CONFLICT MANAGEMENT STRATEGIES FOR THE SALEM FIRE DEPARTMENT

EXECUTIVE LEADERSHIP

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ABSTRACT

In order to alleviate the duplication of services, Salem City administration has begun the process of merging two organizations that have operated separately for more than 60 years. The impending merger of the Salem Fire Department and the Salem Rescue Squad has presented a number of conflict situations. The problem was that the Salem Fire Department did not have strategies to facilitate the management of conflict.

The purpose of this research project was to explore and analyze conflict management, and identify strategies that should be pursued by the Salem Fire Department to manage conflict during a merger of two separate organizations (fire and rescue/emergency medical services). Action research methodology was used to answer the following questions:

1. What methods or strategies can management literature provide regarding conflict management?
2. How does other effectively managed fire departments, that have merged the services of two separate organizations (fire and rescue/emergency medical services), manage conflict?
3. What strategies should be pursued by the Salem Fire Department to assist in the management of conflict during a merger with the Salem Rescue Squad?

The procedures used to complete this research included a literature review of college journals and textbooks and a survey of chief fire-emergency medical service officers in the Commonwealth of Virginia.

The results of this research presented strategies for the Salem Fire Department to manage conflict during the merger of the Salem Fire Department and the Salem Rescue Squad.
Recommendations were made to guide the Salem Fire Department through conflicts that may arise during a merger. The recommendations included developing a vision, improving communications between the two organizations, developing a timeline to guide the process, performing on-going evaluations, and giving feedback so everyone could learn from the experience.
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INTRODUCTION

In the City of Salem, Virginia, a new City Manager was appointed by City Council September 1, 2000. The new City Manager issued a directive to the Salem Fire Department to alleviate the duplication of services of the fire department emergency medical services (EMS) operations and the volunteer rescue squad (Salem Rescue Squad) EMS operations. This would also involve uniting the two department’s executive officers, while maintaining the career fire and volunteer rescue identities. The separate identities were promoted by the unwillingness of both fire and rescue personnel to unite and combine. The potential of a merger of both of the departments resulted in many conflict situations that potentially jeopardized operations. The potentially hazardous circumstances of conflict stressed the need to develop a strategy for conflict management.

The problem that prompted this research project was that the Salem Fire Department did not have any strategies to facilitate the management of conflict between fire and rescue squad personnel during a merger.

The purpose of this research project was to identify strategies that should be pursued by the Salem Fire Department to facilitate and manage conflict between the two departments during a merger. This research project employed action research methodology. A survey was distributed to assess other fire departments that have merged fire and rescue/emergency medical services as contemplated by the Salem Fire Department. Literature on conflict management was examined in order to develop guidelines that may be used by the Salem Fire Department to address and resolve conflict during a merger. The following research questions were addressed:

1. What methods or strategies can management literature provide regarding conflict management?
2. How does other effectively managed fire departments, that have merged the services of two separate organizations (fire and rescue/emergency medical services), manage conflict?

3. What strategies should be pursued by the Salem Fire Department to assist in the management of conflict during a merger with the Salem Rescue Squad?

**BACKGROUND AND SIGNIFICANCE**

The Salem Rescue Squad is the second oldest volunteer rescue unit in the world. It began as the Salem Life-saving Crew in 1932, planned by two of the town’s citizens. According to documents found in the Salem Historical Society’s archives, they were Lewis A. Ballard, Chief of the Salem Fire Department, and Minor W. Oakey, who worked for the Town of Salem. They would model their squad after the Roanoke Life Saving Crew, the nation’s first and oldest such unit, which had been started in 1928 by Julian S. Wise. Seventeen Town of Salem men who worked as firefighters, police officers, tannery and street workers made up the original all-volunteer unit in Salem. Weekly crew meetings took place in the upstairs of the Salem Fire Department. The Fire Chief of the Salem Fire Department (Lewis A. Ballard) was the life-saving crew’s first chief.

