

RUNNING HEAD: EXPLORING WORKPLACE BULLYING IN NEW HAMPSHIRE FIRE
DEPARTMENTS

Exploring Workplace Bullying in New Hampshire Fire Departments

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Certification Statement

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

Signed:

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May 20, 2015

Abstract

The problem is that the fire service has not explored the issue of workplace bullying within municipal fire departments in New Hampshire. The purpose of this Applied Research Project (ARP) was to explore the issue of workplace bullying within municipal fire departments in New Hampshire. The following research questions are the focus of this project: Q1. How do non-fire service organizations define workplace bullying? Q2. What is the frequency of workplace bullying within municipal fire departments in New Hampshire? Q3. What are the potential impacts of workplace bullying? Q4. What are potential means for identifying and addressing workplace bullying in New Hampshire fire departments?

A literature review was conducted to address research questions Q1, Q3, and Q4. To measure the frequency of workplace bullying in New Hampshire Fire Departments (Q2), a survey instrument utilized descriptive and evaluative research methods. The Negative Acts Questionnaire Revised (NAQ-R), a research inventory developed for measuring perceived exposure to bullying and victimization in the workplace, was selected to be the base descriptive research method survey instrument.

Two hundred and ninety-seven survey responses were collected from fire department members across New Hampshire. Results indicated that certain behaviors related to bullying exist in their workplace environment but that these behaviors are not necessarily prevalent. Results did not indicate differences between career and part-time or volunteer firefighters related to bullying in the workplace.

Recommendations include: establishment of a clear definition and zero tolerance policies for workplace bullying; development of policies to address incidents of workplace bullying and reporting; continuation and further development and delivery of training programs to identify

key concepts, work indicators, and behaviors of workplace bullying; and lastly, to continue to periodically monitor the workplace environments of New Hampshire fire departments to maintain vigilance to prevent increases in workplace bullying behaviors in the future.

Keywords: bullying, fire department workplace environment, firefighter workplace environment, New Hampshire Fire Department Workplace Environment Survey, New Hampshire fire departments, NAQ-R, Negative Acts Questionnaire-Revised, workplace bullying

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Introduction

The topic of workplace bullying has become increasingly common in the American business environment. The Workplace Bullying Institute (WBI) defines such behavior as “repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is: threatening, humiliating, or intimidating, or work interference - sabotage - which prevents work from getting done, or verbal abuse.” (Namie & Namie, 2014)

As the frequency of reported workplace bullying incidents has increased, the WBI shows statistical data that twenty nine United States state legislatures and two United States territories have introduced Healthy Workplace Bill (HWB) legislation as of April 2015. The intent of the WBI HWB is “to get employers to prevent bullying with policies and procedures that apply to all employees” (Namie & Namie, 2014) by identifying employers incentives such as reduced workers’ compensation claims and legal suits to reduce workplace bullying and exposure to negative side effects of the behavior. The HWB has only been introduced and/or enacted on the individual state level, and there is currently no federal legislation addressing workplace bullying.

When introduced in New Hampshire, the HWB was supported by both houses of the Legislature but was vetoed by the governor in July, 2014. Governor Hassan stated “the legislation’s definition of “abusive conduct” was overly broad and would have made the most routine interactions potential causes of action... the bill also attempts to legislate politeness, manners and the interpersonal relationships of co-workers.” (Ramer, 2014) Regardless of the status of the HWB, the governor did agree with the concept of respectful workplaces, but she was concerned that “legislation would lead to a dramatic increase in lawsuits, which would in turn hinder productivity.” (Ramer, 2014)

Although the fire service in the State of New Hampshire is predominantly municipally based organizations (United States Fire Administration, 2015), which are inherently different than corporate America, it is not immune to workplace issues that plague the private sector work environment, such as workplace bullying. Furthermore, humiliation, a form of bullying, has been identified as a potentially “significant element in situations such as military, law enforcement, correctional, and medical ones, in which institutions and individuals are invested with the authority to coerce others.” (Torres & Bergner, 2010)

The problem is that the fire service has not explored the issue of workplace bullying within municipal fire departments in New Hampshire. A literature review and information search conducted via the University of New Hampshire Library, UNH online WorldCat resources, EBSCO Host databases, and National Fire Academy Library showed a deficiency of research, academic journals, peer reviewed articles, and publications regarding the topic of workplace bullying. The theme of workplace bullying did occasionally surface in fire service trade journals in the form of editorials and columns as a fire service “problem.” These materials appeared to be reflective of the author’s opinion and not based upon academic studies, peer-reviewed literature, or applied research.

The purpose of this Applied Research Project (ARP) was to explore the topic of workplace bullying within municipal fire departments in New Hampshire. The following research questions were the focus of this project: Q1. How do non-fire service organizations define workplace bullying? Q2. What is the frequency of workplace bullying in New Hampshire municipal fire departments? Q3. What are the potential impacts of workplace bullying? Q4. What are potential means for identifying and addressing workplace bullying in New Hampshire fire departments?

The research questions of this ARP were explored and addressed by utilizing research methods including: a historical and descriptive literature review and a descriptive and evaluative survey instrument.

Background and Significance

Bullying is a form of harassment that is toxic to employees and employers around the world. It has been identified and studied since the 1980's in various industries and has been proven to be problematic and unbiased, crossing lines of gender, age, race, religion, and position within organizations. (Indvik & Johnson, 2012) For these reasons, it is important that leaders in the fire service be aware of the concept of bullying as well as the frequency and severity of occurrences in the field of emergency services.

“Bullying at work is like a malignant cancer. It creeps up on you long before you – or anyone else – are able to appreciate what it is that is making you feel the ill effects. Yet despite the fact that the majority of the adult population spends more waking hours at work than anywhere else, the disturbing manifestation of adult bullying, in this particular context, are widely dismissed.” (Adams & Crawford, 1992)

“Bullying is the last form of workplace abuse that is not considered taboo in the United States. Although it is four times as prevalent as some forms of illegal harassment, there is no anti-bullying workplace legislation (at the Federal level) in the U.S.” (McLaughlin, 2014)

The Centers for Disease Control and Prevention addresses the subject of bullying on their educational website, with the goal of saving lives and protecting people. “Bullies aren't all big and muscle-y. Bullies come in all shapes and sizes — and it's not like you can tell who they are by what they look like. You can only tell a bully by their actions — they make themselves feel powerful by threatening, embarrassing, or hurting others. If you have ever been around a bully or

been picked on by a bully, you know how hurtful they can be.” (Division of Population Health, National Center for Chronic Disease Prevention and Health Promotion, 2013)

A number of internationally recognized authors define and summarize workplace bullying as: “unwanted, offensive, humiliating, undermining behavior towards an individual or groups of employees. Such persistently malicious attacks on personal or professional performance are typically unpredictable, irrational, and often unfair. This abuse of power or position can cause such chronic stress and anxiety that people gradually lose belief in themselves, suffering physical ill health and mental distress as a result.” (Vega, 2005)

Workplace bullying is a serious problem where victims have been shown to develop health problems such as depression, anxiety, insomnia, psychosomatic effects, stress, general health, ill mental health, post-traumatic stress disorder (PTSD), and aggression. These health issues often result in lost productive time and toxic workplace environments, leading to organizational turn-over and subsequent larger-scale lost time and institutional knowledge. These side effects may also be associated with workers’ compensation claims and legal suits, another form of financial cost to employers. (Namie & Namie, 2014)

The seriousness of the problem extends beyond the health issues of employees; work place bullying also has organizational costs when present. It has been widely cited to negatively impact employee productivity, loss of employee creativity, diminished employee problem solving skills, employee disconnection from the organization, and lost employee time. There are also organizational fiscal costs related to a tarnished reputation, unemployment insurance claims, workers’ compensation claims, loss of qualified personnel and employee turnover, the cost of hiring and training new employees to replace the bullied individuals leaving the organization, and legal costs associated with allegations. (Gumbus, 2011) This financial cost has been

estimated to be widely varying by organization and position held by the affected member(s), but ever present and measurable on an individual case-by-case example basis.

Further review of the impact upon individuals and organizations from bullying indicates unchecked or rampant bullying can be considered to be a workplace hazard to the physical and emotional health of employees. The Occupational Safety and Health Administration OSHA has identified several organizational risk factors that have increased likelihood of workplace violence. These include lack of organizational policies, staff training, staffing levels, and physical security (Occupational Safety Healthcare Network, 1996), and several of these factors are inherently intertwined and present within the fire service in New Hampshire.

Although New Hampshire is not an OSHA state, it has assumed the responsibility for occupational safety, which is at least as effective as the Federal OSHA standards. It is consequently reasonable for workers to expect a safe working environment and for their rights to be protected. For this reason, it is particularly important to investigate the topic of workplace bullying in the fire service further.

In terms of the subject materials past, present, and future impact on the New Hampshire fire service, bullying is a problem which spans a wide spectrum of organizations. By its nature, the fire service inherently embodies several components which may enable bullies to bully, including a stressful working environment, shift work, and paramilitary organization. The topic of bullying in the fire service is relevant to study and warrants understanding of present and future work conditions and the impacts of workplace bullying in the fire service.

This Applied Research Project (ARP) identifies a definitive linkage between the research problem of workplace bullying and specific content areas of the EFOP First-Year Course: “Executive Development” (R0123). It utilizes research and literature review to analyze aspects

of the organizational culture, ethics, and service quality of workplace environments currently existing in New Hampshire Fire Departments. Bullying cannot occur or exist if the culture, ethics, and policies of an organization do not support, enable, or tolerate the behavior at any level. Understanding the concepts of workplace bullying will assist fire service personnel in promoting the development of effective management and leadership skills and promoting positive working environments in the industry.

This ARP addresses the United States Fire Administration America's Fire & Emergency Services Leader - Strategic Plan - Fiscal Years 2014-2018 - Goal 3 (Goal), which is to “Enhance the fire and emergency services’ capability for response to and recovery from all hazards.” Specifically, key initiative three within the Goal is to: “Promote a culture of health, wellness and behavior that enhances emergency responder safety and survival.” (United States Fire Administration, 2014)

The exploration of this topic is significant to all fire departments because understanding the dynamics of workplace bullying and the frequency of occurrences in the New Hampshire fire service can be part of the foundation for monitoring and additional key research. In addition, it can contribute to identifying solutions to reduce the root problems, thus increasing the overall health and wellness of the workplace environment of fire stations by identifying, preventing, and abolishing bullying in the workplace.

“We should protect one another; that’s the most important thing we do. It is our unfaltering belief in one another on the fire ground that helps us face tremendous danger. It is the fundamental right of all people to have different beliefs, perspectives, politics, hairstyles, sexual orientation, and widespread thoughts on how to accomplish our noble profession’s mission. Bullies use organizations, associations, rules, words, rank, and social status to inflict their pain or

establish their control. We should reflect a few times a day as to how we are exercising our authority or influence. We should remember where words came from before we use them. We should reflect on how much pain they cause... Sometimes it's not just our feelings that get hurt; sometimes it is our dignity, our humanity, our liberty." (Halton, 2014)

Literature Review

To support this ARP, an extensive literature review has been conducted by utilizing the reference library and resources predominantly of the University of New Hampshire (UNH) Library, including UNH online WorldCat resources, EBSCO Host databases, and the National Fire Academy library. This review predominantly focused on academic journals and peer-reviewed articles focusing on the topic of workplace bullying.

The first ARP research question asks how do non-fire service organizations define workplace bullying? The topic of workplace bullying starts with defining the act as well as the conditions which enable the practice of bullying. There are a number of widely used definitions which describe the practice and behaviors, as well as those practices and behaviors which are not considered to be workplace bullying. These are both explored and noted in this ARP to more fully explore different interpretations of how bullying may impact or influence the fire service.

"Bullying is not benign teasing, nor does it include the off-color jokes, racial slurs, or unwelcome advances that are the hallmarks of legally defined harassment. Workplace bullying is a pattern of destructive and deliberate demeaning of coworkers or subordinates that reminds one of the activities of the "schoolyard bully." Unlike the schoolyard bully, however, the workplace bully is an adult who is usually aware of the impact of his or her behavior on others. Bullying in the workplace, often tacitly accepted by the organization's leadership, can create an environment of psychological threat that diminishes corporate productivity and inhibits individual and group

commitment.” (Vega, 2005)

It is important to note the difference between bullying and harassment, terms that are often interchanged but have distinct meanings. As concluded from reviewing multiple sources, bullying is general or generic harassment of an individual or group not included in a protected class, referring to Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967(ADEA), and the Americans with Disabilities Act of 1990 (ADA).

Harassment is defined by the U.S. Equal Employment Opportunity Commission (EEOC) as “unwelcome conduct that is based on race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability or genetic information. Harassment becomes unlawful where 1) enduring the offensive conduct becomes a condition of continued employment, or 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.” (U.S. Equal Employment Opportunity Commission, 2015)

The EEOC further notes that harassment may include “petty slights, annoyances, and isolated incidents (unless extremely serious) [that] will not rise to the level of illegality. To be unlawful, the conduct must create a work environment that would be intimidating, hostile, or offensive to reasonable people. Offensive conduct may include, but is not limited to, offensive jokes, slurs, epithets or name calling, physical assaults or threats, intimidation, ridicule or mockery, insults or put-downs, offensive objects or pictures, and interference with work performance.” (U.S. Equal Employment Opportunity Commission, 2015)

Harassment can occur in a variety of work related circumstances, for example between employees, employees and supervisors, and employees and non-employees. It is also important

to note that the victim of such harassment does not have to be the person being directly harassed, but rather could be anyone affected by the offensive conduct observed or taking place.

However, as stated, harassment is only “harassment” when the individual or group being harassed is a member of a defined protected class. Any of the previously noted harassment scenarios or situations of anyone not included in the protected classes may be referred to as workplace bullying, which is not illegal in the United States under federal law.

Harassment may also be defined on a local level. The Durham Fire Department (Durham, New Hampshire) has defined harassment as: “behavior, which is personally offensive, impairs morale, and interferes with the work effectiveness of employees. Harassment includes unsolicited remarks, questions, or physical contact, display or circulation of written materials or pictures, verbal abuse or insults, taunts, or challenges intended to be degrading or likely to provoke a violent or disorderly response.” (Durham fire department administration regulations - admin-9 discrimination, hazing, harassment, 1998) Per this definition, workplace bullying may be considered to be a subset of harassment, outside of the protected class environment.

Further examining the definition of workplace bullying, a number of key words are repeatedly used to define this act: humiliating, health-harming, and threatening. In addition, the actions of workplace bullying result in a number of common effects: adverse health reactions, undermining of performance, and loss of belief in oneself. The following three quote aptly summarize a wide range of literature:

“...unwanted, offensive, humiliating, undermining behavior towards an individual or groups of employees. Such persistently malicious attacks on personal or professional performance are typically unpredictable, irrational, and often unfair. This abuse of power or

position can cause such chronic stress and anxiety that people gradually lose belief in themselves, suffering physical ill health and mental distress as a result.” (Vega, 2005)

“...repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is: threatening, humiliating, or intimidating, or work interference - sabotage - which prevents work from getting done, or verbal abuse.” (Namie & Namie, 2014)

“Bullying is conduct that cannot be objectively justified by a reasonable code of conduct, and whose likely or actual cumulative effect is to threaten, undermine, constrain, humiliate or harm another person or their property, reputation, self-esteem, self-confidence or ability to perform.” (Fields, 2013)

In general, bullying behavior has three commonly recognized characteristics: it involves repeated actions toward another person that are unwelcome and perceived as negative, it is destructive and causes negative interpersonal and intrapersonal outcomes, and it often involves a power imbalance. “Behavior from a manager, supervisor, coach, colleague, or guardian can be perceived as bullying even though the intention was not to cause harm or distress.” (Geller, 2014) Fire Service Leader Dr. Harry Carter states, “it can come from colleagues, supervisors, or management, and is a real problem for workers at all levels”. (Carter, 2014)

The WBI states that workplace bullying often “is driven by perpetrators' need to control the targeted individual(s); is initiated by bullies who choose their targets, timing, location, and methods; is a set of acts of commission (doing things to others) or omission (withholding resources from others); requires consequences for the targeted individual; escalates to involve others who side with the bully, either voluntarily or through coercion; undermines legitimate

business interests when bullies' personal agendas take precedence over work itself; is akin to domestic violence at work, where the abuser is on the payroll.” (Namie & Namie, 2014)

Although there is not federal legislation specifically addressing workplace bullying, OSHA does address workplace violence, a closely related behavior which may be a reaction to workplace bullying, and defines it as “any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, clients, customers and visitors.” (United States Department of Labor - OSHA, 2014)

The National Institute for Occupational Safety and Health (NIOSH) has studied and drawn relationships between bullying and psychological aggression in the workplace, resulting in a number of collaborative publications involving OSHA that highlight the effects of workplace violence. (Menendez, Cammie, Chaumont & Howard, 2012)

Some examples of bullying, specifically public humiliation have been linked to backlashes by the targets of bullies, which “can evoke a powerless rage, the urge to protest, and a strong desire to seek redress... to take revenge... through some form of violence.” (Torres & Bergner, 2010) Such actions may be directed as violence toward the bully or the community/organization itself.

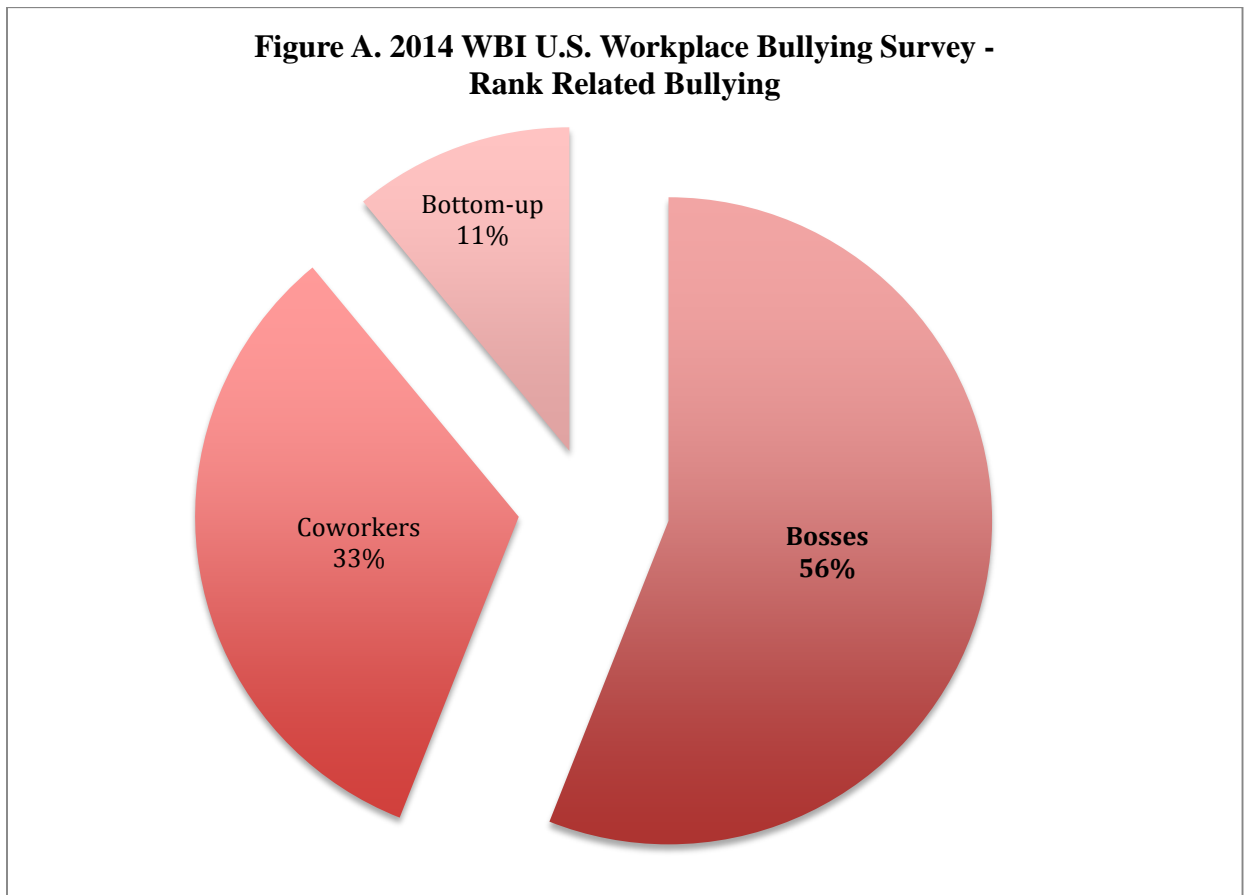
OSHA online web resources estimate that approximately 2 million American workers report having been victims of workplace violence annually, also stating that numerous additional cases go unreported. It has been established that workplace violence may occur at anytime, anywhere, and to almost anyone. OSHA research has identified several factors that may increase the risk of violence at certain worksites such as working alone or in isolated areas (fire stations for example), working late at night or in areas with high crime rates, and unstable individuals.

Workers with higher risk for violence may include healthcare professionals, public service workers, customer service agents, law enforcement personnel, and those who work alone or in small groups, such as fire companies, for example.

The perpetrators of workplace bullying share a number of similar characteristics that include gaining the trust of others by a number of mechanisms. In addition, perpetrators target individuals who question their trust or the perception of the perpetrator by others, or who inherently cause the perpetrator to feel inadequate. “He is able to manipulate others' emotions and perceptions, and does so to get what he wants. He has to impress those whom he thinks will help him maintain or advance his status, and these are likely, at least initially, to perceive him as smooth, charming, accomplished, charismatic and authoritative, and worthy of support, respect and deference. He may gain their respect by exaggerating his achievements, favoring cronies and by trying to mimic the behavior of respectable people. Some onlookers appear to maintain their positive first impression indefinitely, but some only appear to do so because they are frightened of not doing. Others, whom he never thought he had to please, may soon come to regard him as grossly incompetent, deceitful, insensitive, unintelligent, aggressive, ruthless and completely unaware of or indifferent to the effect of his behavior. These people, the first to see through the charisma, are those he is most likely to pick on, focusing the worst of his aggression on one person at a time.” (Fields, 2013)

These vivid descriptions resound through multiple articles and journals reviewed in this literature review addressing workplace bullying and the mode of operation of workplace bullies. Additional examination of workplace bullies shows that the majority are in positions of authority or power within an organization. The WBI reports that 56% of the workplace bullying

perpetrators held a higher rank, was a boss, or had a top-down authority position, while 33% of workplace bullying came from peers and 11% from subordinates, as shown in Figure A.

