ABSTRACT

The problem was personnel who were not in a step range and considered topped out in their rank saw minimal increase in compensation despite their level of performance, education, and certification. The Richardson Fire Department (RFD) utilized a compensation plan that effectively rewarded personnel who were in the early stage of their career or had promoted to a higher rank within the past few years. The purpose of this applied research project was to review compensation options for sworn fire department employees. The applied research project utilized the descriptive research methodology to answer the following three research questions:

1. What are performance, certification, and education pay?
2. What are the pros and cons of performance, certification, and education pay?
3. What elements should be included in the compensation plan?

The procedures used to answer the research questions included a literature review of journals and books, personal interviews, Internet search, and survey data from various organizations.

The results individually defined the three types of salary enhancements and brought out the pros and cons of each. The results also revealed what elements should be included in a compensation plan.

The recommendations of the applied research project were that the RFD pay plan should include certification and education pay, be consistent with area departments, and provide training for completion of employee evaluations. Training for evaluations will assure success for a pay for performance plan.
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INTRODUCTION

The problem is personnel who are not in a step range and considered topped out in their rank will see a minimal increase in compensation despite their level of performance, education, and certification. The Richardson Fire Department (RFD) utilizes a compensation plan that effectively rewards personnel who were in the early stage of their career or have promoted to a higher rank within the past few years. The purpose of this applied research project was to review compensation options for sworn fire department employees.

This applied research project utilized the descriptive research methodology to answer the following three research questions:

1. What are performance, certification, and education pay?
2. What are the pros and cons of performance, certification, and education pay?
3. What elements should be included in the compensation plan?

BACKGROUND AND SIGNIFICANCE

In the past, the Richardson Fire Department utilized a step pay plan for all ranks, up to and including Assistant Fire Chief, that had been developed by the City Human Resources Department (HR). The steps in each rank were determined by comparison of like positions with other cities in the Dallas/Fort Worth metropolitan area. The other cities had similar cost of living and quality of life characteristics to the City of Richardson and were known as the “Big Ten”. Presently, the pay plan is a merit based plan but it is rarely applied in that manner by the fire department causing employees to assume that the steps are guaranteed and their pay would automatically increase once the time in grade had been satisfied regardless of performance, educational attainment, and/or certification level.
In the future, the RFD will have a performance based pay plan that in conjunction with education and certification pay will reward employees based on their achievements and performance rather than simply time in grade. The pay plan will provide more tenured employees who have typically been considered as topped out with an opportunity to advance their level of compensation. The impact of a pay plan based on performance, education and certification will be a significant improvement in effectiveness of the employee. The organization will benefit by providing an incentive to be productive and for pursuing higher levels of education and certification, improving the effectiveness of overall organizational operation.

This applied research project is directly related to Unit 8 of the Executive Leadership course of the National Fire Academy. Unit 8 is the section on Influencing. Compensating employees for certification, education and performance is needed to provide an incentive to influence employees to advance their knowledge and skills as well as push themselves harder to reach established goals.

LITERATURE REVIEW

Performance Pay

The Michigan Office of the Auditor General issued a report on performance pay programs in March 2001. The report reads that performance pay is generally defined as a compensation system that rewards employees either individually or as a group for work effort toward the achievement of certain goals or objectives. The primary purpose of a performance pay program is to reward employees for their efforts (McTavish, 2001).

In a reprint of an article from Performance Magazine (http://www.p-management.com) it is noted that the Spectrum Center, a private nonprofit human service agency, considers pay for performance as payment beyond base salary and across the board cost of living increases. Waters
and Davis (1985) felt that an effective pay for performance program would motivate employees at all levels to become active participants in problem solving. Rudd and Hitchens (1991) refer to performance pay as pay by merit. They say that pay by merit is not a new concept and can be a fair and reasonable way to determine an employee’s monetary worth.

