



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Dec 18, 2020

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“It is a mistake to try to look too far ahead.
The chain of destiny can only be grasped
one link at a time.”

Winston Churchill

When your medic student sees his first shockable rhythm



For our new and newer medics 😊

The Chief's Desk

The long awaited Wage and Benefit Study is complete! We tried the process last year, but unfortunately the consultant we hired was not successful in providing a final product. This time we used Segal, a consulting company who has a great reputation regarding this type of work.

We have reviewed the study in Labor/Management, with the Wage and Benefit Committee, as well as with the Board. I do not believe very many people were surprised by the results. There are areas in which we are competitive, and other areas in which we are woefully behind.

Our goal is to be competitive across the board. First and foremost, we believe it important to provide a fair and competitive wage for all of our members. Secondly, over the next five years the fire service in Arizona will realize significant turnover in our ranks. Scottsdale FD alone will see a 50% turnover due to retirements, and we have the potential to see up to 40 retirements, although I believe we will be south of that number. The bottom line is that we will be recruiting and competing for the best talent with agencies from across the state. If we are not competitive, we may find recruiting top talent a challenge. Additionally, we run the risk of becoming a training ground as we hire, train, and lose folks to other agencies. Hiring, training, and then losing personnel is expensive and undermines the stability of our agency.

Chief Rose has developed ***draft*** wage scales that mirror the goals set both in Labor/Management and in the Wage and Benefit Committee:

1. Wage scales are shortened from 22 steps to scales that are between seven and 13 steps. The steps vary by position because the 75th percentile starting and ending are different for each.
 - a. For example: the 75th percentile for a starting firefighter is x and the top is z. At 3.5% merit increases it takes 10 years to get from the starting wage to the top. However, an engineer's starting wage is y and the top pay is z. At 3.5% merit increases it takes seven years to reach top pay.
2. Increase the annual merit from 2.5% to 3.5%.
3. Establish a goal of achieving the 75th percentile.

Our proposal incorporates the top pay step at the end of the current scale, i.e. the last "longevity" step into the 3.5% merit increases. The 1% steps have been removed. If the top end of a current scale was above the 75th percentile, we did not decrease the amount. If the top end of a current scale was below the 75th percentile, we increased it to the 75th. We set step one of the draft scales to the 75th percentile. However, we added sub-steps as necessary in an effort to establish a plan to move people who are below the new scale into the scale over a period of time, if that becomes necessary. **Cont. Page 4**

Upcoming Events:

Dec 21: Evening FF Angel Deliveries
Dec 22: Evening FF Angel Deliveries
Dec 23: Evening FF Angel Deliveries
Dec 24: Christmas Eve –office closed for Christmas Holiday

Board Meetings:

Jan 22 Administration

CAFMA – 1700-1830

The Dyslectic 'Legend' Who Failed Probation

By: Burton Clark

*“Legend: a notable person whose deeds or exploits are much talked about in his or he own time.”—
Collins Dictionary*

I am a legend according to the National Fire Heritage Center. I also am dyslexic, and I failed my District of Columbia Fire Department (DCFD) prohibition exam in the winter of 1973.

Success is easy to talk about. Failure often isn't discussed, but it might provide the most valuable lessons that affect who we are. This is true for me, and that is why I want to share this story.

Growing up

As a dyslectic, I struggled in school. Reading and spelling were a mystery. My mother told the school to have me repeat the third grade, because I couldn't read. Mom didn't care that I had the highest IQ in the class.

I learned the construct of failure at a very young age. Closely connected to that failure construct are the shame and fear constructs.

To this day, I couldn't pass a middle school spelling test and most likely would sit down after the first round of an elementary school spelling bee.

firehouse.com

Does Money Really Affect Motivation? A Review of the Research

By: Tomas Chamorro-Premuzic

How much should people earn? Even if resources were unlimited, it would be difficult to stipulate your ideal salary. Intuitively, one would think that higher pay should produce better results, but scientific evidence indicates that the link between compensation, motivation and performance is much more complex. In fact, research suggests that even if we let people decide how much they should earn, they would probably not enjoy their job more.

Even those who highlight the motivational effects of money accept that pay alone is not sufficient. The basic questions are: **Does money make our jobs more enjoyable? Or can higher salaries actually demotivate us?**

Let's start with the first: does money engage us? The most compelling answer to this question is [a meta-analysis by Tim Judge and colleagues](#). The authors reviewed 120 years of research to synthesize the

findings from 92 quantitative studies. The combined dataset included over 15,000 individuals and 115 correlation coefficients.

The results indicate that the association between salary and job satisfaction is very weak. The reported correlation ($r = .14$) indicates that there is less than 2% overlap between pay and job satisfaction levels. Furthermore, the correlation between pay and pay satisfaction was only marginally higher ($r = .22$ or 4.8% overlap), indicating that people's satisfaction with their salary is mostly independent of their actual salary.

hbr.org

Chief's Desk Continued

How the sub-steps work is dependent on how long it takes to implement the draft plan; if we get approval from the Board as part of our upcoming budget process. Should we have the funds to implement the plan in one year, the sub-steps will not be relevant. If we need to implement the plan over two years, then the sub-steps are in play. For example:

1. The Firefighter wage scale has four sub-steps. A firefighter in step one of the sub-steps would receive two step increases year one, but would not receive a merit increase for the year. In the second year, they would again receive two step increases, but not a merit increase. This would put them on the new scale.
2. The Inspector scale in prevention has eight sub-steps; they're currently at the zero percentile. In year one an inspector at step one of the current scale would receive four steps, but no merit. The second year they would receive four steps, but would not be eligible for an additional merit. They would now be on the new scale.

We have heard some concerns about the potential for compression, i.e. not as much of a wage gap between some newer personnel and others who are more senior in their position. Let me start by saying it is next to impossible not to have some level of compression when you shorten a wage scale from 22 steps to a lower number of steps. If the Board approves, and we all agree to the model, we have a couple possible implementation models.

1. If we have the money, we may be able to implement the plan in one year. This may cause a bit more compression, but will better serve our newer employees who make less money than our more senior employees.
2. If we implement over two years, there will be less compression, i.e. a greater gap between new and more senior personnel.

Here is a basic overview of how we propose to move people who are already in the scale:

1. A person who does not have sub-steps will move to the closest step to their current wage on the new scale. This will result in a 1% - 2% increase. No one will lose money.
2. These individuals will be eligible for their merit increase – a 3.5% increase at the time of their annual evaluation.

Ultimately, a person that does not fall under the sub-steps will get an initial bump followed by their annual merit increase – unless you screw up and have a bad annual evaluation. If we are able to implement a plan in year one, this process will provide a bit more gap between a senior person and someone with fewer years in a position. If we have to implement a plan over two years, the gap between the two individuals will be greater. At this point, we cannot say what our net assessed valuations will be, and we do not know what the bill will be for PSPRS or any of our various insurances, e.g. workers' comp, property and casualty, health care, etc. To that end, the length of time for implementation will be dictated by the Board and our revenues.

Wages are not the only areas under consideration. We are behind some of the comparable agencies regarding health coverage. Initially, we thought we were behind in vacation and sick time accrual. However, we have since learned that some agencies had reported their total PTO time in both the sick and vacation categories. Once corrected for those anomalies, our sick and vacation accruals appear very competitive.

I am certain there will be other items folks would like to consider in regards to both wages and benefits besides what I've included here. We are still early in the process, and more dialogue needs to be had. To that end, please provide feedback through the appropriate channels. Additionally, don't sit around the kitchen table frustrated or confused. If you have questions or need clarification, please ask.