The Salem Life-saving crew had to depend on the Salem Fire Department for transportation to emergencies until 1934.

The Town of Salem was behind the life-saving crew right from its formation. When asked for help, the Town Manager had a building adjacent to the Salem Fire Department Station 1 remodeled, giving the crew space to house equipment.
The Salem Fire Department, which was organized in 1854, began responding to emergency medical incidents as a first responder agency in 1995. In 1996, the City of Salem City Manager’s office issued a directive to incorporate medical transportation into operations in order to support the Salem Rescue Squad when they were not able to summon volunteers to respond to incidents. This would also establish the foundation for a city based career EMS system at some point.

The fire department and the rescue squad are separate budgeted departments within the city government. The fire department is a fully career department and the rescue squad is a fully volunteer department. Differing organizational configurations and differing organizational cultures of fire and EMS departments make the possibility of conflict unavoidable.

Continually shrinking budgets and demands for increased cost-effectiveness in the delivery of services has caused many municipalities to consider the merger of fire and EMS. The view of the new City Manager was that EMS service could be provided in a more cost-effective manner.

Many conflict situations arose in discussions of a potential merger. Common complaints involved: who would be in charge; complaints from both groups that one or the other would provide incompetent patient care at calls; complaints from fire personnel that rescue personnel would avoid and neglect station duties; and complaints from rescue squad personnel that the fire department is just trying to take over.

The theme of the chief officer of the fire department is that the fire department is not prepared to address these issues.

These potential destabilizing situations that may arise from a merger, along with not having a systematic approach to such resolve conflicts, clearly signify the need for the Salem Fire Department to have a strategy to manage conflict.
This research project was completed according to the applied research requirements of the National Fire Academy’s Executive Fire Officer Program. This research project addresses the issue of conflict management, which was an issue discussed at great length in group participation during the Executive Leadership course at the National Fire Academy. The successful management of conflict is a critical skill for an executive to be able to employ as a leader in the fire service. It was anticipated that the development of a strategy to manage conflict for the Salem Fire Department would be useful for other departments faced with conflict.

**LITERATURE REVIEW**

A literature review was performed to identify research on the subject of conflict management and the strategies to effectively manage conflict. The literature review involved a search of college journals and textbooks on the subject of conflict management.

Pickering (2000) states that conflict exists “when two or more competing responses or courses of action to a single event are considered.” (Pickering, 2000, p. 1) He describes conflict as (a) a competitive or opposing action of incompatibles; (b) an antagonistic state or action (as of divergent ideas, interest or persons); (c) a struggle resulting from incompatible needs, drives, wishes or demands; or (d) a hostile encounter.

Pickering (2000) discussed five principles for managing positive relationships during conflict. First, encourage equal participation because shared responsibility increases ownership and everyone shares in the responsibility for solving sticky issues. Second, actively listen. “Poor listening is the number one cause of conflict.” (Pickering, 2000, p. 50) Listening affirms others in several ways:

- Listening says you are important, and I’ll take time to hear what you have to say.
• Listening provides quick access to a perspective on conflict.
• Listening provides data for the manager to make decisions.
• Listening builds relationships.

Third, take time to step back. A moratorium can be declared over issues, problems, or decisions to allow all parties the opportunity to gain their objectivity and reassess their position and consider the long-term impact the conflict may have on their relationships and services. Fourth, differentiate fact from opinion. It is easy to believe your position is the truth. Far too often, however, position reflects perception rather than reality. Challenge categorical statements and encourage traditional truth in order to be more effective in dealing with conflict. Traditional truth is more of an attitude than a process. It grants everyone the opportunity to be correct and the right to be heard before conclusions or decisions are made. Fifth, focus on the problem, not the people. Some ideas to separate the people from the problem are:

• Talk in specific rather than general terms.
• Use concrete terms and ask for facts.
• Challenge assumptions.
• Address conflicting parties as if they have no information. This provides an opportunity to hear a perspective without having to defend their territory, separating them from the event for a moment.
• Create a safe environment. The flight-fight response is activated during high stages of conflict. Safety enhances the possibility that individuals will move away from protracted positions.
• Speak in the passive rather than the active voice. For example, you might say, “A problem was created when (whatever happened)” as opposed to “You cause a problem when you (whatever).”
• Do a role reversal where opposing parties play each other’s role in the conversation.

