



SUCCESSION MANAGEMENT FOR THE FIRE-RESCUE SERVICE

Understanding and Applying the Process



Second Edition August 2024

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Executive Summary

One of the important keys to long-term success within any organization is the ability to plan and implement a sustainable succession management program. Succession management can be thought of as building a talent strategy to maintain continuity in the workforce, while supporting the advancement of leaders for critical positions within the organization. To ensure there's always talent available to fill those roles competently, preparing individuals before the need for promotion arises protects organizations from unproductive or damaging acclimatization.

The results of a literature search and a nationwide survey make it clear that fire-rescue agencies throughout North America lack such programs. The Company Officers Section (COS) of the International Association of Fire Chiefs (IAFC) organized a determined group of individuals (Work Group) whose goal was to create a document to support all agencies, irrespective of their size or type, in their pursuit of succession management. By conveying information specific to planning and implementation, the Work Group's intent is to enable the fire-rescue professionals to tackle succession with confidence and success.

Although some of the challenges the fire service has faced have not changed in our recent history, many new challenges pose a risk when innovation cannot be meshed with the traditions we honor. Having a well-planned succession management strategy establishes continuity and innovation for organizations, while having a poor or absent strategy has the potential to stifle or regress them. The range of fire departments from small rural volunteers to large professional urban areas is equally impacted by succession management planning.

Succession management is an iterative process that builds and evolves based on needs, not a one-time event or plan. Every agency will be unique in what is included in its succession-management program. Although succession management has been the focus of many Executive Fire Officer (EFO) Program research papers, the Work Group's literature review failed to find even one document that disclosed all of the viable components to consider when cultivating a succession-management program. The survey responses of over 800 fire-rescue professionals about succession management identified the most desired skills as those related to leadership, labor/management collaboration and strategic-level issues. It also revealed many organizations promoted personnel who either were not capable of performing the job duties or took longer to acclimate to the position than expected.

The successful development and implementation of a succession management program is contingent on the buy-in of both internal and external stakeholders, including all levels within the agency. A continued lack of an effective, sustainable succession-management program in individual agencies has a negative impact on the future of the fire-rescue service, as well as the communities they serve. Thus, it's imperative for fire-rescue leaders to take swift and decisive action to address existing deficiencies. There are no barriers to succession management that cannot be overcome or mitigated: this document guides departments through a planning and implementation process of successful succession management. We encourage fire service leaders to implement a practice of growing new talent or examine current practices to make improvements.

Chapter 1: Background

1.1 Document Development

The purpose of this document is to provide a resource for all fire-rescue agencies that want to ensure the communities they serve are safe, healthy, and economically viable by developing and implementing a sustainable succession-management program. The first edition document was developed through a collaborative effort: Work Groups were formed based on individual members' interests in each of the predetermined sections. After the Work Groups completed all the sections, a document-development group was tasked with organizing the document, then returning the draft to the Work Groups for refinement. A document review group of six of the original group's members conducted a full content and editorial review. Lastly, IAFC staff and management reviewed the document.

This revised edition of **Succession Management for the Fire-Rescue Service** provides additional guidance for Fire Service leaders, ensuring they have a sound plan for implementing and sustaining strong leadership within their department. A working group within the Company Officer Section reviewed the first edition with a progressive and inclusive lens to build on the previous work completed.

The second version of this document was reviewed and revised by the following:

- Fire Chief Joe Zatylny, Edmonton Fire Rescue Services
- Deputy Chief Demond Lamont Simmons, Oakland Fire Department
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1.2 Contributors to The Document

Although COS was responsible for developing this document, its creation represents a collaborative effort by a group consisting of fire-rescue and associated members whose ranks vary from firefighter to fire chief. Affiliate members include individuals from the International City/County Management Association (ICMA) and the National Fire Academy, as well as consultants whose work centers on succession management in the fire-rescue service. Collectively, the participants are referred to as the "Work Group" in this document.

Members of the working group collaborated with fire-rescue members internationally and sought out best practices that focused on economic, diverse, and robust planning. We extend a sincere thanks to all who helped develop, review, and revise the document, as well as to the hundreds of fire-rescue professionals who responded to the survey, which provided valuable information. Finally, we thank the fire-rescue leaders who generously agreed to share their agencies' experiences by allowing us to include their organizations' succession-management documents in this report.

Questions related to the document should be directed to the IAFC Company Officers Section staff at Membership@iafc.org.

