

College Students

In an age of inflation everyone is trying to cut basic expenses, and certainly college students are no exception. If you have an aptitude for fire fighting or rescue services, you may want to become a Volunteer and live in a fire station. All stations have living quarters and are equipped with kitchens and recreational areas.

Rooming is cost free for responding to emergencies during your leisure hours. At the College Park Fire Station, over 60% of the Volunteers are full time students attending the University of Maryland.

Ingredients for Becoming A Volunteer Fire Fighter or Emergency Medical Technician

1. Mix good physical conditioning with the excitement of facing new challenges.
2. Add a desire to help others.
3. Sprinkle generously with teamwork.
4. Stir regularly with fire training courses and camaraderie.
5. Handle with care to enjoy a rewarding avocation for a life time.

HOW DO I JOIN?

Call 699-JOIN for more information or visit your neighborhood station and fill out an application for membership. You must meet minimum standards in physical fitness, be at least 16 years old, and pass a background check.

Station Directory

1. Hyattsville	927-5770
2. Cottage City	927-0189
3. Mt. Rainier	927-8657
4. Brentwood	927-0615
5. Capitol Heights	336-2111
6. Hillside	735-2191
7. Riverdale	927-0356
8. Seat Pleasant	336-2331
9. Bladensburg	864-4415
10. Laurel	725-0620
11. Branchville	474-1550
12. College Park	864-1893
13. Riverdale Hgts.	779-9060
14. Berwyn Heights	474-7886
17. Blvd. Heights	568-8112
18. Glenn Dale	464-2215
19. Bowie #1	262-0501
20. Marlboro #1	952-4244
21. Oxon Hill #1	567-6333
22. Tuxedo-Cheverly	773-4441
23. Forestville	736-7170
24. Accokeek	283-2730
25. Clinton	868-1313
26. District Hgts.	735-3399
27. Morningside	736-4342
28. W. Lanham Hills #1	577-0777
29. Silver Hill	423-9004
30. Landover Hills	773-1447
31. Beltsville #1	937-3160
32. Allentown Road	248-7434
33. Kentland #1	773-6033
34. Chillum-Adelphi #1	434-3435
35. Greenbelt	345-7000
36. Baden	888-1888
37. Ritchie	336-9876
38. Chapel Oaks	925-4438
39. Bowie #2	262-0502
40. Brandywine	372-8507
41. Beltsville #2	937-2596
42. Oxon Hill #2	839-2703
43. Bowie #3	249-6525
44. Chillum-Adelphi #2	559-2112
45. Marlboro #2	952-4640
46. Kentland #2	336-4633
47. Silesia	292-4920
48. W. Lanham Hills #2	552-1214
49. Laurel Rescue Squad	725-3345

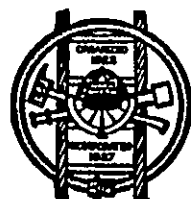
**JOIN US
"An Exciting
Team"**

**VOLUNTEER WITH THE
PRINCE GEORGE'S COUNTY FIRE
SERVICE**



Join An Exciting Team

The Prince George's County Fire Department is a combination fire service, operated by over 500 career employees and approximately 1,500 volunteer fire fighters, emergency medical technicians, and women in auxiliaries. These men and women respond each year to over 70,000 emergencies, dedicating their lives to providing fire protection and rescue services for the County's 700,000 citizens. Fire fighting is the most hazardous occupation in the United States, the risks are often high and the personal rewards most obvious. The Prince George's County Fire Department needs more volunteers to join neighborhood stations and continue the American tradition of neighbors helping neighbors, that is what being a volunteer is all about.



Training

Extensive training courses are available, usually during evening hours, weekends, or Summer months; allowing you to continue your full time job. Minimum training requirements must be completed prior to responding to emergency scenes. You are taught how to extinguish a fire and take the proper steps for removing trapped victims. Volunteer fire fighting or rescue work is putting your spare time to good use.

"Nothing can equal the satisfaction of aiding someone during a physical or emotional crisis. The personal rewards far outweigh the time it takes to maintain my EMT and volunteer status. My experiences prompted me to pursue a career in nursing."

*M. Haubenstricker
Company 48
Volunteer for
3 Years*



Benefits

When you are accepted as a member of a volunteer fire company, you become eligible to receive L.O.S.A.P., insurance, and Workmen's Compensation benefits. Many people use the opportunity to learn a new career. You meet new friends and work with a team of people dedicated to helping the community.

"I joined as a volunteer on my sixteenth birthday; it has been a family tradition to help others. It's great being part of this exciting team - a team that can help save a person's life or their home from fire."

*K. Gibbons
Vol. Lieutenant
Company 25
Volunteer for
7 Years*



Do I Have To Fight Fires To Be A Volunteer ?

No, many people have a preference of being a volunteer with the ambulance service or auxiliary association. Most fire companies allow a person to volunteer in the area in which they are most comfortable.

Can I Become A Paramedic ?

Yes, your first step is to join a volunteer company and become a Maryland Emergency Medical Technician (E.M.T.). After one (1) year of experience as an E.M.T., you may apply for paramedic (Cardiac Rescue Technician) training. This course includes classroom lectures, hospital experience and an internship on a "Mobile Intensive Care Unit" spread over a twelve (12) month period.



Being a volunteer fire fighter offers one reward few other jobs can match.

Few jobs offer you the opportunity to save a life. But as a volunteer fire fighter, you could be called upon to do it at a moment's notice.

That's why we need people with a strong desire to help others. And people with courage and dedication to the job they do.

Because this job is so important, we make sure all of our volunteer fire fighters are expertly trained and properly equipped.

So if you want to do something important for your community and are willing to take on a challenging job, come down to the fire station and talk to us.

And for your efforts, you may receive the best reward any job can give.

• *Neighbors
helping
Neighbors*

**THE BALTIMORE COUNTY VOLUNTEER
FIREMEN'S ASSOCIATION
CALL 494-4506 for more information**

Dear Citizen:

The Prince George's County Fire Department provides a wide range of opportunities for people to learn skills needed in today's society.

Within this package are the following: benefits (including training) provided to members of the fire service, requirements for the different levels of membership, a list of fire stations and their addresses and an application form.

We invite you to visit any of our stations, preferably during evenings or weekend hours, to learn more about these opportunities.

