

# Policies

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know N/A
1. Department policies support accountability	47	219	49	23	9
	14%	63%	14%	7%	3%
	Agree / Disagree Total		77%	21%	
2021	19	69	33	24	2
	13%	47%	22%	16%	13%
	Agree / Disagree Total		60.0%	38.0%	
<b>Difference</b>		<b>-17.0%</b>		<b>17.0%</b>	

12. Policies are enforced consistently across the entire department.	20	97	106	96	30
	6%	28%	30%	28%	9%
	Agree / Disagree Total		34%	58%	
2021	7	16	46	73	4
	5%	11%	32%	50%	3%
	Agree / Disagree Total		16%	82%	
<b>Difference</b>		<b>-18%</b>		<b>24%</b>	

24. Department policies and procedures are clear	58	189	64	35	1
	17%	54%	18%	10%	0%
	Agree / Disagree Total		71%	28%	
2021	16	71	46	14	0
	11%	48%	31%	10%	0%
	Agree / Disagree Total		59%	41%	
<b>Difference</b>		<b>-12%</b>		<b>13%</b>	

26. Employees fully understand the differences between a policy, informational bulletin and a memo.	12	17	40	68	10
	8%	12%	27%	46%	7%
	Agree / Disagree Total		20%	70%	
27. There is confusion on policy changes and informational bulletins and what takes preference over the other	80	37	13	13	4
	54%	25%	9%	9%	3%
	Agree / Disagree Total		79%	18%	

# Accountability and Discipline

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know N/A
2. Individuals are held accountable for their actions	37	156	102	49	4
	11%	45%	29%	14%	10%
	Agree / Disagree Total		56%	43%	
2021	9	31	58	44	5
	6%	21%	39%	30%	3%
	Agree / Disagree Total		27%	69%	
<b>Difference</b>		<b>-29%</b>		<b>26%</b>	

13. Discipline is handled consistently across the entire department.	20	84	117	96	32
	6%	24%	34%	28%	9%
	Agree / Disagree Total		30%	62%	
2021	7	18	34	78	9
	5%	12%	23%	53%	6%
	Agree / Disagree Total		17%	75%	
<b>Difference</b>		<b>-13%</b>		<b>13%</b>	

14. Penalties are generally fair and appropriate for the offense	28	130	87	66	37
	8%	37%	25%	19%	11%
	Agree / Disagree Total		45%	44%	
2021	8	28	46	47	16
	6%	19%	32%	32%	11%
	Agree / Disagree Total		25%	64%	
<b>Difference</b>		<b>-20%</b>		<b>20%</b>	

15. Penalties are applied consistently across the entire department.	23	85	108	87	44
	7%	24%	31%	25%	13%
	Agree / Disagree Total		31%	56%	
2021	7	20	39	68	12
	5%	14%	27%	47%	8%
	Agree / Disagree Total		19%	74%	
<b>Difference</b>		<b>-12%</b>		<b>18%</b>	

16. Disciplinary guidelines are clear and easy to understand	39	216	46	34	12
	11%	62%	13%	10%	3%
	Agree / Disagree Total		73%	23%	
2021	16	73	30	24	2
	11%	50%	21%	17%	1%
	Agree / Disagree Total		61%	38%	
<b>Difference</b>		<b>-12%</b>		<b>15%</b>	

# Performance and Expectations

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know N/A
3. Quality performance is recognized and rewarded	25	190	91	32	10
	7%	55%	26%	9%	3%
	Agree / Disagree Total		63%	35%	
2021	8	35	50	45	9
	5%	24%	34%	31%	6%
	Agree / Disagree Total		29%	65%	
<b>Difference</b>		<b>-34%</b>		<b>30%</b>	

5. My performance is evaluated regularly	81	216	37	9	3
	23%	62%	11%	3%	1%
	Agree / Disagree Total		85%	14%	
2021	17	97	21	7	5
	12%	66%	14%	5%	3%
	Agree / Disagree Total		78%	19%	
<b>Difference</b>		<b>-7%</b>		<b>5%</b>	

