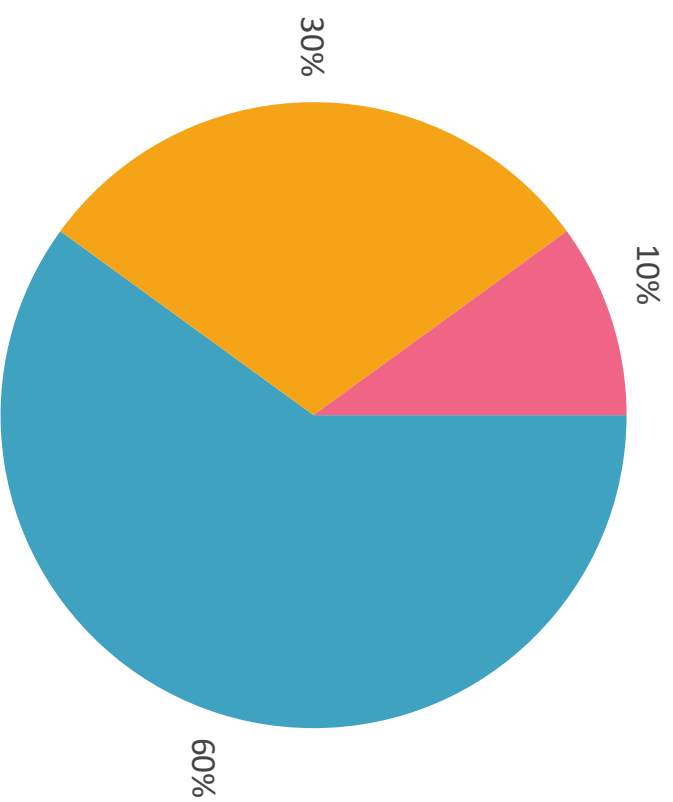


- None of the time
- Some of the time
- Most of the time
- All of the time
- The Fire Chief has not assigned me any tasks

11. When the Chief has assigned me a project or task, I felt I had authority to make decisions regarding that project or task.

Value		Percent	Count
None of the time		30%	3
Some of the time		20%	2
Most of the time		20%	2
All of the time		20%	2
The Fire Chief has not assigned me any tasks		10%	1
Totals			10
Statistics			
Total Responses			10
Min			1
Max			4
Average			2
StdDev			1

12. During the execution of the task the Chief followed up with me and provided constructive guidance on the completion of the task.

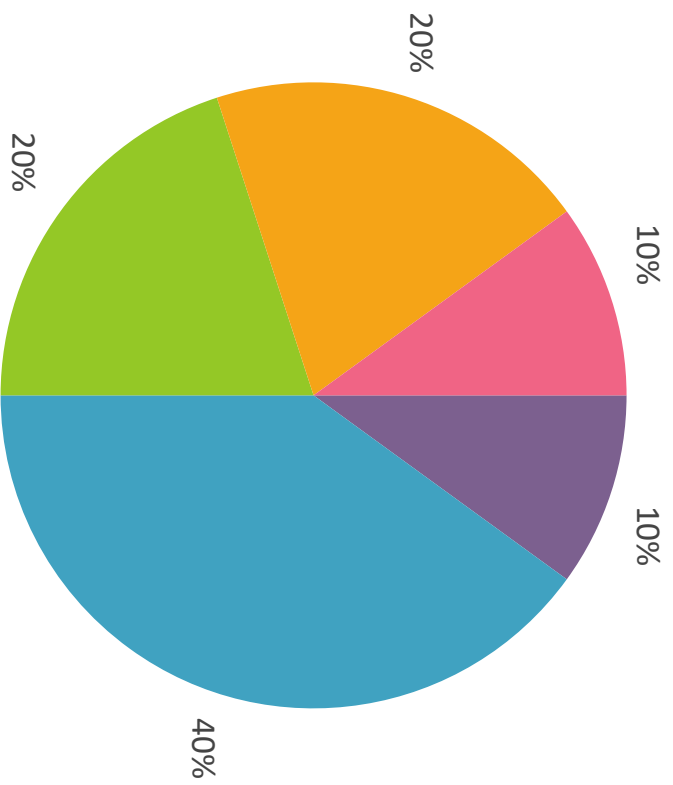


- None of the time
- Some of the time
- Most of the time
- All of the time
- The Fire Chief has not assigned me any tasks

12. During the execution of the task the Chief followed up with me and provided constructive guidance on the completion of the task.

Value	Percent	Count
None of the time	0%	0
Some of the time	60%	6
Most of the time	0%	0
All of the time	30%	3
The Fire Chief has not assigned me any tasks	10%	1
Totals		10
Statistics		
Total Responses	10	
Min	2	
Max	4	
Average	3	
StdDev	1	

13. During the execution of the task, I felt that I had ownership and pride in the task and was confident that my execution of the task would meet expectations.

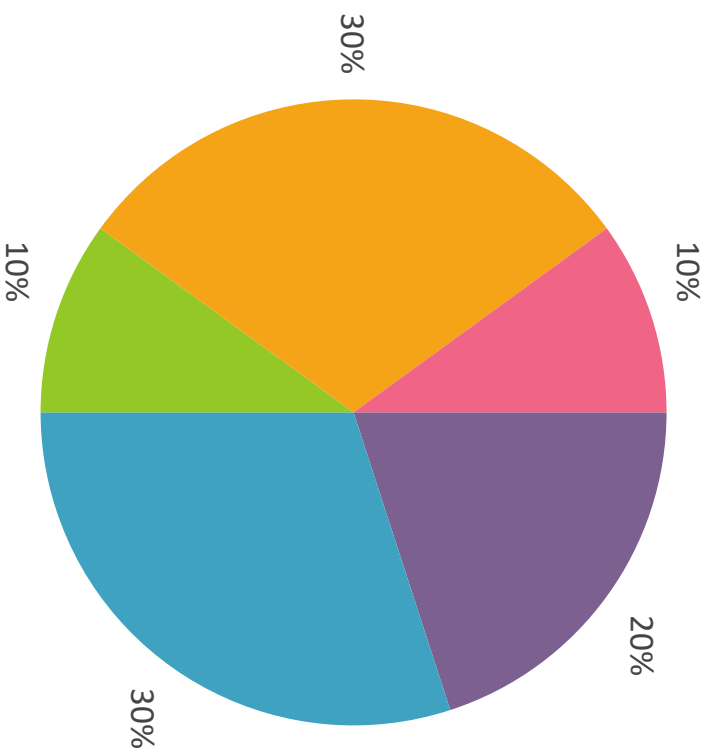


- None of the time
- Some of the time
- Most of the time
- All of the time
- The Fire Chief has not assigned me any tasks

13. During the execution of the task, I felt that I had ownership and pride in the task and was confident that my execution of the task would meet expectations.

Value	Count	Percent
None of the time	1	10%
Some of the time	4	40%
Most of the time	2	20%
All of the time	2	20%
The Fire Chief has not assigned me any tasks	1	10%
Totals	10	
Statistics		
Total Responses	10	
Min	1	
Max	4	
Average	3	
StdDev	1	

14. When the task was complete the Chief provided constructive advice on the outcome of the task and where necessary provided guidance for improvements if the task did not meet the original stated expectations.