Pickering (2000) offers nine steps for building cooperation to manage conflict:

1. Clearly define the problem.
2. Look for commonalities.
3. Respect all contributions no matter how lame.
4. Recognize multiple interests.
5. Respect all individuals in words and manners.
7. Move from WIIFM (what’s in it for me) to WIIFU (what’s in it for us).
8. Focus on benefits.
9. Allow time to evaluate and make decisions.

Dukes, Piscolish, and Stephens (2000) explain that there are many reasons why people avoid preparing for conflict. One reason is that people assume that goodwill and common sense will carry them through and most groups have a general sense that they can work out problems as they go. Another reason most people fail to prepare for conflict is the opposite of the first reason; rather than believing that goodwill or good sense will carry them through, people believe that conflict’s by-products, ill-will, and troublesome behavior are inevitable. Dukes et al. (2000) outlines six elements that are important in managing conflict:
1. Establish the need. Building a group interest in and commitment to creating shared expectations is critical. Seek understanding and agreement about the need for shared expectations.

2. Educate and inspire. The education and inspiration step is a way to introduce issues that might otherwise be difficult to raise in certain settings. Offer sufficient support, including time for reflection and discussion and indication of commitment from leadership to developing and honoring an agreement.

3. Begin by envisioning desired outcomes. The group needs to make explicit what its values are and how it wishes to enact those values as people engage one another. Invite group members to describe their envision for an ideal workplace –what would such a place look like, feel like, and sound like. Make the feelings tangible!

4. Promote full participation. Inclusion is not easy, but management sees the disastrous results of leaving people out of decisions that affect their lives. Work hard to give each member a voice.

5. Be accountable to your promises to one another. When a group spends its time and effort creating a product or service that is then ignored, every element of group functioning suffers. Not only is leadership delegitimized, but the message that is conveyed is that this group does not do what it says it will do.

6. Evaluate and revise. Evaluate, modify and recommit as appropriate. Groups must be able to learn from its experience and to use that learning to improve its functioning.

Stitt (1998) says that the existence of conflict is not bad in and of itself. In fact, it is often a necessary catalyst that allows an organization to survive, evolve, and progress in changing times. The goal is not to eliminate conflict, but to respond to it constructively instead of destructively.
Stitt (1998) described an Alternative Dispute Resolution (ADR) system that can help improve communication, reduce costs, maximize efficiency, and preserve or improve relationships. ADR systems can help an organization achieve its goals because (a) it has the flexibility to adapt to the organization; (b) it can be implemented within “a few months (or even weeks)” (p. 3); and (c) it can be easily modified as the organization moves towards its ideal system. When conflicts arise, they must be dealt with directly. An effective ADR system will provide disputing parties with direct access to processes that can assist them in resolving their conflict effectively.

“DIRECT” is an acronym for designing an effective ADR system. Stitt (1998) explained the components of “DIRECT” as:

- Diagnosis: The first step is to diagnose the type of conflict and identify approaches that the organization currently takes to deal with them.
- Interests: Focus on individuals wants, needs, desires, or interests rather than resorting to power or to their legal rights. Disputes are resolved more effectively and satisfactorily if individuals use an interest-based approach to the resolution of conflict.
- Rights: Organizations can resolve conflict by having a determination of rights, i.e. defining who’s right and who’s wrong by using an objective person or standard.
- Exits and re-entries: It may be necessary to exit from a particular conflict, and try again perhaps a cool-down period. Individuals may not be ready to resolve the conflict, either because not enough information is available to allow them to make necessary decisions comfortably, or because the emotions are too strong since the event causing the dispute occurred so recently.
• Creativity: In order to develop a conflict management system, an organization must
    examine new and creative ways of handling conflict. This will give individuals on
    the team opportunities to use creativity to explore, experiment, and consider
    innovative options.
• Training and evaluation: Individuals that participate in a system need to know the
    parameters of the system and the rules in which they must operate. Training should
    begin while the system is being designed and participants should be encouraged to
    provide input and suggestions. Training can provide individuals with necessary
    negotiation and mediation skills. The organization needs to evaluate and determine
    whether the system is working effectively and if it should be changed.

Levine (1998) suggests that there are three elements that guarantee conflict:
1. The adversary mindset generated by fear of losing or of being taken advantage of,
2. The paradigm of cutting off communication once conflict occurs, and
3. The game like sport of win or lose that we take for granted.

To manage conflict, Levine (1998) describes a seven-step resolution model for resolving
conflict. Step one is developing the attitude of resolution. It is not enough to mechanically go
through the motions of the process without first cultivating the attitude or mood of resolution.
The belief and patterns you have about conflict took a long time to develop and the attitude you
carry about conflict determines how easy it will be for you to accomplish what you desire. Step
two is telling your story. When you initially become involved in resolving a conflict, it is
essential to listen to the whole story. A key ingredient in resolving concerns and reaching the
desired outcome is taking the time to let individuals fully air what is on their minds. At this
stage your task is gathering information, and finding out other’s reality about the situation.
Listening for a preliminary vision of resolution is step three in the process. In this step, faith and trust are very important. Faith is the faith to keep following your intuition even though you’re not sure exactly why and trust is about listening to your deepest instincts. The fourth step is getting current and complete. During the completion process much is revealed by you and to you and a great deal happens internally that helps build consensus, and you have said all that can be said about the matter up to that moment in time. This is an essential component of resolution because it provides a context in which people grieve, let go of the past, and start designing the future. Step five is seeing a vision for the future: agreement and principle. The key in this step is reaching agreement on broad understandings and framing things in ways that make them irresistible. The sixth step is crafting the new agreement: making the vision into reality.

Creating excellent results depend on clear agreements. Effective agreements express a joint vision for producing results. Crafting effective agreements increases the likelihood of obtaining the desired outcome. Resolution is present when you have a shared vision for the future. Step seven is resolution: when your agreement becomes reality. Resolution is the condition after a conflict is put to rest and returns everyone to productivity and coordination. At the end of a conflict there is great power in the resolution that a clear, shared agreement has produced.

Stone (1999) says that conflicts don’t arise without cause and usually don’t disappear until the cause is confronted. Conflicts arise from differences in viewpoints, from competition or rivalry between individuals or groups, when the lines of authority aren’t clearly delineated, or just because people can’t get along. Stone (1999) offers ways of reducing the frequency of conflicts.

- Show understanding for a person’s outlook, position, frustration, and/or predicament.
• Ask questions. Listening without interrupting can lead to a better understanding of where a person is coming from and you can address the problem more diplomatically. Many hostile words come from failure to hear what someone is saying.

• Stop talking. If you find that the person you are speaking with becomes upset and continually interrupts you, then you have probably said something to upset the person. Pause then probe to find the source of the problem.

• Repeat some of the person’s key phrases and ideas. Your intention is to determine what you said or did to upset the person. Then decide whether to address your differences in perspective or apologize.

Cloke and Goldsmith (2000) believe that most conflicts arise from simple miscommunications, misunderstandings, seemingly irrelevant differences, poor language choices, ineffective management styles, unclear roles and responsibilities, and false expectations.

Each conflict experience consists of two truths; the truth of impasse, that we are stuck in a problem that we would like to escape; and the truth of transformation, that it is possible to become unstuck and move on by understanding at a deeper level what got us stuck in the first place. (Cloke and Goldsmith, 2000, p. 2)

Cloke and Goldsmith (2000) point out that problem solving is a crucial element in resolving conflict and offers a five-step process for solving problems.