A performance pay system may reward employees either individually and/or collectively within an enterprise or organization for work efforts towards the achievement of certain goals or objectives. Individual performance pay rewards may include payment by results, bonuses, commission payments, or increases in base salary levels. Collective rewards include team payment by results, plant/team bonuses or pay, profit sharing or share incentive schemes (www.apesma.asn.au)

**Certification Pay**

Many U.S. states and Canadian provinces as well as many local governments use NFPA professional qualification standards as the basis for certification of individuals. The standards are used in developing written and skills tests when used in a credible testing process, and are highly effective in ensuring that individuals meet the job performance requirements for a given position or level (ICMA, 2002).

Certification pay is generally additional compensation for obtaining and holding certifications beyond the minimum requirements for the position. The most common certification pay programs are based on levels of structural firefighter certification through the Texas Commission on Fire Protection and paramedic certification through the Texas Department of Health. Many departments in the Dallas/Forth Worth metropolitan area pay paramedic certification pay even though paramedic certification may be a job requirement (Chief Mike D. Jones, Personal Communication, 2004).

The Metroplex Police and Fire Survey (Appendix A) completed by the City of Richardson Human Resources Department in 2004 lists ten cities in the Dallas/Fort Worth
metropolitan area and shows a comparison of the types of additional compensation paid to members of fire departments in the surveyed organizations. The survey shows that seventy percent of the cities provide certification pay for higher levels of structural firefighter certification. Nine departments offer additional compensation for paramedic certification with one department that includes paramedic pay as part of the base salary.

The Round Rock, Texas Fire Department conducted a salary survey that included base salary, incentive pay, specialized training pay, and career compensation plans. They surveyed twenty-four departments and had a response from seventeen agencies. The responding agencies were located in the North, Central and South regions of Texas. Twelve out of seventeen departments (70.6%) in the Round Rock Survey offered certification pay for higher levels of structural firefighter certification and the same number offered paramedic certification pay (Round Rock Fire Department, 2000). Administrative Chief, Eddie Burns, of the Fort Worth Texas Fire Department stated that the City of Fort Worth passed a local ordinance declaring the city council finds that individuals in the fire department who are assigned to perform certain specialized duties in addition to traditional firefighting duties are deserving of supplemental compensation by way of assignment pay in addition to their regular base salaries as authorized by Chapter 143.042, Texas Local Government Code (Personal Communication, August 2004).

**Education Pay**

The fire and emergency response services have a long history of delivering high quality service to their communities and therefore of placing a high value on training and education for their employees. The level of education varies with the task assigned to the personnel but may also vary with the organization’s depth of commitment to excellence, high quality of service or products, and safety. Education is the process of delivering essentially academic knowledge through a program of study that leads to a degree or certification granted by an accredited degree-granting institution (ICMA, 2002). The Metroplex Police and Fire Survey (Appendix A)
showed that seven out of ten Dallas/Forth Worth metropolitan area fire departments that were included in the survey paid some form of educational incentive pay.

Battalion Chief Ronnie Tucker stated that education pay provides an additional incentive for firefighters to pursue higher levels of education. With new technology being utilized in the fire service it is now necessary for a firefighter to have computer and electronic skills. In addition to technological skills firefighters who want to promote to higher positions within the organization benefit from having a more rounded education because it not only improves their job knowledge, it sharpens their research and study skills. In general, we also see better report writing and improved personnel management skills from individuals that have obtained higher levels of education (Personal Communication, July 2004).