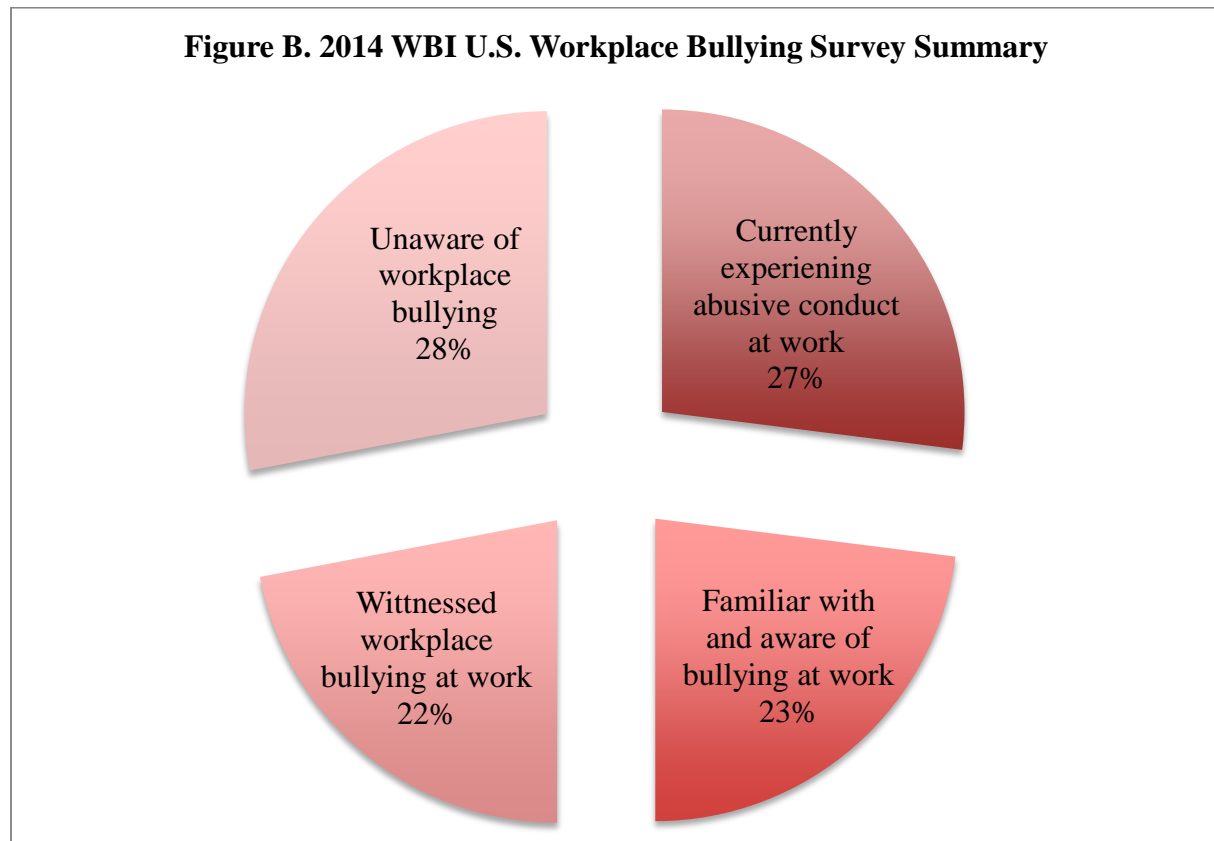


Workplace bullying was also observed from combinations of perpetrators operating across the different levels of an organization, as reported in 14% of cases. The WBI notes that this pattern is consistent with previous WBI national surveys, and that no correlations between rank and race or rank and gender were found. (Namie, 2014)

As noted in the 2014 WBI U.S. Workplace Bullying Survey, it is very difficult for targets to counteract the “power gradient” and confront perpetrators in authority positions. Although peer- or subordinate-based bullying does not necessarily involve power differences, the effects of the bullying acts pose significant threats to a target’s safety. (Namie, 2014)

Regarding the second ARP research question: “What is the frequency of workplace bullying in New Hampshire fire departments?”

Based upon the 2014 WBI U.S. Workplace Bullying Survey, the WBI estimates that 27% of adult American reported experiencing direct abusive conduct at work. The survey classifies respondents as being currently bullied, previously bullied, witnessed bullying, aware of bullying, or unaware. Figure B represents a graphical interpretation of the 2014 WBI U.S. Workplace Bullying Survey results. Interestingly, the “aware” group represents approximately 72% of the adult American public, meaning “they are familiar with workplace bullying - ranging from a painfully intimate immersion to a superficial recognition of the term without knowing many details.” (Namie & Namie, 2014) The WBI also notes that “Bullying is 4 times more prevalent than illegal discriminatory harassment.” (Namie & Namie, 2014)



A literature review did not identify any previous data regarding the frequency of workplace bullying in the New Hampshire Fire Service. However, numerous academic sources indicated that of the several instruments utilized to measure the frequency of workplace bullying in organizations, the Negative Acts Questionnaire Revised (NAQ-R) is widely accepted as an industry standard. Using the NAQ-R as a foundation, a descriptive and evaluate survey was then developed, administered, and analyzed to examine this second ARP question.

The NAQ-R is a research inventory instrument developed for measuring perceived exposure to bullying and victimization in the workplace by the Bergen Bullying Research Group at the University of Bergen. The NAQ-R will be discussed in depth in the procedures section of this ARP. To briefly summarize, the NAQ-R is a 22-item instrument, designed to measure exposure to bullying in the workplace through a series of questions which relate to interpersonal behaviors. The questions do not bear any reference to the term or topic of bullying, which allows participants to respond to each item without having to label themselves as bullied or not bullied. The NAQ-R is only an inventory tool developed to measure frequency, intensity and prevalence of workplace bullying, and it has been proven and documented as an accepted survey tool with satisfactory reliability and construct validity. (Einarsen, Hoel, & Notelaers, 2009)

The third research question asked: What are the potential impacts of workplace bullying? The literature provided a full spectrum of the impacts ranging from health to financial cost for both the targeted employees, witnesses of the bullying, and employers or organizations.

Some of the commonly recognized psychological effects which cause harm to employees who are the targets of workplace bullying include stress, depression, mood swings, loss of sleep, feelings of shame, guilt, and low self-esteem. Commonly recognized physical effects may

include stress, headaches, high blood pressure, digestive problems, increased risk of cardiovascular illness, and impaired immune systems. (Yamada, 2008)

Bully Online cites the following symptoms as potential consequences of the high levels of stress and anxiety created by a workplace bully influenced environment:

- Shattered self-confidence, low self-worth, low self-esteem, loss of self-love, etc.
- Reactive depression, a feeling of woebegoneness, lethargy, hopelessness, anger, futility and more
- Hypersensitivity, fragility, isolation, withdrawal
- Obsession, not being able to stop thinking about the experience in all its detail
- Hyper vigilance (feels like but is not paranoia), being constantly on edge
- Uncharacteristic irritability and angry outbursts
- Tearfulness, bursting into tears regularly and over trivial things
- Sweating, trembling, shaking, palpitations, panic attacks
- Bad or intermittently-functioning memory, forgetfulness, especially with trivial day-to-day things
- Poor concentration, can't concentrate on anything for long
- Skin problems such as eczema, psoriasis, athlete's foot, ulcers, shingles, urticaria
- Irritable bowel syndrome
- Flashbacks and replays, obsessiveness, can't get the bullying out of your mind
- Tiredness, exhaustion, constant fatigue sleeplessness, nightmares, waking early, waking up more tired than when you went to bed
- Headaches and migraines
- Aches and pains in the joints and muscles with no obvious cause; also

- Back pain with no obvious cause and which won't go away or respond to treatment
- Frequent illness such as viral infections especially flu and glandular fever, colds, coughs, chest, ear, nose and throat infections (stress plays havoc with the immune system.)

(Fields, 2013)

In addition to the lengthy list of side effects previously noted, clinical observations of victims of bullying have also established that additional symptoms of posttraumatic stress disorder (PTSD) and suicidal thoughts or tendencies may develop. (Vie, Tina & Løkke, 2011)

Bully Online describe the perception from people who are bullied as often isolated, controlled and subjugated, or eliminated. Further examination show that the perception of isolation can be described as the sense of exclusion from opportunities or subject to a withholding of resources available to others. Controlled and subjugated in this context includes work conditions that subject a target to unrealistic, unclear, or fluctuating expectations. The target individuals can be faulted, threatened, emotionally or psychologically disparaged – often in front of peers, and have their work knowingly credited to others. A bullying target's perception of being eliminated is often related to disproportionate disciplinary pressures or actions, coercion into resignation or retirement, and pervasive outreach by a former employer to prevent future employment opportunities. (Fields, 2013) Collectively, these impacts can significantly hinder the ability of a target to effectively accomplish their responsibilities, achieve goals, form connections in a workplace, and pursue the right to earn their livelihood.

Another side effect of workplace bullying, in addition to the immediate influence on the “target,” is the impact on observers who witness the bullying incidents. This indicates that the injury to the employees by workplace bullies extends beyond those directly involved. These co-workers are also described as being prone to developing or experiencing anxiety, intimidation,

and fear. These negative responses to bullying can readily impact the work product and work environment for everyone who is exposed to the bullying. (Yamada, 2008)

Potential impacts of workplace bullying to the employer include direct, indirect, and opportunity costs to the organization. Commonly cited direct costs may be attributed to an increase in medical and worker's compensation claims caused by work related stress related to the bullying environment. Indirect costs cited include high turnover, absenteeism, poor customer relationships, poor employee morale, low employee engagement, and acts of sabotage and revenge between employees. (Yamada, 2008)

Multiple sources agree that there are resulting costs to an organization from workplace bullying, although the opportunity costs are difficult to measure. These are often reflected in lost business, lost personnel, lost time, or reduced efficiencies due to the poor conditions of the workplace environment.

Providing a comprehensive overview of these financial impacts of bullying to an employer or organization, the WBI developed this general equation: "Turnover + Opportunity Lost + Absenteeism + Presentism + Legal Defense Cost + Dispute Resolution + Trial Costs + Settlements + WC/Disability Fraud Investigation = The Routine Cost of Allowing Bullies to Harm Others with Impunity." (Namie, 2014)

Further review of the impact upon individuals and organizations from bullying indicates that unchecked or rampant bullying can be considered a workplace hazard to the physical and emotional health of employees. OSHA has identified several areas that have increased likelihood of workplace violence, which could also be potential incubation areas for bullying environments. It is important to note that several of the areas included conditions which are inherently

intertwined and present within the fire service: work hours, shift work, high stress environments, and paramilitary structures, to name a few examples.

The fourth ARP research question asked: What are potential means for identifying and addressing workplace bullying in New Hampshire fire departments? The first step for employers to identify and address the subject of workplace bullying is to understand the risks and costs associated with workplace bullying. The literature clearly shows that organizational leadership and culture are two of the key factors critical for addressing workplace bullying. It has commonly been identified that “establishing a culture of open, honest, and mutually respectful communication will have the salutary effect of reducing bullying and other forms of employee mistreatment.” (Yamada, 2008)

For example, the American Nurses Association (ANA) has taken an official position on workplace violence, which directly and specifically addresses bullying. The ANA website states: “The American Nurses Association (ANA) upholds that all nursing personnel have the right to work in healthy work environments free of abusive behavior such as bullying, hostility, lateral abuse and violence, sexual harassment, intimidation, abuse of authority and position and reprisal for speaking out against abuses.” (American Nurses Association, 2015)

By openly addressing the issue of workplace bullying, the literature suggests that bullying may be readily identified and substantially reduced or eliminated. Once the concept or workplace bullying has been openly defined, education and documented policies are the formal bridge to further communicate and demonstrate that workplace bullying will not be tolerated in the work environment.

Identification of key conditions, structures, and processes that can enable workplace bullying for the organization is paramount. Such work conditions may include: a power

imbalance between the bully and the target, perception of the bully's actions to be low cost associated with their behavior, and dissatisfaction with the work environment. Organizationally enabling structures and processes include: organizational culture, competitive nature – a win at-all-costs mentality, and a lack of accountability within the organization. (Wheeler, Halbesleben, & Shanine, 2010)

Education and awareness by employees and managers is important to monitoring an organization's workplace environment state. Organizational members must understand and be vigilant for indicators that may identify workplace bullying and employee discord. It has been frequently noted that the worst bullies are very good at covering their tracks and may even appear to be the victim of bullying themselves when questioned, confronted, or called-out. Training programs should highlight common identified observable indicators in the work environment, which may include the following behaviors:

- Sharp increases in attrition and absenteeism and declines in the productivity after supervisory change;
- Sudden actual or alleged reduction(s) in performance by workers with otherwise consistently satisfactory work records;
- Declining employee morale after downsizing, merger, and reorganization situations;
- Heightened levels of interpersonal aggression levels of all types, regardless of situation.

(Yamada, 2008)

The literature noted that some effective anti-bullying training programs incorporate methods of role-playing, focus groups, and case studies with after-action reviews and discussions into new employee orientation, probationary, or onboarding programs. (Becker, Catanio, &

Bailey, 2014) This training may also be conducted with existing or seasoned employees on an annual or regular basis for continuing education.

“An anti-bullying policy applies to everyone, from chief executive to cleaner, from permanent full-time staff to contractors. It must state clearly that bullying is a disciplinary offence, which links the behavior into existing disciplinary procedures. To be effective, the policy must state that confidentiality is guaranteed.” (Fields, 2013)

The literature provided via the Bully Online web site suggests that successful policies are often recommended to be a two-tier procedure citing an informal stage and formal stage. The informal stage is to appropriately frame the bully and the target, discretely putting both parties on notice, through an informal investigation performed by management, at the report of a bullying incident.

If the bullying problem has not been resolved by such an informal procedure, either the target or the employer should have the option to initiate a formal procedure. It is recommend that such a formal practice must be in writing, documenting all steps of the process, and defining all possible outcomes for both parties. The formal investigation must also be conducted in an impartial and confidential manner by management.

Procedures

To measure the frequency and severity of workplace bullying in New Hampshire fire departments, a survey instrument was developed to collect data and to evaluate the subject by utilizing descriptive and evaluative research methods.

The survey instrument was spearheaded by ARP author David Emanuel, with technical assistance and guidance provided by Zachary S. Azem, M.A., and Andrew E. Smith, Ph.D., of the University of New Hampshire (UNH) Survey Center. The UNH Survey Center is an

independent, non-partisan academic survey research organization and has over 50 years of experience in designing and conducting research instruments ranging from politics to public policy across the nation.

The Negative Acts Questionnaire Revised (NAQ-R) was selected to be the base descriptive research method survey instrument. The NAQ-R is a research inventory instrument developed for measuring perceived exposure to bullying and victimization in the workplace by the Bergen Bullying Research Group of the University of Bergen. Per the Bergen Bullying Research Group's website, as of January 2014, the NAQ-R has been used by researchers in over 60 studies with more than 40,000 respondents from approximately 40 countries. The instrument has been made available for public use, free of charge, for non-commercial research projects. (Bergen Bullying Research Group, 2014) Appendix A includes the letter to the Bergen Bullying Research Group for the request to utilize the instrument and agreement to share data and information with the group, per their website's instructions.

The NAQ-R is a 22-item instrument, designed to measure exposure to bullying in the workplace through a series of questions which relate to interpersonal behaviors. As the questions do not bear any reference to the term or topic of bullying, participants can respond to each item without having to label themselves as bullied or not bullied. The NAQ-R is not a diagnostic instrument but measures frequency, intensity and prevalence of workplace bullying. The NAQ-R authors report that the instrument has been documented as a proven survey tool with satisfactory reliability and construct validity. It is a widely accepted industry standard for measuring workplace bullying in industry by numerous academic sources. (Einarsen e, 2009)

The NAQ-R is divided into three main categories: work-related bullying, person related bullying, and physically intimidating bullying. The questions associated with each category are as follows:

Work-related bullying relates to:

- Someone withholding information which affects your performance
- Being ordered to do work below your level of competence
- Having your opinions ignored
- Being given tasks with unreasonable deadlines
- Excessive monitoring of your work
- Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses)
- Being exposed to an unmanageable workload

Person-related bullying relates to:

- Being humiliated or ridiculed in connection with your work
- Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks
- Spreading of gossip and rumors about you
- Being ignored or excluded
- Having insulting or offensive remarks made about your person, attitudes or your private life
- Hints or signals from others that you should quit your job
- Repeated reminders of your errors or mistakes
- Being ignored or facing a hostile reaction when you approach
- Persistent criticism of your errors or mistakes
- Practical jokes carried out by people you don't get along with

- Having allegations made against you
- Being the subject of excessive teasing and sarcasm

Physically intimidating bullying relates to:

- Being shouted at or being the target of spontaneous anger
- Intimidating behaviors such as finger-pointing, invasion of personal space, shoving, blocking your way
- Threats of violence or physical abuse or actual abuse

The NAQ-R survey questions are included in the New Hampshire Fire Department Workplace Environment Survey prepared by the UNH Survey Center in Appendix C.

For the purposes of this applied research project, the NAQ-R items were complemented by a series of demographic questions related specifically to the fire service, in an effort to link survey data to the United States Fire Administration (USFA) 2012 National Fire Department Census and National Fire Protection Association's (NFPA) US Fire Department Profile 2013 as well as validation questions as suggested by the UNH Survey Center.

The National Fire Department Census data established the New Hampshire baseline for the number of fire departments, types of fire departments (career, combination, and volunteer fire departments), number of fire stations per department, and active number of firefighters (career, combination, volunteer, and non-firefighting civilian). The US Fire Department Profile was utilized to establish the comparative national average for firefighters by age group.

The demographic portion of the survey polled respondents about their job status (rank or position, career, part-time, and volunteer), highest level of education, year of birth, years of experience in the fire service, years of service with their current organization, number of fire stations for their organization, and size of the organization (small, medium, or large). The

demographic survey questions have also been included in the New Hampshire Fire Department Workplace Environment Survey prepared by the UNH Survey Center in Appendix C.

The survey instrument utilized for this ARP included NAQ-R and demographic questions which may easily be replicated at a future time and are shown in the New Hampshire Fire Department Workplace Environment Survey, prepared by the UNH Survey Center, attached in Appendix C of this ARP. Comparative national data may be revised and updated with current USFA and NFPA data in the future.

The ultimate survey goal was to construct, review, evaluate, and then distribute the survey instrument to maximize potential participation throughout the fire service across the state of New Hampshire. To ensure that the survey could be successfully deployed and that the information sought could be accurately collected, several rounds of meetings, conference calls, and email correspondence were coordinated and conducted by the ARP author with the Survey Center staff, and subsequently included the Director of the New Hampshire Fire Academy, Deborah Pendergast; President of the Professional Firefighters of New Hampshire (IAFF), David Lang; President of the New Hampshire Fire Chief's Association, David Parenti; and Vice President of the New Hampshire Fire Instructor and Officer's Association, Chris Johnson over the month of March, 2015.

Members of this workgroup discussed issues such as ramifications of the ARP subject materials to the fire service; potential consequences to the author's career path; the ability to solicit responses from unionized, combination, and volunteer fire departments; the validity of questions relating to the fire service as opposed to other industries; and the value of exploring bullying in an effort to identify potential areas of improvement for the fire service.

The invitation to participate in the survey was distributed through a number of email distribution networks in the form of an introductory cover letter explaining the applied research project and a web link to the UNH Survey Center. The cover letter has been attached in Appendix B. The New Hampshire Fire Academy “Fire Standards and Training – EMS list serve” email distribution list was utilized to email the survey invitation to all New Hampshire firefighters who have previously attended academy training programs and licensed emergency medical services (EMS) providers. This distribution list included approximately 1,700 email addresses. A secondary distribution was emailed by the Academy to approximately 400 New Hampshire Fire Academy Instructors; it was acknowledged by both parties that there may be some redundancy with the first distribution list.

Subsequent distribution lists and electronic postings sites included the New Hampshire Fire Chief’s Association (approximately 290 members), New Hampshire Fire Instructor and Officer’s Association (approximately 460 members), and New Hampshire Fire Prevention Society (approximately 384 members online). It was acknowledged that there would be overlapping email addresses and duplication of invitations through this process. It was determined that the benefits of the wider distribution network outweighed the potential duplication to some members.

Collectively, the New Hampshire survey invitations were estimated to be distributed to 2,000 - 3,000 individual fire service members. An exact count was not achievable due to potential overlap between memberships within the different distribution lists and groups.

The invitation to participate in the survey was also distributed nationally through the International Association of Fire Chief’s (IAFC) KnowledgeNET, to Chief Fire Officers, Company Officers, and Executive Fire Officers Section members, and the Director of the New

Hampshire Fire Academy's national network of fire academies email distribution list. The intent of the national distribution was to have a national or regional comparative data set for analysis with the New Hampshire data set.

The online web survey link to the Fire Department Workplace Environment Survey was active and collecting survey responses from invitees from March 31 to April 17, 2015. The UNH Survey Center utilized their licensed Qualtrics software to process, evaluate, and correlate the data set with the corresponding variables and demographics. The raw evaluative tabular data and survey results have been included in Appendix C: Detailed Tabular Results of the New Hampshire Fire Department Workplace Environment Survey prepared by the UNH Survey Center.

The greatest limitation to the descriptive and evaluative research survey data set is the fact that the link to the Qualtrics web survey was distributed through email distribution lists and message boards of numerous New Hampshire fire service groups and professional organizations. The participating New Hampshire fire service organizations were not permitted to share or provide their email distribution lists directly to the UNH Survey Center for direct and controlled email distribution. "The drawback with this method is that the population is incomplete and the extent of survey's coverage is unknown. Therefore an official response rate cannot be calculated and these results may not necessarily accurately represent the opinions of all New Hampshire firefighters." (Azem & Smith, 2015)

Another limitation was the sample size. The United States Fire Administration Fire Department Census estimates that there are 7,079 employees (Career, Volunteer, and Paid per Call Firefighters, as well as non-firefighting civilians) in New Hampshire. According to this data, only 4% (297) of New Hampshire Fire Department members and/or employees completed the

survey. The estimated number of individuals invited to participate in the online survey through the online media and distribution channels was significantly less than the Census population, as the survey invitation list was estimated to be between 2,000 – 3,200 email addresses (depending on the unknown amount of duplication between lists). This estimation would show between a 10%-20% participation rate for survey respondents. Per follow up discussion with the UNH Survey Center Staff, between a 3% - 15% survey response rate is consistent with rates for similar surveys deployed by the UNH Survey Center for a one-time survey that was deployed as it was developed and recipients did not receive follow-up reminders. The survey response was adequate for the given "sample of convenience".

A third limitation for the survey was that data analyzed and tabulated by the UNH Survey Center did not report subgroups with 15 respondents or less, to protect the identity of respondents. (Azem & Smith, 2015) Although necessary, this could leave data gaps from unaccounted small subgroups, as evidenced with probationary firefighters. Initial tabular survey data showed a low response rate for new members, which may be attributed to the low number of firefighters currently on probation, the low number of new members being associated with the electronic media distribution lists that circulated the survey invitation, or the potential that new individuals may not yet be heavily invested in the organization, or fully understand the importance of such research for the fire service.

A fourth limitation of the data collected was the comparative national survey responses were not equally distributed across ranks and positions within the fire service organizations. The responses were heavily weighted in higher ranking officers and underrepresented by the company officers and line positions. As a result, the national data set was discarded and the

comparison between the New Hampshire fire service and regional or national correlations were not completed.

Results

The purpose of this Applied Research Project was to explore the issue of workplace bullying within municipal fire departments in the State of New Hampshire.

Q1. How do organizations outside the fire service, define workplace bullying?