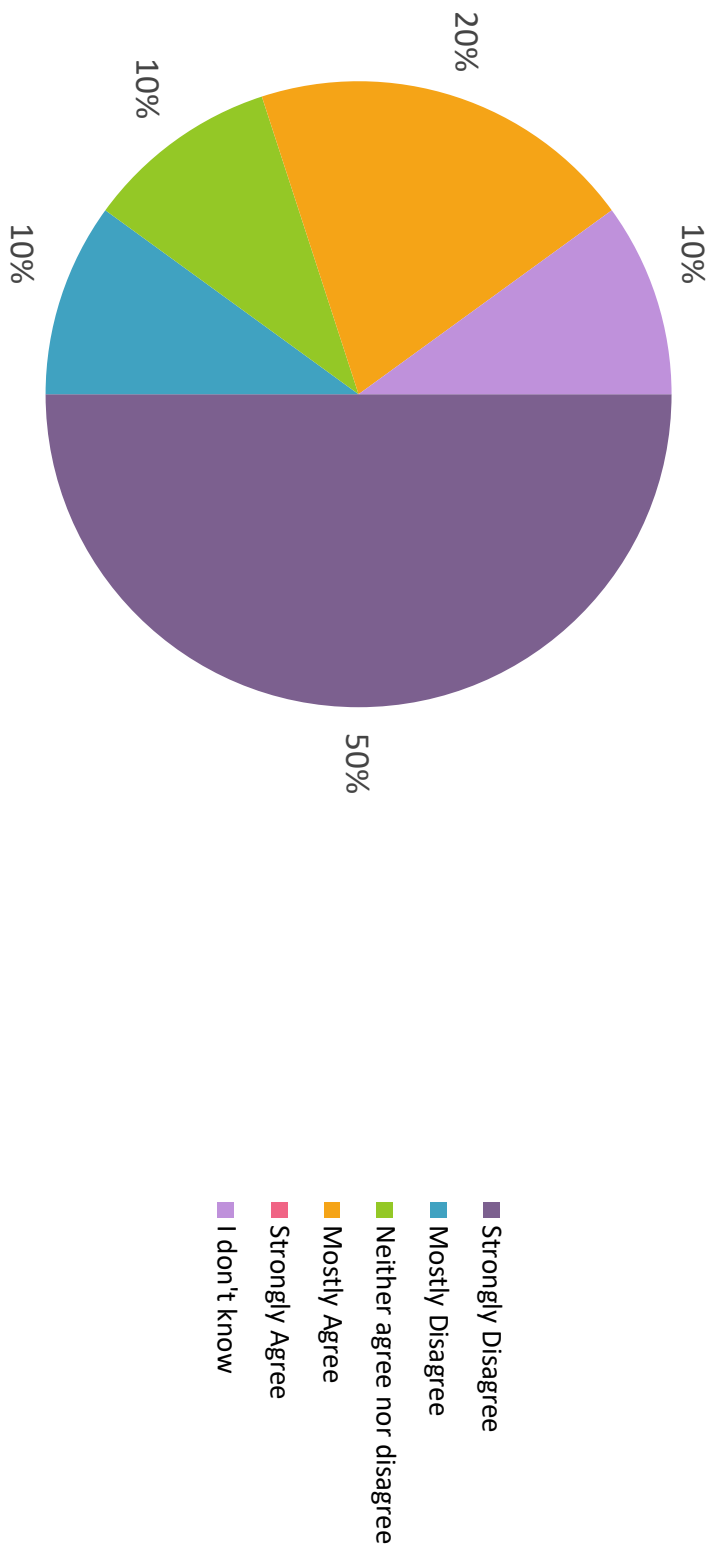


- None of the time
- Some of the time
- Most of the time
- All of the time
- The Fire Chief has not assigned me any tasks

14. When the task was complete the Chief provided constructive advice on the outcome of the task and where necessary provided guidance for improvements if the task did not meet the original stated expectations.

Value		Percent	Count
None of the time		20%	2
Some of the time		30%	3
Most of the time		10%	1
All of the time		30%	3
The Fire Chief has not assigned me any tasks		10%	1
Totals			10
Statistics			
Total Responses			10
Min			1
Max			4
Average			3
StdDev			1

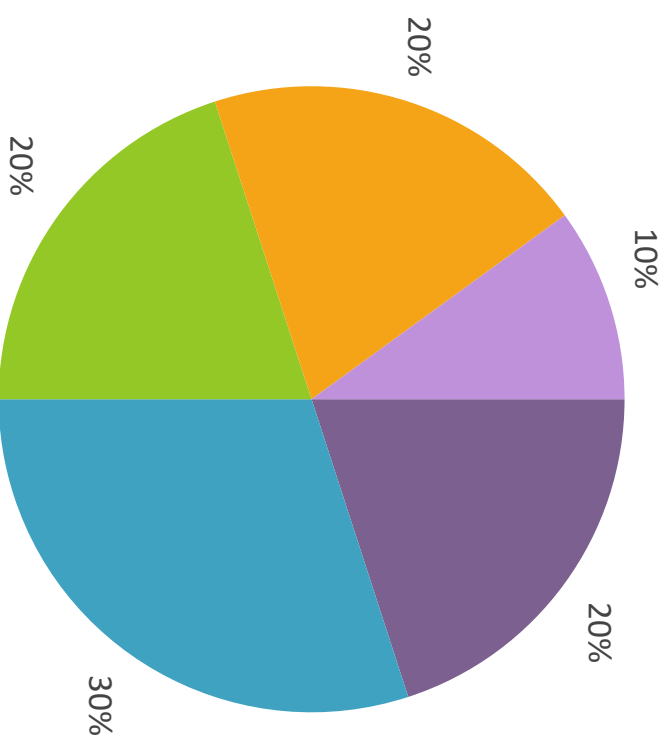
15. The Chief articulates a clear vision for the organization to staff and volunteers.



15.The Chief articulates a clear vision for the organization to staff and volunteers.







Value	Percent	Count
Strongly Disagree	50%	5
Mostly Disagree	10%	1
Neither agree nor disagree	10%	1
Mostly Agree	20%	2
Strongly Agree	0%	0
I don't know	10%	1
Totals		10
Statistics		
Total Responses		10
Min		1
Max		4
Average		2
StdDev		1

16. The Chief motivates staff and volunteers to fulfill goals.

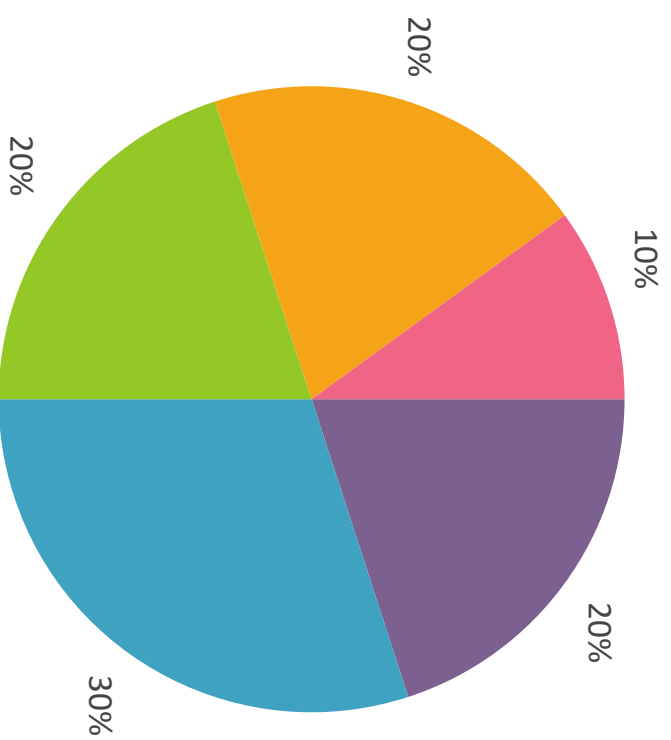


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

16.The Chief motivates staff and volunteers to fulfill goals.