**Pros of performance, certification and education pay**

Bonuses provide an excellent mechanism for flexible and timely reinforcement of desirable work behaviors (http://www.p-management.com). The pay by merit system has allowed Whitfield EMS to bring its management and street personnel closer together in their attitudes toward employee compensation by providing a sounding board for concerns from both sides. This lead to a new commitment to the community they serve (Rudd and Hitchens, 1991). Underlying all performance pay schemes are two premises; that reward can increase work effort, and that the increased work effort will result in higher organizational performance. In performance pay schemes it is assumed that employees will be motivated to work harder or smarter to increase output (http://www.apesma.asn.au). In their October 1996 article on a new performance measure for incentive pay written by Kefgen and Mahoney the authors wrote they have found in their studies that when employees have a vested interest in the ownership of the business, performance always improves. They believe that incentive pay motivates managers to think like shareholders (http://www.hotel-online.com). The performance evaluation process required by a merit pay system will trigger the positive intrinsic motivation of the employee and
can establish the basis for facilitating improved performance (Abels, 1989). The nonprofit organization, Public Agenda Foundation, interviewed a national random sample of 845 jobholders. They created a list of twelve motivators that employees said improved their productivity. The second best in the list of motivators, having been selected by sixty seven percent of the respondents, was good pay. The fourth highest motivator selected by fifty nine percent listed pay tied to performance (Goddard, 1989).

Richardson Fire Chief, Mike D. Jones stated that the positive side to performance, education and certification pay is that it provides incentive beyond personal satisfaction for an employee to improve performance (Personal Communication, August 2004). Richardson Fire Department Battalion Chief of Training, J. B. Jones stated that he felt incentive and education pay increased the number of firefighters in the Richardson Fire Department who are pursuing higher levels of education. He also said that providing certification pay provides motivation for a firefighter to advance to higher levels. Advancing requires additional training and education and this extra training and education will benefit the employee, organization and the community (Personal Communication, August 2004).

Commissioner and Chairman Kelley Stalder of the Texas Commission on Fire Protection said a positive for higher levels of certification is that it helps departments develop career paths within their organization. He also stated that the levels of certification set minimum benchmarks for positions such as driver/operator and fire officer. He feels that certification pay can help motivate individuals to work toward higher levels and in turn help the organization increase their level of professionalism (Personal Communication, August 2004).

Emergency Medical Services (EMS) Lieutenant Sim Caldwell stated that in his opinion personnel with higher levels of education tend to have an easier time completing paramedic training classes. He believes the study habits learned in college and the discipline it takes to complete a degree program help the firefighter through the program and that firefighters with
higher levels of education tend to have a better passing rate on the certification exam. (Personal Communication, August 2004).

**Cons of performance, certification, and education pay**

Abels wrote that a major problem with performance evaluations is the tendency of raters to use inconsistent interpretations of performance in ranking job performance (Abels, 1989). Iannone (1989) wrote that some employees might find pay for performance demeaning because it implies that an employee could do more for the city if properly compensated. Crystal (1997) wrote that the easy part of pay for performance is high pay for high performance but the hard part is low pay for low performance. Critics of pay for performance claim it rewards narrow and short-term goals to the detriment of broader and enduring objectives and aspects of the employer’s needs. Another criticism is that it destroys teamwork and tends to lead toward dysfunctional disparate goal setting and isolation between different organizational units within the same employer.

Stalder of the Texas Commission on Fire protection sated that a negative concerning certification pay is that generally to maintain a higher level of certification, once achieved, requires no additional continuing education beyond what is required for lower levels of certification unless specifically required such as the additional requirement to retain certification as a Hazardous Materials Technician in the State of Texas (Personal Communication, August 2004).

**Elements that should be included**

The characteristics of compensation programs for organizations that are committed to an effective merit pay program are; having a plan, obtaining support from management, setting goals with flexibility, rewarding winners, and taking positive corrective action when necessary. Performance appraisal is the most vital consideration of an effective merit pay system (Waters and Davis, 1985). Objectives of performance pay programs can include recognizing the efforts
and contributions of employees, rewarding employees with compensation directly linked to
performance, motivating employees to be more effective and attracting and retaining high
performance employees (McTavish, 2001). Rudd and Hitchens (1991) wrote that employees who
work harder should be paid more. They also noted that by making each criterion clear to both the
employee and the supervisor, much of the subjectivity of the evaluation was eliminated. Hitchens
augmented the performance criteria in his EMS pay by merit system with a program that
included human resources and supervisory training for all administrative personnel, an improved
quality assurance program, and tuition reimbursement for additional training.