A comprehensive literature review indicated that workplace bullying is representatively defined as “repeated, health-harming mistreatment of one or more persons (the targets) by one or more perpetrators. It is abusive conduct that is: threatening, humiliating, or intimidating, or work interference - sabotage - which prevents work from getting done, or verbal abuse.” (Namie & Namie, 2014)

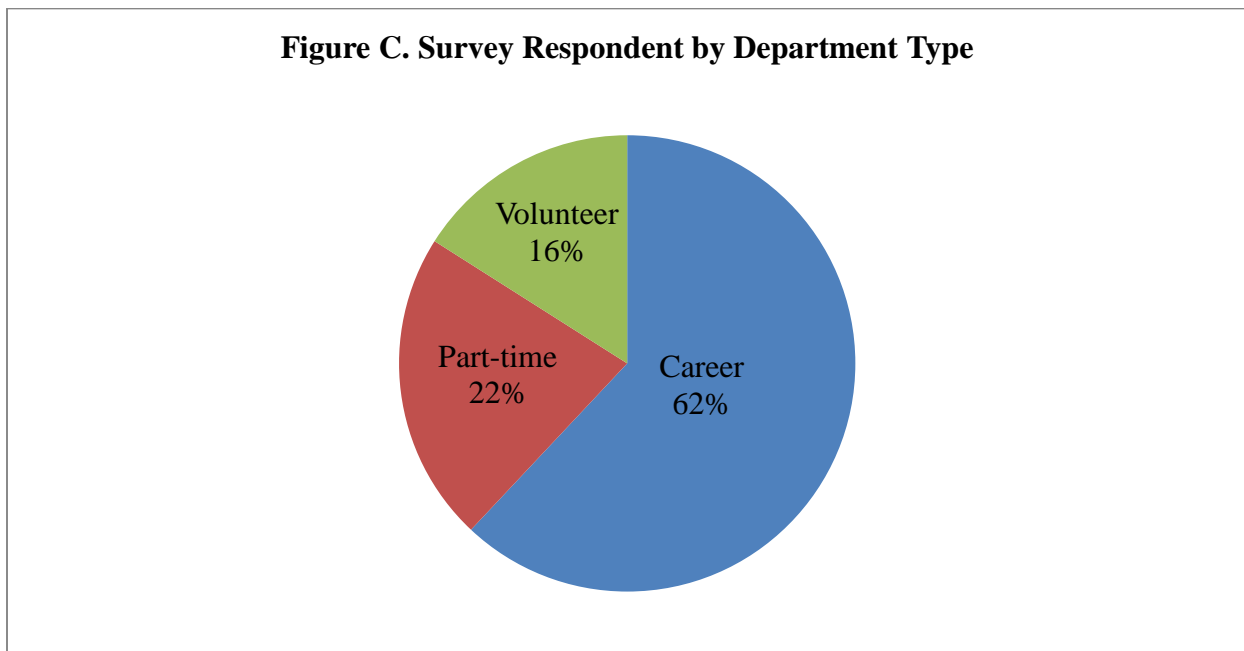
Q2. What is the frequency of workplace bullying in New Hampshire fire departments?

The frequency of workplace bullying was researched through descriptive and evaluative methods, which incorporated a survey instrument. The NAQ-R survey was combined with demographic questions to evaluate the subject matter across the New Hampshire fire service. Two hundred and ninety seven responses from across New Hampshire established the data set, which was collected through a web-based survey conducted by the University of New Hampshire Survey Center. The UNH Survey Center processed the data comparatively and evaluated survey responses to the NAQ-R categories as well as USFA and NFPA demographics resulting in the following data set, which estimated the frequency of workplace bullying in New Hampshire fire departments.

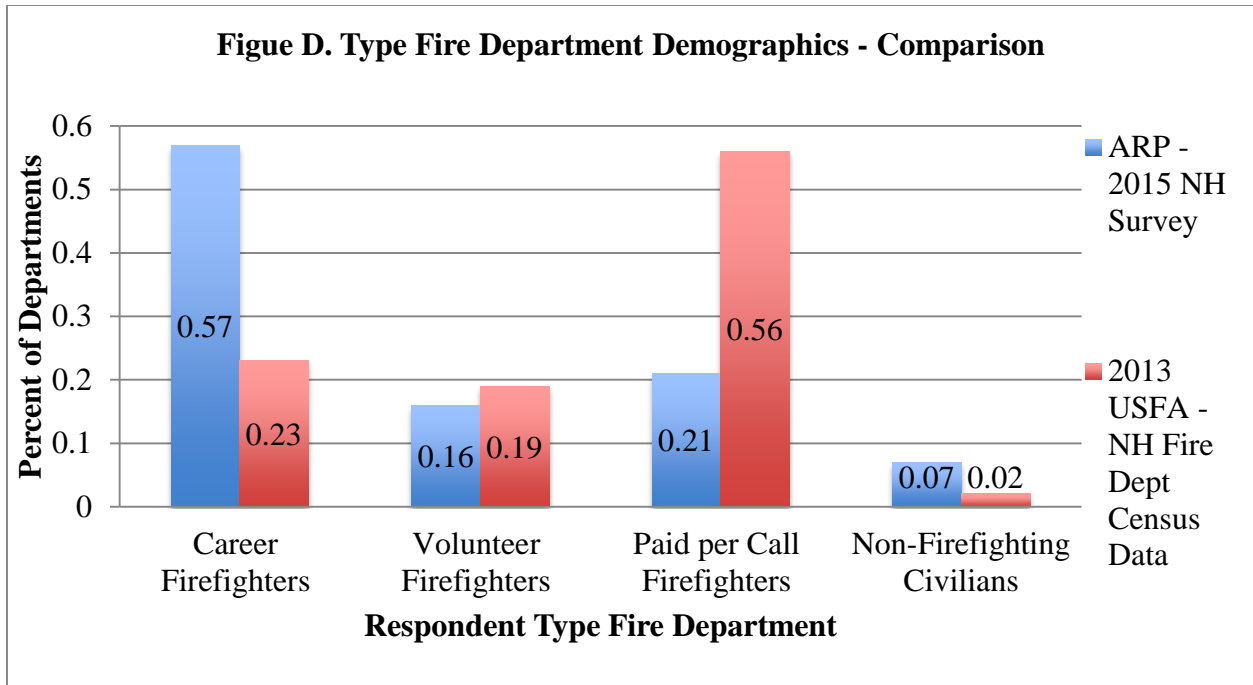
The USFA census data shows there were 26,482 fire departments registered as of January 2012 across America. This number reflects approximately eighty-eight (88%) of the fire

departments estimated to be in the United States. Included in this national census data set, the State of New Hampshire had 211 registered fire departments participate in the census, comprised of 7,079 members or employees. Of the New Hampshire fire departments participating in the census, the fire department types, statistics, and number/percentages of survey respondents are comprised as follows. (United States Fire Administration, 2012)

Two hundred ninety-seven (297) members of the New Hampshire fire departments completed the online survey via the UNH Survey Center. Of the respondents, sixty-two percent (62%) are in career positions, twenty-two percent (22%) are part-time/per diem, and sixteen percent (16%) are volunteer, as shown in Figure C.

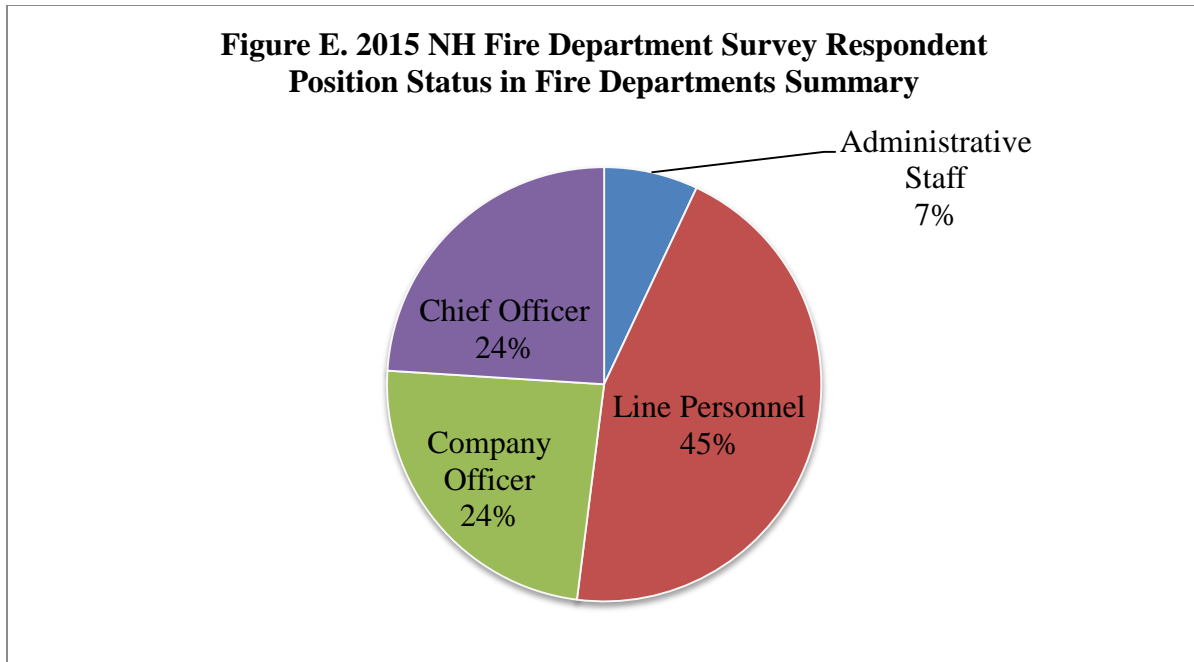


The collected survey data shows that responses from career vs. active paid per call were inversely proportionately related. This is most likely due to the distribution method utilized to invite members of the fire service to participate in the online survey. The number of survey respondents were compared with the 2013 USFA New Hampshire Fire Department Census Data in Figure D.

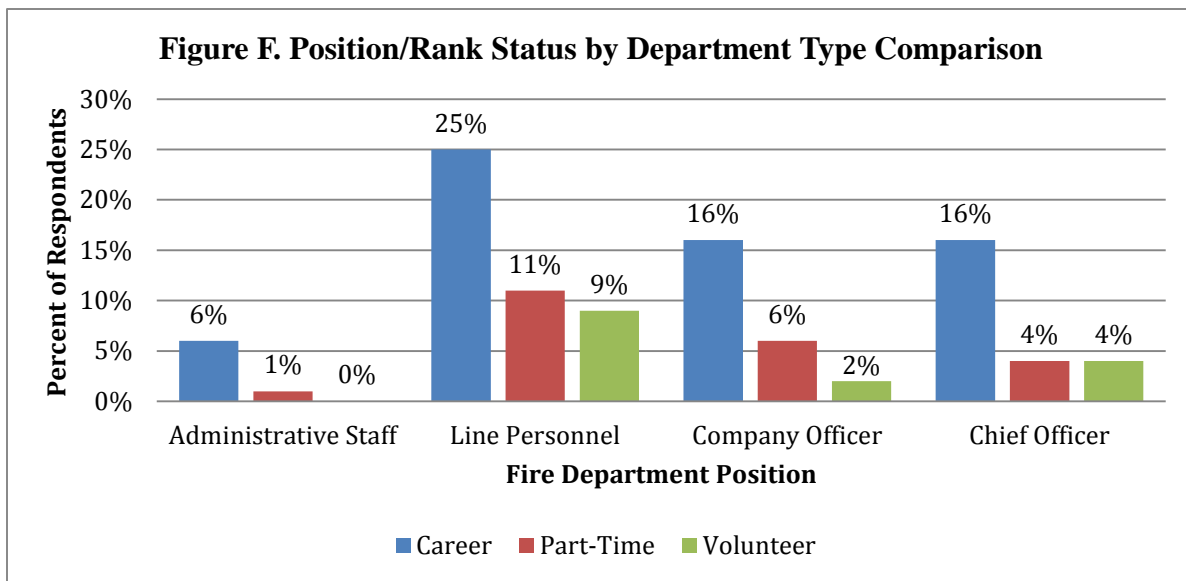


When comparing the respondents to the USFA census data for New Hampshire, this ARP survey has significantly more career firefighters than the USFA census totals, and significantly less paid per call/part-time firefighters. The number of ARP survey volunteer firefighters and non-firefighter civilians roughly match the census.

Regarding the demographics for the survey, twenty four percent (24%) were chief officers, twenty-four percent (24%) were company officers, forty-five (45%) were line personnel consisting of firefighters and EMT/Paramedics, and seven percent (7%) were administrative staff. The comparison of job status reflecting survey respondent’s rank and/or position within the fire department type organizations are shown in Figure E.

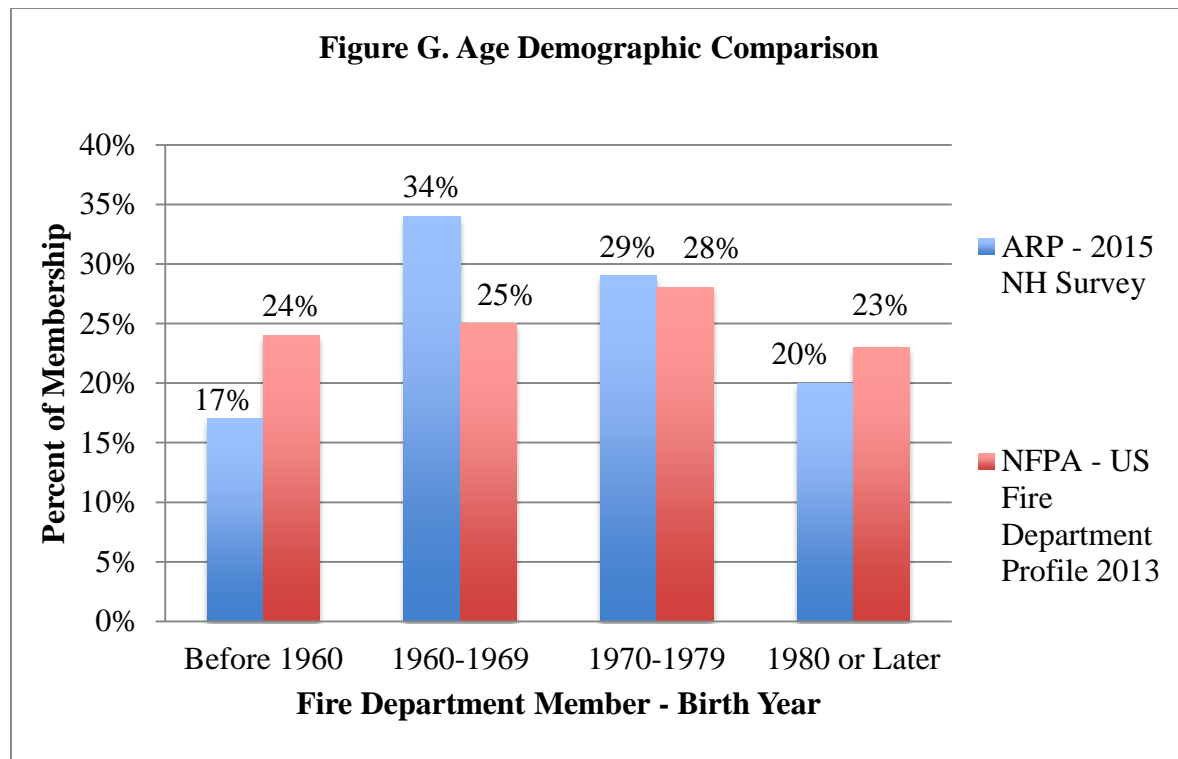


The summary of survey respondent’s rank and/or position within the fire department was compared with the type of fire department organizations are shown in Figure F.



The UNH Survey Center reported the following general demographics reflecting survey respondent’s disposition and career standing within the fire service organizations: Over half (53%) of respondents are college graduates, and 38% have some college or have gone to a technical school. Fifty-two percent (52%) have more than 20 years of experience in their field,

although only twenty-six (26%) have spent more than 20 years in their current organization. Three in five (61%) work in a small organization, twenty-six (26%) work in a medium size organization and thirteen (13%) work in a large organization. Half (50%) work in an organization with one station, Twenty-nine (29%) have two stations and twenty-one (21%) have three or more stations. Respondents were relatively spread out when it comes to age as seventeen percent (17%) were born before 1960, thirty-four percent (34%) were born between 1960 and 1969, twenty-nine percent (29%) were born between 1970 and 1979, and twenty percent (20%) were born after 1979. The age brackets are consistent with the US Fire Department Profile – 2013 Fact Sheet as described by the National Fire Protection Association (Haynes & Stein, 2014) and are shown in Figure G.



The survey data results as tabulated, evaluated, and summarized by the UNH Survey Center report the following key findings from the New Hampshire Fire Department Workplace Environment Survey:

- ❖ Overall, respondents acknowledge that certain behaviors related to bullying exist in their workplace environment but that they are **not** prevalent.
- ❖ Most respondents (74%) have attended training on harassment or bullying.
- ❖ Just over half of respondents (53%) are aware of bullying incidents occurring in their organization.
- ❖ The work-related bullying behaviors that have been experienced the most are having their opinions ignored (74%), having someone withhold information that affects their performance (52%), being ordered to do work below their competence (44%), and having excessive monitoring of their work (41%).
- ❖ The person-related bullying behaviors that have been experienced the most are repeated reminders of mistakes (63%), the spreading of gossip and rumors about them (55%), being ignored or excluded (54%), and having insulting or offensive remarks about them (49%).
- ❖ The physically intimidating bullying behavior that has been experienced the most is being shouted at or being the target of spontaneous anger (49%).
- ❖ Less than one in five respondents say that they have ever requested a shift change (16%) or left an organization (12%) due to conflict situations.
- ❖ While 88% of respondents know their organization has a harassment policy, just 38% know their organization has a policy regarding bullying.
- ❖ Most respondents (55%) would recommend their organization to colleagues and few would not recommend it (16%).
- ❖ While there are not many differences between career and part-time or volunteer firefighters regarding bullying-related situations in the workplace, career firefighters

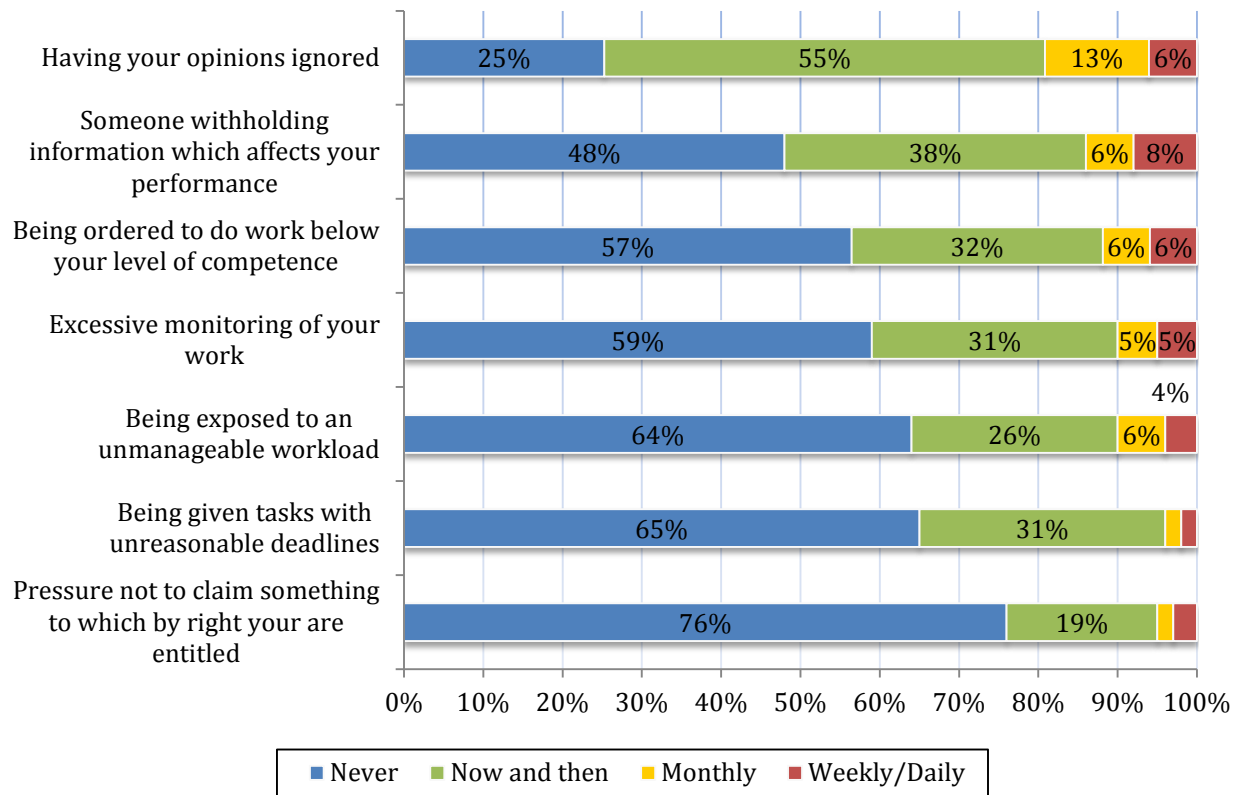
are *more likely* to be aware of policies and resources their department has in terms of bullying and harassment.

The survey results as tabulated by the UNH Survey Center regarding **work-related bullying** report the following: “Three in four (74%) respondents say they have had their opinions ignored (6% daily/weekly, 13% monthly and 55% now and then). A slight majority (52%) say that someone has withheld information which affected their performance, forty-four percent (44%) have been ordered to do work below their level of competence, forty-one percent (41%) have experienced excessive monitoring of their work, thirty-six percent (36%) have been exposed to an unmanageable workload, and thirty-five percent (35%) have been given tasks with unreasonable deadlines.”

Survey findings provided by the UNH Survey Center in this category indicate the following:

- Respondents in a larger organization are *more likely* to have experienced all of the following situations except for being ordered to do work below their level of competence.
- EMT/Paramedics are *more likely* to have been ordered to do work below their level of competence.
- EMT/Paramedics and respondents who are the most experienced are *more likely* to say they have had their opinions ignored.
- Chief officers and administrative staff are *more likely* to say they have been exposed to an unmanageable workload.

Figure 1: NAQ-R Items Related to Work-Related Bullying (Azem & Smith, 2015)

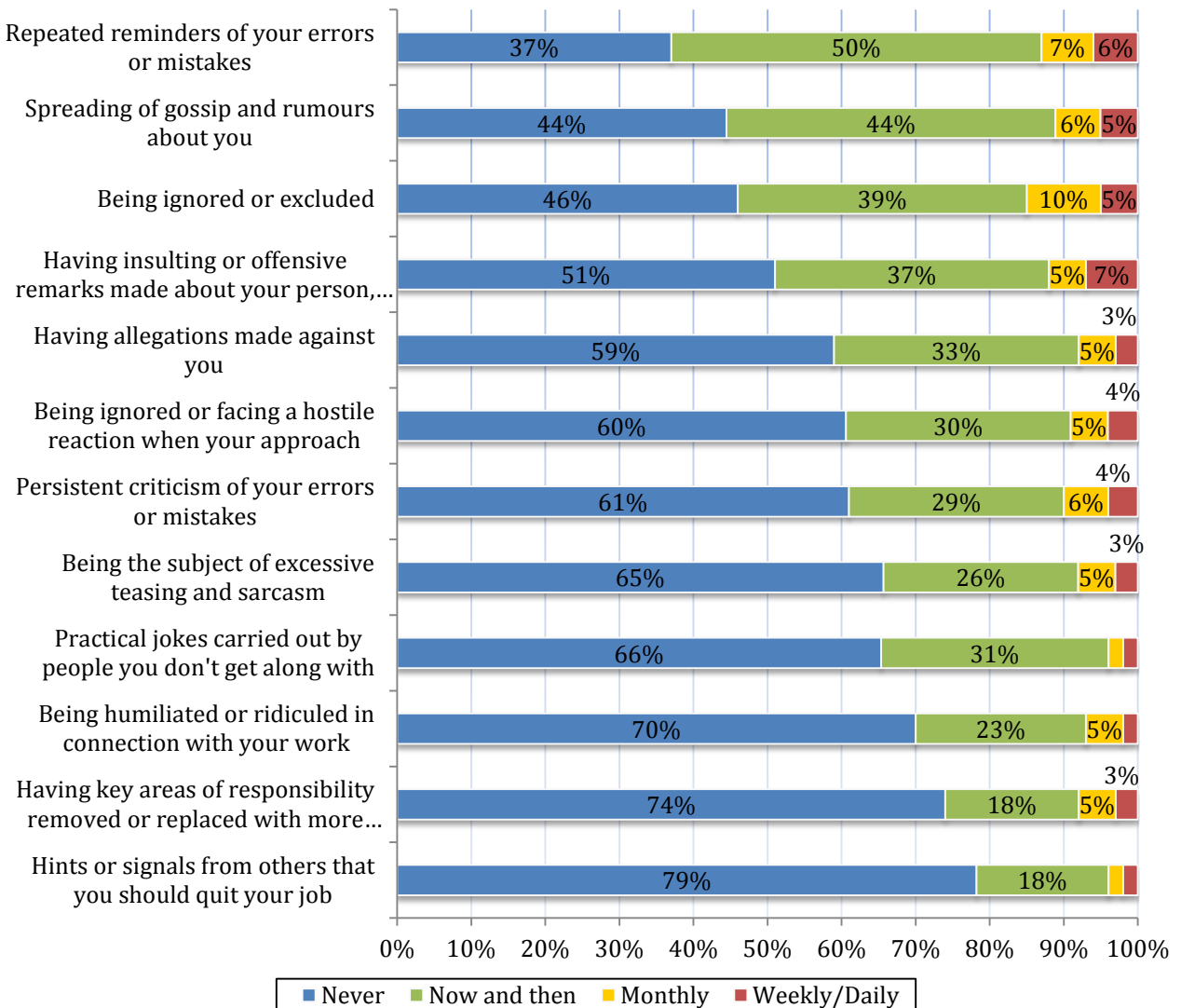


The survey results as tabulated by the UNH Survey Center regarding **person-related bullying** report the following: “A majority of respondents (63%) have experienced repeated reminders of their errors or mistakes (6% daily/weekly, 7% monthly and 50% now and then), the spreading of gossip and rumors about them (55%), and being ignored or excluded (54%). Less than half (49%) have had insulting remarks made about them, forty-one percent (41%) have had allegations made against them, forty percent (40%) have been ignored or faced a hostile reaction, thirty-nine percent (39%) have faced persistent criticism of errors or mistakes, thirty-five percent (35%) have been the subject of excessive teasing and sarcasm and thirty-four percent (34%) have had practical jokes carried out by people they don’t get along with.”