Value		Percent	Count
Strongly Disagree		20%	2
Mostly Disagree		30%	3
Neither agree nor disagree		20%	2
Mostly Agree		20%	2
Strongly Agree		0%	0
I don't know		10%	1
Totals			10
Statistics			
Total Responses			10
Min			1
Max			4
Average			2
StdDev			1

17. The Chief serves as a positive role model for staff and volunteers.

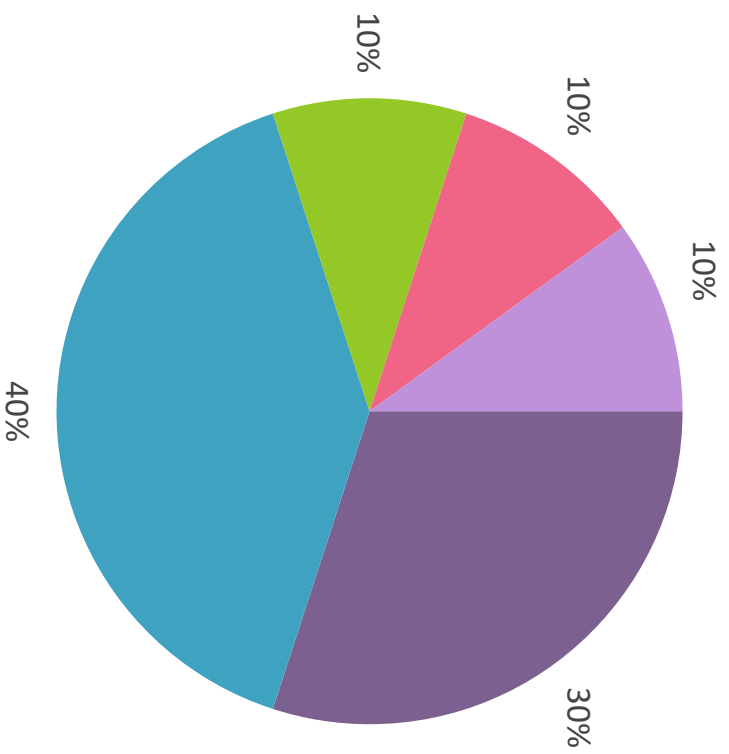


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

17.The Chief serves as a positive role model for staff and volunteers.

Value		Percent	Count
Strongly Disagree		20%	2
Mostly Disagree		30%	3
Neither agree nor disagree		20%	2
Mostly Agree		20%	2
Strongly Agree		10%	1
I don't know		0%	0
Totals			10
Statistics			
Total Responses			10
Min			1
Max			5
Average			3
StdDev			1

18. The Chief encourages creativity among the staff and volunteers.

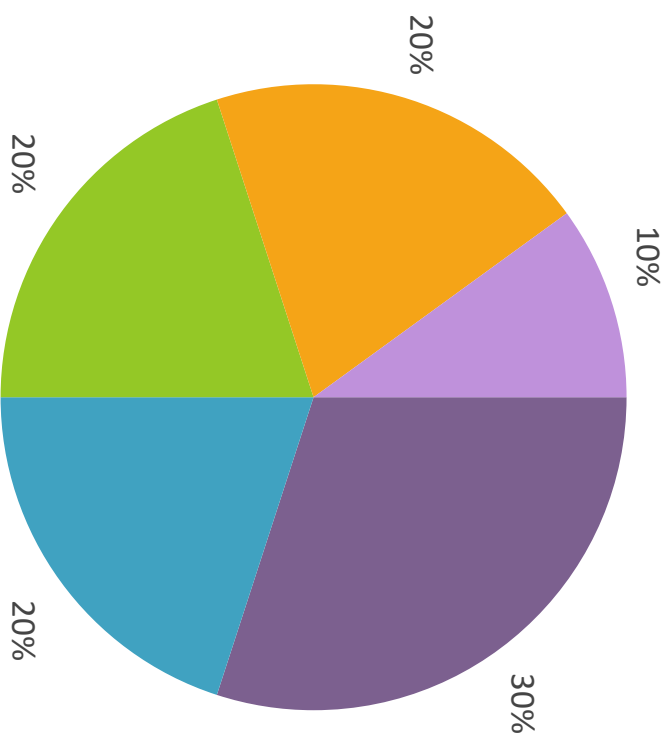


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

18.The Chief encourages creativity among the staff and volunteers.

Value	Percent	Count
Strongly Disagree	30%	3
Mostly Disagree	40%	4
Neither agree nor disagree	10%	1
Mostly Agree	0%	0
Strongly Agree	10%	1
I don't know	10%	1
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	5	
Average	2	
StdDev	1	

19. The Chief encourages staff and volunteers to explore new ways of doing things and new opportunities to learn.

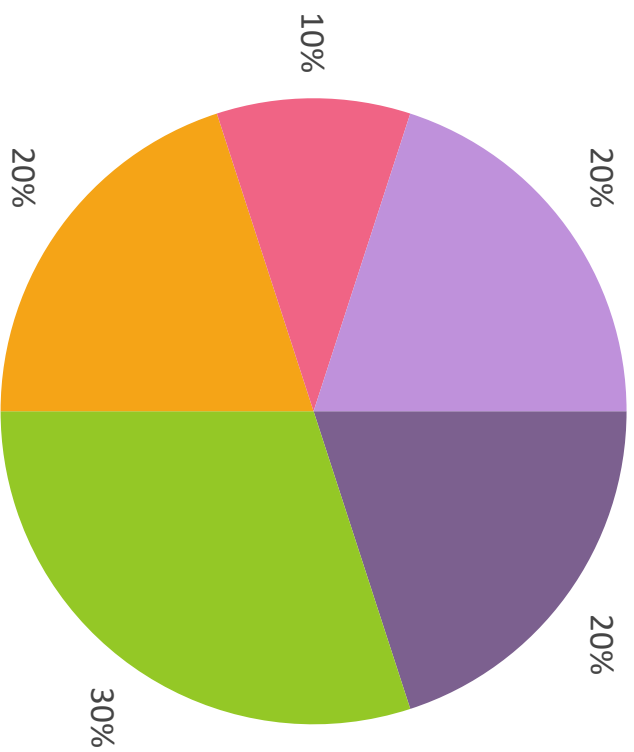


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

19.The Chief encourages staff and volunteers to explore new ways of doing things and new opportunities to learn.