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1.3 Intended Use and Design of the Document

An effective succession-management program prepares candidates for senior level positions in the fire service, while also increasing the organization's business and political acumen, professionalism, communication, and the health and safety of its personnel to deliver the highest level of service to their community. It allows the organization to develop a pool of qualified candidates who are ready, willing, and able to hit the ground running when promoted or transferred to another position.

The purpose of the IAFC Succession Management for the Fire and Rescue Service document is to help fire-rescue organizations with the succession-management process. It provides a brief history of how we got to where we are today, some cost-benefit analysis approaches, a list of potential elements for inclusion and examples of three agencies' succession management documents. Because no two fire-rescue organizations are identical, this information is not intended to address all succession management issues or provide a final product for an organization. Rather, it's envisioned as a toolbox agencies can pull from to design and customize their own succession-management programs. When designing a succession-management program, a fire-rescue organization must solicit input and collaborate with its [key players and stakeholders](#) as all are affected by succession management.

1.4 Guides

There are many useful websites to guide succession management within a fire-rescue organization:

- National Labor Relations Board
- United States Department of Labor
- State Employment Relations Board (Ohio Example)
- International Association of Firefighters
- Ontario Labour Relations Board

CHAPTER 2: Succession Management History and Data

Although there are many unique aspects to the work that fire-rescue professionals perform, their agencies have much in common with other organizations when it comes to succession management. The Work Group reviewed the history and literature related to succession management in the fire-rescue service to find viable programs and success stories, as well as lessons and opportunities. This brief review of existing research provides a context for the guidance presented in this document.

Succession management is a systematic, sustainable process of identifying and preparing suitable candidates to replace key employees through initiatives such as mentoring, training, education, and career planning throughout an organization in a timely manner as vacancies arise.

The fire-rescue service is unique in an important way that affects succession management: long-term careers remain the norm. However, because individuals don't necessarily stay with the same agency throughout their careers, vacancies can occur on a regular basis. Though "replacement planning" has long been the approach taken by fire-rescue agencies to fill vacancies, it can incur higher costs than an effective succession-management program. In addition, succession management allows employees to express their career-advancement aspirations in a safe, positive, and supportive environment. The entire community benefits when its fire-rescue professionals have the requisite knowledge, skills, and competencies to keep themselves and others safe.

Traditionally, an organization's human resources (HR) department's responsibilities include attracting qualified applicants, retaining desirable employees, and developing internal methods for motivation, training and promotion preparation of personnel. While a succession management program might appear to be a logical extension of these responsibilities, it would be a mistake to allow HR to take sole ownership, or to be viewed as the owner of the succession management program. This approach sets the organization up for failure because it gives rise to the notion that succession is something HR does, rather than a program in which every stakeholder has a vested interest in its success. If people don't take ownership of the program and actively support and engage in it, the initiative is unlikely to succeed.

To ensure a successful and established succession plan and management for fire services, ownership of this work must be taken from the inside and must continually be reviewed and improved upon. While HR offers one component and strategy, Fire departments should not limit their role to recruitment and attracting qualified applicants and should invest just as much - if not more - into the building up and retaining the right people throughout their career. There are tailored and specific needs the fire service has that need to be developed through more than experience.

Leaders can be identified at all levels and the investment into their growth should be made from frontline and upwards. That investment comes in the form of time, energy and capital. To obtain that capital, elected officials should be advocated to make that investment in their municipality. Without this investment, municipalities are taking a risk of not only being unable to attract future employees, but affecting the current complement due to the nature of the work and its critical role in protecting the area's residents, property and firefighters.

In the fire service, roles require different capabilities at each level. Frontline firefighters are well-versed in areas such as technical knowledge and hazard management but as they move up, those job functions evolve and knowledge must expand to areas such as administration, budgeting, human resources, politics, contracts, etc. These qualifications

and requirements are not prioritized in the posts for frontline firefighters, so interested leaders must get that training and exposure through their career. Without proper training and investment in these competencies, missteps can lead to mistakes or delaying decision making with potentially significant consequences. People need a strong understanding in public administration and managing a workforce as they move up in the organization and they need to understand their duty of their employer and duty of care to their staff. Transitioning to different roles requires agility in wearing different hats and applying different approaches. It also requires an understanding that some hats may need to be removed as others are put on.