Available Benefits

1. Uniform and personal protective clothing.
2. Medical examinations.
3. Scholarships in the fire protection engineering curriculum at the University of Maryland.
4. Insurance and retirement program - length of service and other requirements exist for retirement - survivors benefits for in-line of duty death include \$50,000 Federal insurance, \$20,000 County, and \$47,500 State payments.
5. If you are injured while performing official duties, you receive medical coverage under Workmen's Compensation.

Training

An extensive range of training courses consisting of lecture and practical training are given in the following subjects:

Basic Volunteer Fire Fighter School - 80 Hours

Teaches basic fire fighting, ladders, hoselines, breathing apparatus and fire behavior.

Driver Training - 12 Classroom Hours plus 8 Hours Driving Range Time

Teaches operation of heavy and light apparatus and defensive driving.

Volunteer Officer School - 21 Hours

Principles of the management of a fire station, table-top simulation of tactics, leadership of personnel in the station, techniques of fireground command in a variety of suppression activities.

Sprinklers - 6 Hours

Fundamental operation of sprinkler systems and inspection practices.

Breathing Apparatus - 6 Hours

Nomenclature, search and rescue safety, smoke house, donning of breathing apparatus and confidence course.

Hazardous Materials - 15 Hours

Identification of hazardous materials, handling and tactics.

Volunteer Recruit School - 24 Hours

Station level training including 8 hours of handling hose, ladders and breathing apparatus.

Truck Company - 12 Hours

Operation of ladders, nomenclature, tactics, ventilation, search and rescue.

Building Construction - 12 Hours

Types of buildings, fire travel within structures and exposures.

High Rise - 12 Hours

Tactics, construction, safety features, evacuation and elevator training.

Hydraulics and Pumps - 12 Hours

Operation of pumps, water flow and nozzle pressures.

Engine Company - 12 Hours

Operation of engine companies, types of engine companies, tactics and duties.

Company Level Instructor's Course - 12 Hours

How to properly conduct a class, station instruction methodology, lesson planning, teaching and managing a classroom.

MINIMUM QUALIFICATIONS FOR VOLUNTEER FIRE FIGHTERS AND OFFICERS

As Established by the Prince George's County Code

	<u>AGE</u>	<u>EXPERIENCE</u>	<u>TRAINING</u>	<u>PROBATION</u>
*MEMBER	16 Junior 18 Active		Recruit Training	6 Months
SERGEANT	19	2 years of active service	Basic Fire Training Advanced First Aid **CPR	
LIEUTENANT	20	3 years of active service	Basic Fire Training Advanced First Aid **CPR	
CAPTAIN	21	3 years of active service	Basic Fire Training Advanced First Aid **CPR	
DEPUTY OR ASSISTANT CHIEF	23	4 years of active service 2 years as a Junior Officer with 1 year as a Captain	University of Maryland Advanced or intermediate fire course Officer Training Advanced First Aid **CPR	
CHIEF	24	5 years of active service 3 years as a Junior Officer 1 year with rank of Deputy or Assistant	University of Maryland Advanced or intermediate fire course Chief Officer Training Advanced First Aid **CPR	

*All members are required to take a medical examination to determine ability to perform

**Cardiopulmonary Resuscitation

REQUIREMENTS FOR VOLUNTEER PARAMEDIC

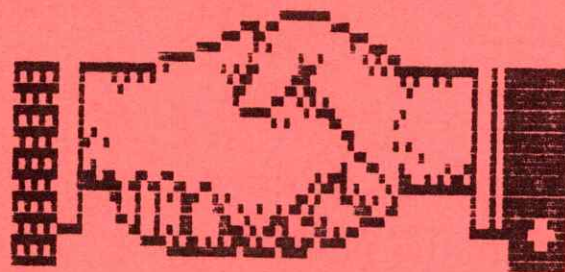
A person wishing to become a volunteer paramedic should first join a volunteer company, and become a Maryland Emergency Medical Technician (EMT). The EMT course is 84 hours long, and takes fifteen weeks to complete. Classes meet two evenings a week, or all day Saturday.

After a member has been an EMT for a year, they may apply for Cardiac Rescue Technician (CRT) training. CRT training is about 320 hours long, and requires a person to spend 16 hours a week in training for about 4 months. They must pass a State CRT test and spend from 48 to 100 hours of on-the-job training on a Mobile Intensive Care Unit. Upon completion of the training phase, a person is called a paramedic intern, and continues to prepare for the County Paramedic Certification test for a period of 4 to 8 months.

After certification, a paramedic must meet annual recertification requirements, which include minimum activity levels, performance of certain skills, and continuing education.

The total time for a person just entering volunteer service, with no prior training, to become a County certified paramedic is at least two and one-half years, and would probably take three years due to the scheduling of classes.

VOLUNTEER RECRUITMENT RETENTION HANDBOOK



Distributed by the Planning and Research
Committee of the Frederick County (MD)
Volunteer Fire and Rescue Association



MARYLAND INSTITUTE
FOR
EMERGENCY MEDICAL SERVICES SYSTEMS

Memorandum

REGION II OFFICE, SUITE 211
201 SOUTH CLEVELAND AVENUE
HAGERSTOWN, MD 21740-5744

March 20, 1991

TO: Beverly Sopp
MIEMSS Editorial

FROM: Richard A. Mettetal *RAM*
Region II EMS Administrator

SUBJECT: Frederick County EMS Recruitment Materials

Enclosed is a packet of Frederick County EMS Recruitment Materials that we discussed over the telephone earlier this week. You had requested a copy for review in regard to your upcoming EMS Newsletter article on Recruitment.

**OL
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**Frederick County Volunteer Fire and Rescue
Association, Inc.**

UNTEER

... meaning, and in the fire and rescue
... is very special, indeed, as 80% of
... service is volunteer!

... term volunteer may well be special
... ever wanted to be involved in the
... t have not gotten to it, now this

... emergency medical service of Frederick
... ntirely by dedicated, well-trained
... eers, men and women like you.
... lopment, growth, personal satisfaction
... ill be found in today's volunteer
... ght here in Frederick County.

... what it takes and want to be part of
... know. Membership is open to persons
... reside in Frederick County or within
... ndaries of Frederick County. Interested
... er fire and rescue service of Frederick
... ide the following information. A
... rtment serving you will be in contact.

RESCUE



**S
E
R
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C
E
S**

FREDERICK COUNTY, MD

Evening Telephone Number _____

Please indicate your area or areas of interest.