6. My performance evaluations provide constructive feedback for my professional development	68	206	55	16	3
	20%	59%	16%	5%	1%
	Agree / Disagree Total		79%	21%	
2021	13	75	42	11	5
	9%	51%	29%	8%	3%
	Agree / Disagree Total		60%	37%	
<b>Difference</b>		<b>-19%</b>		<b>16%</b>	

8. Performance evaluations are conducted in a consistent manner across the entire department.	23	107	100	75	44
	7%	31%	29%	21%	13%
	Agree / Disagree Total		38%	50%	
2021	7	24	52	46	18
	5%	16%	35%	31%	12%
	Agree / Disagree Total		21%	66%	
<b>Difference</b>		<b>-17%</b>		<b>16%</b>	

4. I understand what is expected of me in my day-to-day duties.	137	197	5	7	1
	39%	57%	1%	2%	0%
	Agree / Disagree Total		96%	3%	
2021	52	80	7	5	3
	35%	54%	5%	3%	2%
	Agree / Disagree Total		89.0%	8.0%	
<b>Difference</b>		<b>-7.0%</b>		<b>5.0%</b>	

# Promotions and Leadership Size

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know N/A
9. Promotional opportunities are conducted in an objective manner	32	189	44	47	36
	9%	54%	13%	14%	10%
	Agree / disagree total		63%	27%	
2021	16	38	29	52	12
	11%	26%	20%	35%	8%
	Agree / disagree total		37%	55%	
<b>Difference</b>		<b>-26%</b>		<b>28%</b>	

33. Our department has sufficient promotional opportunities.	54	236	47	24	6
	15%	64%	13%	7%	2%
	Agree / Disagree Total		79%	20%	
2021	11	79	18	35	4
	8%	54%	12%	24%	2%
	Agree / Disagree Total		62%	36%	
<b>Difference</b>		<b>-17%</b>		<b>12%</b>	

34. Succession planning meets the needs of the department.	18	149	53	52	90
	5%	41%	15%	14%	25%
	Agree / Disagree Total		46%	29%	
2021	6	28	48	46	18
	4%	19%	33%	32%	12%
	Agree / Disagree Total		23%	65%	
<b>Difference</b>		<b>-23%</b>		<b>36%</b>	

10. Leadership staffing is the right size to meet departments needs. (Battalion chief and above)	50	167	77	61	15
	14%	45%	21%	16%	4%
	Agree /Disagree Total		56%	37%	
2021	16	30	40	53	7
	11%	21%	27%	36%	5%
	Agree /Disagree Total		32%	63%	
<b>Difference</b>		<b>-24%</b>		<b>26%</b>	

11. Supervisory staffing is the right size to meet the department needs. (Captains and civilian)	76	257	25	8	5
	20%	69%	7%	2%	1%
	Agree / Disagree Total		89%	9%	
2021	23	83	22	9	9
	16%	57%	15%	6%	6%
	Agree / Disagree Total		73%	21%	
<b>Difference</b>		<b>-16%</b>		<b>12%</b>	

# Teamwork

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know N/A
18. Teamwork within CFD is good	95	219	30	4	3
	27%	62%	9%	1%	1%
	Agree / Disagree Total		89%	10%	
2021	27	92	18	8	2
	18%	63%	12%	5%	1%
	Agree / Disagree Total		81%	17%	
<b>Difference</b>		<b>-8%</b>		<b>7%</b>	

20. Employees are empowered to make good decisions	28	183	90	45	6
	8%	52%	26%	13%	2%
	Agree / Disagree Total		60%	39%	
2021	15	50	40	36	6
	10%	34%	27%	24%	4%
	Agree / Disagree Total		44%	51%	
<b>Difference</b>		<b>-16%</b>		<b>12%</b>	

28. Our department recognizes employees appropriately	23	144	112	111	7
	8%	46%	27%	16%	2%
	Agree / Disagree Total		54%	43%	
2021	6	28	58	49	6
	4%	19%	40%	33%	4%
	Agree / Disagree Total		23%	73%	
<b>Difference</b>		<b>-31%</b>		<b>30%</b>	