Value	Percent	Count
Strongly Disagree	30%	3
Mostly Disagree	20%	2
Neither agree nor disagree	20%	2
Mostly Agree	20%	2
Strongly Agree	0%	0
I don't know	10%	1
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	4	
Average	2	
StdDev	1	

20. In order to foster supportive relationships, the Chief has kept lines of communication open, so staff and volunteers feel free to share ideas.

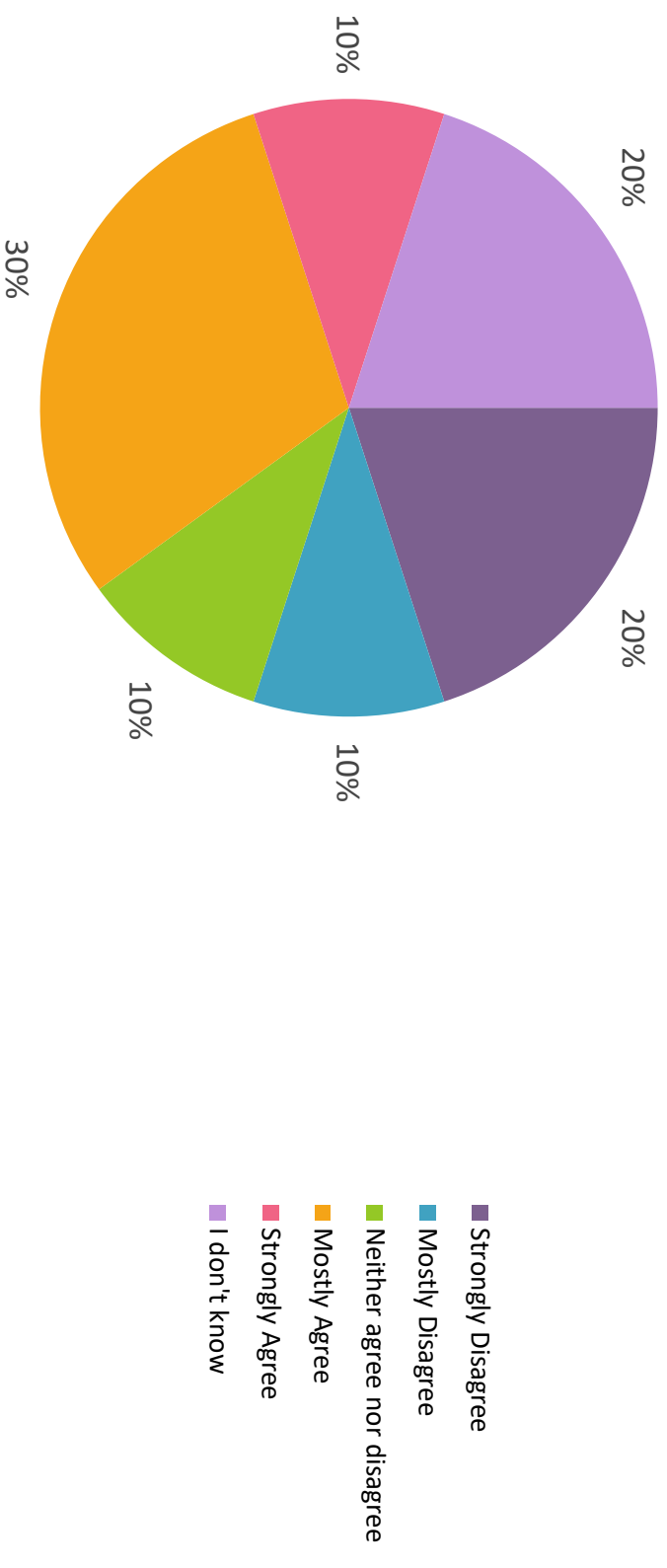


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

20. In order to foster supportive relationships, the Chief has kept lines of communication open, so staff and volunteers feel free to share ideas.

Value	Percent	Count
Strongly Disagree	20%	2
Mostly Disagree	0%	0
Neither agree nor disagree	30%	3
Mostly Agree	20%	2
Strongly Agree	10%	1
I don't know	20%	2
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	5	
Average	3	
StdDev	1	

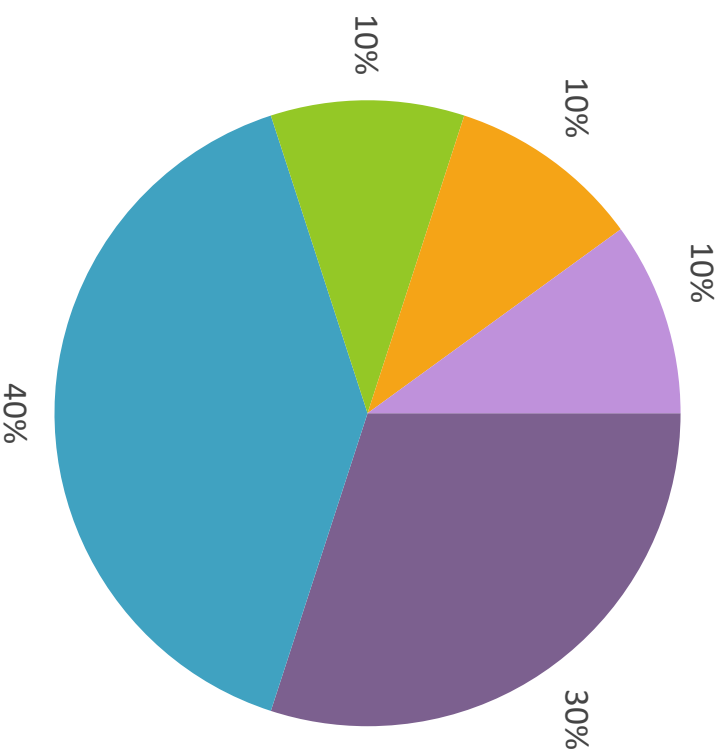
21. The Chief has made the effort to re-establish trust between himself and others in the department.



21.The Chief has made the effort to re-establish trust between himself and others in the department.







Value	Percent	Count
Strongly Disagree	20%	2
Mostly Disagree	10%	1
Neither agree nor disagree	10%	1
Mostly Agree	30%	3
Strongly Agree	10%	1
I don't know	20%	2
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	5	
Average	3	
StdDev	1	

22.The Chief has communicated departmental goals and expectations.