- | | |
|--|---|
| <input type="checkbox"/> Firefighting response | <input type="checkbox"/> Emergency medical response |
| <input type="checkbox"/> Fire prevention/education | <input type="checkbox"/> Administration |
| <input type="checkbox"/> Fund raising | <input type="checkbox"/> Auxiliary |
| <input type="checkbox"/> Junior membership * | <input type="checkbox"/> Other (specify) _____ |

* for those individuals generally under the age of 18 years.

Do you have any prior emergency experience? ☐ Yes ☐ No

This form may be returned to any fire/rescue station or mailed
to the Fire/Rescue Coordinator, 190 Montevue Lane, Frederick, MD 21701

volunteers receive a good benefits package
for their time and service;

Foreword

This handbook has been developed as a guide to assist the member companies of the Frederick County (MD) Volunteer Fire and Rescue Association in recruiting and retaining volunteer personnel. The handbook is not intended to be all-inclusive but rather to serve as a guide in developing your recruitment and retention program. The material presented in the handbook is general in nature and is presented to serve as a basis for local modification and adaptation.

The handbook was developed by Clarence E. White, Jr., of the Guardian Hose Company, who serves as the Chairman of the Planning and Research Committee. It was circulated for review by the members of that Committee. The Planning and Research Committee of the Association welcomes any suggestions on methods of recruitment or programs for retention. It is also aware that certain activities work better in some environments than they do in others. We ask that you be creative and do not become discouraged. Hard work takes time to reap the rewards.

THE PLANNING AND RESEARCH COMMITTEE

Clarence E. White, Jr. - Co. 10
Chairman
Jim Cassell - Co. 12
George Norris - Co. 17
Don Crum - Co. 11
Jack Markey - Co. 21
Sue Williams - Co. 17
Mark Sexton - Co. 8
Gene Johnson - Co. 14

March 16, 1989

Introduction

Before we can embark on the development of a recruiting program, we must determine that there is a need as well as a desire for new members. While this may sound strange, the department must be willing to recognize that they have a staffing problem. The leadership should ask themselves the following question, "Do we have enough people to do everything that needs to be done to provide fire and rescue service?" If the answer is no, some recruiting efforts must be undertaken.

Recruitment and retention of volunteer fire and rescue personnel is not a simple task of just asking someone to join and expecting that they will stay once they join. Recruitment should actually be considered as a three-phased process with the third phase branching into the area of retention which will be addressed separately. The first phase of recruitment is the actual recruitment of people. Once we have generated interest in an individual, we must begin the processing phase. After the individual has been accepted into the department, we begin the orientation phase. Each of these phases will be discussed in more detail.

Because adequate human resources are one of the important elements of providing fire and rescue service, the department should designate an individual or appoint a committee to be responsible for recruitment and retention. The duties of this individual or committee should be included in the constitution and by-laws of the department and every member should be aware of this assignment and its importance in carrying out the mission of the organization.

Recruitment

In order to conduct a successful recruiting drive, there are a few things you must consider. They include:

1. Establishing a goal
2. Determining the type of recruiting drive
3. Identifying the type of individuals needed
4. Identifying the source or sources of these individuals
5. Identifying resources that may be available to assist you

The first thing is the establishment of a goal for your recruitment program. What are you trying to accomplish with your recruitment drive. The goal could be expressed as a specific number of new members, a percentage increase in your current membership, or each member bringing in at least one new member.

You should have some goal to work towards as a means of measuring the effectiveness of your program and giving the members a target or mark to work against and serve as a sign of achievement. You may want to incorporate some reward for the member who contributes the most towards the achievement of the goal. You may also want a theme for your recruiting drive.

Once you have determined a goal for your recruiting drive, you need to decide whether the recruiting effort is going to be passive or active. While this may sound out-of-place, the type of drive you conduct will directly affect the results you achieve. A passive drive generally will revolve around making the public aware that you have a need for new members rather than going after them, however, you wait for the interested individuals to come to you. There is very little effort on the part of the department to go after people. This type of drive requires little effort but also yields very low results. People are not going to beat down your door to join. An active recruiting drive, on the other hand, requires more people and more time. It includes going to the prospective members, maybe doing some "hard sell", and trying to generate some interest from a dim spark. An active drive provides a good opportunity to meet the public and sell your message. Coupled with the type of drive is the duration of the drive. Will it be a one-time drive, a recurring drive done annually, or a continuous drive running throughout the year. If you have a continuous need for people, your drive will probably have to be on-going. Perhaps it could be continual with more activity during certain periods than others. Whatever your choice, there must be a total commitment and participation from all the members. The individuals managing the recruitment effort should provide guidance to all the membership to avoid any confusion.

After you have established a goal and determined the type of recruiting drive, you need to consider the type or types of people needed to meet your department's staffing needs. This, of course, will vary dependent upon the level of fundraising done, the amount of administrative work that is required, the amount of in-house apparatus and facility maintenance and upkeep, the level of public fire education and fire prevention, the type of service provided (fire, ambulance, rescue), and the average number of alarms. There is no typical department. In identifying the type of people you need, do not emphasize alarm response if you also need people for fundraising, administrative duties, facility and equipment maintenance, and public fire safety education. Communicate the entire spectrum of membership responsibility so as not to mislead perspective members on what their duties will be. Be comprehensive in identifying the type of people needed, and don't overlook anyone who may be able to help you in some way. You should pay particular attention to non-traditional groups such as newcomers to the community, retired individuals,

females and minorities, and military personnel who may be serving tours of duty in your area.

While it may not relate directly to recruitment, the classes of membership within the department should be reviewed. Do you have classes of membership to accommodate the types of members you are recruiting. Are all of your members considered as active and required to complete the training required of responding members? Do you have separate membership classes for fire and ambulance personnel? Can a new member be considered active when their activity is limited to fundraising or administrative duties? Does your department have a junior member program as means of recruiting younger individuals and developing them into active members? All of these things need to be considered along with your recruitment efforts.

Once you have identified the types of people needed, you must identify the sources of these people. Some possible sources of people include:

- a. High schools, colleges, universities, and technical schools
- b. Civic groups, especially service-oriented groups
- c. Large employers especially those that have shift workers
- d. Shopping centers and businesses with a good customer flow
- e. Places of worship
- f. Recreation centers where large groups of individuals may congregate such as senior citizens centers
- g. Military installations
- h. Community events such as fairs, carnivals, and shows
- i. Friends, relatives, and neighbors

In identifying places to recruit, you need to be creative and open-minded. Avoid selective recruitment in certain areas with an obvious avoidance of other areas. You should recruit from multi-sources to improve your chances of getting the number and types of people needed.