29. Employee morale in the department is good.	23	114	112	111	7
	6%	31%	31%	30%	2%
	Agree / Disagree Total		37%	61%	
2021	7	26	35	74	4
	5%	18%	24%	51%	3%
	Agree / Disagree Total		23%	75%	
<b>Difference</b>		<b>-14%</b>		<b>14%</b>	

32. Command staff continuously strives to improve the management of the department.	26	118	91	58	58
	7%	34%	26%	17%	17%
	Agree / Disagree Total		41%	43%	
2021	12	26	40	57	12
	8%	18%	27%	39%	8%
	Agree / Disagree Total		26%	66%	
<b>Difference</b>		<b>-15%</b>		<b>13%</b>	

# Communication

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know N/A
19. Department wide communication is good	25	171	113	37	6
	7%	49%	32%	11%	2%
	Agree / Disagree Total		56%	43%	
2021	12	18	53	63	1
	8%	12%	36%	43%	0%
	Agree / Disagree Total		20%	79%	
<b>Difference</b>		<b>-36%</b>		<b>36%</b>	

21. Communication from management to sworn staff is good	19	144	97	52	38
	5%	41%	28%	15%	11%
	Agree / Disagree Total		46%	43%	
2021	9	24	48	60	4
	6%	17%	33%	41%	3%
	Agree / Disagree Total		23%	74%	
<b>Difference</b>		<b>-23%</b>		<b>31%</b>	

22. Communication from management to civilian staff is good.	17	91	39	16	183
	5%	26%	11%	5%	53%
	Agree / Disagree Total		31%	16%	
2021	8	25	39	36	39
	5%	17%	27%	25%	27%
	Agree / Disagree Total		22%	52%	
<b>Difference</b>		<b>-9%</b>		<b>27%</b>	

23. Communication from my supervisor is good	155	150	27	17	0
	44%	43%	8%	5%	0%
	Agree / Disagree Total		87%	13%	
2021	64	61	14	6	2
	44%	42%	10%	4%	1%
	Agree / Disagree Total		86%	14%	
<b>Difference</b>		<b>-1%</b>		<b>1%</b>	

31. Command staff uses feedback from line staff when making decisions about policies and procedures	19	98	98	67	72
	5%	28%	28%	19%	20%
	Agree / Disagree Total		33%	47%	
2021	11	15	38	66	17
	7%	10%	26%	45%	12%
	Agree / Disagree Total		17%	71%	
<b>Difference</b>		<b>-16%</b>		<b>24%</b>	

25. The Informational Bulletin is an effective way for Command Staff to communicate	14	36	35	58	4
	10%	25%	24%	40%	3%
	Agree / Disagree Total		35%	64%	

# Grievance and Recruiting

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know N/A
17. The grievance process is handled fairly	20	75	47	73	130
	6%	22%	14%	21%	38%
	Agree / Disagree Total		28%	35%	
2021	11	12	28	67	28
	8%	8%	19%	46%	19%
	Agree / Disagree Total		16%	65%	
<b>Difference</b>		<b>-12%</b>		<b>30%</b>	

35. Our department does a good job at recruiting fire staff	42	175	78	45	38
	11%	48%	21%	12%	8%
	Agree / Disagree Total		59%	33%	
2021	5	23	41	67	10
	3%	16%	28%	46%	7%
	Agree / Disagree Total		19%	74%	
<b>Difference</b>		<b>-40%</b>		<b>38%</b>	

36. Our department does a good job at recruiting for civilian staff.	29	163	48	17	111
	8%	44%	13%	5%	30%
	Agree / Disagree Total		52%	18%	
2021	5	20	25	33	64
	3%	14%	17%	23%	44%
	Agree / Disagree Total		17%	40%	
<b>Difference</b>		<b>-35%</b>		<b>22%</b>	



# Comments offered in Survey

Some have been edited to remove names

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When we ask questions through our chain of command, please, just once answer them. Just once??

We worry more about diversity than actual firefighters these days.

Command Staff absolutely does not hold themselves accountable, even when making termination-level offenses. They are always backed by a corrupt city government that is only worried about executive staff.

