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**AGENDA
POLICE AND FIRE COMMISSION
November 12, 2014
4:30 P.M.
CITY HALL**

NOTICE IS HEREBY GIVEN that the Fitchburg Police and Fire Committee will meet at **4:30 P.M.** on Wednesday, November 12, 2014 in the **Meeting Room** of the Fitchburg City Hall, 5520 Lacy Road, Fitchburg, WI 53711 for the purpose of:

- 1) Call to Order
- 2) Approval of Minutes of the October 8, 2014 Meeting
- 3) Open Session
 - a) Public Appearances – Non-agenda items
 - b) Report from Police Department
 - i) Review and take action on Police Officer probationary period
 - c) Report from Fire Department
 - i) Staffing update
 - ii) Discussion and approval of officer promotional process
 - b) Announcements
 - i) Next regular meeting scheduled for December 10, 2014
- 4) Adjournment

City of Fitchburg
Police and Fire Commission
Minutes
Wednesday, October 8, 2014

Members Present: Tom Darcy, Tom Marquardt, Greg Jones
Members Absent: Denise Solie, Tom Shellander
Also Present: Lisa Sigurslid, Human Resources Manager; Chad Grossen, Acting Fire Chief

1. Call to order
The Police and Fire Commission meeting was called to order by Darcy at 4:30 p.m.
2. Approval of Minutes of the Wednesday, August 13, 2014 meeting.
Motion by Jones, second by Marquardt to approve the minutes of the August 13, 2014 meeting. Motion carried
3. Open Session
 - a. Public Appearances – Non-Agenda items
None
 - b. Report from Fire Department
 - i. Officer Promotional Process
Chief Grossen requested to begin recruitment for Paid On-Call and Career officer positions. Current openings include: POC Lieutenant (3), POC Captain (2), and Career Lieutenant (1). The Commission discussed the use of a peer review component, similar to a town hall meeting, as part of the selection process. The Commission would like further information on how the process would work and a more detailed timeline as well as the opportunity to discuss the process with the rest of the Commission.
 - ii. Officer Promotional Timeline
The timeline was reviewed and concerns were addressed regarding the aggressive timeline and if there was enough time to complete the process.

Motion by Marquardt, second by Jones to table approval of the promotional process and timeline until the next meeting. Motion Carried.
 - c. Announcements
 - i. Next regular meeting is scheduled for November 12, 2014
4. Adjournment
Motion by Marquardt to adjourn at 5:20 p.m.

Fitchburg Fire Department Supervisory Flow Chart

11/20/2013

Fire Chief
Part-time/Paid-on-call

2301 - Exhibit 1

Deputy Fire Chief
Operations
Career

Deputy Fire Chief
Safety/Recruitment
Paid-on-call

Firefighter/Intern
Madison College
Firefighter/Paramedic
Associate Degree Program
Paid Internship (\$)

Business Manager
(direct supervisory report to
City Finance Director)

**Fireground
Accountability Team**
Paid-on-call (4)

Photographer
Civilian Volunteer

SPS 330
Firefighter Health
and Safety
Committee

Division Fire Chief
Prevention
Career

Fire Investigator
Paid-on-call

Division Fire Chief
Support Services
Paid-on-call

Division Fire Chief
Training
Paid-on-call

Lieutenant/Inspector
A Shift

Lieutenant/Inspector
B Shift

Lieutenant/Inspector
C Shift

Firefighter/Inspector
A Shift

Firefighter/Inspector
B Shift

Firefighter/Inspector
C Shift

Firefighter/Inspector
10 hr. Day Shift

Firefighter/Inspector
A Shift

Firefighter/Inspector
B Shift

Firefighter/Inspector
C Shift

Fire Captain
(Station 1)
Paid-on-call

Lieutenant
(Tuesday Platoon)

Lieutenant
(Wednesday Platoon)

Lieutenant
(Thursday Platoon)

Firefighter Paid-on-call
(19)
Firefighter Paid-on-premises
(5)

Fire Captain
(Station 2)
Paid-on-call

Lieutenant
(Tuesday Platoon)

Lieutenant
(Wednesday Platoon)

Lieutenant
(Thursday Platoon)

Firefighter Paid-on-call
(19)
Firefighter Paid-on-premises
(5)

Station 1

Station 2

Station 3

Battalion 1

Battalion 2

Battalion 3

Career

Career

Career

Career



FIRE DEPARTMENT
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November 2014 Fire Department Report

(For Department Activity through November 30, 2014)

Staffing Report

	<u>Authorized Headcount</u>	<u>Regular Members</u>	<u>Probationary Status</u>	<u>Light Duty/ On Leave</u>	<u>TOTAL</u>	<u>+/- Headcount</u>
Career Staff	12	10	0	0	10	-2
Intern Staff	9	4	3	0	7	-2
Paid-on-Call Staff	50	32	11	2	43	-7
Paid-on-Premises Staff	10	10	2	2	12	+2
Support Staff	7	7	0	0	7	--
Total	<u>88</u>	<u>63</u>	<u>16</u>	<u>4</u>	<u>79</u>	<u>-9</u>

Active Leaves of Absence / Light Duty Assignments:

- FF-POC Jason Gonzalez (Leave of Absence)
- FF-POC Allison Langer (Leave of Absence)
- FF-POP Jamie Holum (Leave of Absence)
- FF-POP Paul Bowers (Leave of Absence)

Personnel

The Department has recently received letters of resignation from the following members:

- FF-POP Michael Carbonara, effective September 10, 2014
- FF/Inspector Michael Hartwig, effective September 27, 2014 (retired)
- FF-POC David Kruser, effective November 10, 2014

Significant Department Activities / Events / Training

Business Manager Meredith Shelton attended the annual Firehouse Education & Training Seminar (FHETS) in New Orleans, LA, September 24-26, 2014.