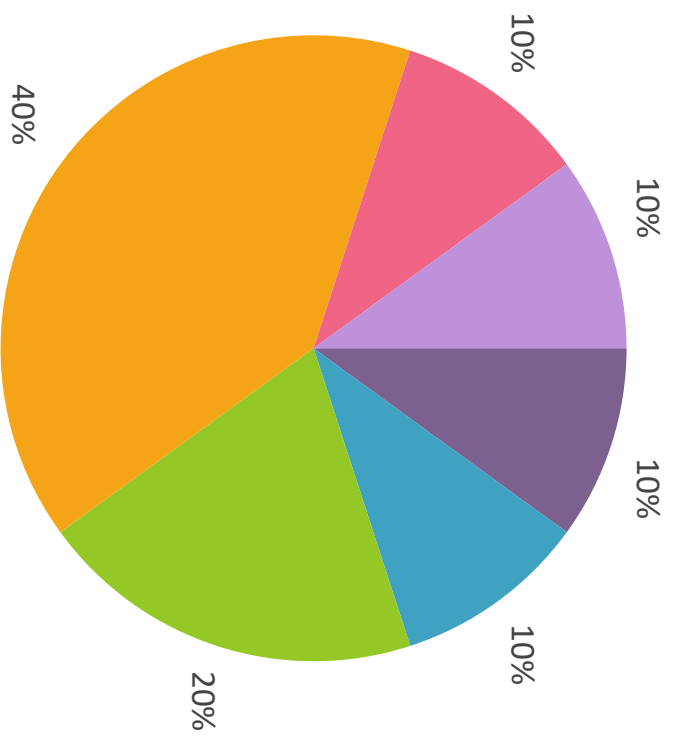


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

22.The Chief has communicated departmental goals and expectations.

Value		Percent	Count
Strongly Disagree		30%	3
Mostly Disagree		40%	4
Neither agree nor disagree		10%	1
Mostly Agree		10%	1
Strongly Agree		0%	0
I don't know		10%	1
Totals			10
Statistics			
Total Responses			10
Min			1
Max			4
Average			2
StdDev			1

23.The Chief is accessible and communicates well with staff and volunteers.

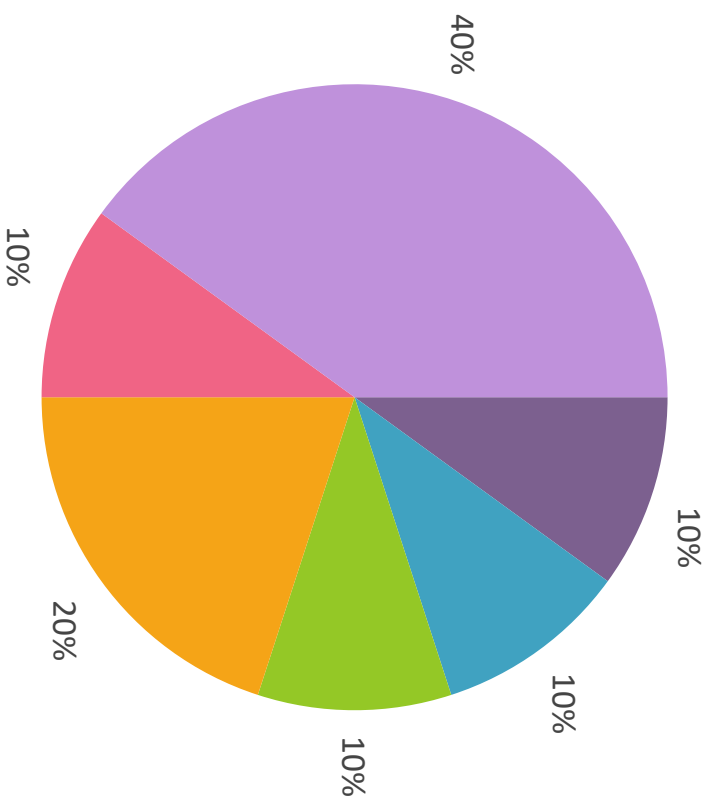


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

23.The Chief is accessible and communicates well with staff and volunteers.

Value	Percent	Count
Strongly Disagree	10%	1
Mostly Disagree	10%	1
Neither agree nor disagree	20%	2
Mostly Agree	40%	4
Strongly Agree	10%	1
I don't know	10%	1
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	5	
Average	3	
StdDev	1	

24. The Chief has followed documented industry standards in the performance of his duties.

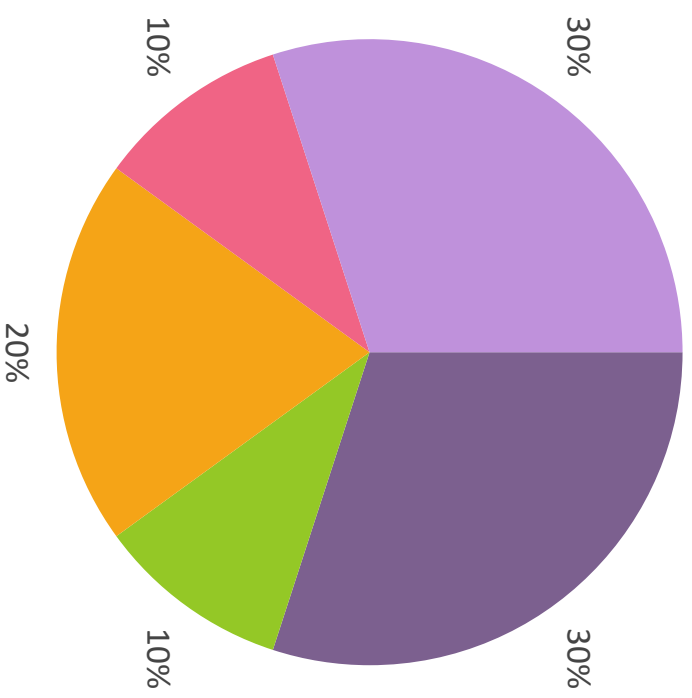


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

24.The Chief has followed documented industry standards in the performance of his duties.

Value	Percent	Count
Strongly Disagree	10%	1
Mostly Disagree	10%	1
Neither agree nor disagree	10%	1
Mostly Agree	20%	2
Strongly Agree	10%	1
I don't know	40%	4
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	5	
Average	3	
StdDev	1	

25. The Chief works with staff to ensure they are following documented industry standards.

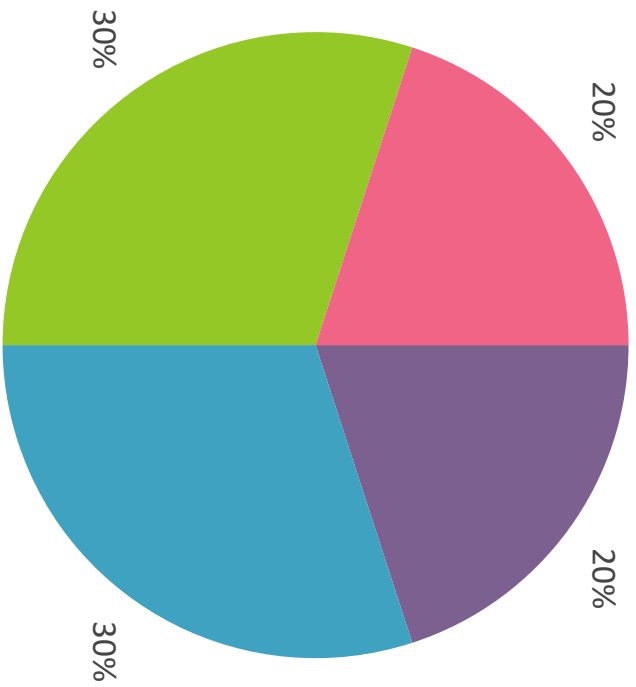


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know

25. The Chief works with staff to ensure they are following documented industry standards.






Value	Percent	Count
Strongly Disagree	30%	3
Mostly Disagree	0%	0
Neither agree nor disagree	10%	1
Mostly Agree	20%	2
Strongly Agree	10%	1
I don't know	30%	3
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	5	
Average	3	
StdDev	2	