As an organization we need to empower people to use their given backgrounds and skill sets to better the department. The idea that every project or specialty area needs to be headed up by a Captain or Battalion Chief needs to go away.

Chief hand picks who he wants to do things and they are not the most qualified or most knowledgeable. If you want to improve morale get rid of \*\*\*\*\* and \*\*\*\*\*

We now have way too many Chiefs and positions that are not firefighters. Its amazing how the department could have possibly run 15 years ago without all of these extra positions existing. Organization is way too top heavy.

in recruit school they told me i would work a 52 hour average work week and the division chief keeps taking my kelly day away. thats my scheduled day off. if i wanted to work a 56 hour work week i would have stayed where i was at. i regret coming

\*\*\*\*\* worries too much about social media and not enough about internal concerns of employees.

\*\*\*\*\* spins everything and he is not respected at all by the civilian staff in the headquarters building. morale is terrible

TOO MANY DAYLIGHT CHIEFS AND SPECIAL ASSIGNMENTS!!!!!! FOR FIRE CHIEFS BUDDIES

we have no grievance policy. promotions are based on who you know and not what you know. The most respected and most knowledgeable will never be promoted with the current command staff in place.

the command staff doesnt care about morale or the city

no one in the entire department understands the difference between an IB and a policy not even the chiefs. the fire department has too many chiefs and not enough personnel in operations, i'm tired of working my kelly days so we can have a drone pilot

Morale is horrible due to two basic reasons. Promotions of underqualified personnel into senior leadership roles and the continued bypassing of the most qualified personnel because the fire chief does not like them. It has nothing to do with skills

Hold those at top accountable. Stop letting Chief over spend budget by making up chiefs jobs for people loyal to him. Hire more personnel in Operations. Promote competent deputy and division chiefs.

Command staff listens to nobody that works on a shift. Chief is in over his head. Call Fairfax they will tell you he never did a budget, never rode a bc car, and never ran a fire. It's obvious. How to build morale. \*\*\*\*\*, &&&&& or

\$\$\$\$\$ as Fire Chief

We got way too many bosses running around during the day and when you ask them what they do they can't tell you. We need less chiefs and more civilian professionals. Firefighting positions should be riding fire trucks. Morale is bad because of dalton

An IB is nothing more than a memo. It is effective to send information out, but not a way to manage. Policy changes must be reflected in the ops manual. I hate being referred to an IB after I did something. There is no way to keep up with the the

Some of my I don't know comments may go to our lack of communication. I also think the fire Dept no longer appreciate or incentivizes seniority or tenure in any of the promotional processes and to me that is a shame.

Morale is awful. Seems command staff is more worried with frivolous nonsense and the "image" of the department rather than having a functional department that actually protects the lives of its citizens

Company level is good. Sucks above that

Command Staff only follows staffing policy when it is beneficial for the city. Division Chiefs Interpret Policy's differently and they are not enforced consistently across all three shifts.

Tell the command staff to stop strong arming people into taking a survey that asks specific questions that anyone could figure out who completed it. It has nothing to do with stress except they are stressing us out by sending it out 50 times.

Hire more people. Move some staff jobs back to Operations. Give the battalion chiefs their bugles back and quit treating us like second class citizens either we are chief officers or we are not. Decrease # of Division Chiefs. Stop Chief sta visits

Fix the &&&&& situation. Everyone knows he's not guilty. It had killed the credibility of the command staff

Promoting the most qualified to command staff positions would help with morale. Start listening to Operations Personnel

Less chiefs at HQ. Promote the most qualified. As far as discipline look no further than ----, \$\$\$\$, #####. No consistent discipline. One about gets fired, one gets 2 weeks and one gets nothing. All for class A violations. Vote of no confidence

Improve morale by not moving newly promoted FF2's and to stations with out a FF2 it kills the morale in the station to have to find a new firefighter every few years. Improve morale by allowing company pride in uniforms ex. Jackets, hats

Way too many chiefs on dalton avenue and not enough experience in the stations. The most experienced chiefs and captains are not getting promoted and it's obvious. Help morale by stopping command staff

from coming to Station with no answers

Too many chiefs on daylight assignments with no experience in the field. Too many personnel on pet projects

The embarrassment that this Administration as well as the last, has created in its management of this department would cause the city leaders, in any other city, to step in and take charge. Here in Charlotte the opposite happens.