There are some tools available to you to use in your recruiting efforts. The primary one is the local media. It is very important to getting your message out to the public. The media may include the print media which is generally the newspapers but

could also include newsletters from civic groups and large employees and the broadcast media which includes television and radio. When seeking television assistance, don't overlook your local cable television company and public access channels which they may have available. Consider public service programs and the opportunity to be interviewed for a radio or television program. In order to maximize your media support, you may want to work with neighboring departments and consolidate your efforts with the media.

It may be worthwhile to begin your recruitment drive with a press conference. Maintaining cooperation with the media is important to securing future support in time of need. Status reports on your recruitment drive may also be of interest to the media. You may want to develop some public service announcements for release to the media.

While the media may be the primary means of getting your message to the people, you should not rely on it solely. You may also want to consider posters for businesses and on bulletin boards, handbills or flyers for distribution through employers or at businesses, billboards or roadside signs, door-to-door solicitation, direct mailing (separately or with fund drive solicitation letters), in conjunction with fire prevention visits, a speakers bureau to speak before businesses and civic groups; audio or audio visual programs such as slide tape and video tape programs, and, of course, word-of-mouth advertising. The most popular method for recruiting is word-of-mouth. This, however, should not be the only means utilized to obtain new members.

Appendix A contains samples of posters that are available for local modification. Appendix B contains a list of sources of public service announcements which can be used for recruiting.

As part of your recruiting effort, membership applications must be readily available and all members must be aware of the procedure for applying for membership. The membership application must collect the necessary information to process the application. It should also indicate what other information such as police background checks will be requested. Appendix C contains a sample membership application. The members must also be aware of who are managing the recruitment drive in the event there are questions or prospective applicants need further information. It may also be appropriate to have an answering machine or a telephone number which is staffed around the clock to receive membership inquiries. Prompt responses to inquiries is essential.

Processing

Once you have generated interest in a prospective member, you must continue the process and nurture that interest so that it will grow and mature into a new and active member. This involves several things:

- a. Interviewing the prospective member
- b. Investigating and fact finding
- c. Timely processing of the application
- d. Equal treatment for all applicants
- e. Communicating the decision

In order to avoid any misunderstanding or confusion on the part of the applicant or the department, it is very important that someone or a committee from the department meet with each prospective member individually to explain the responsibilities of membership as well as to gain some understanding of the individual and his/her interest in becoming a member. It will also help the department to get to know the applicant. If junior members are being interviewed, it is appropriate to have the prospective applicant accompanied by his or her parents. Documentation of the interview may be appropriate for later use in motivating the member or if a question should arise regarding what was covered during the interview.

Concurrently with the interview, the department should request a police background investigation on the applicant. In addition, the department should contact, in writing, the applicant's employer and references. A standard format should be considered for this purpose. All requests for information and responses to these requests should be in writing to avoid any misunderstanding. The applicant should be aware that this is being done as part of the application processing. The applicant and department members should be encouraged to provide factual information, both positive and negative, concerning the applicant; however, all such factual information should be in writing. The investigative information should be made available to the applicant upon request, and the applicant should be advised of his or her right to inspect such reports. The investigating body must evaluate all the factual information gathered and make a determination as to whether or not the information collected may affect the applicant's ability to serve the department. Negative findings do not necessarily warrant negative action on the application. Each fact must be weighed on its own merit.

Timely processing of membership applications is very important so that the prospective member does not lose interest. The time between submission of the application and action by the

department should not exceed thirty days or the time from one meeting to the next. If a department meets less than monthly, some procedure should be developed for the timely processing of membership applications by the Board of Directors, the Board of Trustees, or a Membership Committee.

In acting on membership applications, departments and their members should avoid any actual or perceived actions that would discriminate against a prospective member due to age, sex, race, religious belief, or national origin. Discrimination is illegal and has no place in the fire and rescue service. It is also important that departments be careful to avoid any appearance or pattern of discrimination. In addition, department officials should be careful of any remarks that they might make for fear that they could be misinterpreted or misunderstood.

The means by which an individual becomes a member of a department may vary; however, it generally involves a positive action on the part of the membership of the department. Departments and their members should give serious consideration to each and every applicant and take positive action unless there is some obvious factual reason for not accepting the applicant as a member. A department should not deny membership to an individual simply because the individual is not known in the community or by the membership. They should also give a prospective member the same opportunity that was given to them when they were proposed for membership.

To avoid any potential for accepting an individual who may later be found to be an undesirable member, it is suggested that each department have a probationary period during which the department can get a better look at the new member and the new member can get a better understanding of what membership in the department means. The department may want to consider accepting a prospective member for the probationary period based on the recommendation of the membership committee and refrain from any action on the part of the membership until the conclusion of the probationary period. At the conclusion of the probationary period, the probationary member should be voted upon again. Prior to the conclusion of the probationary period, reports should be given by appropriate department officers and committees on the participation and development of the probationary member.

Any action taken on the application should be communicated in writing to the applicant. If the individual is accepted into the department, a welcome letter should be sent. You should not assume that an individual will find out on their own that they have been accepted into the department. If the individual is not accepted, a letter stating that fact should be sent. If possible, the letter should include the reason for non-acceptance as well as any request for reconsideration on the part of the applicant. An insufficient number of positive votes should not

be given as the reason for non-acceptance. Appendices D and E contain sample acceptance and non-acceptance letters.

Personnel Management

An important and often overlooked area related to recruitment is the area of personnel management. In this case, specifically how we manage our human resources once we have accepted them for membership. This is an area where many departments could put forth some extra effort to reduce the loss of new members during their initial period of membership as well as retain other members for a longer period. Personnel management should include the following areas as a minimum:

- a. Orientation and welcoming
- b. Communications
- c. Development and training
- d. Maintaining discipline
- e. Motivation
- f. Effective leadership and supervision
- g. Equal opportunity

Once you have accepted an individual for membership and notified them of their acceptance, you should have some type of orientation program to make the individual feel welcome, to let them know more about the department, and to help them grow as a member. The orientation should include a new member brochure or packet which contains the following as a minimum:

- a. A copy of the constitution and by-laws of the department
- b. A copy of the history of the department
- c. A copy of any operating rules such as house and running rules
- d. A list of all the current officers and a brief description of their duties and responsibilities (this may be a repeat of what is already in the constitution and by-laws)
- e. A list of all the apparatus and a list of the equipment carried on each piece.