Survey findings provided by the UNH Survey Center in this category indicate the following:

- Chief Officers, administrative staff and older respondents are more likely to say they have experienced having allegations made against them.
- Respondents in large organizations are more likely to say they have been subjected to repeated reminders of mistakes, spreading of gossip and rumors, being ignored or excluded, and having insulting remarks made against them.

Figure 2: NAQ-R Items Related to Person-Related Bullying (Azem & Smith, 2015)

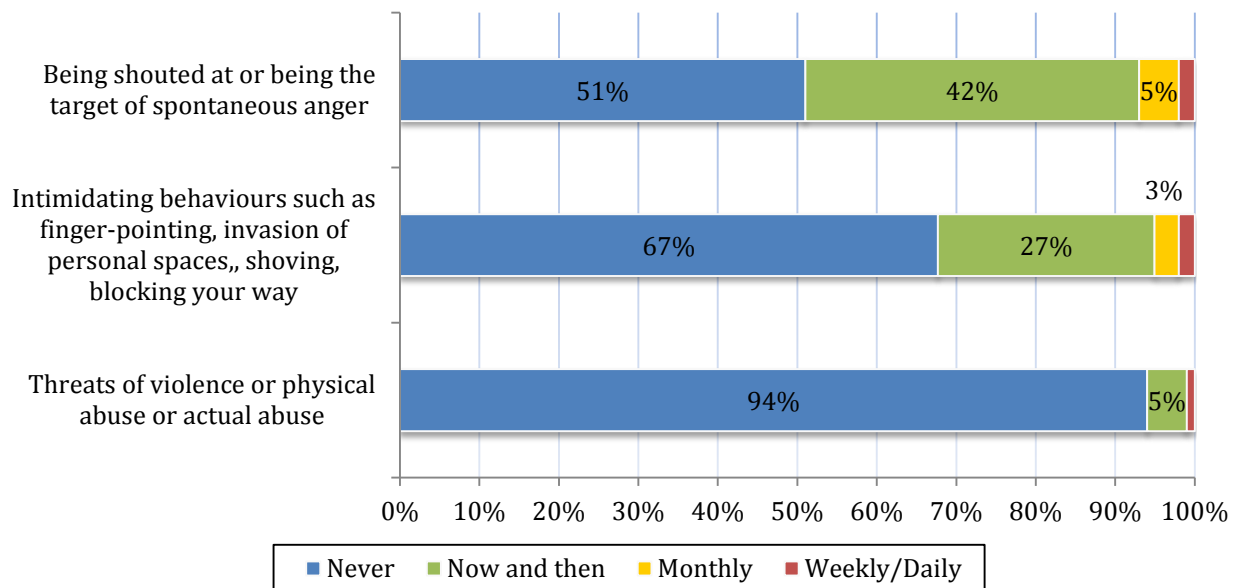


The survey results as tabulated by the UNH Survey Center regarding **physically intimidating bullying** report the following: “Nearly half of respondents (49%) say they have been shouted at or the target of spontaneous anger, one third (33%) have experienced intimidating behaviors such as finger-pointing, invasion of personal space, shoving or blocking their way, and just six percent (6%) have experienced threats of violence or physical abuse or actual abuse.”

Survey findings provided by the UNH Survey Center in this category indicate the following:

- Respondents who are part of a large organization and those who are unlikely to recommend their organization are more likely to say they have been shouted at or were the target of spontaneous anger.
- EMT Paramedics and those who are unlikely to recommend their organization are more likely to say they have been subjected to intimidating behaviors such as finger-pointing, invasion of personal space, shoving, etc.

Figure 3: NAQ-R Items Related to Physically Intimidating Bullying (Azem & Smith, 2015)

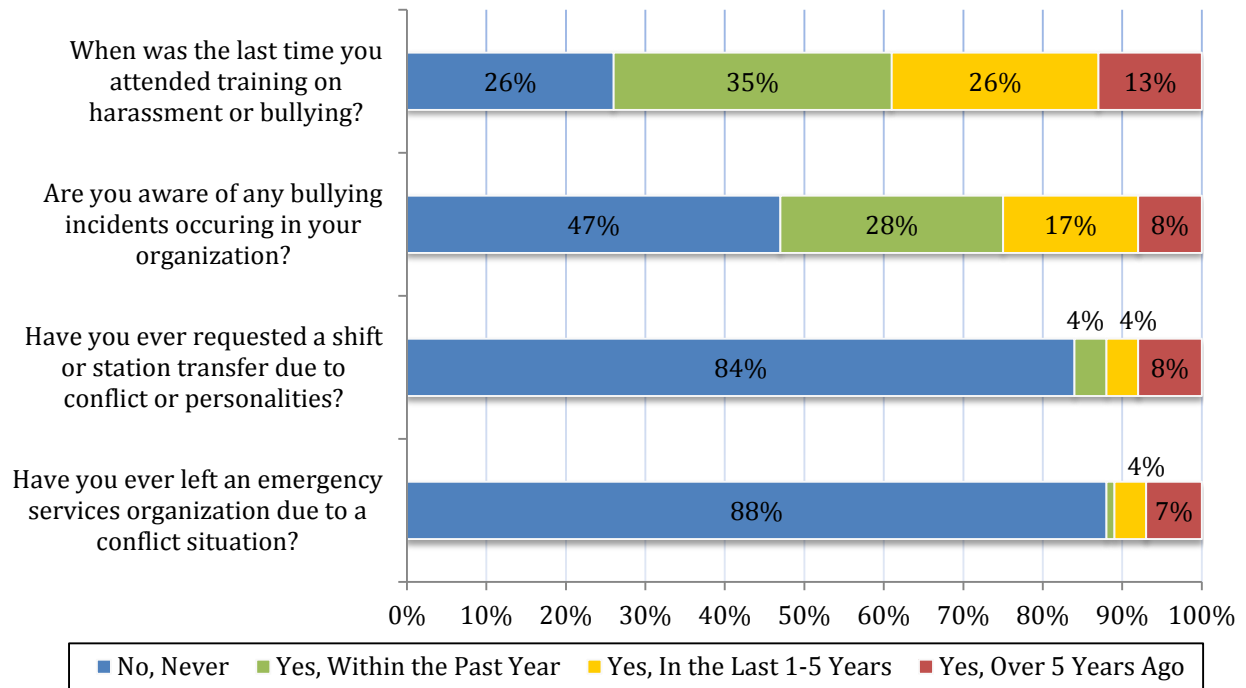


The survey results as tabulated by the UNH Survey Center regarding the survey question related to **experience with bullying in the workplace** report the following: “Roughly three in four (74%) respondents say they have previously attended training on harassment or bullying, with thirty-five (35%) of them attending training within the past year. Sixteen percent (16%) of respondents have previously requested a shift or station transfer due to conflict or personalities and twelve (12%) have previously left an emergency services organization due to a conflict situation.”

Survey findings provided by the UNH Survey Center in this category indicate the following:

- Respondents in a large organization are more likely to say that they have attended training on harassment or bullying in the last year. Volunteer firefighters are more likely to say they have never attended such training.
- Respondents in medium and large organizations and respondents who are EMTs and Company Officers are more likely to be aware of any bullying incidents in their organization.

Figure 4: Experience with bullying in the workplace (Azem & Smith, 2015)



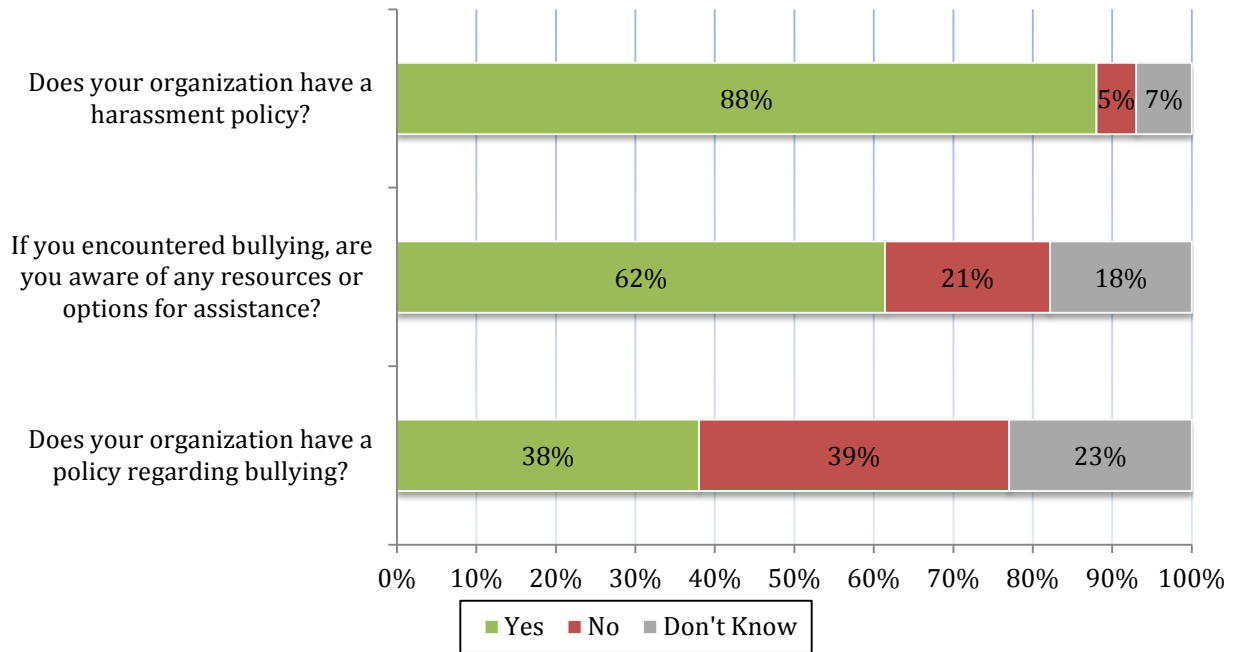
The survey results as tabulated by the UNH Survey Center regarding the survey question related to **policies regarding harassment/bullying** report the following: “Nearly all respondents (88%) say their organization has a harassment policy, while five percent (5%) say their organization doesn’t have one and seven percent (7%) are unsure. However, when it comes to a bullying policy, thirty-eight percent (38%) say their organization has one, thirty-nine percent (39%) say their organization doesn’t have one and twenty-three percent (23%) aren’t sure. Sixty-two percent (62%) of respondents say if they encountered bullying, that they are aware of resources or options for assistance, twenty-one percent (21%) are not aware of resources and eighteen percent (18%) are unsure.”

Survey findings provided by the UNH Survey Center in this category indicate the following:

- Respondents who are volunteers and those who are less experienced are more likely to not know whether their organization has a harassment policy.

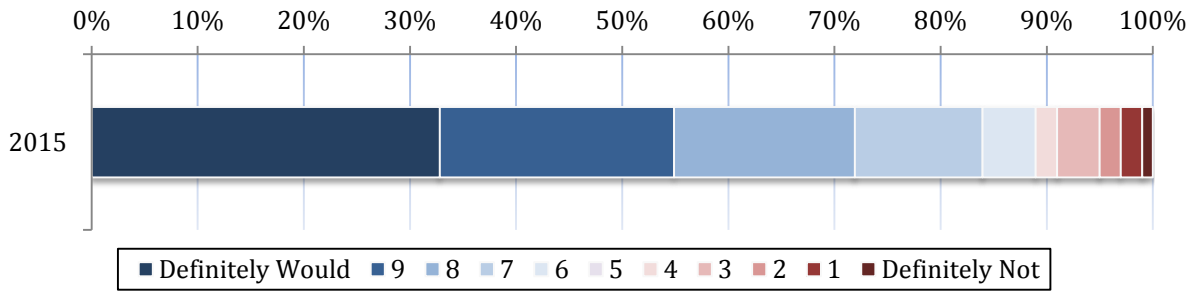
- Respondents who are chief officers, those in large organizations, and those who have completed postgraduate work are more likely to know their organization has a policy regarding bullying.

Figure 5: Policies regarding harassment/bullying (Azem & Smith, 2015)



The survey results as tabulated by the UNH Survey Center regarding the survey question related to the **likeliness of recommending your organization to colleagues** report the following: “A majority of respondents (55%) would actively promote their organization to their colleagues (those who gave a 10 or 9 on a 10-point scale), while sixteen percent (16%) would not recommend their organization (those who gave between a 0 to 6 rating on a 10-point scale), resulting in a strong net promoter score of +39%.”

Figure 6: Likeliness of recommending your organization to colleagues? (Azem & Smith, 2015)



The descriptive and evaluative research results of the NH Fire Department Workplace Environment Survey do not note any particularly high occurrences or frequencies of workplace bullying in the New Hampshire fire departments. Overall, respondents feel that certain behaviors relative to bullying exist in their workplace environment but that they are **not** prevalent.

Q3. What are the potential impacts of workplace bullying?

The literature review indicates that the highest potential impacts of workplace bullying is to both individuals and organizations.

Impacts to individuals can include significant psychological and physical effects. Psychological effects may include stress, depression, mood swings, loss of sleep, feelings of shame, guilt, and low self-esteem. Physical effects may include stress, headaches, high blood pressure, digestive problems, increased risk of cardiovascular illness, and impaired immune systems. It has also been noted that targets of workplace bullying sometimes develop symptoms consistent with posttraumatic stress disorder. (Yamada, 2008) The impact of these effects can range from a target’s immediate and long-term health to personal and professional productivity.

Potential impacts of workplace bullying to the organization include direct, indirect, and opportunity costs to the employer. Commonly cited direct costs identified may be attributed to an increase in medical and worker’s compensation claims caused by work related stress related to

the bullying environment. Indirect costs cited comprise high turnover, absenteeism, poor customer relationships, poor employee morale, low employee engagement, and acts of sabotage and revenge between employees. (Yamada, 2008) Opportunity costs range from and include: lost business, lost personnel, lost time, or reduced efficiencies due to the poor conditions of the workplace environment.

Q4. What are potential means for identifying and addressing workplace bullying in New Hampshire fire departments?

The literature review indicates that there are several potential means for identifying addressing workplace bullying. One of the fundamental steps for any mitigation of workplace bullying is to establish a culture of open, honest, and mutually respectful communication. By openly addressing bullying, the literature suggests that bullying may be identified and substantially reduced or eliminated.

Structures and procedures which may exist in fire departments that could enable a workplace bullying environment or bullying behaviors include: the organizational culture, competitive nature and win-at-all-costs attitude, and lack of accountability within the greater organization. (Wheeler et al., 2010)

Another critical step is to develop and adopt education and formal policies to further communicate and demonstrate that workplace bullying will not be tolerated in the work environment. Education and awareness by employees and managers is important to monitoring the state of affairs of the organization. Such training and professional development programs should highlight common identified observable indicators in the work environment, as well as formal procedures to address a problem when observed.

One example of such a training program includes the online Workplace Violence Prevention for Nurses - CDC Course No. WB1865 - NIOSH Pub. No. 2013-155. “The purpose of this course is to help healthcare workers better understand the scope and nature of violence in the healthcare workplace.” (National Institute for Occupational Safety and Health Division of Safety Research, 2014) A comparable training for all fire and EMS personnel could reach a wide audience at the convenience of the students, as well as be documented through an institution such as the New Hampshire Fire Academy.

Training and education should specifically address typical bullying behaviors which have been identified by the survey conducted with this ARP. Please note that although a number of potential behaviors have been identified, they only reflect the survey responses to the NAQ-R survey questions asked of respondents. As a starting point, the incorporation of awareness and sensitivity education may assist with the understanding of how certain types of behaviors impact members of the organization. The target education fields are listed below with the correlation of respondents who had indicated they had observed the behavior in their workplace.

- ❖ having their opinions ignored (74%)
- ❖ repeated reminders of mistakes (63%)
- ❖ the spreading of gossip and rumors about them (55%)
- ❖ being ignored or excluded (54%)
- ❖ having someone withhold information that affects their performance (52%)
- ❖ having insulting or offensive remarks about them (49%)
- ❖ being shouted at or being the target of spontaneous anger (49%)
- ❖ being ordered to do work below their competence (44%)
- ❖ having excessive monitoring of their work (41%)

The overarching goal for developing the training program is to reduce occurrences of workplace bullying and to improve the working conditions within the New Hampshire fire departments. Training may incorporate role-playing, focus groups, and after-action reviews with case studies to engage fire department members both at the beginning and throughout their careers with their organization(s). (Becker et al., 2014)

Discussion

Fire Service Leader Dr. Harry Carter states about workplace bullying, “It’s no joke. ... By learning to recognize and address workplace bullying behavior, you can help to create a healthier, more productive environment for yourself and your colleagues. ... It is important for fire officers to become familiar with all pertinent state and local policies regarding harassment in the workplace. While in many cases they are quite similar, differences may occur from time to time. The officer needs to be aware of the rules and regulations under which they will operate.” (Carter, 2014)

All sources referenced agree that workplace bullying is a negative attribute and not conducive with a positive workplace environment. Although some sources recognize the value of bullying under certain circumstances, they do not condone the behavior.

From the New Hampshire Firefighter Workplace Environment Survey, the UNH Survey Center reported the following finding as the most important: “... respondents feel that certain behaviors relative to bullying exist in their workplace environment but that they are **not** prevalent.” (Azem & Smith, 2015) This finding can be interpreted in a few different ways and could warrant additional follow-up to further evaluate its impact. For example, New Hampshire fire department employees may not experience a prevalence of workplace bullying. Alternatively, the number and/or type of respondents may not have adequately represented actual

workplace bullying experiences in New Hampshire fire departments, as only a small percentage of fire department members were actually invited, and significantly less actually participated in the survey.

Per the survey results reported, two hundred and ninety-seven (297) New Hampshire fire department employees (including 165 career firefighters) completed the survey. Per the United States Fire Administration Census, there are 1,599 career firefighters in New Hampshire. This indicates that approximately ten percent (10%) of the career New Hampshire firefighters participated in the survey. The USFA Census estimates that there are a total 7,079 career, volunteer, and paid per call firefighters, as well as non-firefighting civilians in New Hampshire fire departments. This indicates that approximately four percent (4%) of all New Hampshire fire department employees completed the survey.

The estimated number of individuals invited to participate in the online survey through the online media and distribution channels was significantly less than the estimated USFA Census population. As previously discussed, the survey invitation list was estimated to be between 2,000 – 3,000 email addresses for individuals, indicating a 10%-14% participation rate for survey respondents. This was a consistent response rate of 3%-15% for similarly developed and deployed surveys, according to the UNH Survey Center staff, and adequate for statistical analysis.

The limited number of email addresses available for statewide communication raises the question of how to best communicate with the larger body of the New Hampshire fire department members. Under the best case scenario, approximately 3,000 email and online group members of multiple professional organizations were invited to participate in the online survey. This number represents approximately forty-two percent (42%) of the New Hampshire fire

service members. Email and online correspondence relies on the completeness of membership lists such as the New Hampshire Fire Academy List Serve and thus may not be an optimal means of communication for statewide membership. Further developing communication opportunities may warrant additional exploration at a later time.

Per the survey results reported, the data provided an accurate cross section of New Hampshire fire departments. Twenty-four percent (24%) of respondents were Chief Officers, twenty-four percent (24%) were Company Officers, forty-five percent (45%) were line fire and EMS personnel, and seven percent (7%) was administrative staff. This shows a well represented survey data set across the ranks.

Survey respondents were sixty-two percent (62%) career, twenty two percent (22%) part-time/per diem, and sixteen percent (16%) volunteer. Although the career to part-time/volunteer ratio was inversely proportionate to the actual representations in New Hampshire, it was interesting that there were not significant differences between responses by career and part-time or volunteer firefighters regarding bullying-related situations in the workplace. Given the different levels of training, education, and physical fire station work environments, including those related to rank and promotions, indicators of conflict and bullying did not vary as much as expected. The survey data did not show any preference or prejudice to the employment status of members or fire department type.

In regards to age demographics, the 2015 ARP Survey data was relatively well aligned with the 2013 NFPA Fire Department Profile data for the national ages of fire department members.

Per the survey results, fifty-five percent (55%) of respondents would recommend their organization to other firefighters and only sixteen percent (16%) would not. This shows an

overall positive environment, which is also supported by the fact that few respondents say that they have ever requested a shift change (16%) or left an organization (12%) due to conflict situations. Research suggests that if bullying in New Hampshire fire departments were prevalent, this would not be the case.

In regards to policies and education related to workplace bullying in New Hampshire Fire Departments, most respondents (74%) have attended training on harassment or bullying before and fifty-three percent (53%) are aware of bullying incidents occurring in their organization, while eighty-eight (88%) of respondents know their organization has a harassment policy and just thirty-eight (38%) know their organization has a policy regarding bullying. It was noted that career members are more likely to know that they have such a policy.

Survey results showed that the most prevalent behaviors respondents have previously experienced in their workplace environments included: having their opinions ignored (74%), having someone withhold information that affects their performance (52%), being ordered to do work below their competence (44%), having excessive monitoring of their work (41%), repeated reminders of mistakes (63%), the spreading of gossip and rumors about them (55%), being ignored or excluded (54%), having insulting or offensive remarks about them (49%), being shouted at or being the target of spontaneous anger (49%). Although some of these percentages may appear to be high, the UNH Survey Center statistical correlations did not determine them to have a significant impact or value regarding the overall question grouping for the different types of bullying being tested for with this ARP.

Probationary employees with less than one year of experience in the fire service were identified by the survey workgroup as a membership class of concern regarding workplace bullying-type behaviors prior to the survey being conducted. Interestingly, this concern was not

proven by the UNH survey data because the data set were subsequently eliminated from the final report due to the small size of the respondent sub-group, per protocols of the UNH Survey Center intended to protect the identity of individual survey participants. Initial tabular data showed a low number of probationary firefighter responses, which may be due in turn to the low number of new members being associated with the electronic media distribution lists that circulated the survey invitation. It may also be attributed to “new” individuals who are not yet heavily invested in the organization, or who do not fully understand the importance of such research for the fire service.