I've never seen moral at a lower setting. Nobody enjoys going to work anymore. When I was offered the career of Fireman with the CFD, I swore I'd work 35+ years because of the quality of personnel and leadership. Now I can't wait to retire ASAP..

Promote some senior experienced chiefs, get retiree healthcare back and get the trucks in some Kind of shape so we don't have to swap out 2 or 3 times a tour. We got enough Davidson grads don't you think?

New Fire Chief

Several of the questions need individual comment boxes. There are plenty of promotional opportunities for the right people but not everyone. We have too many chiefs on days and not enough assigned personnel on the shifts. Start Over at top!!!!

The need for more divisions and chiefs are essential. A department this size requires more staff and overhead in all divisions. The need for division chiefs and above for executive officers are also essential. Chiefs aides on the battalion level too.

The union plays a big part in the negativity/morale spread in the department. The union does nothing to support members in a positive way unless it has something to do with attacking the command staff.

How about putting some positivity out!

Admin does a pretty good job for the most part considering they are dealing with a deep rooted old school fire department. We hate things the way they are and hate change so it's hard to get a win. Quit picking fights with them and suing weekly!

There is a lack of movement on addressing the call volume increases and increased time spent out of quarters due to "Medic Hold" and "Psychiatric" calls. Another top concern is the lack of clear guidelines regarding restraining combative patients.

Put in new union leadership that will work with the command staff instead of against them.

There are certain things that are good about the CFD, and obviously some things that aren't. I think it mainly stems from communication or the lack thereof. I also feel like we've become a Department where people are just out for themselves.

Communication is the worst I've seen among any department / organization (particularly between upper management and the boys on the street). It's apparent why we have low moral and disorder.

Command staff has made it known they don't care about the troops. Example Saturday training is only helping command staff stick ammo in a fight for a training center at CFD, not for the betterment of the department. Command staff has created hostility

To improve staffing allow us to Buy back vacation time or give us double pay or holiday pay on holidays. As far as morale could go I think it needs to be looked in to no longer running Charlies after midnight most of the time those calls can be hand

Promotional list should be 70-80% exhausted before starting a new list. It is a tremendous waste of money to renew a list every year.

The morale of the fire department is at an all time low. The command staff is retaliatory and incompetent. They preach equality and diversity but do not truly believe in their own message. They want education over skill.

Problems breed problems. The command staff regularly creates a new and often bigger problem trying to fix a small problem. Policies are randomly created and everyone is expected to follow without clear explanation of how it affects everyone.

In 11 years I have watched the fire department transform from one of the best in the nation to one of the most messed up. NO ONE feels like the administration has their back on ANYTHING. I have been verbally reprimanded for following dept. policy!

Remove \*\*\*\*\* &&&&& as he has proven he is not up to being a fire chief. He does not possess the required skills or intelligence for the gravity of the position. As a result, he has allowed other even less talented persons to steer the organization

Communication is just as bad or worse as its ever been. I think Dalton Ave puts the information out, but somewhere between Dalton Ave and the fire station, The information is not making it to us. Admin does not follow their policy's still. Same story

Improve daily communication skills. Trust is an issue. Consistency in regard to policies, decisions and forward thinking. Personal agendas have no place in this department but everyone seems to have their own. This causes confusion.

Communication flow has gotten worse since the new executive leadership team arrived.

I think the union should realize that they manufacture much of the controversy in our department. We have problems that need to be solved but the constant negativity is past old. The union has done no community events or outreach since 2018

As a retiree I see that my department has gone down hill since Luther Fincher retired!

CFD has 3 shifts & 8 batts. We have 24 diff. fire depts as far as policy & procedure is concerned. Could say 129

actually. I have been on committees since 2000. Quit them all in 2020. Admin is going 2 do what they want regardless of committee input

To many chiefs, no direction, no leadership, no plan or process. Unreliable command staff. It is obvious they are not on the same page.