The United States Postal Service pay for performance program adds money to a reserve
account and each year the payout is limited to one third of the credited amount in an employees
reserve account. In this manner the incentives can be provided regardless of the Postal Services
bottom line (http://www.postalnews.com). Performance based pay should augment the single
salary schedule. Programs must include clear and objective criteria (Archer, 2000). Goals should
be specific and measurable, and management should communicate with employees about the
goals and how to achieve them by defining action steps rather than dictating tactics
(http://www.innovis.com)

Normandy Park Washington trained management staff in employee evaluations and
conducting interviews. They also met to review performance definitions and confirm their
meanings. Because consistency across departmental lines was perceived as highly significant, it
was important that managers and supervisors who would be completing evaluations develop an
understanding of the rating system and the performance definitions, especially of what the term
“standard performance” meant. Critical elements in the development and implementation of the
performance pay system in Normandy Park were; constant communication with the council
employees and managers by the city manager, trust between the city manager and employees,
good data, and a strong commitment to change from the council (MacReynold and Hopkins,
Battalion Chief of Training Joe Bill Jones stated that Certification pay should be clearly defined and implemented with the goal of improving the overall level of competency of the firefighter. He feels that certification pay should be included for all certifications that motivate an employee to want to move up the career ladder (Personal Communication, August 2004).

Captain Gary Warren of the Murphy Texas Fire Rescue Department stated that the department’s policy of certification pay provides an incentive for firefighters to improve their knowledge and that the program in Murphy provides small increments in pay for each certification held through either the Texas Commission on Fire Protection or the Texas Department of Health. The total amount of certification pay that an individual can earn is currently capped in order to stay within the approved budgeted amounts (Personal Communication, July 2004).

Division Chief Bob Acker of the Plano Texas Fire Department believes that higher levels of educationally based pay should not be restricted to solely academic endeavors. While the effort and due diligence required to receive a degree is commendable, he thinks it is also important to recognize individuals who successfully complete other endeavors above that minimum which is required as a condition of employment in his/her present position. He feels three classifications would be appropriate and summarizes his opinion as follows:

Academic Accomplishment:

- Associates Degree
- Bachelor's Degree
- Master's Degree
- Additional Job Related Degree at any level

Professional Qualification (Pro Board)*

- Fire Fighter
- Fire Pump Operator
Assistant Chief Jack James of the Garland, Texas Fire Department feels departments should consider:

1. Compensation depending on whether the firefighter has an associate, bachelor, or master degree.

3. Compensation based on a combination of a degree and their number of years in the fire service.

4. Compensation based on the degree and associated level of certification with the Texas Commission on Fire Protection.

5. If assigned to staff position the degree must be compatible with their job responsibilities.

6. No certification pay without a certain degree. Such as no inspector/investigator pay without an accompanying degree.

(Jack James, Electronic Mail, August 2004)

Summary

The literature review influenced this research project by providing (a) an explanation of performance, certification, and education pay, (b) the pros and cons of each type of compensation enhancement, and (c) information on what should be included and considered in a compensation plan. The research clearly depicts what considerations are needed concerning pay for performance, education, and certification for firefighters. The information will allow the researcher to develop a recommendation to solve the problem.
PROCEDURES

A four-step process was used to obtain the information needed to complete the project. The project was descriptive research using a literature review of journals and books, structured interviews, Internet search, and survey data from various organizations. The sources were selected to gather data on the following questions: (a) what are performance, certification, and education pay? (b) what are the pros and cons of performance, certification, and education pay? and (c) what elements should be included in the compensation plan? The first step was to select a set of journals and books based on their relevance to compensation for firefighters. The second step was structured interviews with various fire service executive officers in July and August of 2004. The interviewer provided the research questions and the responses were recorded. Information obtained was included in the literature review section of the research. The third step was an Internet search for related information from the fire service and other type agencies and professions. The final step was to acquire survey data from recent salary surveys done by the Round Rock Fire Department and the City of Richardson Human Resources Department on the subject.