For the purposes of this ARP, probationary or first year employees were not represented in the final survey results. Workplace bullying behaviors regarding probationary employees could be investigated at a later date by utilizing a different approach for soliciting participants and collecting survey data, as polling the general fire service population did not appear to be effective for this sub-group.

This being said, it is also possible that other small sub-groups groups of fire departments, that were not identified, may have also been eliminated by the small size of the sub-group. This condition would not be observable to anyone other than the UNH Survey Center data analyst who reviewed initial raw response data. In regards to frequency and severity, the survey response correlations were generally not higher than expected in the areas of work-related bullying, person-related bullying, or physically intimidating bullying for the fire service. Although some bullying behaviors may exist from time to time within specific organizations or within New Hampshire fire department workplace environments, the behaviors identified were not correlated to be statistically prevalent at the time this applied research project was conducted.

This ARP utilized one survey instrument to measure and evaluate respondent's perceived exposure to bullying and victimization in the workplace. Follow up investigation and additional methods could be employed in future studies to continue to evaluate incidences of workplace bullying.

Lastly, it must be noted that although there was not prevalent workplace bullying behaviors identified by this ARP's survey instrument in 2015, the importance of periodically monitoring the workplace environment is vitally important to ensure the health of work environments in New Hampshire fire departments. The culture of workplace bullying can spread quickly without vigilance, and the survey in its current form does permit for conclusions to be drawn as to the relationship between existing policies, education, and practices and the currently reported low incidence of bullying behavior. It could take only one incident (and, potentially, mismanagement of that incident) to wreak havoc on an individual and/or an organization and impede daily responsibilities and actions.

Recommendations

As trustees of public monies and public safety, municipal fire departments cannot afford to squander scarce financial resources to support individuals or groups who do not represent the values and goals of the public service institutions. The known impact upon individuals and organizations from bullying indicates unchecked or rampant bullying can be considered to be a workplace hazard to the physical and emotional health of employees and an organization. The fire service has a paramilitary structure which is inherently intertwined with potential incubation areas for bullying environments.

New Hampshire fire service leaders are responsible for the occupational safety and protection of workers' rights for a safe working environment. For this reason, it is recommended

that the New Hampshire fire service leaders maintain a vigilant watch for workplace bullying in their fire department organizations.

It is also recommended that the New Hampshire fire service clearly define and establish zero tolerance policies for workplace bullying. Additional research and development is required to further pursue such definitions and policies to present to New Hampshire fire department organizations. Furthermore, existing workplace harassment policies should be expanded to include workplace bullying, or new policies should be developed to address the lacking subject material. Should new policies be developed, it is also recommended that there be mandatory reporting by parties involved, as well as by third parties observing the behavior in the workplace.

It is recommended that the New Hampshire fire service promote additional training and continuing education regarding the topic of workplace bullying. Additional research and resources may be required to further develop such training and educational programs for the New Hampshire fire department organizations. Partnering with additional organizations, such as Municipal Liability insurance carriers, professional associations, or academic institutions, to gain relevant experience and knowledge may be an option that could also be further explored for any of the presented recommendations.

Training could be offered through a number of existing New Hampshire Fire Academy formats including online courses, on-site programs at the Academy, and in-field deliveries at individual fire departments, noting that effective delivery methods include: role-playing, discussions, and case studies.

One example of such a stand-alone training program includes the online Workplace Violence Prevention for Nurses - CDC Course No. WB1865 - NIOSH Pub. No. 2013-155, which provides education for healthcare workers to better understand what healthcare workplace

violence.” Such online type training for all fire and EMS personnel could reach a wide audience at the convenience of the students, as well as be documented through an institution such as the New Hampshire Fire Academy.

Although there were not any significant workplace bullying issues identified at the time of this ARP, the workplace environment is dynamic and one high profile occurrence of workplace bullying could rapidly tarnish the New Hampshire fire department’s reputations. For this reason, the subject of workplace bullying should continue to be monitored into the future and compared to the baseline data obtained in the 2015 Survey for emerging trends.

The problem statement is that the fire service has not explored the issue of workplace bullying within municipal fire departments in New Hampshire. This applied research project has explored the subject matter and surveyed the workplace environment in 2015 to provide baseline data for future fire service leaders to continue to benchmark and compare.

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March 31, 2015

Dear Director of Communications,

I am a career fire captain who is enrolled in the Executive Fire Officer Program at the National Fire Academy in the United States. As part of the curriculum, I am required to perform an applied research project related to the fire service.

The purpose of my Applied Research Project (ARP) is to explore the issue of workplace bullying within municipal fire departments in New Hampshire.

I am interested in using the Negative Acts Questionnaire (NAQ) as the research instrument for my project. Per your website, I understand that the Negative Acts Questionnaire is free to use for non-commercial research projects.

Per your Conditions for use of NAQ, I agree with the following terms:

- 1. That you give us a short description of your research project, and some information about yourself (workplace/institution, education/title).*
- 2. That you provide us with the NAQ data (only the NAQ data, not any other data you collect) after you have finished your study, including demographic data and response rate. These data must be compatible with SPSS.*
- 3. That the use of the NAQ is for research purposes only (non-profit).*

4. *That each permission is for one project only.*
5. *That you provide us with any translation of the questionnaire you may do.*

Per your website, I understand that for the time being you are not able to answer NAQ-requests, and I have used the document below for more information about the questionnaire.

Einarsen, S., Hoel, H., & Notelaers, G. (2009). Measuring bullying and harassment at work: Validity, factor structure, and psychometric properties of the Negative Acts Questionnaire - Revised. Work & Stress, 23(1), 24-44.

I agree to the terms and conditions and will provide you with all of the requested information as well as the collected research data upon completion and submission of my project to the National Fire Academy.

Thank you for your work in this challenging field, I look forward to seeing the survey results of the NAQ for my ARP. Please contact me directly with any questions or further instructions.

Sincerely,

David F. Emanuel

David F. Emanuel, CFO
Fire Captain
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Fire, Rescue and Emergency Medical Services

March 31, 2015

RE: Fire/EMS Workplace Environment Survey –National Fire Academy Executive Fire Officer Applied Research Project by Dave Emanuel

Dear Emergency Services Colleague,

You are invited to take a **short, 10-minute survey** regarding your Fire/EMS workplace environment. The following questions are a portion of my National Fire Academy Executive Fire Officer Program - Applied Research Project.

Your input is valuable and will provide a better understanding of the dynamics in Fire/EMS workplaces. A report with the results of this study will be made available at a later date.

This survey is being conducted by the University of New Hampshire Survey Center. Participation is voluntary and your responses to this survey will be kept **anonymous**.

Please focus your responses on your primary Fire/EMS workplace environment.

Click on the link below to take the survey:

https://unh.az1.qualtrics.com/SE/?SID=SV_78v1ZNtCxxwvjs9

If you have any questions or concerns about the survey, please contact Dave Emanuel (demanuel@ci.durham.nh.us) or Andrew Smith at the UNH Survey Center (Andrew.smith@unh.edu).

I appreciate your time and consideration!

Dave Emanuel

Dave Emanuel, CFO

Captain

New Hampshire Fire Department Workplace Environment Survey

Prepared by:

Zachary S. Azem, M.A.

Andrew E. Smith, Ph.D.

The Survey Center

University of New Hampshire

May, 2015

The University of New Hampshire

Survey Center

The UNH Survey Center is an independent, non-partisan academic survey research organization and a division of the UNH College of Liberal Arts.

The Survey Center conducts telephone, mail, e-mail, Internet, and intercept surveys, as well as focus groups and other qualitative research for university researchers, government agencies, public non-profit organizations, private businesses, and media clients.

Our senior staff have over 50 years experience in designing and conducting custom research on a broad range of political, social, health care, and other public policy issues.

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Executive Summary

The University of New Hampshire Survey Center conducted a web survey for Durham Fire Captain Dave Emanuel as part of an Applied Research Project he is conducting for the National Fire Academy. The survey of New Hampshire Fire Department workers was conducted between March 31 and April 17, 2015, with two hundred ninety-seven (297) completing the survey. (See Technical Report below for a more detailed description of survey methods.) The following figures display survey results, detailed tabular results can be found in Appendix A, and Appendix B contains the survey instrument.

Key Findings

- Overall, respondents acknowledge that certain behaviors related to bullying exist in their workplace environment but that they are not prevalent.
- Most respondents (74%) have attended training on harassment or bullying.
- Just over half of respondents (53%) are aware of bullying incidents occurring in their organization.
- The work-related bullying behaviors that have been experienced the most are having their opinions ignored (74%), having someone withhold information that affects their performance (52%), being ordered to do work below their competence (44%) and having excessive monitoring of their work (41%).
- The person-related bullying behaviors that have been experienced the most are repeated reminders of mistakes (63%), the spreading of gossip and rumors about them (55%), being ignored or excluded (54%), and having insulting or offensive remarks about them (49%).
- The physically intimidating bullying behavior that has been experienced the most is being shouted at or being the target of spontaneous anger (49%).
- Less than one in five respondents say that they have ever requested a shift change (16%) or left an organization (12%) due to conflict situations.
- While 88% of respondents know their organization has a harassment policy, just 38% know their organization has a policy regarding bullying.
- Most respondents (55%) would recommend their organization to colleagues and few would not recommend it (16%).

- While there are not many differences between career and part-time or volunteer firefighters regarding bullying-related situations in the workplace, career firefighters are *more likely* to be aware of policies and resources their department has in terms of bullying and harassment.

Demographics

Nearly half of respondents (48%) were either chief or company officers, 37% were firefighters, 9% were EMT – Paramedics and 7% were administrative staff. Sixty-one percent (61%) are in career positions, 22% are part-time/per diem and 16% are volunteer.

<u>Job Status</u>	<u>Part-Time/</u>			<u>Total</u>
	<u>Career</u>	<u>Per Diem</u>	<u>Volunteer</u>	
Administrative Staff	6%	1%	0%	7%
Firefighter	21%	8%	7%	37%
EMT – Paramedic	3%	3%	2%	9%
Company Officer	16%	6%	2%	24%
Chief Officer	16%	4%	4%	24%
Total	62%	22%	16%	

When comparing the respondents to the United States Fire Administration Census data for New Hampshire, this survey has significantly more career firefighters than the census totals, and significantly less paid per call/part-time firefighters. The number of volunteer firefighters and non-firefighter civilians roughly match the census totals.

	<u>Survey</u>	<u>NH Fire Dept Census</u>
Active Firefighters Career	165 (57%)	1599 (23%)
Active Firefighters	45 (16%)	1366 (19%)
Volunteer		
Active Firefighters Paid per Call	61 (21%)	3958 (56%)
Non-Firefighting Civilians	19 (7%)	156 (2%)

Over half (53%) of respondents are college graduates, and 38% have some college or have gone to a technical school.

Fifty-two percent (52%) have more than 20 years of experience in their field, although only 26% have spent more than 20 years in their current organization.

Three in five (61%) work in a small organization, 26% work in a medium size organization and 13% work in a large organization.

Half (50%) work in an organization with one station, 29% have two stations and 21% have three or more stations.

Respondents were relatively spread out when it comes to age as 17% were born before 1960, 34% were born between 1960 and 1969, 29% were born between 1970 and 1979, and 20% were born after 1979.

Highest Level of Education

High School or Less	8%
Tech School/Some College	38%
College Graduate	43%
Postgraduate Work	10%

Year of Birth

Before 1960	17%
1960-1969	34%
1970-1979	29%
1980 or Later	20%

Years of Experience

10 Years or Less	20%
11-20 Years	28%
21-30 Years	30%
More than 30 Years	22%

Years in Current Organization

10 Years or Less	39%
11-20 Years	35%
21-30 Years	18%
More than 30 Years	8%

Number of Stations

One	50%
Two	29%
Three or more	21%

Size of Organization

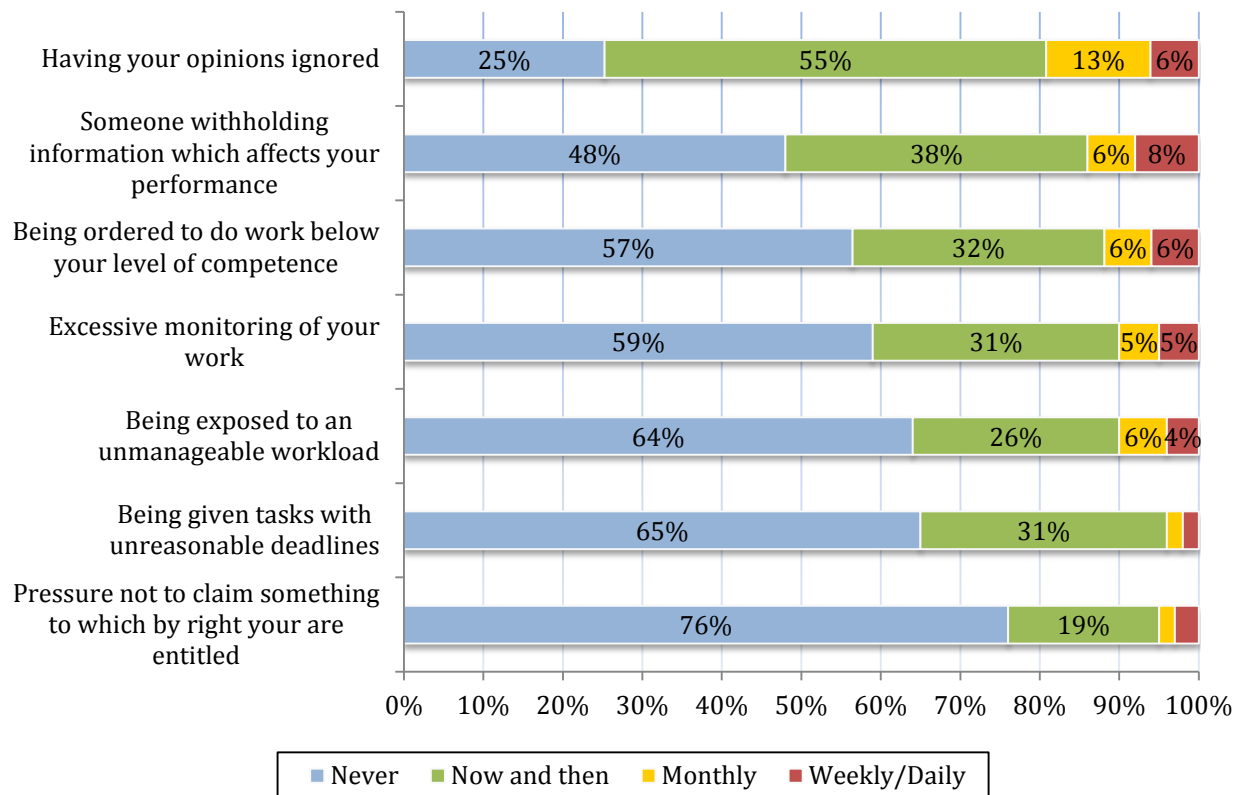
Small (25 Active firefighters or less)	61%
Medium (25-50 Active firefighters)	26%
Large (50 or more Active firefighters)	13%

Work-Related Bullying

Three in four (74%) respondents say they have had their opinions ignored (6% daily/weekly, 13% monthly and 55% now and then). A slight majority (52%) say that someone has withheld information which affected their performance, 44% have been ordered to do work below their level of competence, 41% have experienced excessive monitoring of their work, 36% have been exposed to an unmanageable workload, and 35% have been given tasks with unreasonable deadlines.

- Respondents in a larger organization are *more likely* to have experienced all of the following situations except for being ordered to do work below their level of competence.
- EMT/Paramedics are *more likely* to have been ordered to do work below their level of competence.
- EMT/Paramedics and respondents who are the most experienced are *more likely* to say they have had their opinions ignored.
- Chief officers and administrative staff are *more likely* to say they have been exposed to an unmanageable workload.

Figure 1: NAQ-R Items Related to Work-Related Bullying

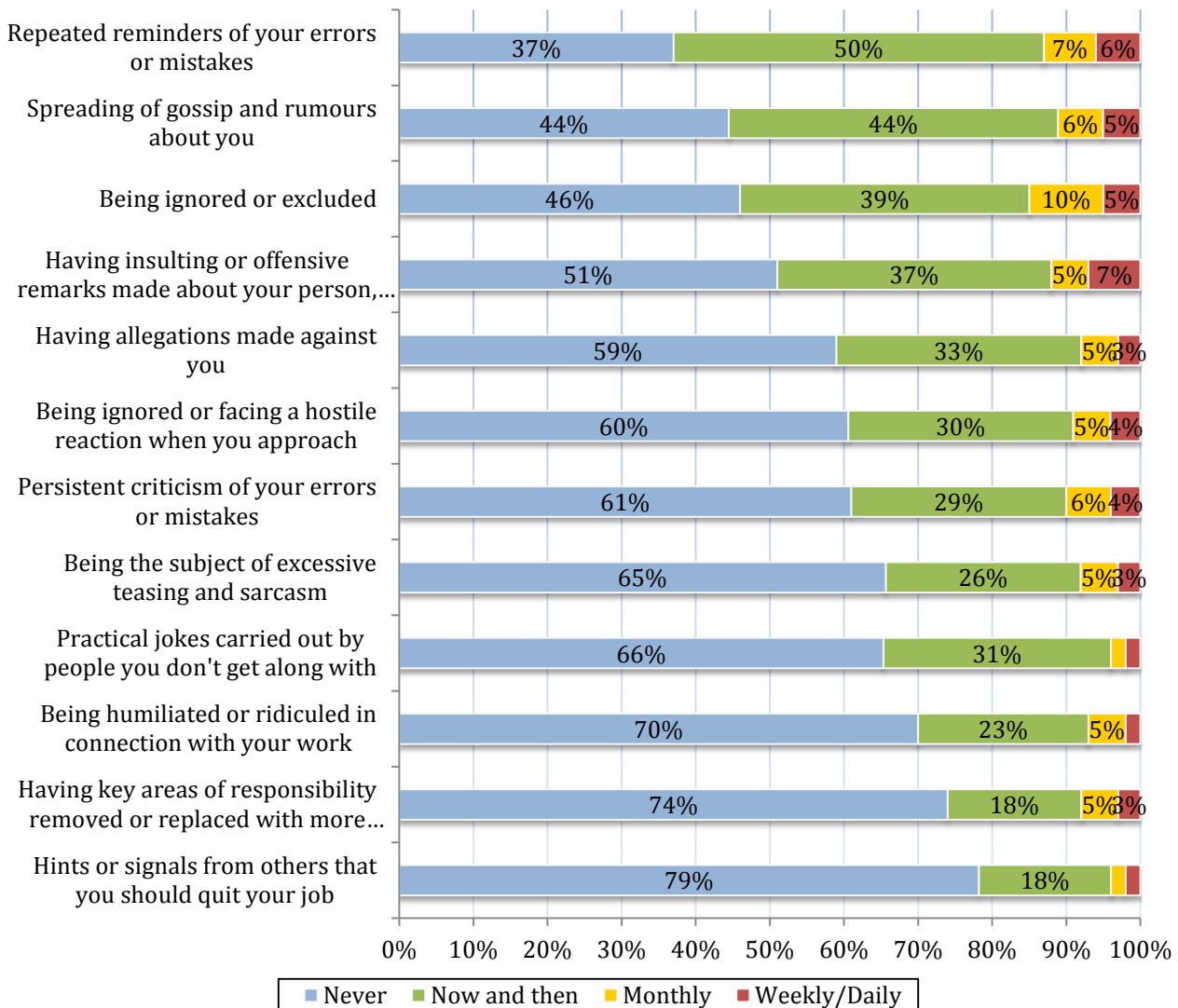


Person-Related Bullying

A majority of respondents (63%) have experienced repeated reminders of their errors or mistakes (6% daily/weekly, 7% monthly and 50% now and then), the spreading of gossip and rumors about them (55%), and being ignored or excluded (54%). Less than half (49%) have had insulting remarks made about them, 41% have had allegations made against them, 40% have been ignored or faced a hostile reaction, 39% have faced persistent criticism of errors or mistakes, 35% have been the subject of excessive teasing and sarcasm and 34% have had practical jokes carried out by people they don't get along with.

- Chief officers, administrative staff and older respondents are *more likely* to say they have experienced having allegations made against them.
- Respondents in a large organization are *more likely* to say they have been subjected to repeated reminders of mistakes, spreading of gossip and rumors, being ignored or excluded, and having insulting remarks made against them.

Figure 2: NAQ-R Items Related to Person-Related Bullying

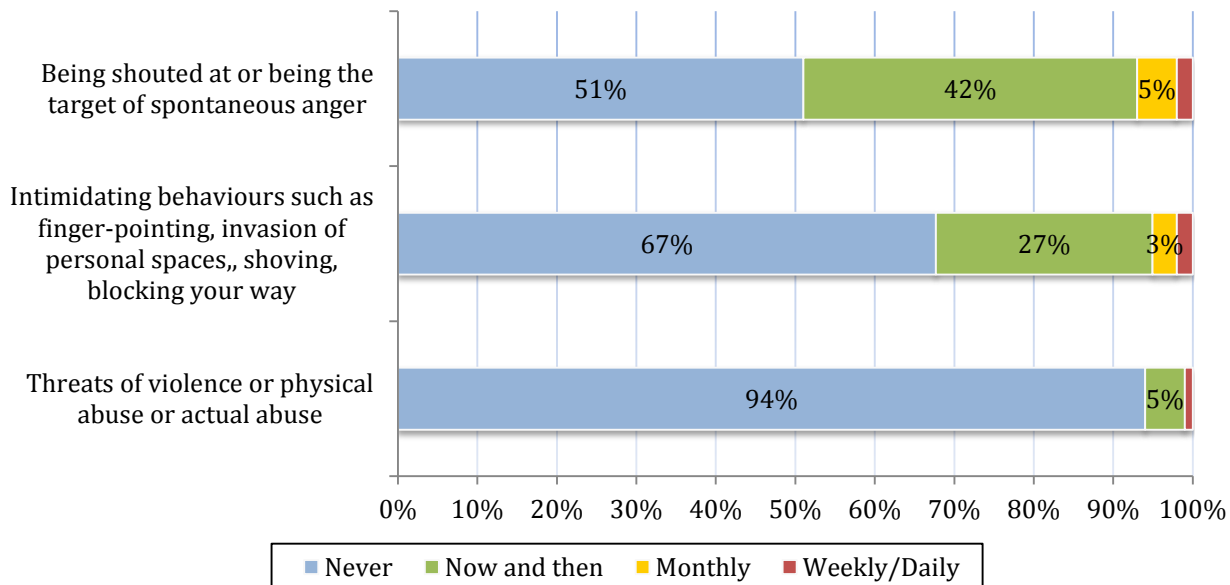


Physically Intimidating Bullying

Nearly half of respondents (49%) say they have been shouted at or have been the target of spontaneous anger, and one third (33%) have experienced intimidating behaviors such as finger-pointing, invasion of personal space, shoving or blocking their way. Only 6% have experienced threats of violence or physical abuse or actual abuse.

- Respondents in a large organization, and those who are unlikely to recommend their organization are *more likely* to say they have been shouted at or were the target of spontaneous anger.
- EMT Paramedics and those who are unlikely to recommend working at their organization are *more likely* to say they have been subjected to intimidating behaviors such as finger-pointing, invasion of personal space, shoving, etc.