First, we need to become aware of the existence of the problem, and accept it as something that needs to be solved. Second, we need to analyze the elements of the problem so we can understand how to approach it strategically. Third, we need to generate options and access alternative criteria. Fourth, we need to take specific, concrete, committed action to address
the problem. Finally, we need to evaluate our results, and give each other feedback so we can learn from what we did. (Cloke and Goldsmith, 2000, p. 199)

Slaikeu and Hasson (1998) describe ten root causes of conflict: denial, skill deficits, lack of information, conflicting interest or values, psychopathology, personality style, scarce resources, organizational deficiencies, selfishness, and evil intent. According to Slaikeu and Hasson (1998), there are four options for resolving any conflict involving individuals or groups. The first option is avoidance. This might involve letting time pass to see if there will be some change in the situation. In some cases, it may take the form of denying that a conflict exists. The second option is unilateral power play. The key feature of this option is that individuals act unilaterally, using physical or political power to compel the other side to behave in some way. The third option available is higher authority. This option typically yields a win-lose outcome, as the authority will rule for one side or the other. The fourth option is collaboration. In this option the parties themselves retain control of the outcome; no solution is imposed on any party. Depending upon culture and social values, any of these options may be appropriate.

The Literature Review provided key insights into the concepts of conflict management and the strategies of managing conflict. A notable outcome of the Literature Review was that all of the authors agreed that conflict is inevitable, and that communications and clear goals and direction are essential in managing conflict. These elements of conflict may be possibly recognized when developing strategies for conflict management in the Salem Fire Department.

**PROCEDURES**

This research project employed an action research methodology to examine conflict management and the elements of managing conflict, explore what other fire departments in the
Commonwealth of Virginia were doing to manage conflict when merging fire and EMS operations, and identify the steps that should be taken by the Salem Fire Department to manage conflict during such a merger. The procedures used to complete this research included a literature review and a survey of other fire departments within the Commonwealth of Virginia.

**Literature Review**

The literature review was initiated at the Virginia Polytechnic Institute and State University Library in Blacksburg, Virginia in September of 2000.

The literature review targeted college journals and textbooks on the subjects of conflict management, conflict resolution, and strategies to resolve and manage conflict. The books identified through the literature search were reviewed and scrutinized, and those that were considered important to this research project were summarized for inclusion in the literature review section of this paper. The conflict management literature also provided a model that could be used by the Salem Fire Department in the development of guidelines for conflict resolution.

During the month of September 2000, the author reviewed journals that reflect the history of the Salem Fire Department and the Salem Rescue Squad because these two agencies had a history of working together in the early 1900’s. In all, four journals from the Salem Historical Society were found that dated back to the early 1900’s.

**Fire Department Survey**

The second step in the process was to develop a survey to assess other fire departments in the Commonwealth of Virginia, which have merged-like services (fire and rescue/emergency medical services) as contemplated by the Salem Fire Department, regarding the issue of managing conflict resulting from such a merger. The Virginia Association of Governmental
Emergency Medical Service Administrators were selected for the survey because they are a key leadership group for fire-based emergency medical service departments in the Commonwealth of Virginia. A copy of the survey can be found in Appendix A.

Surveys were distributed in person at the annual election of officers meeting of the Virginia Association of Governmental Emergency Medical Service Administrators, in November 2000. As of the November 2000 annual meeting, the membership roster was at 41 members, including the Salem Fire Department. The Salem Fire Department was excluded from the survey.

Twenty-five of the agencies were identified to have merged two separate organizations (fire and rescue/emergency medical services). Of the 25 surveys sent, 18 were returned. The results can be found in Appendix B.