- f. Information on the order of response, the response area, any emergency operating procedures
- g. A list of department reference materials and their location
- h. The requirements for riding the apparatus
- i. A floor plan of the station
- j. A calendar of department activities
- k. A summary of the responsibilities of a member

In addition to the orientation package, an individual, either an officer or a senior member, should be assigned as the "Big Brother" for each new member. The new member should be advised in the acceptance letter who the individual is and how to contact him or her. This individual would serve as the guidance counselor or mentor throughout the probationary period and assist in making the new member feel welcome and assist in learning the routine. Because word-of-mouth is the primary source of new members, new members generally know someone in the department who will orientate them. Do not assume that any new member will take any initiative on their own to learn about the department, its equipment, or any of the other items outline as suggested items in the new member packet. Be especially mindful that new members may not be known by everyone. The initial period after acceptance is very important to the continued activity of the new member. Don't unknowingly or otherwise cause a new member to lose interest.

Communications are very important not only in the fire and rescue service but in every environment including family and work. Communication include both verbal and written exchanges of information. Any procedures or policies of the department should be communicated in writing to all members and made available for reference. Never assume that everyone "got the word" because there is always someone who did not. Written guidance posted in a convenient location and made available in a notebook can alleviate a lot of misunderstandings. It also places the burden on the member to read the information. It is also important for the department leadership to communicate appropriate information to members to avoid unnecessary rumors and confusion. Do not assume that someone will understand what is said or that everyone heard what was said. Invite questions or clarification and be responsive to those questions. There is no such thing as a dumb question, only dumb mistakes. It is also important for members to communicate their opinions and thoughts to the leadership and the leadership be attentive to the concerns of the members. While the leadership cannot solve all of the problems or perceived problems, they should be good listeners. With

communications, be aware of dissatisfaction with members or the development of internal conflicts. Remember that communication is a two-way process and you must be a good listener as well as a good speaker. Consideration may be given to some form of questionnaire which would be completed by the new member at the end of the probationary period. A sample of such a questionnaire is included in Appendix F.

As with the normal work environment, individuals are interested in learning more about their job, in this case firefighting, rescue, EMS, or the support activities such as fundraising, administrative work, or maintenance and upkeep. You should encourage members to take classes and to actively participate in them. You should also have a regularly scheduled in-service training program in the department to maintain skill and knowledge levels. Members need to be aware of what training is available, what the prerequisites are for this training, and how to enroll or register for the training. There must be a timely opportunity to get the necessary training to ride the apparatus. New members who are interested in responding on alarms may lose interest if they have to wait for training as a prerequisite for riding. An effort should be made to recognize individual interests and take action to satisfy them when and where possible.

The department leadership would do well to have a developmental plan for all members and work towards every member achieving that plan. The development plan, however, should only be a goal which communicates the training level the department would like to see each responding member attain. Departments should be careful and not place too many requirements on members. Encourage members to take training but try to avoid telling them that they have to, if possible. The following is a sample of such a development plan:

- a. Successful completion of a Pre-Basic Fire Training course before riding the fire apparatus.
- b. Successful completion of the First Responder course before riding as an observer on an ambulance.
- c. Successful completion of the Basic Fire Training course within a specified period after being accepted.
- d. Successful completion of the Emergency Medical Technician-Ambulance (EMT-A) course within a specified period of time for all members who are involved in providing Emergency Medical Service (EMS).
- e. Successful completion of the Basic Rescue course within a specified period after being accepted. If the department provides heavy rescue service, the department may also

desire successful completion of the Intermediate and, possibly, Advanced Rescue training.

f. Successful completion of the Basic Fire Prevention Inspection course and a course in the Recognition and Identification of Hazardous Materials within a specified period after being accepted.

g. Successful completion of the Pump course for all drivers of fire engines and successful completion of the Truck Company Operations course for all aerial apparatus drivers before being appointed as probationary drivers.

h. Successful completion of the Intermediate fire training program and the Leadership and Supervision course for all line officers (Sergeant, Lieutenant, Captain).

i. Successful completion of the Advanced Fire Training program for all chief officers (Assistant Chief, Deputy Chief, Battalion Chief, and Chief).

j. Successful completion of the Level I Instructor course for all officers.

While this list includes a lot of developmental activities, it serves as a plan for training within the department. It also communicates to each member where the leadership of the department would like them to go and communicates to the public the professionalism the department is trying to develop. The leadership of the department must set the tone and encourage the development of all the members. The departmental leadership should also encourage successful completion rather than simply completion since the receipt of a pocket card or certificate denotes achievement of a certain knowledge or skill level. You should not be fearful of individuals getting training outside the department or getting training beyond the basic skills level. You should be careful and not allow yourselves to feel threatened because someone may know more than someone else. The collective knowledge of everyone should be put to use in providing the best possible fire and rescue service to the citizens of your area. You must not let individual jealousy retard membership development.

Maintaining discipline in a volunteer department can be very difficult. This difficulty, however, may be more perceived than real. Yes, members are volunteers and are there because they want to be and not because they have to. And yes, the leadership of the department are generally volunteers who want to be part of the group. The difficulty generally arises because of the difficulty in separating the leader from the members and removing oneself as one of them to being the leader of them. The more difficult the decision, the more lonely the leader becomes. Each

individual action must be weighed against the total problem, outcome, or benefit. Discipline places department leadership in a very difficult position at times.

Discipline is something that must be maintained for the common good of the organization and its members. The leadership is responsible for maintaining discipline and enforcing the rules and regulations of the department. In maintaining discipline, however, it is very important that it be fair and consistent for all members. The leadership cannot enforce some rules while ignoring others, and disciplining some individuals while allowing others to violate rules and regulations and go undisciplined. Leaders may also be negligent for not enforcing the rules and regulations of the department.

In maintaining discipline, disciplinary procedures must be in writing. It is also important that the rights of the member be maintained with reference to notification, procedures, investigation, hearing, and appeal. The member should be afforded the same rights by the department that they would have in the judicial system.