2.1 History of Succession-Management Efforts in the Fire Rescue Service

Today, fire departments are run with sound business practices, using data and integrating into corporate structures as part of service delivery. This has also led to an evolution of hiring practices and the ideal qualifications for today's fire professionals.

The fire-rescue service has a varied history of filling key positions with well-qualified individuals. In earlier years, promotional criteria were based on candidates' ability to fight fires, command a fire incident and be perceived favorably by the decision-makers.

Over time, formal education increasingly has been viewed as an important selection and promotional criterion. Today, educational requirements are being seen more frequently in position descriptions for fire-rescue professionals at all ranks and levels. The best foot forward is a combination of training and experience, with formal education post-high school.

Programs such as the National Fire Academy's EFO Program and the Fire and Emergency Services Higher Education both emphasize business and personnel management cognitive skills. The increased interest in public administration and fire-rescue service research and education has resulted more recently in a greater emphasis on skills in leadership development programs.

Today, a balance among initiatives, such as training, education, business acuity, public administration acumen, mentoring and coaching skills, is necessary to promote fire rescue leaders who have proficiency in technical and leadership skills. These skills enable fire rescue leaders to collaborate effectively with internal and external stakeholders in order to develop and implement the organizations' strategic plans that allow them to keep their communities and their members safe.

2.2 Data and Literature Review of Succession Management

To put the topic of succession management in context, the Work Group conducted a detailed review of EFO Program papers and fire-rescue service and public-administration literature. While not an exhaustive and definitive summary, the synthesis below is designed to educate and create a common understanding for key players about the history of succession management in the fire-rescue service. [Appendix 2](#) provides key excerpts from EFO applied research projects and other literature located by Education Specialist Michael McCabe through the U.S. Fire Administration's Learning Resource Center.

What is commonly known is that barriers are an integral component of any task worth pursuing.

While individuals are responsible for planning their own careers, fire-rescue agencies must provide the structure that supports the attainment of those goals in ways that also meet the needs of communities and the organizations. There must also be a balance in what an agency can realistically offer. Providing executive-level development (Fire Chief, Deputy Chief) to all interested members is not realistic from both a financial and capacity perspective. It is also important to acknowledge there often are not a significant number of these roles and that they have low turnover. When reviewing executive-level succession planning, fire services can reflect on the following:

- What strategies can an agency use to work with a union to establish a process to identify candidates with merit/potential to fill an executive role?
- If the list of realistic candidates is large, how can an agency work with a union to prioritize which candidates would receive development resources?
- What strategies can an agency use to ensure that the realistic candidates are retaining skills from development activities (i.e., not taking a course five years ago and then suddenly being expected to action it)? Are there strategies to predict vacancies and focus succession management activities then?

The process of understanding and eliminating or mitigating barriers is, in itself, therapeutic and beneficial.

Important Factors:

- Succession management has value and is key to including institutional knowledge to keep our communities and personnel safe.
- Members of the Baby Boomer generation are retiring in large numbers, creating a significant knowledge and experience gap in their agencies.
- Succession-management programs ensure that future generations of leaders and professionals have the right mix of knowledge, skills and competencies that are increasingly becoming mandatory to the long-term viability of the profession.
- A limited number of fire-rescue agencies have implemented a viable succession management program.
- Succession-management initiatives must support an organization's business strategy (both internal and more broadly to the government or body they are a part of).
- In general, fire-rescue agencies are not prepared for the loss of key employees throughout their organizations.
- Succession management must cover key positions and functions throughout the organization, including those staffed by civilians.
- Succession-management programs in the fire-rescue service are rare and often focus only on task and job-specific professional development.
- There is much confusion about succession management, such as what it is, how to develop and implement an effective program and even where to get information about it.
- To lay the foundation for succession, leaders must create a culture that values and supports education and personal development at all levels.

What is not known about developing and implementing a sustainable succession-management program is that there are as many unknowns as there are knowns. For example, how do you assess the extent to which an organization's culture supports or hinders succession management initiatives? Specifically, to what degree does the culture engender and support member engagement, community involvement, trust and respect?

Unknowns:

- What are the elements that could be included in an effective succession-management program? What elements must be present for success?
- What are the priorities of the fire-rescue service? How do you determine where to begin to address the most urgent needs?
- What is the importance of treating succession management as an ongoing process?
- To what extent will the community and key stakeholders support a succession management program? How do we obtain their buy-in?
- To what extent will fire-rescue personnel relinquish traditions that no longer serve them or the community well or that have become dysfunctional?