The four-step process was completed and the information was organized to develop the recommendation to solve the stated problem. The purpose outlined what compensation options are available for sworn fire service employees. The compensation recommendation was organized utilizing the information obtained through the literature review and personal interviews.

Limitations

The structured interviews contained the opinions of leaders and administrators in the Fire Service and assumed the participants answered accurately based on their knowledge and experience. Information obtained from journals and textbooks was assumed to be based on facts and opinions of fire service subject matter experts. Information obtained from the Internet was
assumed to be factual and based on the research and opinions of experts in the area of employee compensation. The salary surveys were assumed to be accurate depictions of the data.

**Definition of terms**

**Driver/Operator:** A certification for competency for a position within the fire service where an individual meets certain criteria to operate fire apparatus and equipment.

**Fire Officer:** A supervisory position within the fire service generally starting at the rank of Lieutenant.

**NFPA:** National Fire Protection Association, an internationally recognized organization that develops standards for use by the fire service and others related to fire protection.

**Paramedic:** A prehospital emergency care medical certification that is generally required to provide advanced emergency life support.

**RESULTS**

The structured interviews, literature review, and Internet search were used to determine information relative to the research topic.

**Answers to Research Questions**

**Research Question 1:** What are performance, certification and education pay? The researcher’s results indicate that performance pay is a system used to reward employees for positive performance of their job. The system also can be used as a tool to improve performance and to reach established goals either as an individual or as a group. It is a motivation tool that can entice employees to become more involved in their job. Performance pay can be in the form of bonuses, commissions, or salary increases.

Certification pay is additional pay for holding higher levels of certification in a discipline. The pay can be based on NFPA Standards or other governmental certification standards such as those developed by the Texas Commission on Fire Protection. This system is utilized by many departments with the most common fire service certification pay being additional compensation.
for being a paramedic.

Education pay is additional compensation paid for higher levels of education or college degrees. Education pay is pay system intended to provide incentive to employees to work towards a degree or higher level of education with the thought that this additional education will improve the ability of the employee to perform at their job. Education pay also helps the fire service keep up with the changes in technology.

Research Question 2. What are the pros and cons of performance, certification, and education pay? The pros for performance pay are improved attitudes, renewed commitment to the community served, reward for increased work effort, and motivation to work harder and smarter and increase output. Good pay and pay tied to performance has been shown to be good motivators of employees.

Pros for certification pay are that it provides incentives for employees to advance their particular level of certification thus having a positive affect on performance. Certification pay has been shown to cause an increase in employees who seek out higher levels, which in turn benefits not only the employee but also the organization. In addition certification pay helps raise the bar and motivate personnel to achieve levels greater than the benchmark that is set by the certification programs.

Positives for education pay are the employer has a more educated organization as a whole. The benefits extend to the employee and the community. This in turn assists with career development and the success rate of classes such as paramedic certification programs.

Cons for performance pay are the tendency for raters to be inconsistent with grading evaluations, that some employees may feel it implies they are not doing enough, and that teamwork may suffer due to disparate goal setting by individuals.
The greatest con for certification pay is that in the system used by the State of Texas there is no differential between what it takes to maintain a higher level of certification versus a lower level of certification. The researcher was not able to determine any negatives for education pay.

Research Question 3. What elements should be included in the compensation plan? The elements of the compensation plan should include the support of management, having an established plan, setting goals, being flexible, and correcting the program as you go along. Employee efforts should be recognized and subjectivity should be kept to a minimum. Supervisory training should be included to help achieve the goal of limited subjectivity and as a means of assuring that a plan is administered fairly to avoid any pitfalls. Training can help management clearly communicate goals to employees. The plan should augment the existing salary structure and motivate the employee. Academic accomplishments, professional qualifications, and professional accreditation may also be considered. The Roundrock Salary Survey (2000) and the Metroplex Police and Fire Survey (Appendix A) had almost identical results concerning the percentage of fire departments that provide certification pay. That number being close to seventy percent.

