

Themes of CFD Battalion Chiefs Feedback

During the Battalion Chief's (BC's) DISC training, in April 2021, we took the opportunity to solicit feedback by providing the BC's with a list of questions to individually answer. This was presented to them as an opportunity to provide input and to help align their needs/wants with the expectations of the CFD Leadership.

Below are themes from each question based solely on the frequency that they appear throughout the questionnaire.

1. **Are there any aspects of CFD culture you wish you could change? If so, what would you change and how?**
 - a) The lower levels feel that their voice is not heard. They feel that their concerns are not valid at the top.
 - b) Operations feels that Command Staff does not care or that operations don't matter.
 - c) They want to see more focus on the positive things that occur.
 - d) They want more of a team approach; we approach.
 - e) They want more consistent messaging and to get ahead of rumor mills.

2. **From your perspective, what is working well at CFD?**
 - a) Their message here is that the department is operationally strong.
 - b) Tactically sound
 - c) Great equipment

3. **As a BC, what would you like to spend more time on?**
 - a) BC's would like to be more involved in decisions and changes in the department.
 - b) Building relationships with their crews
 - c) Career development for themselves and their crews
 - d) Leadership development
 - e) More training with the Battalions

4. **What can Division Chiefs do to help you be more productive?**
 - a) There were a lot of responses that the DC are moving in the right direction by becoming more consistent and providing resources.
 - b) Division Chiefs need to be more responsive to their questions. There is a theme that they do not get their questions answered.
 - c) Want consistent communication and messages.
 - d) They want to be allowed to run their Battalions.

5. **What ideas do you have to improve BC meetings?**
 - a) They want more open discussion rather than a briefing.
 - b) Send out agendas before the meeting

- c) Remove things that don't impact operations and send those items out via email or another source
- d) Engage BCs in discussion and focus on problem solving on real issues
- e) Elicit more engagement (comments/questions) from the BCs
- f) Send pertinent information out prior to meetings

6. How can we make CFD more inclusive and diverse?

- a) Several responses stated that CFD is diverse and inclusive
- b) Diversity is more than just race and gender; need to focus on diversity of thought and ideas as well
- c) Focus on hiring the best people for the job

7. What would you do differently to improve internal communications?

- a) Consistent messaging
- b) Command Staff videos
- c) Cut lengthy emails and IBs
- d) Command Staff needs to meet with companies at their stations

8. How can we make our CFD Values, Mission and Goals clearer for everyone?

- a) Many think they are clear
- b) Start in recruit school
- c) Lead by example

9. What motivates you to do a good job?

- a) Personal pride
- b) Love of the job
- c) The people they work with and the citizens

10. What makes you proud to be part of CFD?

- a) Our history
- b) Our people
- c) The great service we provide
- d) Being part of a well respected and progressive fire department
- e) Our work ethic

11. Describe your role as a BC in a paragraph or less.

- a) Provide my people the resources and tools to do their jobs
- b) To manage the resources and lead the people within my battalion and to protect the citizens
- c) Command and control of major incidents
- d) Make sure CFD mission and goals are being carried out