Questions for Self-assessment

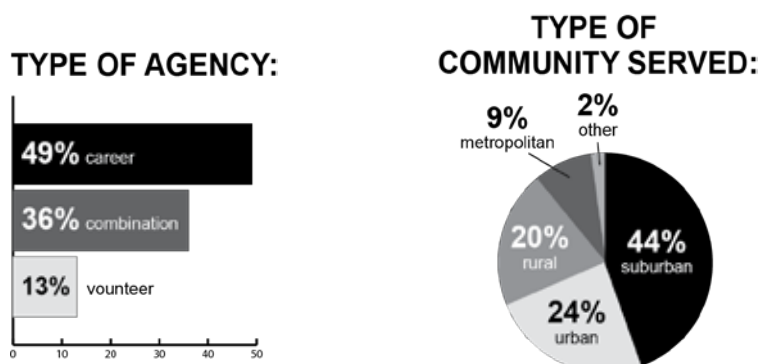
The questions below address common situations that obstruct an organization's efforts to achieve its mission efficiently and effectively and can be avoided or mitigated by a sustainable succession-management program. Your responses will suggest how a high priority succession management should be in your agency.

- Does your organization face critical retention risks?
- Do you spend an inordinate amount of time dealing with promotions at the expense of addressing other critical organizational issues?
- Have you been unable to fill positions with qualified individuals from within your organization?
- Do you experience some level of difficulty or stress when you lose key talent? (Does it take too long to fill vacancies?)
- Do you receive complaints or grievances about unfair hiring and/or promotion practices?
- Do your organization's hiring and promotion practices result in a lack of diversity in your workforce?
- Are you constantly forced to fill key positions externally because you lack willing and able internal candidates?
- Do your employees cite a lack of organizational support as an obstacle to their advancement within their agency?
- Does your organization have a reputation as a stepping-stone agency (rather than a destination agency)?

If your answer is yes to any of these questions, you may want to seriously consider succession management and make it a high priority for your agency.

Methodology

To collect current and actionable data about fire-rescue agencies' succession management experiences, the Work Group created and administered a 27-question survey of fire-rescue professionals in November 2016. There were 827 respondents to the survey, which was distributed via email through a listserv of the IAFC and the Daily Dispatch. Below are some key demographics of these individuals; totals may not add 100% due to rounding:



RANK:



Roughly 94% of the respondents said their agencies have at least one full-time employee. 28% reported that their agencies have implemented a succession-management program.

The survey results affirm the need for fire-rescue agencies to develop and implement a viable succession-management program. For example, about 40% of the respondents reported that their organizations have experienced the following situations:

- Employees have been promoted even though they do not have the required or desired knowledge or skills for the new position.
- Newly promoted employees are taking more time than expected to develop the necessary knowledge and skills for the position.
- After investing a significant amount of time and money in their training and development, employees have gone to work for another agency within two years.
- The inability of employees to meet the minimum qualifications for a position, or their unwillingness to be promoted, has forced the agency to search for external candidates.
- Employees have expressed legitimate dissatisfaction with a promotional process due to factors such as unclear requirements, frequent changes and perceived politics.

Seventeen percent of the respondents reported experiencing situations in which no employees met the qualification for a promotional process. Fourteen percent indicated their agencies had not experienced any of the above situations.

When asked to indicate the relative importance of seven types of skills or qualifications that enable chief officers to be successful, respondents ranked the options from most important (#1) to least important (#7) as follows:

1. Leadership skills
2. Labor/management skills
3. Strategic skills
4. Finance and budgetary skills
5. Speaking and presentation skills
6. Technical skills
7. Formal education

Although formal education ranked last in this list, the majority of respondents felt that at least a bachelor's degree or higher is necessary for a chief officer's (management) position. Formal certifications such as Fire Officer III/IV, EFO and CFOD also are viewed as important, though they are seen as lower priorities. Finally, many respondents emphasized the key role that experience plays in preparing for a chief officer position.

Importance of Diversity, Equity and Inclusion

It is becoming more commonplace to have fire services to reflect the communities they serve and to re-evaluate the traditional roles in the profession. This can start with recruitment and adjusting the process to remove barriers and biases. Services can also bring Diversity, Equity and Inclusion specialists on board to help guide the process.

Encouraging diversity cultivates and encourages innovation and problem-solving capabilities, which in turn can coincide with enhanced psychological safety in the workplace, teamwork, and increased levels of empathy.