FF-POC Matt Sutter attended Strategy and Tactics for Initial Company Officers held at Volk Field, Camp Douglas, WI, October 18-19, 2014.

FF/Inspector Adam Dorn attended the WI State Fire Inspectors Association (WSFIA) Fall Conference in Green Bay, WI, October 28-31, 2014.

Deputy Chief Chad Grossen recently completed a two-year Chief Officer program offered through the University of Wisconsin – Oshkosh.



Officer Promotional Process

- 11/17/14 - 11/30/14** **Step 1: Application Period**
Upon approval by the Police and Fire Commission for the promotion of sworn officers, existing staff will be notified of the opening via City e-mail, bulletin board posting, and announcement at staff training drills.
- 12/01/14 - 12/05/14** **Step 2: Evaluation of Applications & Supplemental Questions**
At the end of the application period, Deputy Chief Grossen and the Human Resources Department will review the applications for minimum qualifications. All candidates that have submitted complete application materials and possess the minimum qualifications will be invited to take part in the selection process/
- 12/09/14** **Step 3: Peer Interview**
Candidates will be invited to participate in an oral peer review. See enclosed document on the peer review process and guidelines.
- 12/11/14** **Step 4: Oral Panel Interview and Chief's Interview**
Candidates will interview with a professional panel, the same questions will be asked to each candidate. An applicant may ask for panelists to excuse themselves from the interview, should the candidate feel they would not receive a fair evaluation from that panelist. Each candidate will meet with the Chief Grossen following the panel interview.
- 12/16/14-** **Step 5: Recommendation to the PFC**
Chief Grossen will make recommendations to the PFC for filling of the current vacancies. Recommendations will be based on a thorough review of the candidates application, supplemental materials, peer & panel interview scores, and Chief's interview.

City of Fitchburg Fire Department Promotional Process – Peer Interview

Why a Peer Interview Component

Most, if not all, organizational psychologists will assert that a person's past performance is the best predictor of that person's future performance, whereas interviews are notoriously the worst predictors of future performance.

Because the other Department members work almost daily with each candidate they have built a mental store of memories and experiences with each of them. If used effectively, these historical evaluations and experiences will prove to be more predictable of the future performance of subordinates than all the written tests, assessment centers, and interviews put together. In addition, by giving the membership input into the process, it is more likely that they will embrace the newly promoted as their leader(s), not as someone thrust upon them by upper management.

The question may arise as to how we can ensure that this part of the process does not become just a popularity contest. Studies tell us that we can rely on group-wisdom and outcome severity concepts to ensure a positive process. As a general rule, a group of educated people will have a better positive outcome than a single individual. "Two heads are better than one" is the guiding rule. The more diverse the flow of information and opinions are, the greater the overall wisdom of the group and, in turn, the better the success of the group. Sometimes group-wisdom is mistaken for group-think. Group-think is a process where generally a dominant or powerful person sways a group of weaker or less powerful people to the dominant position. Group-wisdom, on the other hand, is a manifestation of those of equal power in collaboration with one another seeking a common goal.

Outcome-severity has proven to be one of the biggest predictors of group success. The greater the severity or consequence linked to the outcome of the group decision, the greater the likelihood of a positive assessment (the best choice). Groups tend to understand the importance of their decisions on the greater good of an organization or community. Groups or teams will generally take their charge very seriously, especially when that group is personally affected by the outcome, as in the case of leadership appointments.

This process truly rewards the firefighter who builds a fire service career on a solid foundation of education, training, hard work, commitment, and respectfulness. It is based on a career of personality behaviors, not a situational behavior found on a single day at a single point in time.

The FFD Plan

- All current members who wish to participate as “evaluators” will be gathered in the Training Room, briefed on their charge and given a scoring sheet for each candidate.
- Each candidate will be brought into the room individually, introduce themselves, and be asked a predetermined list of questions by a Moderator.
- Each member will score each response and make written comments, if they choose, on the score sheet that is provided. (Discussion or interaction with the candidates by the audience should be very limited, or avoided altogether, to avoid more vocal members from “campaigning” either for or against a candidate (Group-think).
- At the end of the session, all of the scoring sheets will be collected and results and comments tabulated by an impartial party(s). This may be Human Resources, Chief, or Chief’s Designee, or a committee of all of those listed.

The Questions

Because the audience in this case will be most interested in the candidates’ ability to be one of their leaders, the focus of the questions should be on leadership style and ability