26. The Chief has created or participated in the creation of SOPs/SOGs where they do not exist.

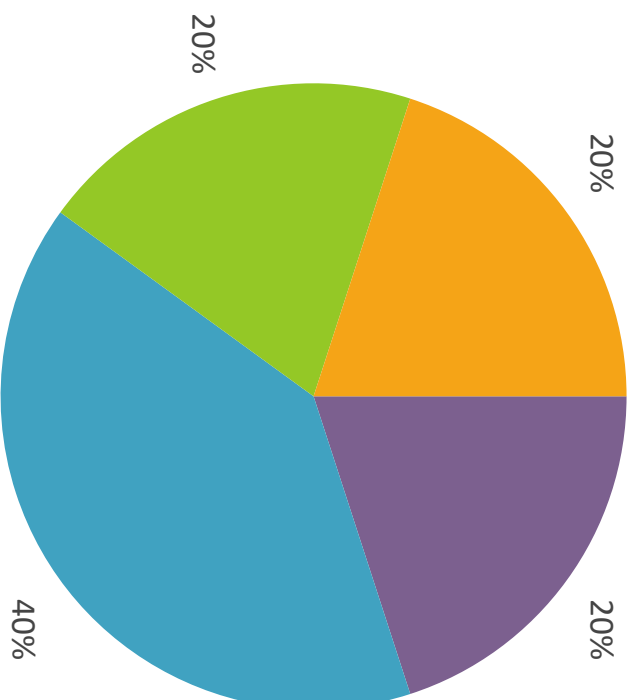


- None of the time
- Some of the time
- Most of the time
- All of the time
- I don't know

26. The Chief has created or participated in the creation of SOPs/SOGs where they do not exist.

Value		Percent	Count
None of the time		20%	2
Some of the time		30%	3
Most of the time		30%	3
All of the time		0%	0
I don't know		20%	2
Totals			10
Statistics			
Total Responses			10
Min			1
Max			3
Average			2
StdDev			1

27. The Chief has ensured that I have received timely and relevant feedback and resources in order to equip and prepare me for carrying out the duties related to my position.

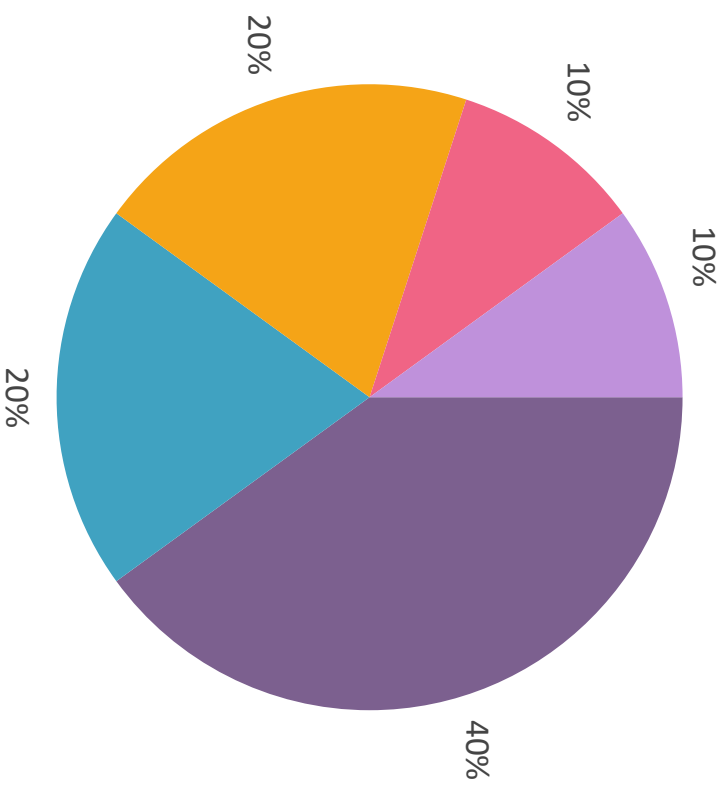


- None of the time
- Some of the time
- Most of the time
- All of the time
- I have had no interaction with the Fire Chief

27. The Chief has ensured that I have received timely and relevant feedback and resources in order to equip and prepare me for carrying out the duties related to my position.

Value	Percent	Count
None of the time	20%	2
Some of the time	40%	4
Most of the time	20%	2
All of the time	20%	2
I have had no interaction with the Fire Chief	0%	0
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	4	
Average	2	
StdDev	1	