Table 1 reveals the highly positive impact of three different interventions on five desired outcomes, as reported by respondents whose agencies have implemented a succession management program. The numbers represent the percent of respondents who agreed or strongly agreed that their organizations had experienced the stated outcomes. For example, 95% of those whose agencies implemented a mentoring-coaching program agreed or strongly agreed that this intervention increased the job competency of the successor after the first three months in the new position.

Table 1: Impact of Interventions on Desired Outcomes

Interventions	Mentoring Coaching Program	360- Degree Evaluation	Promotional Program That Defines Key Positions' Performance, Education And Skill Requirements
Desired Outcomes			
Increased job competency of successor after first 3 months in new position	95%	88%	90%
Increased overall job competency of successor	98%	89%	96%
Increased number of qualified candidates	83%	70%	91%
Increased knowledge of employees' potentials	91%	85%	91%
Increased job retention within entire organization	78%	78%	77%

The table shows that an overwhelming majority of agencies that have implemented a succession program have experienced very strong, positive results. Additional reported benefits include improved employee engagement and morale resulting from providing clear expectations.

The 28% of respondents whose agencies have implemented a succession-management program identified necessity, leadership and clear education/training requirements as key factors in enabling their organizations' success. Obstacles they experienced include resistance to change, inability to gain the support of key stakeholders and lack of funding.

Many elements can be addressed in a succession-management program. The following list portrays how survey respondents ranked ten such elements from most (#1) to least (#10) important.

1. Knowledge, skills and abilities
2. Mentoring
3. Training
4. Leadership
5. Coaching
6. Hiring and promotional process
7. Job descriptions
8. Apprenticeship
9. Retention
10. Compensation and benefits

About 20% of the respondents stated their agencies had attempted but failed to implement a succession program. Their answers offer a wide range of lessons learned; the following list contains representative categories of examples. A more complete list may be found in [Appendix 1](#). When asked what they would do differently after their unsuccessful experiences, respondents answered:

- Obtain buy-in from all stakeholders in advance, including the unions.
- Set realistic goals and standards.
- Develop the tools and processes that support candidates' success.
- Assess costs of program implementation and ensure the necessary funding is available.
- Be deliberate in assigning responsibility for the program.
- Continue to monitor and evaluate progression.

The survey data clearly show that while the respondents recognize the importance of succession management to their agencies and their communities, there are major deficiencies in obtaining the support to implement such programs.

When asked what the COS and the IAFC can do to support agencies' development and implementation of an effective, sustainable succession-management program, the respondents provided a wide array of suggestions in such categories as providing more guidance and training, offering practical, actionable tools (including roadmaps, templates, checklists and examples of best practices) and establishing communication mechanisms through which people can share their experiences and lessons and offer suggestions. A more detailed list of these suggestions may be found in [Appendix 1](#). As you will see, this document addresses many of the items on the respondents' wish list.

In summary, the data gathered from the COS survey reveals that respondents whose agencies have launched a succession-management program can provide concrete examples of how their organizations and their communities have benefitted from the time and effort invested. Although many elements can be addressed in a succession-management program, depending on a given agency's needs and available resources, there was general agreement about which elements are most important. This consensus suggests that while every agency has different specific needs in regard to succession management, its type, size and resource availability and the characteristics of the community served are not barriers to success. The detailed list of suggestions in the appendix offers concrete ways that the COS and the IAFC may support the success of its members and help set them—and their communities—up for success.

2.4 Cost-Benefit Analysis of Implementing a Succession Management Program

An effective succession-management program creates a structured, systematic process for meeting an organization's current and future needs for a well-prepared workforce capable of keeping its community and its members safe. Done correctly, a succession-management program identifies, in advance, key positions and functions, and focuses on where and when vacancies are likely to occur. Importantly, it enables the agency to develop a pool of prepared individuals who are able and willing to fill those vacancies when needed, without costly and demoralizing delays.

Taking the time to assess stakeholder, organizational and individual needs and using the results to develop and implement a sustainable succession-management program provides a heightened awareness of critical jobs and functions, identifies their specific goals and objectives and dramatically increases the likelihood of matching each vacancy with the person most qualified to fill it. Doing anything less – e.g., utilizing a replacement planning approach in which positions are filled without regard to individuals' qualifications could set the employees and the agency up for failure.