Figure 3: NAQ-R Items Related to Physically Intimidating Bullying

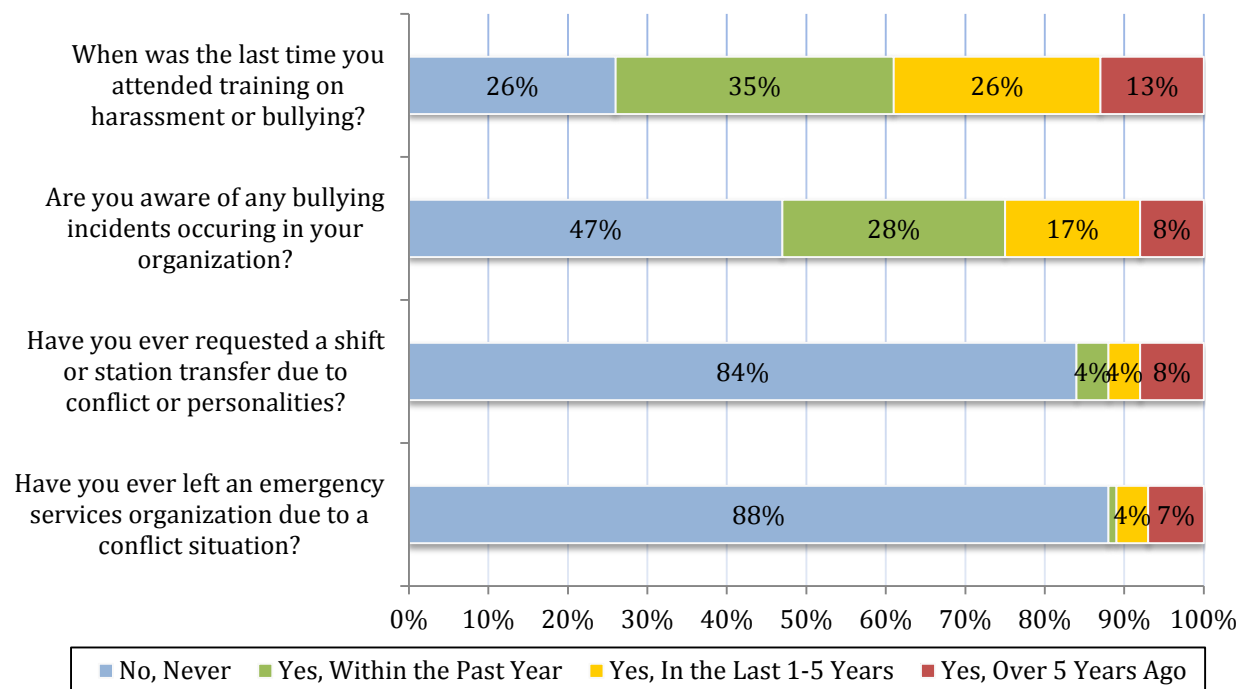


Experience With Bullying in the Workplace

Roughly three in four (74%) respondents say they have previously attended training on harassment or bullying, with 35% of them attending training within the past year. Sixteen percent (16%) of respondents have previously requested a shift or station transfer due to conflict or personalities and 12% have previously left an emergency services organization due to a conflict situation.

- Respondents in a large organization are *more likely* to say that they have attended training on harassment or bullying in the last year. Volunteer firefighters are *more likely* to say they have never attended such training.
- Respondents in medium and large organizations, and EMT/Paramedics and Company Officers are *more likely* to be aware of any bullying incidents in their organization.

Figure 4: Experience with bullying in the workplace

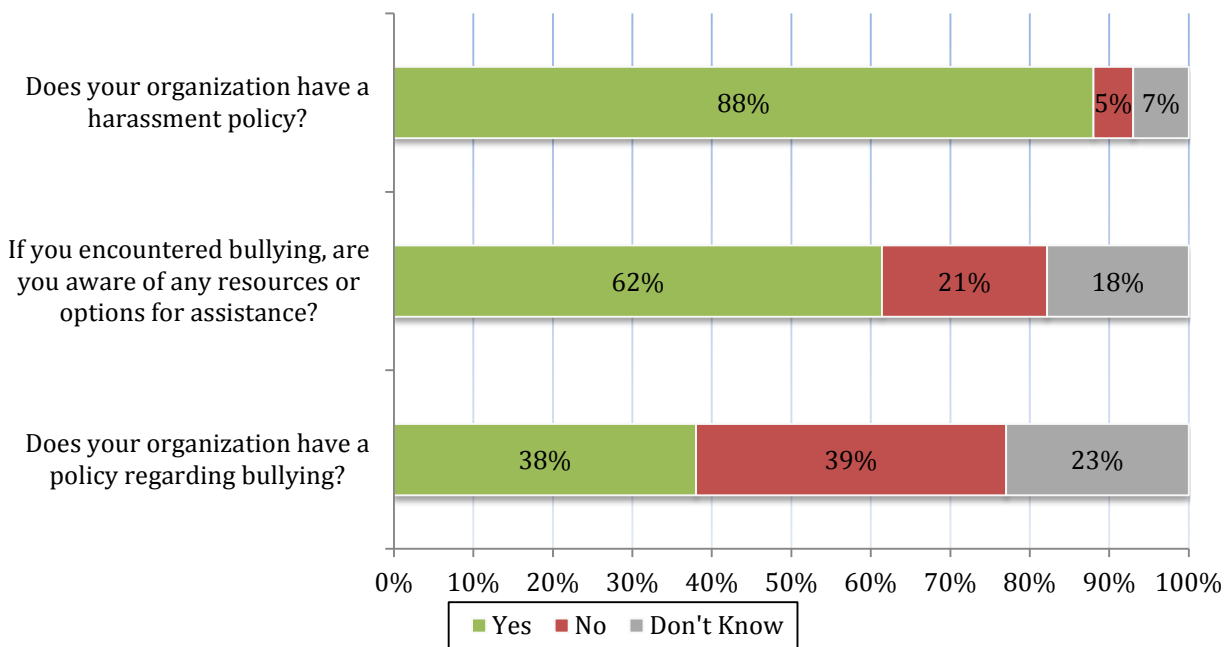


Policies Regarding Harassment/Bullying

Nearly all respondents (88%) say their organization has a harassment policy, only 5% say their organization doesn't have one and 7% are unsure. However, when it comes to a bullying policy, 38% say their organization has one, 39% say their organization doesn't have one and 23% aren't sure. Sixty-two percent (62%) of respondents say if they encountered bullying, that they are aware of resources or options for assistance, 21% are not aware of resources and 18% are unsure.

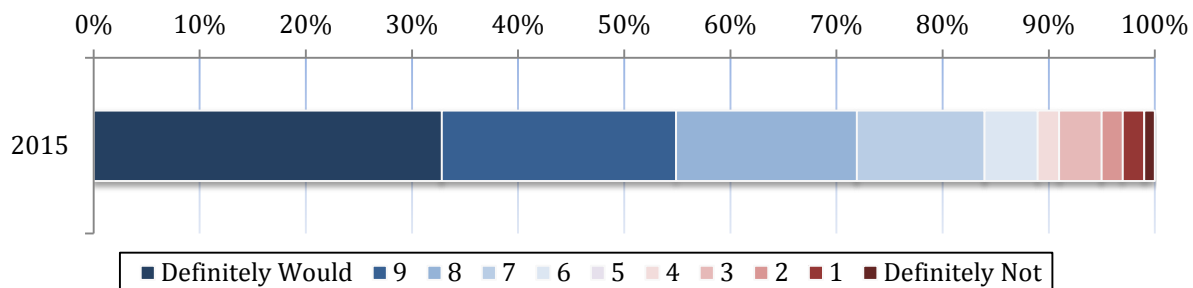
- Volunteer fire department employees and those who are less experienced are *less likely* to know whether their organization has a harassment policy.
- Chief officers, respondents in large organizations, and those who have completed postgraduate work are *more likely* to know their organization has a policy regarding bullying.

Figure 5: Policies regarding harassment/bullying



A majority of respondents (55%) would actively promote their organization to their colleagues (those who gave a 10 or 9 on a 10-point scale), while 16% would not recommend their organization (those who gave between a 0 to 6 rating on a 10-point scale), resulting in a strong net promoter score of +39%.

Figure 6: Likelihood of recommending your organization to colleagues?



Technical Report

How the Survey Was Conducted

This survey was developed by Dave Emanuel and the University of New Hampshire Survey Center. The questionnaire contains items from the Negative Attitudes Questionnaire-Revised, a widely-used instrument designed to gauge the extent of workplace related bullying and harassment. The survey was conducted online using Qualtrics software. The survey was programmed and the data was analyzed and tabulated by the University of New Hampshire Survey Center.

How Respondents Took the Survey

Because a sample list of New Hampshire Fire Department Employees was unavailable, the link to the web survey was distributed through list serves and message boards of various New Hampshire Fire Department groups and organizations. The survey was open to respondents between March 31 and April 17. The drawback with this method is that the population to draw from (all New Hampshire Fire Department Employees) is incomplete and the extent of survey's coverage is unknown. Therefore an official response rate cannot be calculated and these results may not necessarily accurately represent the opinions of all New Hampshire Fire Department Employees.

Response to the Survey

Two hundred and ninety-seven (297) New Hampshire Fire Department Employees (including 165 Career firefighters) completed the survey. The United States Fire Administration Census estimates that there are 7,079 employees (Career, Volunteer, and Paid per Call Firefighters, as well as non-firefighting civilians) in New Hampshire Fire Departments, including 1,599 Career Firefighters. Therefore 10% of Career New Hampshire Firefighters and 4% of New Hampshire Fire Department employees completed the survey. However, this should not be considered a response rate due to the fact that the number of Fire Department employees who had access to the survey is unknown.

Appendix A: Detailed Tabular Results

*Data was also collected from 202 firefighters outside of New Hampshire, but was not included in the report due to the narrow focus of this study (Only New Hampshire Fire Department Employees). The summary of this data is **included** in this set of data tables.

Q1_1: Having insulting or offensive remarks made about your person, attitudes or your private life

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	51%	37%	5%	7%	297
Status					
Career	48%	38%	5%	9%	184
Part-Time/Per Diem	57%	34%	6%	3%	65
Volunteer	54%	35%	6%	4%	48
Rank					
Administrative Staff	53%	32%	0%	16%	19
Firefighter	47%	39%	4%	10%	106
EMT - Paramedic	31%	54%	12%	4%	26
Company Officer	52%	39%	4%	4%	69
Chief Officer	61%	27%	7%	4%	70
Experience in Organization					
10 Years or Less	48%	37%	3%	11%	116
11-20 Years	48%	42%	7%	4%	103
21-30 Years	56%	29%	8%	8%	52
More than 30 Years	67%	29%	4%	0%	24
Total Experience					
10 Years or Less	43%	37%	5%	15%	60
11-20 Years	43%	48%	4%	5%	81
21-30 Years	45%	40%	7%	8%	87
More than 30 Years	76%	17%	6%	2%	66
Size of Organization					
Small (25 or less)	54%	37%	4%	5%	175
Medium (25-50)	44%	35%	7%	15%	75
Large (50 or more)	51%	38%	8%	3%	37
Highest Level of Education					
High School or Less	60%	28%	4%	8%	25
Technical School/Some College	44%	42%	5%	9%	114
College Graduate	52%	38%	5%	5%	128
Postgraduate Work	63%	17%	10%	10%	30
Birth Year					
Before 1960	71%	22%	2%	4%	49
1960-1969	52%	35%	12%	2%	95
1970-1979	43%	43%	4%	10%	83
1980 or Later	40%	44%	2%	14%	57
Net Promoter Score					
Promoters	61%	29%	4%	6%	155
Passives	43%	49%	5%	4%	80
Detractors	37%	35%	11%	17%	46
Rest of Country	51%	45%	2%	2%	202

Q1_2: Being shouted at or being the target of spontaneous anger

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	51%	42%	5%	2%	295
Status					
Career	52%	40%	7%	2%	182
Part-Time/Per Diem	46%	49%	3%	2%	65
Volunteer	52%	44%	2%	2%	48
Rank					
Administrative Staff	53%	21%	26%	0%	19
Firefighter	54%	39%	4%	4%	106
EMT - Paramedic	46%	46%	4%	4%	26
Company Officer	45%	49%	6%	0%	69
Chief Officer	50%	47%	1%	1%	68
Experience in Organization					
10 Years or Less	57%	36%	4%	3%	116
11-20 Years	45%	49%	5%	1%	102
21-30 Years	47%	41%	10%	2%	51
More than 30 Years	50%	46%	0%	4%	24
Total Experience					
10 Years or Less	55%	37%	3%	5%	60
11-20 Years	44%	49%	6%	0%	81
21-30 Years	48%	44%	6%	2%	85
More than 30 Years	56%	38%	5%	2%	66
Size of Organization					
Small (25 or less)	49%	46%	2%	3%	174
Medium (25-50)	61%	31%	7%	1%	74
Large (50 or more)	38%	46%	16%	0%	37
Highest Level of Education					
High School or Less	44%	52%	0%	4%	25
Technical School/Some College	52%	40%	5%	3%	113
College Graduate	49%	45%	5%	2%	127
Postgraduate Work	57%	33%	10%	0%	30
Birth Year					
Before 1960	55%	37%	6%	2%	49
1960-1969	52%	43%	4%	1%	94
1970-1979	49%	46%	4%	1%	82
1980 or Later	47%	40%	9%	4%	57
Net Promoter Score					
Promoters	61%	34%	4%	1%	154
Passives	42%	49%	6%	3%	79
Detractors	33%	52%	9%	7%	46
Rest of Country	57%	39%	2%	1%	202

Q1_3: Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking your way

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	67%	27%	3%	2%	297
Status					
Career	66%	28%	3%	3%	184
Part-Time/Per Diem	75%	20%	3%	2%	65
Volunteer	60%	35%	4%	0%	48
Rank					
Administrative Staff	63%	21%	16%	0%	19
Firefighter	68%	27%	2%	3%	106
EMT - Paramedic	54%	42%	0%	4%	26
Company Officer	74%	23%	0%	3%	69
Chief Officer	67%	27%	4%	1%	70
Experience in Organization					
10 Years or Less	72%	23%	3%	3%	116
11-20 Years	63%	34%	2%	1%	103
21-30 Years	63%	25%	6%	6%	52
More than 30 Years	75%	21%	4%	0%	24
Total Experience					
10 Years or Less	65%	25%	5%	5%	60
11-20 Years	73%	26%	1%	0%	81
21-30 Years	59%	36%	1%	5%	87
More than 30 Years	73%	21%	6%	0%	66
Size of Organization					
Small (25 or less)	66%	29%	3%	2%	175
Medium (25-50)	73%	21%	3%	3%	75
Large (50 or more)	65%	30%	3%	3%	37
Highest Level of Education					
High School or Less	60%	28%	12%	0%	25
Technical School/Some College	67%	26%	4%	4%	114
College Graduate	68%	28%	2%	2%	128
Postgraduate Work	73%	27%	0%	0%	30
Birth Year					
Before 1960	73%	22%	4%	0%	49
1960-1969	69%	22%	5%	3%	95
1970-1979	61%	35%	2%	1%	83
1980 or Later	65%	32%	0%	4%	57
Net Promoter Score					
Promoters	77%	20%	2%	1%	155
Passives	66%	28%	3%	4%	80
Detractors	41%	46%	7%	7%	46
Rest of Country	80%	17%	0%	2%	202

Q1_4: Hints or signals from others that you should quit your job

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	79%	18%	2%	2%	296
Status					
Career	78%	18%	1%	3%	183
Part-Time/Per Diem	80%	14%	6%	0%	65
Volunteer	79%	21%	0%	0%	48
Rank					
Administrative Staff	68%	26%	0%	5%	19
Firefighter	83%	14%	1%	2%	106
EMT - Paramedic	77%	12%	12%	0%	26
Company Officer	84%	13%	0%	3%	69
Chief Officer	71%	26%	1%	1%	69
Experience in Organization					
10 Years or Less	81%	16%	1%	3%	116
11-20 Years	85%	12%	2%	1%	103
21-30 Years	67%	25%	4%	4%	51
More than 30 Years	63%	38%	0%	0%	24
Total Experience					
10 Years or Less	83%	13%	0%	3%	60
11-20 Years	83%	14%	2%	1%	81
21-30 Years	77%	17%	2%	3%	86
More than 30 Years	73%	26%	2%	0%	66
Size of Organization					
Small (25 or less)	79%	18%	1%	2%	175
Medium (25-50)	80%	16%	3%	1%	74
Large (50 or more)	78%	19%	0%	3%	37
Highest Level of Education					
High School or Less	84%	16%	0%	0%	25
Technical School/Some College	75%	21%	3%	2%	114
College Graduate	81%	16%	1%	2%	127
Postgraduate Work	80%	13%	3%	3%	30
Birth Year					
Before 1960	67%	27%	4%	2%	49
1960-1969	77%	17%	3%	3%	94
1970-1979	86%	14%	0%	0%	83
1980 or Later	82%	16%	0%	2%	57
Net Promoter Score					
Promoters	85%	14%	1%	1%	155
Passives	80%	15%	1%	4%	79
Detractors	59%	30%	7%	4%	46
Rest of Country	86%	11%	2%	1%	202

Q1_5: Repeated reminders of your errors or mistakes

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	37%	50%	7%	6%	297
Status					
Career	36%	49%	6%	8%	184
Part-Time/Per Diem	32%	57%	8%	3%	65
Volunteer	46%	44%	8%	2%	48
Rank					
Administrative Staff	47%	42%	5%	5%	19
Firefighter	36%	49%	7%	8%	106
EMT - Paramedic	27%	54%	12%	8%	26
Company Officer	33%	57%	6%	4%	69
Chief Officer	41%	49%	6%	4%	70
Experience in Organization					
10 Years or Less	37%	48%	4%	10%	116
11-20 Years	37%	52%	9%	2%	103
21-30 Years	33%	52%	10%	6%	52
More than 30 Years	46%	46%	4%	4%	24
Total Experience					
10 Years or Less	37%	47%	5%	12%	60
11-20 Years	35%	53%	7%	5%	81
21-30 Years	33%	52%	9%	6%	87
More than 30 Years	44%	48%	5%	3%	66
Size of Organization					
Small (25 or less)	38%	49%	7%	6%	175
Medium (25-50)	47%	43%	5%	5%	75
Large (50 or more)	22%	65%	3%	11%	37
Highest Level of Education					
High School or Less	36%	56%	8%	0%	25
Technical School/Some College	35%	51%	7%	7%	114
College Graduate	36%	53%	4%	7%	128
Postgraduate Work	50%	30%	17%	3%	30
Birth Year					
Before 1960	47%	43%	6%	4%	49
1960-1969	38%	51%	6%	5%	95
1970-1979	34%	54%	8%	4%	83
1980 or Later	32%	53%	5%	11%	57
Net Promoter Score					
Promoters	44%	50%	3%	3%	155
Passives	31%	54%	8%	8%	80
Detractors	24%	43%	20%	13%	46
Rest of Country	41%	50%	4%	4%	201

Q2_1: Being ignored or facing a hostile reaction when you approach

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	60%	30%	5%	4%	297
Status					
Career	63%	28%	5%	5%	184
Part-Time/Per Diem	55%	38%	5%	2%	65
Volunteer	56%	29%	8%	6%	48
Rank					
Administrative Staff	74%	16%	5%	5%	19
Firefighter	62%	27%	6%	5%	106
EMT - Paramedic	42%	38%	15%	4%	26
Company Officer	57%	36%	3%	4%	69
Chief Officer	63%	29%	4%	4%	70
Experience in Organization					
10 Years or Less	60%	28%	3%	8%	116
11-20 Years	57%	34%	8%	1%	103
21-30 Years	54%	33%	8%	6%	52
More than 30 Years	79%	21%	0%	0%	24
Total Experience					
10 Years or Less	55%	35%	3%	7%	60
11-20 Years	60%	28%	6%	5%	81
21-30 Years	52%	36%	9%	3%	87
More than 30 Years	74%	21%	2%	3%	66
Size of Organization					
Small (25 or less)	56%	33%	6%	5%	175
Medium (25-50)	67%	28%	1%	4%	75
Large (50 or more)	62%	27%	5%	5%	37
Highest Level of Education					
High School or Less	56%	36%	4%	4%	25
Technical School/Some College	64%	29%	4%	4%	114
College Graduate	56%	33%	7%	4%	128
Postgraduate Work	63%	20%	7%	10%	30
Birth Year					
Before 1960	65%	27%	0%	8%	49
1960-1969	62%	28%	6%	3%	95
1970-1979	52%	39%	7%	2%	83
1980 or Later	61%	26%	7%	5%	57
Net Promoter Score					
Promoters	73%	24%	3%	1%	155
Passives	53%	34%	6%	8%	80
Detractors	37%	37%	13%	13%	46
Rest of Country	61%	32%	4%	2%	202

Q2_2: Persistent criticism of your errors or mistakes

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	61%	29%	6%	4%	297
Status					
Career	59%	33%	5%	4%	184
Part-Time/Per Diem	68%	23%	8%	2%	65
Volunteer	63%	25%	6%	6%	48
Rank					
Administrative Staff	53%	32%	5%	11%	19
Firefighter	60%	30%	7%	3%	106
EMT - Paramedic	50%	35%	8%	8%	26
Company Officer	61%	28%	7%	4%	69
Chief Officer	69%	27%	3%	1%	70
Experience in Organization					
10 Years or Less	59%	33%	3%	5%	116
11-20 Years	59%	30%	9%	2%	103
21-30 Years	62%	25%	8%	6%	52
More than 30 Years	79%	21%	0%	0%	24
Total Experience					
10 Years or Less	52%	40%	3%	5%	60
11-20 Years	60%	26%	9%	5%	81
21-30 Years	56%	33%	6%	5%	87
More than 30 Years	79%	17%	5%	0%	66
Size of Organization					
Small (25 or less)	61%	30%	5%	4%	175
Medium (25-50)	67%	27%	5%	1%	75
Large (50 or more)	54%	32%	5%	8%	37
Highest Level of Education					
High School or Less	52%	44%	4%	0%	25
Technical School/Some College	61%	32%	4%	3%	114
College Graduate	63%	27%	5%	5%	128
Postgraduate Work	63%	17%	17%	3%	30
Birth Year					
Before 1960	69%	22%	4%	4%	49
1960-1969	60%	31%	6%	3%	95
1970-1979	64%	25%	7%	4%	83
1980 or Later	51%	42%	4%	4%	57
Net Promoter Score					
Promoters	73%	23%	3%	1%	155
Passives	56%	31%	8%	5%	80
Detractors	37%	39%	13%	11%	46
Rest of Country	62%	27%	8%	2%	202

Q2_3: Having your opinions ignored

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	25%	55%	13%	6%	297
Status					
Career	24%	58%	13%	6%	184
Part-Time/Per Diem	34%	45%	14%	8%	65
Volunteer	19%	60%	15%	6%	48
Rank					
Administrative Staff	32%	37%	11%	21%	19
Firefighter	23%	52%	21%	5%	106
EMT - Paramedic	38%	38%	12%	12%	26
Company Officer	20%	61%	12%	7%	69
Chief Officer	27%	66%	4%	3%	70
Experience in Organization					
10 Years or Less	27%	50%	16%	7%	116
11-20 Years	19%	60%	14%	7%	103
21-30 Years	21%	60%	12%	8%	52
More than 30 Years	46%	54%	0%	0%	24
Total Experience					
10 Years or Less	32%	47%	15%	7%	60
11-20 Years	19%	51%	21%	10%	81
21-30 Years	17%	64%	11%	7%	87
More than 30 Years	39%	55%	5%	2%	66
Size of Organization					
Small (25 or less)	27%	51%	17%	5%	175
Medium (25-50)	27%	57%	7%	9%	75
Large (50 or more)	16%	65%	11%	8%	37
Highest Level of Education					
High School or Less	28%	64%	4%	4%	25
Technical School/Some College	22%	60%	12%	6%	114
College Graduate	27%	52%	15%	6%	128
Postgraduate Work	27%	47%	17%	10%	30
Birth Year					
Before 1960	35%	53%	4%	8%	49
1960-1969	27%	56%	13%	4%	95
1970-1979	19%	58%	17%	6%	83
1980 or Later	25%	49%	16%	11%	57
Net Promoter Score					
Promoters	37%	55%	5%	3%	155
Passives	14%	61%	19%	6%	80
Detractors	4%	48%	28%	20%	46
Rest of Country	24%	57%	9%	9%	202