28. The Chief has worked to provide the department with well organized and more relevant training.

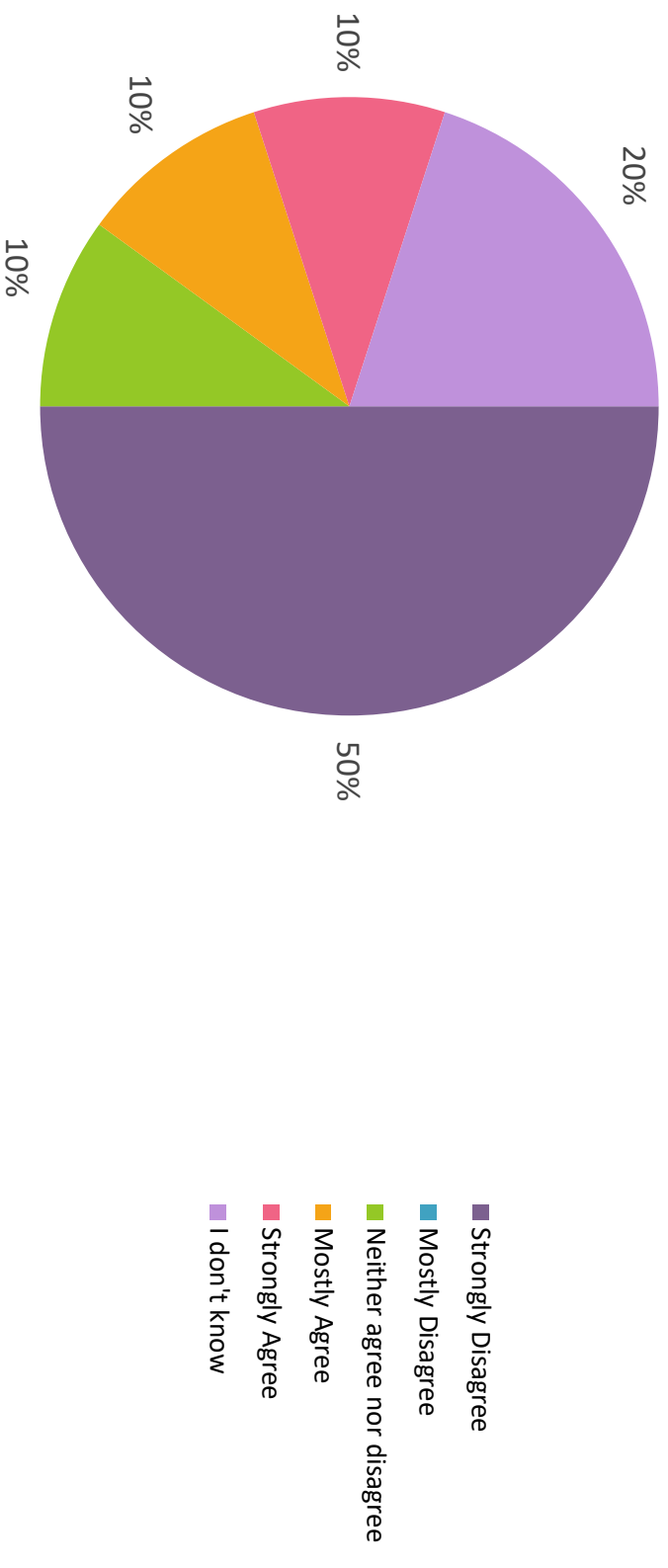


- Strongly Disagree
- Mostly Disagree
- Neither agree nor disagree
- Mostly Agree
- Strongly Agree
- I don't know







28.The Chief has worked to provide the department with well organized and more relevant training.

Value	Percent	Count
Strongly Disagree	40%	4
Mostly Disagree	20%	2
Neither agree nor disagree	0%	0
Mostly Agree	20%	2
Strongly Agree	10%	1
I don't know	10%	1
Totals		10
Statistics		
Total Responses	10	
Min	1	
Max	5	
Average	2	
StdDev	1	

29. The Chief has implemented an AAR framework that I am aware of to ensure that concerns and needs for safety and training are being met.



29.The Chief has implemented an AAR framework that I am aware of to ensure that concerns and needs for safety and training are being met.

Value		Percent	Count
Strongly Disagree		50%	5
Mostly Disagree		0%	0
Neither agree nor disagree		10%	1
Mostly Agree		10%	1
Strongly Agree		10%	1
I don't know		20%	2
Totals			10
Statistics			
Total Responses			10
Min			1
Max			5
Average			2
StdDev			2

Nederland Fire Chief PIP Period Feedback Survey Results

Nederland Fire Chief PIP Period Feedback Survey

1. The Chief has been dressed in a professional manner when I have encountered him.

Value	Percent Count
None of the time	0%
Some of the time	30%
Most of the time	50%
All of the time	20%
I have had no interaction with the Fire Chief	0%
Totals	10

Statistics

Total Responses	10
Min	2
Max	4
Average	3
StdDev	1

2. When I have had interactions with the Chief, he has conducted himself in a professional manner.

Value	Percent Count
None of the time	0%
Some of the time	20%
Most of the time	50%
All of the time	30%
I have had no interaction with the Fire Chief	0%
Totals	10

Statistics

Total Responses	10
Min	2
Max	4
Average	3
StdDev	1

3. The Chief has maintained a clean and orderly workspace in his office.

Value	Percent Count
None of the time	10%
Some of the time	10%
Most of the time	40%
All of the time	20%
I have not seen the Chief's office	20%
Totals	10

Statistics

Total Responses	10
Min	1
Max	4
Average	3
StdDev	1

4. The Chief has ensured that NFPD stations are maintained in a clean and orderly fashion.

Value	Percent Count
None of the time	0%
Some of the time	50%
Most of the time	40%
All of the time	10%
I don't know	0%
Totals	10

Statistics

Total Responses	10
Min	2
Max	4

Average 3
StdDev 1

5. The Chief has kept regular office hours without any unexplained absences.

Value	Percent Count
None of the time	0%
Some of the time	40%
Most of the time	10%
All of the time	0%
I don't know	50%
Totals	10

Statistics
Total Responses 10
Min 2
Max 3
Average 2
StdDev 0

6. The Chief has provided regular morning meetings for career staff.

Value	Percent Count
None of the time	0%
Some of the time	30%
Most of the time	10%
All of the time	0%
Does not apply to me	60%
Totals	10

Statistics
Total Responses 10
Min 2
Max 3
Average 2
StdDev 0

7. The morning meetings have been productive and staff members get the opportunity to share their work progress.

Value	Percent Count
None of the time	0%
Some of the time	20%
Most of the time	10%
All of the time	10%
Does not apply to me	60%
Totals	10

Statistics
Total Responses 10
Min 2
Max 4
Average 3
StdDev 1

8. At the end of the morning meeting, I am aware of my tasks for the day, expected completion time, expected completion state, and feel appropriately informed about the task(s).

Value	Percent Count
None of the time	0%
Some of the time	40%
Most of the time	0%
All of the time	10%
Does not apply to me	50%
Totals	10

Statistics
Total Responses 10
Min 2
Max 4
Average 2
StdDev 1

9. When discussing tasks that have been completed, the Chief has provided useful and constructive feedback in a professional manner.

Value	Percent Count
None of the time	10%
Some of the time	30%
Most of the time	20%
All of the time	30%
The Fire Chief has not assigned me any tasks	10%
Totals	10

Statistics

Total Responses	10
Min	1
Max	4
Average	3
StdDev	1

10. When the Chief has asked me to complete a task, the instructions, expectations, and timeline were clear.

Value	Percent Count
None of the time	10%
Some of the time	40%
Most of the time	10%
All of the time	30%
The Fire Chief has not assigned me any tasks	10%
Totals	10

Statistics

Total Responses	10
Min	1
Max	4
Average	3
StdDev	1

11. When the Chief has assigned me a project or task, I felt I had authority to make decisions regarding that project or task.

Value	Percent Count
None of the time	30%
Some of the time	20%
Most of the time	20%
All of the time	20%
The Fire Chief has not assigned me any tasks	10%
Totals	10

Statistics

Total Responses	10
Min	1
Max	4
Average	2
StdDev	1

12. During the execution of the task the Chief followed up with me and provided constructive guidance on the completion of the task.

Value	Percent Count
None of the time	0%
Some of the time	60%
Most of the time	0%
All of the time	30%
The Fire Chief has not assigned me any tasks	10%
Totals	10

Statistics

Total Responses	10
Min	2
Max	4
Average	3
StdDev	1

13. During the execution of the task, I felt that I had ownership and pride in the task and was confident that my execution of the task would meet expectations.

Value	Percent Count
None of the time	10%
Some of the time	40%
Most of the time	20%
All of the time	20%
The Fire Chief has not assigned me any tasks	10%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	4
Average	3
StdDev	1

14. When the task was complete the Chief provided constructive advice on the outcome of the task and where necessary provided guidance for improvements if the task did not meet the original stated expectations.