**DISCUSSION**

McTavish (2001) wrote that the Michigan Office of the Auditor General defined performance pay as a compensation plan that rewards employees either individually or as a group, for work effort toward the achievement of goals. The Association of Professional Engineers and Managers of Australia (APESMA) online advice on performance pay agrees with the Michigan Office of the Auditor General that a performance pay system may reward employees either individually or collectively towards achieving certain goals or objectives (http://www.apesma.asn.au, 2002). Waters and Davis (1985) felt that an effective pay for performance program would motivate employees at all levels.
NFPA standards form the basis for certification for most governmental agencies (ICMA, 2002). M. D. Jones (2004) commented that certification pay for the Richardson Fire Department is based on the Texas Commission on Fire Protection certification program. The researcher is personally aware that the TCFP firefighter certifications are based on NFPA requirements as far as firefighter certification is concerned.

The Roundrock Salary Survey (2000) and the Metroplex Police and Fire Survey (Appendix A) had almost identical results as far as the percentage of fire departments that provide certification pay with that number being close to seventy percent. There is a difference in the type and scope of certification pay. The City of Fort Worth offers assignment pay as part of a City ordinance but in that case the certification pay is only provided if the certification is used in a special assignment in a given area.

Tucker (2004) is an advocate of education pay because he feels it provides an additional incentive for personnel to actively pursue higher levels of formal education. He also sees it as necessary due to the ever-increasing need for firefighters to operate using new technology and from his personal observation that personnel with higher levels of education tend to write better reports and have better management skills. Caldwell (2004) commented that personnel with higher level of education tended to have an easier time completing the paramedic-training program. This opinion supports the theory of Tucker. ICMA (2002) wrote that the fire and emergency services have a long history of providing high quality service to their communities and place a high value on training and education. This compliments the opinion of Tucker.

Performance, and certification pay have both positives and negatives while education pay only had positives. Rudd and Hutchins (1991) wrote that performance paid benefited Whitfield EMS. They cited that management and street personnel were brought together and that in turn lead to a new commitment to the community. Kefgen and Mahoney (1996) agreed when they wrote that their studies, incentive pay motivated managers to think like shareholders. This
supports what Rudd and Hutchins experienced with Whitfield EMS. Abels (1999) linked the merit pay system to the performance evaluation process. He wrote that the system was a trigger to motivate and to facilitate improvement in performance. Goddard (1989) showed that employees felt that good pay was a motivator for improved performance. M. D. Jones (2004) and J. B. Jones (2004) both agree that additional pay provides additional incentive. Commissioner K. Stalder (2004) stated that he felt higher levels of certification helped departments develop career paths and that certification pay can help motivate firefighters towards achieving these higher levels.

There are negative sides to performance pay and certification pay. Abels (1989) had linked performance pay to performance evaluations and wrote that a major problem with the evaluations is the tendency of evaluators to use inconsistent interpretations when ranking performance. Iannone (1989) was concerned that employees may look at pay for performance as an indication that they are not doing enough already. Crystal (1997) is concerned that if you offer better pay for higher performance what do you do for lower performance? Iannone was concerned that teamwork would be destroyed and that too much attention would be paid to short-term goals rather than the broader picture. Stalder (2004) was only concerned that certification pay, once the certification is obtained, would not provide for any additional training or effort because the Texas Certification system requires the same amount of continuing education for higher levels of certification as it does for lower levels.

Waters and Davis (1985) listed several characteristics of compensation plans for organizations that are committed to an effective merit pay program. Their list includes having a plan, obtaining support from management, setting goals with flexibility, rewarding winners, and taking positive corrective action when necessary. Like Abels (1999), they agree that the performance appraisal is the most vital consideration of an effective program. Waters and Davis (1985) and McTavish (2001) believe that rewarding employees with compensation that is
directly linked to performance should be an objective in a compensation plan.