Q2_4: Practical jokes carried out by people you don't get along with

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	66%	31%	2%	2%	297
Status					
Career	63%	33%	3%	2%	184
Part-Time/Per Diem	69%	29%	0%	2%	65
Volunteer	73%	25%	0%	2%	48
Rank					
Administrative Staff	74%	26%	0%	0%	19
Firefighter	65%	30%	1%	4%	106
EMT - Paramedic	58%	38%	0%	4%	26
Company Officer	64%	32%	4%	0%	69
Chief Officer	71%	27%	1%	0%	70
Experience in Organization					
10 Years or Less	72%	24%	1%	3%	116
11-20 Years	61%	38%	1%	0%	103
21-30 Years	62%	31%	6%	2%	52
More than 30 Years	71%	29%	0%	0%	24
Total Experience					
10 Years or Less	68%	27%	0%	5%	60
11-20 Years	64%	35%	0%	1%	81
21-30 Years	62%	32%	5%	1%	87
More than 30 Years	71%	27%	2%	0%	66
Size of Organization					
Small (25 or less)	72%	25%	1%	3%	175
Medium (25-50)	65%	33%	1%	0%	75
Large (50 or more)	46%	46%	8%	0%	37
Highest Level of Education					
High School or Less	72%	28%	0%	0%	25
Technical School/Some College	69%	25%	4%	3%	114
College Graduate	61%	37%	1%	2%	128
Postgraduate Work	70%	30%	0%	0%	30
Birth Year					
Before 1960	67%	33%	0%	0%	49
1960-1969	64%	31%	4%	1%	95
1970-1979	70%	29%	1%	0%	83
1980 or Later	60%	35%	0%	5%	57
Net Promoter Score					
Promoters	71%	28%	1%	1%	155
Passives	59%	38%	1%	3%	80
Detractors	67%	22%	7%	4%	46
Rest of Country	68%	30%	1%	0%	201

Q2_5: Being given tasks with unreasonable deadlines

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	65%	31%	2%	2%	297
Status					
Career	59%	36%	2%	3%	184
Part-Time/Per Diem	74%	23%	0%	3%	65
Volunteer	77%	21%	2%	0%	48
Rank					
Administrative Staff	53%	32%	11%	5%	19
Firefighter	71%	28%	1%	0%	106
EMT - Paramedic	69%	27%	0%	4%	26
Company Officer	68%	23%	3%	6%	69
Chief Officer	60%	39%	0%	1%	70
Experience in Organization					
10 Years or Less	73%	26%	1%	0%	116
11-20 Years	67%	26%	3%	4%	103
21-30 Years	50%	42%	2%	6%	52
More than 30 Years	50%	50%	0%	0%	24
Total Experience					
10 Years or Less	80%	20%	0%	0%	60
11-20 Years	67%	27%	2%	4%	81
21-30 Years	61%	32%	2%	5%	87
More than 30 Years	56%	42%	2%	0%	66
Size of Organization					
Small (25 or less)	71%	27%	0%	2%	175
Medium (25-50)	61%	36%	0%	3%	75
Large (50 or more)	49%	38%	11%	3%	37
Highest Level of Education					
High School or Less	84%	16%	0%	0%	25
Technical School/Some College	65%	32%	1%	2%	114
College Graduate	65%	29%	3%	3%	128
Postgraduate Work	53%	43%	0%	3%	30
Birth Year					
Before 1960	59%	39%	2%	0%	49
1960-1969	59%	36%	2%	3%	95
1970-1979	70%	24%	1%	5%	83
1980 or Later	72%	26%	2%	0%	57
Net Promoter Score					
Promoters	74%	25%	1%	1%	155
Passives	60%	36%	3%	1%	80
Detractors	52%	37%	4%	7%	46
Rest of Country	55%	38%	5%	1%	202

Q2_6: Having allegations made against you

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	59%	33%	5%	3%	297
Status					
Career	57%	34%	5%	4%	184
Part-Time/Per Diem	57%	35%	6%	2%	65
Volunteer	71%	25%	2%	2%	48
Rank					
Administrative Staff	42%	42%	11%	5%	19
Firefighter	68%	24%	5%	4%	106
EMT - Paramedic	69%	23%	8%	0%	26
Company Officer	65%	30%	3%	1%	69
Chief Officer	39%	53%	4%	4%	70
Experience in Organization					
10 Years or Less	64%	28%	5%	3%	116
11-20 Years	59%	34%	5%	2%	103
21-30 Years	54%	35%	4%	8%	52
More than 30 Years	50%	46%	4%	0%	24
Total Experience					
10 Years or Less	72%	18%	5%	5%	60
11-20 Years	60%	35%	2%	2%	81
21-30 Years	56%	33%	7%	3%	87
More than 30 Years	53%	41%	5%	2%	66
Size of Organization					
Small (25 or less)	57%	35%	4%	4%	175
Medium (25-50)	72%	21%	5%	1%	75
Large (50 or more)	54%	38%	8%	0%	37
Highest Level of Education					
High School or Less	60%	36%	0%	4%	25
Technical School/Some College	56%	36%	4%	4%	114
College Graduate	61%	30%	7%	2%	128
Postgraduate Work	63%	30%	3%	3%	30
Birth Year					
Before 1960	49%	43%	4%	4%	49
1960-1969	55%	36%	6%	3%	95
1970-1979	66%	28%	4%	2%	83
1980 or Later	65%	28%	5%	2%	57
Net Promoter Score					
Promoters	71%	26%	2%	1%	155
Passives	48%	41%	5%	6%	80
Detractors	43%	35%	15%	7%	46
Rest of Country	52%	43%	4%	0%	202

Q3_1: Someone withholding information which affects your performance

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	48%	38%	6%	8%	296
Status					
Career	46%	38%	5%	10%	183
Part-Time/Per Diem	58%	31%	6%	5%	65
Volunteer	42%	48%	6%	4%	48
Rank					
Administrative Staff	42%	37%	5%	16%	19
Firefighter	54%	33%	8%	6%	106
EMT - Paramedic	54%	23%	12%	12%	26
Company Officer	41%	42%	7%	10%	69
Chief Officer	43%	49%	0%	7%	69
Experience in Organization					
10 Years or Less	54%	32%	5%	9%	115
11-20 Years	46%	40%	8%	7%	103
21-30 Years	38%	44%	6%	12%	52
More than 30 Years	50%	46%	0%	4%	24
Total Experience					
10 Years or Less	59%	32%	3%	5%	59
11-20 Years	43%	37%	11%	9%	81
21-30 Years	40%	43%	6%	11%	87
More than 30 Years	53%	39%	2%	6%	66
Size of Organization					
Small (25 or less)	48%	41%	4%	7%	174
Medium (25-50)	59%	31%	7%	4%	75
Large (50 or more)	27%	43%	11%	19%	37
Highest Level of Education					
High School or Less	48%	48%	0%	4%	25
Technical School/Some College	43%	43%	5%	8%	113
College Graduate	53%	30%	9%	8%	128
Postgraduate Work	43%	43%	0%	13%	30
Birth Year					
Before 1960	55%	35%	4%	6%	49
1960-1969	42%	45%	2%	11%	95
1970-1979	42%	41%	8%	8%	83
1980 or Later	54%	30%	11%	5%	56
Net Promoter Score					
Promoters	59%	35%	3%	4%	155
Passives	45%	39%	6%	10%	80
Detractors	20%	46%	13%	22%	46
Rest of Country	45%	44%	8%	3%	202

Q3_2: Being humiliated or ridiculed in connection with your work

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	70%	23%	5%	2%	297
Status					
Career	71%	22%	5%	2%	184
Part-Time/Per Diem	68%	28%	5%	0%	65
Volunteer	71%	23%	4%	2%	48
Rank					
Administrative Staff	74%	26%	0%	0%	19
Firefighter	75%	18%	5%	3%	106
EMT - Paramedic	62%	31%	8%	0%	26
Company Officer	67%	28%	4%	1%	69
Chief Officer	70%	23%	6%	1%	70
Experience in Organization					
10 Years or Less	71%	21%	6%	3%	116
11-20 Years	73%	23%	3%	1%	103
21-30 Years	60%	31%	8%	2%	52
More than 30 Years	79%	21%	0%	0%	24
Total Experience					
10 Years or Less	63%	30%	3%	3%	60
11-20 Years	70%	22%	6%	1%	81
21-30 Years	70%	23%	5%	2%	87
More than 30 Years	77%	18%	5%	0%	66
Size of Organization					
Small (25 or less)	70%	23%	3%	3%	175
Medium (25-50)	71%	25%	4%	0%	75
Large (50 or more)	73%	16%	11%	0%	37
Highest Level of Education					
High School or Less	72%	24%	0%	4%	25
Technical School/Some College	68%	25%	4%	3%	114
College Graduate	74%	20%	6%	0%	128
Postgraduate Work	63%	30%	3%	3%	30
Birth Year					
Before 1960	76%	20%	2%	2%	49
1960-1969	68%	22%	8%	1%	95
1970-1979	71%	27%	1%	1%	83
1980 or Later	65%	26%	7%	2%	57
Net Promoter Score					
Promoters	79%	17%	3%	1%	155
Passives	65%	28%	8%	0%	80
Detractors	54%	30%	7%	9%	46
Rest of Country	73%	22%	4%	0%	202

Q3_3: Being ordered to do work below your level of competence

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	57%	32%	6%	6%	297
Status					
Career	54%	35%	6%	5%	184
Part-Time/Per Diem	58%	29%	5%	8%	65
Volunteer	65%	21%	8%	6%	48
Rank					
Administrative Staff	58%	32%	0%	11%	19
Firefighter	56%	28%	8%	8%	106
EMT - Paramedic	38%	38%	15%	8%	26
Company Officer	52%	36%	6%	6%	69
Chief Officer	66%	31%	1%	1%	70
Experience in Organization					
10 Years or Less	53%	32%	9%	7%	116
11-20 Years	56%	32%	6%	6%	103
21-30 Years	62%	29%	4%	6%	52
More than 30 Years	63%	38%	0%	0%	24
Total Experience					
10 Years or Less	48%	38%	7%	7%	60
11-20 Years	49%	31%	10%	10%	81
21-30 Years	59%	31%	6%	5%	87
More than 30 Years	68%	29%	2%	2%	66
Size of Organization					
Small (25 or less)	58%	30%	6%	6%	175
Medium (25-50)	55%	36%	7%	3%	75
Large (50 or more)	54%	32%	8%	5%	37
Highest Level of Education					
High School or Less	60%	32%	4%	4%	25
Technical School/Some College	54%	34%	7%	4%	114
College Graduate	60%	27%	6%	6%	128
Postgraduate Work	47%	40%	3%	10%	30
Birth Year					
Before 1960	63%	31%	2%	4%	49
1960-1969	64%	26%	6%	3%	95
1970-1979	51%	36%	8%	5%	83
1980 or Later	51%	30%	7%	12%	57
Net Promoter Score					
Promoters	62%	32%	4%	3%	155
Passives	51%	38%	6%	5%	80
Detractors	50%	22%	9%	20%	46
Rest of Country	61%	29%	4%	5%	202

Q3_4: Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	74%	18%	5%	3%	296
Status					
Career	77%	16%	4%	3%	183
Part-Time/Per Diem	71%	20%	8%	2%	65
Volunteer	67%	23%	6%	4%	48
Rank					
Administrative Staff	58%	37%	0%	5%	19
Firefighter	71%	22%	4%	4%	106
EMT - Paramedic	69%	15%	12%	4%	26
Company Officer	74%	13%	10%	3%	68
Chief Officer	83%	14%	3%	0%	70
Experience in Organization					
10 Years or Less	75%	17%	5%	3%	116
11-20 Years	72%	20%	4%	4%	103
21-30 Years	71%	15%	12%	2%	52
More than 30 Years	78%	22%	0%	0%	23
Total Experience					
10 Years or Less	72%	20%	5%	3%	60
11-20 Years	68%	20%	9%	4%	81
21-30 Years	75%	16%	6%	3%	87
More than 30 Years	82%	17%	2%	0%	65
Size of Organization					
Small (25 or less)	75%	18%	5%	3%	174
Medium (25-50)	75%	17%	7%	1%	75
Large (50 or more)	73%	19%	5%	3%	37
Highest Level of Education					
High School or Less	72%	20%	4%	4%	25
Technical School/Some College	70%	23%	5%	2%	114
College Graduate	77%	14%	6%	3%	127
Postgraduate Work	73%	17%	7%	3%	30
Birth Year					
Before 1960	71%	23%	4%	2%	48
1960-1969	80%	13%	6%	1%	95
1970-1979	71%	20%	5%	4%	83
1980 or Later	68%	21%	7%	4%	57
Net Promoter Score					
Promoters	82%	14%	3%	1%	154
Passives	74%	20%	4%	3%	80
Detractors	57%	20%	13%	11%	46
Rest of Country	76%	19%	2%	2%	202

Q3_5: Spreading of gossip and rumours about you

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	44%	44%	6%	5%	297
Status					
Career	39%	49%	6%	6%	184
Part-Time/Per Diem	52%	37%	9%	2%	65
Volunteer	52%	38%	4%	6%	48
Rank					
Administrative Staff	53%	37%	0%	11%	19
Firefighter	46%	43%	6%	5%	106
EMT - Paramedic	38%	46%	12%	4%	26
Company Officer	43%	46%	9%	1%	69
Chief Officer	40%	46%	6%	9%	70
Experience in Organization					
10 Years or Less	47%	43%	5%	5%	116
11-20 Years	42%	47%	8%	4%	103
21-30 Years	42%	40%	10%	8%	52
More than 30 Years	46%	50%	0%	4%	24
Total Experience					
10 Years or Less	50%	42%	3%	5%	60
11-20 Years	40%	47%	9%	5%	81
21-30 Years	36%	49%	9%	6%	87
More than 30 Years	56%	36%	3%	5%	66
Size of Organization					
Small (25 or less)	46%	43%	5%	5%	175
Medium (25-50)	47%	44%	5%	4%	75
Large (50 or more)	32%	49%	11%	8%	37
Highest Level of Education					
High School or Less	56%	32%	0%	12%	25
Technical School/Some College	41%	46%	7%	5%	114
College Graduate	41%	48%	7%	4%	128
Postgraduate Work	60%	30%	7%	3%	30
Birth Year					
Before 1960	57%	33%	4%	6%	49
1960-1969	39%	46%	8%	6%	95
1970-1979	41%	49%	6%	4%	83
1980 or Later	46%	46%	5%	4%	57
Net Promoter Score					
Promoters	53%	41%	5%	2%	155
Passives	36%	51%	8%	5%	80
Detractors	33%	43%	9%	15%	46
Rest of Country	33%	56%	7%	4%	201

Q3_6: Being ignored or excluded

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	46%	39%	10%	5%	297
Status					
Career	45%	41%	9%	5%	184
Part-Time/Per Diem	52%	32%	12%	3%	65
Volunteer	46%	38%	10%	6%	48
Rank					
Administrative Staff	47%	26%	16%	11%	19
Firefighter	46%	42%	5%	7%	106
EMT - Paramedic	50%	23%	19%	8%	26
Company Officer	46%	36%	14%	3%	69
Chief Officer	44%	44%	9%	3%	70
Experience in Organization					
10 Years or Less	50%	36%	6%	8%	116
11-20 Years	47%	38%	13%	3%	103
21-30 Years	35%	42%	17%	6%	52
More than 30 Years	50%	50%	0%	0%	24
Total Experience					
10 Years or Less	53%	32%	7%	8%	60
11-20 Years	46%	37%	11%	6%	81
21-30 Years	41%	41%	13%	5%	87
More than 30 Years	47%	44%	8%	2%	66
Size of Organization					
Small (25 or less)	45%	41%	9%	6%	175
Medium (25-50)	56%	32%	7%	5%	75
Large (50 or more)	35%	43%	19%	3%	37
Highest Level of Education					
High School or Less	56%	36%	4%	4%	25
Technical School/Some College	42%	45%	9%	4%	114
College Graduate	49%	34%	11%	5%	128
Postgraduate Work	43%	37%	13%	7%	30
Birth Year					
Before 1960	45%	41%	8%	6%	49
1960-1969	49%	36%	11%	4%	95
1970-1979	45%	40%	11%	5%	83
1980 or Later	47%	39%	9%	5%	57
Net Promoter Score					
Promoters	58%	37%	3%	1%	155
Passives	39%	41%	14%	6%	80
Detractors	26%	35%	24%	15%	46
Rest of Country	43%	45%	5%	6%	202

Q4_1: Excessive monitoring of your work

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	59%	31%	5%	5%	297
Status					
Career	56%	33%	6%	5%	184
Part-Time/Per Diem	65%	25%	3%	8%	65
Volunteer	60%	31%	4%	4%	48
Rank					
Administrative Staff	63%	21%	5%	11%	19
Firefighter	54%	35%	8%	4%	106
EMT - Paramedic	58%	23%	4%	15%	26
Company Officer	59%	29%	6%	6%	69
Chief Officer	61%	34%	1%	3%	70
Experience in Organization					
10 Years or Less	56%	32%	6%	6%	116
11-20 Years	58%	31%	7%	4%	103
21-30 Years	65%	25%	2%	8%	52
More than 30 Years	58%	38%	0%	4%	24
Total Experience					
10 Years or Less	55%	35%	3%	7%	60
11-20 Years	53%	32%	9%	6%	81
21-30 Years	57%	31%	6%	6%	87
More than 30 Years	71%	24%	2%	3%	66
Size of Organization					
Small (25 or less)	58%	31%	5%	6%	175
Medium (25-50)	68%	24%	4%	4%	75
Large (50 or more)	46%	43%	5%	5%	37
Highest Level of Education					
High School or Less	60%	36%	0%	4%	25
Technical School/Some College	56%	37%	2%	5%	114
College Graduate	63%	25%	7%	5%	128
Postgraduate Work	50%	30%	13%	7%	30
Birth Year					
Before 1960	65%	29%	2%	4%	49
1960-1969	61%	29%	5%	4%	95
1970-1979	61%	28%	5%	6%	83
1980 or Later	49%	39%	9%	4%	57
Net Promoter Score					
Promoters	68%	28%	1%	3%	155
Passives	56%	29%	8%	8%	80
Detractors	35%	41%	13%	11%	46
Rest of Country	64%	26%	4%	5%	201

Q4_2: Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses)

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	76%	19%	2%	3%	297
Status					
Career	70%	24%	2%	3%	184
Part-Time/Per Diem	86%	8%	2%	5%	65
Volunteer	88%	10%	2%	0%	48
Rank					
Administrative Staff	68%	21%	5%	5%	19
Firefighter	76%	18%	2%	4%	106
EMT - Paramedic	62%	27%	4%	8%	26
Company Officer	80%	16%	3%	1%	69
Chief Officer	79%	20%	0%	1%	70
Experience in Organization					
10 Years or Less	77%	16%	3%	5%	116
11-20 Years	76%	21%	2%	1%	103
21-30 Years	75%	19%	2%	4%	52
More than 30 Years	79%	21%	0%	0%	24
Total Experience					
10 Years or Less	78%	13%	2%	7%	60
11-20 Years	74%	20%	4%	2%	81
21-30 Years	74%	22%	2%	2%	87
More than 30 Years	82%	17%	0%	2%	66
Size of Organization					
Small (25 or less)	82%	13%	2%	3%	175
Medium (25-50)	79%	16%	4%	1%	75
Large (50 or more)	49%	49%	0%	3%	37
Highest Level of Education					
High School or Less	88%	12%	0%	0%	25
Technical School/Some College	77%	18%	1%	4%	114
College Graduate	74%	21%	2%	2%	128
Postgraduate Work	73%	13%	7%	7%	30
Birth Year					
Before 1960	78%	18%	2%	2%	49
1960-1969	78%	20%	0%	2%	95
1970-1979	78%	16%	5%	1%	83
1980 or Later	72%	19%	2%	7%	57
Net Promoter Score					
Promoters	83%	14%	3%	1%	155
Passives	75%	23%	0%	3%	80
Detractors	59%	26%	2%	13%	46
Rest of Country	80%	15%	4%	1%	201

Q4_3: Being the subject of excessive teasing and sarcasm

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	65%	26%	5%	3%	297
Status					
Career	65%	27%	5%	3%	184
Part-Time/Per Diem	66%	26%	3%	5%	65
Volunteer	67%	23%	8%	2%	48
Rank					
Administrative Staff	74%	26%	0%	0%	19
Firefighter	60%	29%	5%	6%	106
EMT - Paramedic	42%	46%	4%	8%	26
Company Officer	70%	23%	6%	1%	69
Chief Officer	74%	19%	6%	1%	70
Experience in Organization					
10 Years or Less	60%	28%	6%	6%	116
11-20 Years	65%	30%	3%	2%	103
21-30 Years	65%	25%	8%	2%	52
More than 30 Years	92%	4%	4%	0%	24
Total Experience					
10 Years or Less	52%	35%	5%	8%	60
11-20 Years	58%	32%	9%	1%	81
21-30 Years	67%	28%	2%	3%	87
More than 30 Years	83%	11%	5%	2%	66
Size of Organization					
Small (25 or less)	66%	26%	4%	4%	175
Medium (25-50)	68%	25%	4%	3%	75
Large (50 or more)	57%	32%	8%	3%	37
Highest Level of Education					
High School or Less	64%	32%	0%	4%	25
Technical School/Some College	66%	26%	4%	4%	114
College Graduate	63%	27%	6%	4%	128
Postgraduate Work	73%	20%	7%	0%	30
Birth Year					
Before 1960	86%	10%	4%	0%	49
1960-1969	69%	24%	4%	2%	95
1970-1979	63%	28%	6%	4%	83
1980 or Later	46%	42%	7%	5%	57
Net Promoter Score					
Promoters	74%	21%	3%	2%	155
Passives	55%	34%	9%	3%	80
Detractors	59%	26%	7%	9%	46
Rest of Country	77%	20%	2%	1%	201

Q4_4: Being exposed to an unmanageable workload

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	64%	26%	6%	4%	296
Status					
Career	57%	30%	8%	5%	183
Part-Time/Per Diem	68%	26%	2%	5%	65
Volunteer	83%	15%	2%	0%	48
Rank					
Administrative Staff	37%	16%	21%	26%	19
Firefighter	80%	16%	3%	1%	105
EMT - Paramedic	65%	31%	0%	4%	26
Company Officer	62%	25%	7%	6%	69
Chief Officer	49%	43%	7%	1%	70
Experience in Organization					
10 Years or Less	77%	18%	4%	1%	115
11-20 Years	57%	30%	8%	5%	103
21-30 Years	54%	31%	6%	10%	52
More than 30 Years	58%	33%	4%	4%	24
Total Experience					
10 Years or Less	81%	19%	0%	0%	59
11-20 Years	67%	22%	6%	5%	81
21-30 Years	56%	29%	8%	7%	87
More than 30 Years	53%	36%	8%	3%	66
Size of Organization					
Small (25 or less)	68%	24%	6%	3%	174
Medium (25-50)	69%	23%	4%	4%	75
Large (50 or more)	41%	43%	8%	8%	37
Highest Level of Education					
High School or Less	76%	16%	8%	0%	25
Technical School/Some College	68%	24%	4%	4%	113
College Graduate	57%	30%	6%	6%	128
Postgraduate Work	67%	27%	7%	0%	30
Birth Year					
Before 1960	63%	31%	4%	2%	49
1960-1969	64%	24%	7%	4%	95
1970-1979	60%	27%	6%	7%	83
1980 or Later	66%	29%	4%	2%	56
Net Promoter Score					
Promoters	70%	25%	2%	3%	154
Passives	54%	33%	10%	4%	80
Detractors	59%	22%	13%	7%	46
Rest of Country	48%	38%	9%	6%	200

Q4_5: Threats of violence or physical abuse or actual abuse

	Never	Now and then	Monthly	Weekly/Daily	Number Responding
NEW HAMPSHIRE RESPONDENTS	94%	5%		1%	297
Status					
Career	92%	7%		1%	184
Part-Time/Per Diem	97%	3%		0%	65
Volunteer	98%	2%		0%	48
Rank					
Administrative Staff	95%	5%		0%	19
Firefighter	92%	7%		2%	106
EMT - Paramedic	96%	4%		0%	26
Company Officer	97%	3%		0%	69
Chief Officer	93%	7%		0%	70
Experience in Organization					
10 Years or Less	94%	4%		2%	116
11-20 Years	94%	6%		0%	103
21-30 Years	92%	8%		0%	52
More than 30 Years	96%	4%		0%	24
Total Experience					
10 Years or Less	92%	5%		3%	60
11-20 Years	94%	6%		0%	81
21-30 Years	97%	3%		0%	87
More than 30 Years	92%	8%		0%	66
Size of Organization					
Small (25 or less)	95%	4%		1%	175
Medium (25-50)	92%	8%		0%	75
Large (50 or more)	95%	5%		0%	37
Highest Level of Education					
High School or Less	100%	0%		0%	25
Technical School/Some College	89%	10%		2%	114
College Graduate	96%	4%		0%	128
Postgraduate Work	100%	0%		0%	30
Birth Year					
Before 1960	98%	2%		0%	49
1960-1969	93%	7%		0%	95
1970-1979	95%	5%		0%	83
1980 or Later	91%	7%		2%	57
Net Promoter Score					
Promoters	97%	3%		0%	155
Passives	93%	6%		1%	80
Detractors	87%	11%		2%	46
Rest of Country	95%	5%		1%	200

Q5_1: Have you ever requested a shift or station transfer due to conflict or personalities?