A succession-management program enables the creation of a talent pool specific to the agency's (and community's) current and future needs. Combining mentorship and other on-site training and development opportunities with other key elements, such as a knowledge management process, ensures that such a program can expedite the filling of vacancies with those who not only want the position, but also are prepared to assume its duties and responsibilities.

Most importantly, the community and stakeholders reap the benefits of a well-prepared workforce: a successful succession-management program will enable the agency to fulfill its mission more effectively and efficiently because it minimizes the likelihood of gaps in critical knowledge and experience.

Quantitative or Qualitative Variables?

Although most people believe that a quantitative assessment is preferable to qualitative or anecdotal evidence, that is not necessarily the case. Especially in public sector agencies, the intangible outcomes of a given initiative often tell a more compelling or persuasive story. For example, how can you quantify the value of saving a life or protecting a family's home from destruction?

When possible, a cost/benefit analysis should include objective, quantitative data that focus on the value provided for the investment of taxpayer dollars and other resources in the organization. Such data is very persuasive when requesting resources for critical behind-the-scenes initiatives, such as succession management.

For example, the Lompoc (Calif.) Fire Department has embedded the funds to support its succession-management program in its budget, with the blessing of city management. By taking a zero-based budget approach (subsequently adopted by other city departments), the agency has been very successful in obtaining the funding necessary for its succession-management program because it is able to generate the quantitative data that demonstrates the return on the investment of taxpayers' dollars. Importantly, it also is able to point to less-tangible benefits, such as staff's improved skill sets, higher levels of engagement and the peace of mind that comes from the confidence of having a pool of qualified candidates to choose from for future vacancies. (A copy of the Lompoc Fire Department's succession-management documents may be found in [Appendix 3.](#))

Below are additional qualitative variables to consider including in a cost/benefit analysis of your succession-management program; each one results in substantial benefits to the community, the agency and its stakeholders:

- Increased productivity (e.g., employees are not checking out at work)
- Enhanced teamwork
- Greater commitment to the organization and the community
- Confidence of firefighters that those who have their back are ready and able to support them
- Increased retention of both sworn and civilian staff
- Advantages that accrue to an organization when it is seen as a destination agency (e.g., high quality applicants)
- High levels of community support

Basic Cost/Benefit Approaches

There are many ways to conduct a cost/benefit analysis. An online search can uncover some of those methods. In addition, it is highly likely that you can adapt your agency's existing methodologies to justify resource requests.

Here is a very broad way to help you get started: ask yourself the two questions below and answer them realistically:

- What is the worst thing that can happen if we do not implement a sustainable succession-management process?
- Can our community and stakeholders live with those outcomes?

A more structured approach is simply to make two columns on a piece of paper. Label one with benefits and the other costs. Involve your stakeholders in brainstorming the items that should go in each category. You may be surprised at the results! Quantify those results where possible.

If one is looking to conduct a cost/benefit analysis, one must identify the value the agency provides to the community. One way to do this is to ask the following questions about the organization's succession-management (or any other) program and have knowledgeable people answer them realistically and very specifically (e.g., saying people will die if we do not implement the program will not work). What would be the impact on our agency's ability to achieve our mission if we:

- Did not implement a sustainable succession program?
- Implemented only a portion of the program?
- Delayed the implementation of the program?
- Reduced the quality of the program?

The answers to the above questions also will generate options that you can offer to decision makers who must prioritize requests from other organizations.

In short, a complex cost/benefit analysis is not necessary to get started in developing the data you need to demonstrate the value of a sustainable succession-management program. Think of the Incident Command System model: assess the situation, start with your available resources and add to them as you are able.

Chapter 3: Succession-Management Basics

As with any program, specifics will vary with the needs of an organization, though the basics remain the same. Getting started is the biggest step toward successful program development and implementation. This chapter presents a process to begin a succession-management program. It also examines key components of such a program as well as the key players, whose input, ownership and active support are critical to success. Because a succession-management program can have far-reaching effects on both internal and external stakeholders, it is important to garner their support and input.