The United States Postal Service (http://www.postalnews.com) sets aside money to be able to reward employees in both good financial times and bad. No other sources provided any information on how to reward hard working employees in the event of financial difficulties even if the employee is performing and meeting goals. Warren (2004) stated that certification pay is capped to assure staying within budget. Like the United States Postal Service plan, the Murphy Fire Department considered financial impact. Macreynold and Hopkins (1998) wrote of the success of Normandy Park Washington. They trained management staff in conducting interviews and completing employee evaluations, they also wrote of the need of commitment from the City Council.

Acker (2004) advocates a combination of academic accomplishments, professional qualification and professional accreditation. James (2004) believes that departments should consider compensation for academic degrees, level of certification, and job responsibilities, and combinations that include the fore mentioned as well as experience.

RECOMMENDATIONS

This research provided information for performance, certification and education pay for firefighters. The results defined the three pay enhancements and the positives and negatives of each, and what elements should be included in a pay plan. The surveys used showed that the majority of fire departments provide at least some sort of pay enhancement. Currently the Richardson Fire Department utilizes a compensation system that provides certification and education pay. In the future a system can be developed to include pay for performance. The RFD should utilize all three types of compensation enhancement to reward tenured employees. Utilizing these pay enhancements will provide opportunities for individuals that desire to earn more money achieve that goal. This research project provides recommendations and information that can be used by future readers to establish supplemental compensation pay plans for their
organization. Future readers should review this research information and evaluate whether or not a need exists to implement a different pay plan that includes certification, education and performance pay.

Based on the results the researcher makes the following recommendations to the Richardson Fire Department:

1. Provide certification pay at levels consistent with other area fire departments
2. Provide education pay at levels consistent with other area fire departments
3. Provide training on employee evaluation procedures and implement a pay for performance plan.

Implementing these recommendations will provide an opportunity for personnel who are not in a step range and who are considered topped out in their rank to realize an increase in compensation based on their level of performance, education, and certification. The Richardson Fire Department (RFD) will utilize a compensation plan that will effectively reward personnel in every stage of their career.
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## FIRE EDUCATION/CERTIFICATION PAY PRACTICES

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## FIRE SPECIAL PAY PRACTICES

<table>
<thead>
<tr>
<th>Participant</th>
<th>EMT/ Paramedic</th>
<th>Driver</th>
<th>Arson Investigator</th>
<th>Academy Instructor</th>
<th>Industrial Fire Assign. (NON-CITY)</th>
<th>Public Information Officer</th>
<th>Class A Instructor</th>
<th>Class B Instructor</th>
<th>HAZMAT</th>
<th>Field Training Officer</th>
<th>Bomb Squad</th>
<th>Fire Inspector</th>
<th>Bilingual Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arlington</td>
<td>50/100 EMT</td>
<td>50</td>
<td></td>
<td>200 (if over 30 days)</td>
<td>5%</td>
<td></td>
<td></td>
<td></td>
<td>50/mo</td>
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<td>50/mo</td>
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<tr>
<td>Carrollton</td>
<td>150/200/250</td>
<td>200</td>
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<tr>
<td>Dallas</td>
<td>25 Training assignment</td>
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<td></td>
<td>175</td>
<td>175</td>
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<td></td>
<td>175</td>
<td>100</td>
<td>75/85/95/100</td>
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<tr>
<td>Fort Worth</td>
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<td>100</td>
<td>175</td>
<td>175</td>
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<td>100</td>
<td>175</td>
<td>100</td>
<td>50/75</td>
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<tr>
<td>Garland</td>
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<tr>
<td>Grand Prairie</td>
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<td>100/150</td>
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<tr>
<td>Irving</td>
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<td>100</td>
<td>40/75/110</td>
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<tr>
<td>Mesquite</td>
<td>125/20 Shift when assigned</td>
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<tr>
<td>Plano</td>
<td>80/115/150</td>
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<td>Richardson</td>
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