Value	Percent Count
None of the time	20%
Some of the time	30%
Most of the time	10%
All of the time	30%
The Fire Chief has not assigned me any tasks	10%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	4
Average	3
StdDev	1

15. The Chief articulates a clear vision for the organization to staff and volunteers.

Value	Percent Count
Strongly Disagree	50%
Mostly Disagree	10%
Neither agree nor disagree	10%
Mostly Agree	20%
Strongly Agree	0%
I don't know	10%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	4
Average	2
StdDev	1

16. The Chief motivates staff and volunteers to fulfill goals.

Value	Percent Count
Strongly Disagree	20%
Mostly Disagree	30%
Neither agree nor disagree	20%
Mostly Agree	20%
Strongly Agree	0%
I don't know	10%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	4
Average	2
StdDev	1

17. The Chief serves as a positive role model for staff and volunteers.

Value	Percent Count
Strongly Disagree	20%
Mostly Disagree	30%
Neither agree nor disagree	20%
Mostly Agree	20%
Strongly Agree	10%
I don't know	0%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	5
Average	3
StdDev	1

18. The Chief encourages creativity among the staff and volunteers.

Value	Percent Count
Strongly Disagree	30%
Mostly Disagree	40%
Neither agree nor disagree	10%
Mostly Agree	0%
Strongly Agree	10%
I don't know	10%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	5
Average	2
StdDev	1

19. The Chief encourages staff and volunteers to explore new ways of doing things and new opportunities to learn.

Value	Percent Count
Strongly Disagree	30%
Mostly Disagree	20%
Neither agree nor disagree	20%
Mostly Agree	20%
Strongly Agree	0%
I don't know	10%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	4
Average	2
StdDev	1

20. In order to foster supportive relationships, the Chief has kept lines of communication open, so staff and volunteers feel free to share ideas.

Value	Percent Count
Strongly Disagree	20%
Mostly Disagree	0%
Neither agree nor disagree	30%
Mostly Agree	20%
Strongly Agree	10%
I don't know	20%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	5
Average	3
StdDev	1

21. The Chief has made the effort to re-establish trust between himself and others in the department.

Value	Percent Count
Strongly Disagree	20%
Mostly Disagree	10%
Neither agree nor disagree	10%
Mostly Agree	30%
Strongly Agree	10%
I don't know	20%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	5
Average	3
StdDev	1

22. The Chief has communicated departmental goals and expectations.

Value	Percent Count
Strongly Disagree	30%
Mostly Disagree	40%
Neither agree nor disagree	10%
Mostly Agree	10%
Strongly Agree	0%
I don't know	10%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	4
Average	2
StdDev	1

23. The Chief is accessible and communicates well with staff and volunteers.

Value	Percent Count
Strongly Disagree	10%
Mostly Disagree	10%
Neither agree nor disagree	20%
Mostly Agree	40%
Strongly Agree	10%
I don't know	10%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	5
Average	3
StdDev	1

24. The Chief has followed documented industry standards in the performance of his duties.

Value	Percent Count
Strongly Disagree	10%
Mostly Disagree	10%
Neither agree nor disagree	10%
Mostly Agree	20%
Strongly Agree	10%
I don't know	40%
Totals	10

Statistics	
Total Responses	10
Min	1
Max	5

Average 3
StdDev 1

25. The Chief works with staff to ensure they are following documented industry standards.

Value	Percent Count
Strongly Disagree	30%
Mostly Disagree	0%
Neither agree nor disagree	10%
Mostly Agree	20%
Strongly Agree	10%
I don't know	30%
Totals	10

Statistics

Total Responses 10
Min 1
Max 5
Average 3
StdDev 2

26. The Chief has created or participated in the creation of SOPs/SOGs where they do not exist.

Value	Percent Count
None of the time	20%
Some of the time	30%
Most of the time	30%
All of the time	0%
I don't know	20%
Totals	10

Statistics

Total Responses 10
Min 1
Max 3
Average 2
StdDev 1

27. The Chief has ensured that I have received timely and relevant feedback and resources in order to equip and prepare me for carrying out the duties related to my position.

Value	Percent Count
None of the time	20%
Some of the time	40%
Most of the time	20%
All of the time	20%
I have had no interaction with the Fire Chief	0%
Totals	10

Statistics

Total Responses 10
Min 1
Max 4
Average 2
StdDev 1

28. The Chief has worked to provide the department with well organized and more relevant training.

Value	Percent Count
Strongly Disagree	40%
Mostly Disagree	20%
Neither agree nor disagree	0%
Mostly Agree	20%
Strongly Agree	10%
I don't know	10%
Totals	10

Statistics

Total Responses 10
Min 1
Max 5

Average
StdDev

2
1

29. The Chief has implemented an AAR framework that I am aware of to ensure that concerns and needs for safety and training are being met.

Value	Percent	Count
Strongly Disagree	50%	5
Mostly Disagree	0%	0
Neither agree nor disagree	10%	1
Mostly Agree	10%	1
Strongly Agree	10%	1
I don't know	20%	2
Totals		10

Statistics

Total Responses 10
Min 1
Max 5
Average 2
StdDev 2

Q#	Question	Percent Positive
1	The Chief has been dressed in a professional manner when I have encountered him.	70
2	When I have had interactions with the Chief, he has conducted himself in a professional manner.	80
3	The Chief has maintained a clean and orderly workspace in his office.	60
4	The Chief has ensured that NFPD stations are maintained in a clean and orderly fashion.	50
5	The Chief has kept regular office hours without any unexplained absences.	10
6	The Chief has provided regular morning meetings for career staff.	10
7	The morning meetings have been productive and staff members get the opportunity to share their work progress.	20
8	At the end of the morning meeting, I am aware of my tasks for the day, expected completion time, expected completion state, and feel appropriately informed about the task(s).	10
9	When discussing tasks that have been completed, the Chief has provided useful and constructive feedback in a professional manner.	50
10	When the Chief has asked me to complete a task, the instructions, expectations, and timeline were clear.	40
11	When the Chief has assigned me a project or task, I felt I had authority to make decisions regarding that project or task.	40
12	During the execution of the task the Chief followed up with me and provided constructive guidance on the completion of the task.	30
13	During the execution of the task, I felt that I had ownership and pride in the task and was confident that my execution of the task would meet expectations.	40
14	When the task was complete the Chief provided constructive advice on the outcome of the task and where necessary provided guidance for improvements if the task did not meet the original stated expectations.	40
15	The Chief articulates a clear vision for the organization to staff and volunteers.	20
16	The Chief motivates staff and volunteers to fulfill goals.	20
17	The Chief serves as a positive role model for staff and volunteers.	30
18	The Chief encourages creativity among the staff and volunteers.	10
19	The Chief encourages staff and volunteers to explore new ways of doing things and new opportunities to learn.	20
20	In order to foster supportive relationships, the Chief has kept lines of communication open, so staff and volunteers feel free to share ideas.	30
21	The Chief has made the effort to re-establish trust between himself and others in the department.	40
22	The Chief has communicated departmental goals and expectations.	10
23	The Chief is accessible and communicates well with staff and volunteers.	50
24	The Chief has followed documented industry standards in the performance of his duties.	30
25	The Chief works with staff to ensure they are following documented industry standards.	30
26	The Chief has created or participated in the creation of SOPs/SOGs where they do not exist.	30
27	The Chief has ensured that I have received timely and relevant feedback and resources in order to equip and prepare me for carrying out the duties related to my position.	40
28	The Chief has worked to provide the department with well organized and more relevant training.	30
29	The Chief has implemented an AAR framework that I am aware of to ensure that concerns and needs for safety and training are being met.	20