**Limitations**

The limitation that affected this research project was the lack of permission from the Chief Officer of the Salem Fire Department to survey internal personnel so a true assessment of possible conflicts that may be experienced during a merger between the Salem Fire Department and the Salem Rescue Squad could be determined.

**RESULTS**

At the onset of this research project, three specific research problems were identified. The results of the research are organized around those three questions and are presented in turn:

1. What methods or strategies can management literature provide regarding conflict management?

The literature review provided several key insights concerning the management of conflict. All of the authors included in the literature review agreed that (1) conflict in today’s society is
inevitable, (2) conflict is not always a bad thing, (3) the longer conflict is ignored, the more difficult it becomes to manage, (4) effective conflict management results when you develop and implement a deliberate conflict strategy, (5) active listening and continual communications are important, (6) clear goals and a sense of direction are essential, and (7) results should be evaluated in order to allow for future improvement.

2. How does other effectively managed fire departments, that have merged the services of two organizations (fire and rescue/emergency medical services), manage conflict?

Question #1 of the fire department survey asked fire-emergency medical service administrators what might be the reason for the failure of the fire department to work with EMS (or vice-versa) during a merger. About 67% of those surveyed said that the tendency of the group to enter negotiations with a win-lose perspective would be the reason conflict would arise during a merger. Approximately 28% replied that the lack of a clearly stated position would lead to conflict. The remaining thought lack of motivation on the part of the leaders would cause conflict.

When asked what could be done to reduce conflict during a future merger, 83% of those surveyed agreed that better communication would facilitate the reduction of conflict.

Ten of the 18 respondents said they now strongly respected different viewpoints after going through a fire-EMS merger.

Approximately 89% of the group said that conflict among staff is not a sign of low concern for the organization, and all of those surveyed believed that conflict would not take care of itself if left alone during a merger.

3. What strategies should be pursued by the Salem Fire Department to assist in the management of conflict during a merger with the Salem Rescue Squad?
The survey of the fire-emergency medical service organizations for the Commonwealth of Virginia, as shown in Appendix B, believed that the fire and EMS groups should communicate better and respect the viewpoints of each group. Conflict should not be suppressed but should be addressed.

Based on the literature review, it was decided that Cloke and Goldsmith (2000) five-steps for solving problems could be adopted in order to develop a practical model for conflict resolution for use in the Salem Fire Department, and will be included in the recommendations section of this paper. These steps are as follows:

1. Become aware of the existence of the problem, and accept it as something that needs to be solved.
2. Analyze the elements of the problem so you can understand how to approach it strategically.
3. Generate options and access alternative criteria.
4. Take specific, concrete, committed action to address the problem.
5. Evaluate results, and give each other feedback so everyone can learn from the experience.

DISCUSSION

The results of the survey substantiated the findings of others in the literature review. The fire-EMS leaders of the Commonwealth of Virginia view the reason that fire and EMS groups do not work well with each other during a merger is a “win-lose” perspective. Dukes et al. (2000) offers that individuals facing the possibility of conflict brings out their adversarial nature and they enter the conflict like gangbusters.
The one thing that other fire-EMS departments in the Commonwealth of Virginia would change, in order to better facilitate the management of change in the future, is better communications. According to Cloke and Goldsmith (2000), the most important organ in listening is not the ear or the mind, but the heart.

Empathetic listening is much deeper than mere active or responsive listening. It requires you, the listener, to focus awareness not just on the words the other person is using but on what they may be thinking or feeling. It means asking yourself what it would feel like to be in their shoes and what would cause you to make that statement or communicate that way yourself.

(Cloke and Goldsmith, 2000, p. 77)

Clearly the fire-EMS managers surveyed agree that if conflict is left alone, it will not take care of itself. “Conflict itself is not the problem, avoiding conflict is.” (Slaikeu et al., 1998, p. 4)

The results of this research present distinct implications for the Salem Fire Department. First, addressing and managing the potential conflict that may arise during a merger of the Salem Fire Department and the Salem Rescue Squad can benefit the Salem Fire Department by improving and increasing EMS operations. Second, to ensure the collaborative strength of the organization, the Salem Fire Department would need to review annually the implemented strategies to provide an ongoing framework for everyone involved.