Motivation in a volunteer department can be important to the level of activity and participation of the members. Motivation can be the fuel that keeps a member going. Motivation can be individual as well as group. Knowing your members will assist you in identifying what motivates them. Perhaps it goes back to the initial interview of a new member and asking them why they were interested in joining the department. Every member has some need that they are trying to fulfill. It may be the excitement of the lights and siren, it may be the opportunity to help others, it may be the need to belong to an organization, it may be the need for acceptance by a group, it may be the prestige associated with the fire and rescue service, it may be the opportunity to learn, it may be a change in lifestyle, or it may be a place to go.

Individuals may find it difficult to tell you why they joined the department. The leadership should be aware of individual interests and desires and attempt to satisfy them when possible. They should also be careful and avoid actions that cause negative motivation or turn people off. Such actions may be the power assumed by cliques, discouragement rather than encouragement, the negative attitude of the leadership, or continually reacting negatively to the interest of a member in areas such as volunteering for special assignments or committee appointments. It is important that you know your people and treat them as individuals with feelings and interests.

An area which affects the satisfaction of individual members is the pettiness or jealousy which arise in departments. This may include lengthy discussions of minor issues at meetings, taking

department time for personal matters, criticizing another member's knowledge or ability, criticizing another member's contribution or participation, and general comments from members about other members. All these can cause member dissatisfaction and the leadership should be aware of and alert for them. Personal problems and grudges must be dealt with immediately by the leadership. This is not to say that the department should not be interested in such problems or grudges. The individual may not have anyone else to go to for assistance and the department should attempt to assist the individual as much as possible. One specific area where the department may have to get involved is a member with a drinking problem. The department should work with the individual and insure that they get the necessary help. Support for the individual is important to successful resolution of the problem.

The leadership of a department is selected by either election or appointment. There may also be other factors involved in the selection process. The bottom line, however, is that the selection of the leadership is generally a popularity contest. Any qualification requirements may be secondary to popularity. This is not all bad in that the membership generally selects individuals they like and are willing to follow. Members should, however, be concerned about the technical competency of the individuals being selected for leadership positions.

If the leadership is appointed, the appointing individual attempts to select individuals who work well together as a team. Popularity has some influence in the selection but not as great as the election process. Whatever the method of selecting officers, the problem arises when the individual advances from the ranks of member to the ranks of officer.

This individual may have little or no knowledge or skill as a manager, leader, and supervisor. Departments generally fall short on providing or requiring any such training. This can become a big factor on member satisfaction, especially with an ineffective leader. Much of the training available to departments is technical in nature rather than management and leadership and supervision. The lack of such training compounds the problem. Departments should seriously consider requiring a certain level of management and leadership and supervision training for all newly selected officers. This requirement will go a long way towards the retention of members and reducing membership dissatisfaction.

A secondary effect of the selection of the leadership which can have some impact on member activity and, possibly, retention is the manner in which the election is conducted and the treatment of the previous leadership. It is very difficult for an individual to go from a leadership position to an ordinary member position with the casting of a ballot or an appointment. In some

departmental elections, all the officers are elected on one ballot. This does not provide an opportunity for an individual who is not elected to one position to run for another position. Consideration should be given to voting on an office-by-office basis. Departments should also take advantage of the leadership experience and knowledge of previous leadership rather than casting these individuals out. Departments should also be aware of the impact of elections and its affect on members who supported certain candidates. The people who appear to be hurt the most by any election are the citizens the department serves.

As stated earlier, communication is important to keeping members informed. Coupled with communication is providing equal opportunity for all members. Equal opportunity in this context is not nondiscrimination but equal treatment. Some of the specific areas where equal treatment may be important is selection and appointment of individuals to committees, the opportunity to be a candidate for office, assignment of responsibility, assignment of apparatus riding positions, opportunities for advancement in knowledge and responsibility, selection of drivers, and any rewards that are available. The lack of opportunities being available to individuals who are properly motivated may discourage them from future participation and affect the level of activity. Be aware of this when developing rules and procedures to insure that they are fair, equitable, and do not become unnecessarily restrictive.

In working to retain existing members, the department must be aware of individual responsibilities and be careful not to demand too much from individual members. The department must recognize that an individual has a responsibility to his or her family first and his or her employers second, and communicate this understanding to the members. They should be mindful of the amount of individual contribution and the negative impact it can have on these two areas of responsibility.

If the contribution of time from the member becomes too great so that it appears to cause a negative impact on these areas of responsibility, the department leadership has a moral responsibility to communicate this concern to the individual. The department, however, must be careful and not attempt to regulate individual participation and cause a negative reaction. The member has to take the initiative to reduce the level of participation and the department should be supportive of the member's decision.

Retention

While proper personnel management can go a long way towards retaining existing members and maintaining a good level of participation, there are additional positive things that departments can do to motivate and retain members. These

positive actions can be tangible or real and intangible or less obvious. The following is a list of some of the items which can be used to assist in retaining members:

- a. Fellowship/sense of belonging
- b. Development and training
- c. Responsibility/authority
- d. Service to others
- e. Social activities
- f. Recognition
- g. Tangible rewards

One of the reasons an individual may join a volunteer fire or rescue department is the fellowship which can be gained by being part of a group. There is also a sense of belonging to an organization and being accepted by the group. The department leadership should encourage fellowship and building cohesiveness and should be aware of acceptance of new members by the group. Department sponsored athletic teams are part of encouraging this fellowship and teamwork. There is also some fellowship as a result of working as a team on a particular activity such as a fundraiser. This may be more important to members who are not involved in responding to alarms. A careful look should be given to any cliques within the department that may adversely affect the acceptance of individuals in the department.

As discussed previously, individuals have an interest in developing and learning new skills. Individuals may also have skills and knowledge which they want to contribute to the department. The leadership should be receptive of this and encourage individuals to contribute and share. Try to be responsive to individual needs and interest.

Some individuals seek additional authority and responsibility as part of their developmental process. The membership and leadership should be sensitive to this and be careful not to discourage it. They must also be careful that the individual is capable of coping with the responsibility and authority. Individuals who misuse their authority and responsibility can have a negative impact on the membership and, possibly, the department.

Hopefully, all members are interested in serving the community and helping others in time of need. This is to be commended. There are always those individuals in each department who want to become too helpful. This needs to be watched so that departments

are not operating in areas where they are not prepared. The department can not be everything to everybody, and there are some emergencies where you cannot help because they are beyond your capability.