	No, Never	Yes, Within the Past Year	Yes, In the Last 1 - 5 Years	Yes, Over 5 Years Ago	Number Responding
NEW HAMPSHIRE RESPONDENTS	84%	4%	4%	8%	297
Status					
Career	80%	4%	6%	10%	184
Part-Time/Per Diem	86%	6%	2%	6%	65
Volunteer	94%	2%	2%	2%	48
Rank					
Administrative Staff	89%	5%	5%	0%	19
Firefighter	84%	6%	7%	4%	106
EMT - Paramedic	77%	15%	0%	8%	26
Company Officer	75%	1%	4%	19%	69
Chief Officer	91%	0%	3%	6%	70
Experience in Organization					
10 Years or Less	90%	5%	3%	2%	116
11-20 Years	77%	6%	5%	13%	103
21-30 Years	79%	0%	6%	15%	52
More than 30 Years	96%	0%	4%	0%	24
Total Experience					
10 Years or Less	93%	5%	2%	0%	60
11-20 Years	79%	5%	6%	10%	81
21-30 Years	76%	5%	6%	14%	87
More than 30 Years	91%	2%	3%	5%	66
Size of Organization					
Small (25 or less)	86%	3%	3%	7%	175
Medium (25-50)	81%	5%	7%	7%	75
Large (50 or more)	78%	5%	5%	11%	37
Highest Level of Education					
High School or Less	84%	4%	4%	8%	25
Technical School/Some College	83%	4%	5%	7%	114
College Graduate	85%	3%	5%	7%	128
Postgraduate Work	80%	7%	0%	13%	30
Birth Year					
Before 1960	90%	2%	4%	4%	49
1960-1969	84%	3%	2%	11%	95
1970-1979	78%	2%	8%	11%	83
1980 or Later	84%	9%	4%	4%	57
Net Promoter Score					
Promoters	90%	1%	2%	7%	155
Passives	83%	4%	4%	10%	80
Detractors	65%	13%	13%	9%	46
Rest of Country	78%	1%	3%	17%	202

Q5_2: Have you ever left an emergency services organization due to a conflict situation?

	No, Never	Yes, Within the Past Year	Yes, In the Last 1 - 5 Years	Yes, Over 5 Years Ago	Number Responding
NEW HAMPSHIRE RESPONDENTS	88%	1%	4%	7%	297
Status					
Career	91%	0%	3%	7%	184
Part-Time/Per Diem	85%	2%	5%	9%	65
Volunteer	83%	2%	10%	4%	48
Rank					
Administrative Staff	84%	0%	0%	16%	19
Firefighter	92%	1%	3%	5%	106
EMT - Paramedic	81%	0%	12%	8%	26
Company Officer	91%	0%	3%	6%	69
Chief Officer	84%	1%	7%	7%	70
Experience in Organization					
10 Years or Less	88%	1%	6%	5%	116
11-20 Years	87%	0%	4%	9%	103
21-30 Years	88%	2%	2%	8%	52
More than 30 Years	96%	0%	0%	4%	24
Total Experience					
10 Years or Less	93%	0%	5%	2%	60
11-20 Years	90%	1%	2%	6%	81
21-30 Years	84%	0%	6%	10%	87
More than 30 Years	86%	2%	5%	8%	66
Size of Organization					
Small (25 or less)	87%	1%	6%	7%	175
Medium (25-50)	93%	0%	3%	4%	75
Large (50 or more)	92%	0%	0%	8%	37
Highest Level of Education					
High School or Less	96%	0%	4%	0%	25
Technical School/Some College	87%	2%	4%	8%	114
College Graduate	88%	0%	5%	7%	128
Postgraduate Work	87%	0%	7%	7%	30
Birth Year					
Before 1960	84%	0%	6%	10%	49
1960-1969	85%	1%	6%	7%	95
1970-1979	93%	1%	2%	4%	83
1980 or Later	91%	0%	4%	5%	57
Net Promoter Score					
Promoters	88%	0%	5%	7%	155
Passives	86%	1%	4%	9%	80
Detractors	89%	2%	7%	2%	46
Rest of Country	89%	1%	3%	7%	202

Q5_3: Are you aware of any bullying incidents occurring in your organization?

	No, Never	Yes, Within the Past Year	Yes, In the Last 1 - 5 Years	Yes, Over 5 Years Ago	Number Responding
NEW HAMPSHIRE RESPONDENTS	47%	28%	17%	8%	297
Status					
Career	43%	30%	20%	8%	184
Part-Time/Per Diem	46%	29%	17%	8%	65
Volunteer	63%	21%	8%	8%	48
Rank					
Administrative Staff	47%	26%	21%	5%	19
Firefighter	56%	25%	15%	5%	106
EMT - Paramedic	35%	38%	23%	4%	26
Company Officer	36%	33%	20%	10%	69
Chief Officer	49%	27%	13%	11%	70
Experience in Organization					
10 Years or Less	60%	23%	16%	1%	116
11-20 Years	37%	35%	18%	10%	103
21-30 Years	37%	29%	23%	12%	52
More than 30 Years	46%	21%	8%	25%	24
Total Experience					
10 Years or Less	62%	25%	13%	0%	60
11-20 Years	40%	32%	20%	9%	81
21-30 Years	39%	32%	21%	8%	87
More than 30 Years	50%	23%	14%	14%	66
Size of Organization					
Small (25 or less)	54%	29%	12%	5%	175
Medium (25-50)	37%	24%	28%	11%	75
Large (50 or more)	30%	41%	16%	14%	37
Highest Level of Education					
High School or Less	60%	20%	16%	4%	25
Technical School/Some College	50%	27%	16%	7%	114
College Graduate	41%	29%	20%	10%	128
Postgraduate Work	47%	37%	13%	3%	30
Birth Year					
Before 1960	53%	14%	20%	12%	49
1960-1969	48%	33%	12%	7%	95
1970-1979	36%	29%	24%	11%	83
1980 or Later	53%	33%	12%	2%	57
Net Promoter Score					
Promoters	54%	23%	15%	8%	155
Passives	36%	34%	21%	9%	80
Detractors	39%	39%	20%	2%	46
Rest of Country	41%	26%	19%	15%	202

Q5_4: When was the last time you attended training on harassment or bullying?

	No, Never	Yes, Within the Past Year	Yes, In the Last 1 - 5 Years	Yes, Over 5 Years Ago	Number Responding
NEW HAMPSHIRE RESPONDENTS	26%	35%	26%	13%	297
Status					
Career	20%	38%	28%	15%	184
Part-Time/Per Diem	25%	35%	32%	8%	65
Volunteer	50%	23%	13%	15%	48
Rank					
Administrative Staff	26%	47%	11%	16%	19
Firefighter	38%	27%	25%	10%	106
EMT - Paramedic	35%	38%	19%	8%	26
Company Officer	19%	30%	33%	17%	69
Chief Officer	11%	46%	30%	13%	70
Experience in Organization					
10 Years or Less	34%	32%	25%	9%	116
11-20 Years	27%	35%	27%	11%	103
21-30 Years	6%	46%	29%	19%	52
More than 30 Years	17%	25%	25%	33%	24
Total Experience					
10 Years or Less	48%	25%	20%	7%	60
11-20 Years	30%	31%	31%	9%	81
21-30 Years	16%	44%	24%	16%	87
More than 30 Years	11%	39%	30%	20%	66
Size of Organization					
Small (25 or less)	27%	33%	27%	13%	175
Medium (25-50)	28%	31%	25%	16%	75
Large (50 or more)	11%	54%	22%	14%	37
Highest Level of Education					
High School or Less	36%	36%	12%	16%	25
Technical School/Some College	25%	38%	23%	15%	114
College Graduate	27%	28%	33%	12%	128
Postgraduate Work	13%	53%	23%	10%	30
Birth Year					
Before 1960	12%	29%	35%	24%	49
1960-1969	22%	42%	23%	13%	95
1970-1979	33%	24%	31%	12%	83
1980 or Later	37%	40%	18%	5%	57
Net Promoter Score					
Promoters	25%	38%	21%	16%	155
Passives	26%	38%	31%	5%	80
Detractors	28%	22%	33%	17%	46
Rest of Country	8%	51%	29%	11%	202

Q6: Does your organization have a policy regarding bullying?

	Yes	No	Don't Know/Not Sure	Number Responding
NEW HAMPSHIRE RESPONDENTS	38%	39%	23%	297
Status				
Career	40%	46%	14%	184
Part-Time/Per Diem	38%	28%	34%	65
Volunteer	29%	27%	44%	48
Rank				
Administrative Staff	47%	37%	16%	19
Firefighter	32%	35%	33%	106
EMT - Paramedic	23%	31%	46%	26
Company Officer	41%	49%	10%	69
Chief Officer	49%	43%	9%	70
Experience in Organization				
10 Years or Less	35%	31%	34%	116
11-20 Years	33%	50%	17%	103
21-30 Years	54%	35%	12%	52
More than 30 Years	38%	38%	25%	24
Total Experience				
10 Years or Less	33%	23%	43%	60
11-20 Years	28%	51%	21%	81
21-30 Years	45%	43%	13%	87
More than 30 Years	45%	35%	20%	66
Size of Organization				
Small (25 or less)	38%	38%	24%	175
Medium (25-50)	31%	41%	28%	75
Large (50 or more)	51%	41%	8%	37
Highest Level of Education				
High School or Less	44%	32%	24%	25
Technical School/Some College	38%	36%	26%	114
College Graduate	34%	44%	23%	128
Postgraduate Work	53%	37%	10%	30
Birth Year				
Before 1960	37%	43%	20%	49
1960-1969	52%	34%	15%	95
1970-1979	25%	48%	27%	83
1980 or Later	35%	33%	32%	57
Net Promoter Score				
Promoters	42%	32%	26%	155
Passives	39%	49%	13%	80
Detractors	30%	48%	22%	46
Rest of Country	52%	42%	6%	202

Q7: Does your organization have a harassment policy?

	Yes	No	Don't Know/Not Sure	Number Responding
NEW HAMPSHIRE RESPONDENTS	88%	5%	7%	297
Status				
Career	93%	3%	3%	184
Part-Time/Per Diem	91%	3%	6%	65
Volunteer	63%	13%	25%	48
Rank				
Administrative Staff	84%	11%	5%	19
Firefighter	78%	8%	13%	106
EMT - Paramedic	96%	0%	4%	26
Company Officer	94%	0%	6%	69
Chief Officer	96%	4%	0%	70
Experience in Organization				
10 Years or Less	81%	6%	13%	116
11-20 Years	92%	3%	5%	103
21-30 Years	92%	4%	4%	52
More than 30 Years	96%	4%	0%	24
Total Experience				
10 Years or Less	73%	8%	18%	60
11-20 Years	90%	4%	6%	81
21-30 Years	93%	2%	5%	87
More than 30 Years	92%	5%	3%	66
Size of Organization				
Small (25 or less)	85%	7%	8%	175
Medium (25-50)	91%	0%	9%	75
Large (50 or more)	97%	3%	0%	37
Highest Level of Education				
High School or Less	84%	12%	4%	25
Technical School/Some College	89%	2%	10%	114
College Graduate	89%	5%	5%	128
Postgraduate Work	83%	7%	10%	30
Birth Year				
Before 1960	88%	10%	2%	49
1960-1969	93%	3%	4%	95
1970-1979	86%	4%	11%	83
1980 or Later	82%	4%	14%	57
Net Promoter Score				
Promoters	88%	3%	9%	155
Passives	94%	5%	1%	80
Detractors	83%	9%	9%	46
Rest of Country	97%	1%	2%	201

Q8: If you encountered bullying, are you aware of any resources or options for assistance?

	Yes	No	Don't Know/Not Sure	Number Responding
NEW HAMPSHIRE RESPONDENTS	62%	21%	18%	295
Status				
Career	66%	20%	15%	183
Part-Time/Per Diem	65%	17%	18%	65
Volunteer	43%	30%	28%	47
Rank				
Administrative Staff	68%	21%	11%	19
Firefighter	58%	21%	22%	106
EMT - Paramedic	54%	35%	12%	26
Company Officer	61%	25%	14%	69
Chief Officer	72%	13%	15%	68
Experience in Organization				
10 Years or Less	65%	19%	16%	116
11-20 Years	52%	27%	20%	103
21-30 Years	73%	12%	15%	52
More than 30 Years	59%	23%	18%	22
Total Experience				
10 Years or Less	58%	27%	15%	60
11-20 Years	53%	26%	21%	81
21-30 Years	61%	21%	18%	87
More than 30 Years	78%	6%	16%	64
Size of Organization				
Small (25 or less)	60%	22%	18%	174
Medium (25-50)	61%	19%	20%	75
Large (50 or more)	68%	22%	11%	37
Highest Level of Education				
High School or Less	58%	29%	13%	24
Technical School/Some College	66%	16%	18%	113
College Graduate	55%	24%	20%	128
Postgraduate Work	73%	17%	10%	30
Birth Year				
Before 1960	62%	26%	13%	47
1960-1969	72%	13%	16%	95
1970-1979	57%	24%	19%	83
1980 or Later	56%	23%	21%	57
Net Promoter Score				
Promoters	70%	13%	17%	155
Passives	59%	27%	14%	79
Detractors	46%	33%	22%	46
Rest of Country	78%	14%	7%	201

Appendix B: Survey Instrument

NH Firefighter Questionnaire

INT Thank you for taking the time to complete this short, 10-minute survey of Emergency Services Professionals. The following questions are a portion of a National Fire Academy Executive Fire Officer Program - Applied Research Project by Durham NH Fire Department Captain Dave Emanuel. Your input is valuable and will provide a better understanding of the dynamics in Fire/EMS workplaces. A report with the results of this study will be made available at a later date. This survey is being conducted by the University of New Hampshire Survey Center. Your responses to this survey will be kept anonymous and the data will only be reported in the aggregate. Participation is voluntary. Participation is expected to present minimal risk to you. The sole potential benefit from participation will be contributing to the knowledge gained about the Fire/EMS workplace that the survey seeks to provide. If you decide to participate, you may decline to answer any question or end the survey at any time. You must be at least 18 years of age to participate in the study. Please focus your responses on your primary Fire/EMS workplace environment under daily firehouse operating conditions, NOT during training exercises or actual emergency responses. If you have any questions or concerns about the survey please contact Dave Emanuel (demanuel@ci.durham.nh.us) or Andrew Smith at the UNH Survey Center (Andrew.smith@unh.edu). If you have any questions about your rights as a research subject you may contact Dr. Julie Simpson in UNH Research Integrity Services at Julie.simpson@unh.edu to discuss them.

Q1 Please indicate how often, if ever, the following situations have occurred at work under non-emergency conditions.

	Never (1)	Now and then (2)	Monthly (3)	Weekly/Daily (4)
Having insulting or offensive remarks made about your person, attitudes or your private life (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being shouted at or being the target of spontaneous anger (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking your way (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hints or signals from others that you should quit your job (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Repeated reminders of your errors or mistakes (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Please indicate how often, if ever, the following situations have occurred at work under non-emergency conditions.

	Never (1)	Now and then (2)	Monthly (3)	Weekly/Daily (4)
Being ignored or facing a hostile reaction when you approach (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Persistent criticism of your errors or mistakes (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having your opinions ignored (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practical jokes carried out by people you don't get along with (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being given tasks with unreasonable deadlines (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having allegations made against you (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 Please indicate how often, if ever, the following situations have occurred at work under non-emergency conditions.

	Never (1)	Now and then (2)	Monthly (3)	Weekly/Daily (4)
Someone withholding information which affects your performance (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being humiliated or ridiculed in connection with your work (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being ordered to do work below your level of competence (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spreading of gossip and rumours about you (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being ignored or excluded (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q4 Please indicate how often, if ever, the following situations have occurred at work under non-emergency conditions.

	Never (1)	Now and then (2)	Monthly (3)	Weekly/Daily (4)
Excessive monitoring of your work (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pressure not to claim something to which by right you are entitled (e.g. sick leave, holiday entitlement, travel expenses) (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being the subject of excessive teasing and sarcasm (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Being exposed to an unmanageable workload (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Threats of violence or physical abuse or actual abuse (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

DINT Please enter the following information about your organization:

D1 In what state is your primary fire department or organization located?

- Alabama (1)
- Alaska (2)
- Arizona (3)
- Arkansas (4)
- California (5)
- Colorado (6)
- Connecticut (7)
- Delaware (8)
- DC (9)
- Florida (10)
- Georgia (11)
- Hawaii (12)
- Idaho (13)
- Illinois (14)
- Indiana (15)
- Iowa (16)
- Kansas (17)
- Kentucky (18)
- Louisiana (19)
- Maine (20)
- Maryland (21)
- Massachusetts (22)
- Michigan (23)
- Minnesota (24)
- Mississippi (25)
- Missouri (26)
- Montana (27)
- Nebraska (28)
- Nevada (29)
- New Hampshire (30)
- New Jersey (31)
- New Mexico (32)
- New York (33)
- North Carolina (34)
- North Dakota (35)
- Ohio (36)
- Oklahoma (37)
- Oregon (38)
- Pennsylvania (39)
- Rhode Island (40)

- South Carolina (41)
- South Dakota (42)
- Tennessee (43)
- Texas (44)
- Utah (45)
- Vermont (46)
- Virginia (47)
- Washington (48)
- West Virginia (49)
- Wisconsin (50)
- Wyoming (51)

D2 How many stations does your organization have?

- 1 (1)
- 2 (2)
- 3 (3)
- More than 3 (4)

D3 How many active members does your organizations have? (Please answer for each of the following categories)

	Less than 25 (1)	25-50 (2)	50-199 (3)	200 or more (4)
Active Firefighters - Career (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Active Firefighters - Volunteer (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Active Firefighters - Paid per Call (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-Firefighting - Civilian (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D4 What is your rank?

- Administrative Staff (1)
- Firefighter (2)
- EMT - Paramedic (3)
- Company Officer (4)
- Chief Officer (5)
- Other (6) _____

D5 Your Work Experience:

	Probationary 1 Year or Less (1)	2 - 10 Years (2)	11 - 20 Years (3)	21 - 30 Years (4)	More than 30 Years (5)
Years of service experience in current organization (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Total years of emergency services experience (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

D6 Which of the following best describes your status at your primary emergency services organization?

- Career (1)
- Part-time/Per Diem (2)
- Volunteer (3)

D7 In what year were you born?

- 1935 or Earlier (1)
- 1936 (2)
- 1937 (3)
- 1938 (4)
- 1939 (5)
- 1940 (6)
- 1941 (7)
- 1942 (8)
- 1943 (9)
- 1944 (10)
- 1945 (11)
- 1946 (12)
- 1947 (13)
- 1948 (14)
- 1949 (15)
- 1950 (16)
- 1951 (17)
- 1952 (18)
- 1953 (19)
- 1954 (20)
- 1955 (21)
- 1956 (22)
- 1957 (23)
- 1958 (24)
- 1959 (25)
- 1960 (26)
- 1961 (27)
- 1962 (28)
- 1963 (29)
- 1964 (30)
- 1965 (31)
- 1966 (32)
- 1967 (33)
- 1968 (34)
- 1969 (35)
- 1970 (36)
- 1971 (37)
- 1972 (38)
- 1973 (39)

- 1974 (40)
- 1975 (41)
- 1976 (42)
- 1977 (43)
- 1978 (44)
- 1979 (45)
- 1980 (46)
- 1981 (47)
- 1982 (48)
- 1983 (49)
- 1984 (50)
- 1985 (51)
- 1986 (52)
- 1987 (53)
- 1988 (54)
- 1989 (55)
- 1990 (56)
- 1991 (57)
- 1992 (58)
- 1993 (59)
- 1994 (60)
- 1995 (61)
- 1996 (62)
- 1997 (63)
- 1998 or Later
(64)

D8 What is your gender?

- Male (1)
- Female (2)

D9 What is the highest level of education that you've completed?

- High School or Less (1)
- Technical School/Some College (2)
- College Graduate (3)
- Postgraduate Work (4)

Q9 On a scale from 0 to 10, where 0 is "not at all likely" and 10 is "very likely," how likely are YOU to refer your Fire Department or Organization to another emergency professional?

____ Likelihood of recommending your organization (1)

Q5 Please indicate how often, if ever, the following situations have happened.

	No, Never (1)	Yes, Within the Past Year (2)	Yes, In the Last 1 - 5 Years (3)	Yes, Over 5 Years Ago (4)
Have you ever requested a shift or station transfer due to conflict or personalities? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Have you ever left an emergency services organization due to a conflict situation? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you aware of any bullying incidents occurring in your organization? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When was the last time you attended training on harassment or bullying? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 Does your organization have a policy regarding bullying?

- Yes (1)
- No (2)
- Don't Know/Not Sure (3)

Q7 Does your organization have a harassment policy?

- Yes (1)
- No (2)
- Don't Know/Not Sure (3)

Q8 If you encountered bullying, are you aware of any resources or options for assistance?

Yes (1)

No (2)

Don't Know/Not Sure (3)

END Thank you for completing this survey. If you have any additional comments regarding the survey, please write them in the box below. Otherwise, click the right arrow to SUBMIT your responses.