RECOMMENDATIONS

Based on the supporting information in the literature review and the results of the fire-EMS survey, and because the merger process will predictably expose differences of opinion among administration and field personnel, including a desire to protect turf on the part of some parties
with invested interests, the following recommendations can serve as a guide for conflict management during the merger of the Salem Fire Department and the Salem Rescue Squad:

1. The Salem Fire Department administration must first establish the intent and joint vision (the specific picture of what the two organizations want to create together) of the merger, including the commitment of leadership. Early in the process, rolls and promises must be articulated in order to manifest the vision. Both organizations need to be aware that conflict is inevitable, and realize that unresolved conflict can jeopardize the mission of both organizations.

2. Communications will be the true impact of conflict management. Concerns and fears must be addressed openly and efficiently. In order to develop an attitude of resolution, a process must be set up for resolving inevitable conflict (you must first agree to disagree). Analyze the elements of any problem so you can understand how to approach it strategically. Take specific, concrete, committed actions to resolve any problems. Changing and improving the way the two departments communicate will improve the merger process.

3. Develop a comprehensive timeline for the merger process. Establish a target effective date as an organizing point for other dates during the implementation.

4. Develop an independent program oversight mechanism or group to review the ongoing process. Conduct ongoing evaluations for pre-, during and post-process merger. Seek input from users and decision-makers (all levels and functions of employees and volunteers). Generate options, and access alternative criteria if necessary.

5. Evaluate results, and give each other feedback so everyone can learn from the experience.
REFERENCES


APPENDIX A

SURVEY

The purpose of this survey is to assess the importance chief officers, in combined fire and rescue/emergency medical services in the Commonwealth of Virginia, place on the management of conflict. And analyze the elements or strategies employed. The results in this survey will be included in an applied research project for the National Fire Academy’s Executive Fire Officer Program. Your response to this survey will be anonymous. Please answer the following questions.

1. In your view, what might be the reason for the failure of the fire department to work with emergency medical services (or vice-versa), during a merger?
   A. Lack of a clearly stated position.
   B. Tendency of groups to force their leaders to abide by the groups decision.
   C. Tendency of groups to enter negotiations with a win-lose perspective.
   D. Lack of motivation on the part of the leaders.

2. If you could, what one thing would you do different in the future to manage conflict better during a merger?
   ______ Communicate better
   ______ Establish neutral turf
   ______ Be in control

3. Now that your organization has merged fire and EMS, do you respect different viewpoints?
   1 (strongly disagree)  2  3  4  5 (strongly agree)
   _____  _____  _____  _____  _____

4. Conflict among staff is a sign of low concern for the organization?
   ______ True  ______ False

5. Conflict, if left alone during a merger, will take care of itself?
   ______ True  ______ False
APPENDIX B

SURVEY RESULTS

1. In your view, what might be the reason for the failure of the fire department to work with emergency medical services (or vice-versa), during a merger?

   __5__ A. Lack of a clearly stated position.

   __0__ B. Tendency of groups to force their leaders to abide by the groups decision.

   __12__ C. Tendency of groups to enter negotiations with a win-lose perspective.

   __1__ D. Lack of motivation on the part of the leaders.

2. If you could, what one thing would you do different in the future to manage conflict better during a merger?

   __15__ Communicate better

   __2__ Establish neutral turf

   __1__ Be in control

3. Now that your organization has merged fire and EMS, do you respect different viewpoints?

   1 (strongly disagree)  2  3  4  5 (strongly agree)

   __0__  __0__  __5__  __3__  __10__

4. Conflict among staff is a sign of low concern for the organization?

   __2__ True  __16__ False

5. Conflict, if left alone during a merger, will take care of itself?

   __0__ True  __18__ False