Social events such as banquets, picnics, parties, and dances are important to the well being of the members. While it is hoped that this is not the reason an individual joined the department, it is a positive action towards member satisfaction. Departments should be encouraged to sponsor such events to show their appreciation. They should be mindful, however, that social events should include the member as well as his/her family. You should attempt to reduce as much as possible non-emergencies activities which alienate members from their families. The department should not be responsible for domestic unrest if it can be avoided.

Every individual, whether obvious or not, likes recognition and appreciation for their efforts. Such recognition may be nothing more than a "thank you" for a task well done. This means a lot to the member. Some of the other forms of recognition include presentation of awards for responses, training, fundraising, and service time. They may also include special recognition such as firefighter of the year. Such recognitions are a small price for the contribution members make. The department should be careful to avoid favoritism and give every member consideration. It may be helpful to have a criteria identified for any special awards.

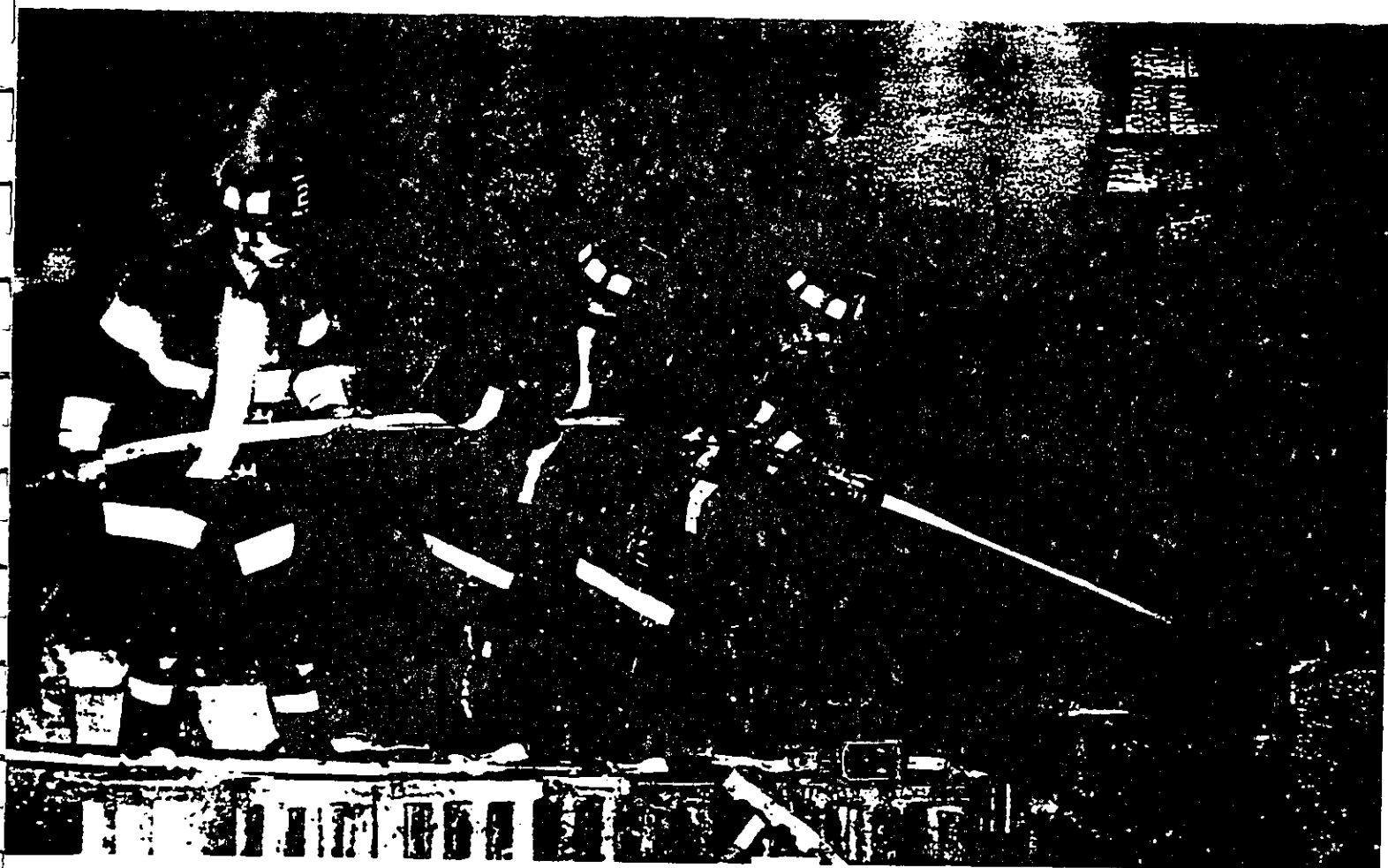
While most individuals do not join departments for any monetary recognition, there are those who would not be offended by such recognition. This recognition may be in the form of a Length of Service Awards Program (LOSAP) which is available after a specified number of years of qualified active service. Other forms of such recognition may include presentation of savings bonds, awarding of some gift such as equipment, providing uniforms, providing meals for station standbys, staffing apparatus at standbys for special activities such as sporting events, or providing insurance coverage. While these are important to some members, others may feel that they are unnecessary. The use of such awards is a choice of each department.

Summary

If a department is to have an effective recruiting and retention effort, they must treat each member or prospective member as they would like to be treated. Fairness and honesty are vital to maintaining satisfied and active members. Each member must be recognized and treated as an individual who may have unique desires and interests. The leadership should attempt to be responsive to these desires and interest.

The department needs to be observant for the peaks and valleys of volunteer participation. This generally occurs in periods of three years. Departments should be sensitive to the individual member responsibilities. If there is a decrease in activity on the part of the member, an officer should make an effort to discuss the matter with the individual. The decline in activity may be the result of some problem within the department which the officer may not be aware of or it may be some personal problem. In any case, the department should attempt to retain existing members. They should consider placing individuals who have to reduce their level of activity or take a leave of absence on an inactive role rather than dropping them from the department.

The members of the department must step back and take a look at why the department was created. It should be to serve the community and to save lives and protect property. It should not have been created for the personal benefit or gain of any member. You should be aware that members are your most important asset and that you cannot provide service without them. The bottom line is service to the community and the quality of service is up to each member and all the members working together as a team.



If your neighbor's house caught fire, wouldn't you want to do more than watch?

Of course you would. And we'd like to offer
a suggestion: become a volunteer fire fighter.

It's a great way to do something important
for your community, and for yourself.

But to be a volunteer fire fighter, you'll
need more than just a desire to help people.

You'll also need courage and dedication,
enthusiasm, and a willingness to learn new skills
and face new challenges.

If you think you qualify for this kind of job,
come down to the fire station and talk to us.

Watching can be a helpless feeling. We
don't have to tell you what kind of a feeling you'll
get from helping.

Your local fire department.



You'll need more than the right shoe size to fill these boots.

It takes a special person to fill the boots of a volunteer fire fighter.

Someone with a desire to do something important for the community. Someone with courage and dedication, who isn't afraid of hard work, and is willing to accept the challenge of a difficult job.

It takes a person who considers respect and appreciation reward enough. And who is just glad to help.

If you're this kind of person, you're needed as a volunteer fire fighter. Come down to the firehouse and talk to us. We might be able to fit you with a pair of boots.

Your local fire department.



Being a volunteer fire fighter offers one reward few other jobs can match.

Few jobs offer you the opportunity to save a life. But as a volunteer fire fighter, you could be called upon to do it at a moment's notice.

That's why we need people with a strong desire to help others. And people with courage and dedication to the job they do.

Because this job is so important, we make sure all of our volunteer fire fighters are expertly trained and properly equipped.

So if you want to do something important for your community and are willing to take on a challenging job, come down to the fire station and talk to us.

And for your efforts, you may receive the best reward any job can give.

Your local fire department.

MEN WANTED

We Guarantee:

- **Blisters**
 - **No Pay**
 - **Long Hours**
 - **Hard Work**
 - **Sore Muscles**
 - **Interrupted Meals**
 - **No Fringe Benefits**
- **Free Training**
- **Free Coffee (at big fires)**
- **Free Transportation (on our equipment)**
- **Free Television (after equipment is clean)**

Women. Too!

*"I Dreamed I Was a
Volunteer Fireman"*



DON'T DREAM ABOUT IT

BE ONE!!

***For Application: Contact any Member
or phone***

694-2073

SOURCES OF PUBLIC SERVICE ANNOUNCEMENTS

National Volunteer Fire Council
c/o John W. Condon
P. O. Box 337
Dallas, Oregon 97338

Volunteer Firemen's Insurance Services, Inc.
P. O. Box 2726
York, Pennsylvania 17405
717-741-0911

Volunteer Recruitment and Retention Committee
Maryland State Firemen's Association
c/o Art Spencer
Anne Arundel County Fire Department
P. O. Box 276
Millersville, Maryland 21108
301-987-4010

Various County Volunteer Fire Associations have developed recruitment and retention information. Some of them include Baltimore County, Anne Arundel County, and Montgomery County.

Appendix B

APPLICATION FOR MEMBERSHIP

DATE: _____

NAME (Full) _____

TYPE OF MEMBERSHIP (Circle)

ADDRESS: _____
(Street)

Social
Responding:
Fire Fighter
Ambulance
Fire Police
Junior

(City)

DATE OF BIRTH: _____

SOCIAL SECURITY NUMBER: _____

DRIVER'S LICENSE NUMBER: _____ CLASS: _____

EMPLOYER'S NAME: _____

ADDRESS: _____

JOB DESCRIPTION: _____

PERSON TO CONTACT IN EMERGENCY: _____ RELATIONSHIP: _____

TELEPHONE NUMBER: (Day) _____ (Night) _____

ALTERNATE EMERGENCY CONTACT: _____ RELATIONSHIP: _____

TELEPHONE NUMBER: (Day) _____ (Night) _____

PHYSICAL HEALTH (Please list any handicaps, deformities or chronic diseases):

SPECIAL SKILLS OR TRAINING WHICH MAY BE USEFUL TO THE FIRE SERVICE: _____

IF YOU HAVE PREVIOUSLY BELONGED TO ANOTHER FIRE COMPANY, PLEASE GIVE THE COMPANY NAME(S)
LOCATION, YEARS OF SERVICE, AND POSITIONS HELD: _____

PLEASE LIST ANY SPECIAL INTERESTS YOU MAY HAVE RELATING TO THE FIRE SERVICE: _____

IF YOU HAVE A POLICE RECORD, PLEASE CLARIFY (OPTIONAL): _____

Any false statements made on this application could lead to an unfavorable report by the Membership Committee and cause rejection of the application by the membership. If, in time following acceptance to membership, false statements are found, it could lead to immediate dismissal from the Department.

To the best of my knowledge the above statements made by me are true and accurate, and the Membership Committee has my permission to verify all information.

Signature of Applicant

Date

Application Fee Amount

SAMPLE ACCEPTANCE LETTER

February 29, 1989

Ms. Ann Bloom
345 W. Fourth Street
Frederick MD 21701

Dear Ms. Bloom:

At the last monthly meeting of the Show Me Volunteer Fire Department, you we accepted as a probationary active member of the department. On behalf of the officers and members I would like to take this opportunity to welcome you.

In order to make your orientation into the department as smooth as possible. I have assigned Ms. Jane Doe to assist you. Ms. Doe will contact you to make arrangements to begin the orientation process.

Again, I would like to welcome you to the department. If you have any questions or concerns, please contact myself or one of the other officers.

Sincerely,

E. Z. Ryder
President

Appendix D

LETTER OF NON-ACCEPTANCE

February 29, 1989

Mr. Tom Thumb
123 E. Fourth Street
Frederick MD 21701

Dear Mr. Thumb:

At the last monthly meeting of the Show Me Volunteer Fire Department, your application for membership in the department was presented. Based on a report of the Membership Committee, your application was not accepted. The specific reason for this non-acceptance was the report from the Maryland State Police which indicated that you had been arrested and convicted of possession of a controlled dangerous substance in March 1988.

If you feel that the investigative information is incorrect, please contact so that we can review the report of the Membership Committee.

Sincerely,

E. Z. Ryder
President

Appendix E

PROBATIONARY MEMBER SURVEY

1. How did you learn of the volunteer fire department?
2. Why did you choose the department you did?
3. Do you feel that you are a part of the organization? If not, why not?
4. Why did you join the volunteer fire service?
5. Is the fire service what you expected?
6. Do you feel that too much is expected of you?
7. Since being in the fire service, can you make any recommendations for improvement?
8. Would you recommend the fire service to a friend?
9. Does the fire service offer enough incentives?
10. What do you expected to gain from being a member of the fire service?

Appendix F