3.1 Getting Started

Planning is key for any program to be successful. Research and development must precede implementation. Because every organization is different, a succession-management program must be based on the organization's specific needs and consider the history, size, culture, level of community support and availability of resources. Succession management is no different than any other strategic-level program. Below is a suggested algorithm that may serve as a guideline for the research, design and development components of the program, including brief explanations of each step

1. Research the organization's history related to succession management: Consider methods used for hiring and promotion purposes, the criteria for those functions and how well the resulting actions supported the agencies and community's needs.
2. Identify key leadership and critical positions and functions: Evaluate all positions throughout the organization, from rookie through fire chief. Include civilian staff who often perform critical functions or have critical skills for cross-functional promotion. This will ensure that all key positions and functions have been identified properly. Document how they were prioritized.
3. Identify relevant competencies and success factors for all positions and set clear expectations for performance: In addition to clarifying roles and responsibilities, the results of this process will form the foundation of the career paths available to employees. The research process should consider factors such as organizational expectations, department policies (SOGs-SOGs), job descriptions and culture.
4. Assess current academic bench strength: The assessment has two phases. First, clear standards of performance must be developed. Credible and locally or nationally recognized standards should be consulted, such as the IFSTA, NFPA and NFA. Second, evaluate the proficiency of employees against the designated standards to identify any gaps.
5. Design and implement an effective framework, strategies and systems: Before you can design an effective succession-management program, you must consider the infrastructure, tools, equipment, systems, processes, education, training and certifications necessary for incumbents to be fully prepared for their roles and to have the resources necessary to advance their careers. A key element of the framework is the establishment of a system to track employees' education, training, experience and achievements. Fortified with that information, you will be ready to customize a program that is both effective and efficient.
6. Monitor and evaluate the program, making adjustments as necessary: Succession management is a process, not an event. As a result, the dynamic environments in which fire-rescue professionals work (e.g., economic and political) guarantee that things will change. To remain viable, a succession management program must undergo periodic assessment and leaders must make adjustments to reflect those changes. The changes must be communicated widely and clearly so that employees always know what is required of them and can remain on track with their career goals.

The outcomes of this algorithm should be clear pictures of where the agency wants to be and where it is today, as well as a roadmap that details how to close the gaps between the two.

3.2 Components of Succession Management

Although most people equate succession management with professional development, the fact is that the latter is only one element of an effective, efficient and sustainable succession management program. Here is a list of elements you may want to consider for your program:

- Career path document for both sworn and civilian employees
 - Probationary to Fire Chief
 - Individualized
- Professional development
- Officer development
 - Front Line Supervisor/Company Officer
 - Chief Officer level
- Training requirements
- Highlighting job postings to encourage people to look at experience and education requirements
- Training programs – external and internal
- Hiring process
- Retention
- Leadership opportunities
- Promotional process
- Job descriptions/competencies
- Mentoring program – formal/informal, external/internal
- Coaching
- Performance expectations and standards
- Performance management (new hire)
 - All ranks/levels of staff
 - New hire/probationary year
- Apprenticeship
- Political acumen
- Institutional knowledge (develop, capture, share)
- Knowledge, skills and abilities (KSAs)
- Educational funding
- Compensation and benefits
- Physical and Critical infrastructure
- Other infrastructure (e.g., processes and systems, technology, financial and human resources, alignment among the various elements of infrastructure)

Implementation Steps

The steps for implementation should include the following:

1. Conduct a formal needs assessment. What succession management-related issues within the organization need to be addressed? This assessment could include questions on organizational history. For example, how many internal candidates were promoted versus external candidates hired? What type of career development program, if any, is in place currently? Does it meet the needs of the agency and its employees?
2. Identify key stakeholders. Include labor groups, management, specific rank groups, city councils/boards of directors and other community partners who have a stake in the organization's health.
3. Ensure all legal requirements are satisfied, e.g., compliance with labor contracts.
4. Develop guidelines that reflect realistic succession priorities. Not all components will be applicable to everyone.

5. Design an evaluation process that considers performance and results. Because a succession-management program represents an ongoing process, be sure your metrics provide indicators of progress as well as of achievement. Document these measures and communicate them clearly, widely and in advance of expected performance.
6. Determine whether the program, in its entirety or in part, is sustainable, given the organization's culture.
7. Procure the resources and partnerships essential for success.
8. Train all program participants about expectations and provide them with the evaluative metrics.
9. Identify next-generation leaders and brief them on the program and general expectations. This can be done through information sessions offered to employees.
10. Design and implement effective feedback mechanisms.
11. Include and use a maintenance and adjustment component that considers future employees and organizational growth.

3.3 Key Players in Succession Management

The succession-management program will include and affect many key stakeholders both internal and external to the fire and rescue organization. This section attempts to list the players and input needed from each. It should be noted that with the many organizational designs and the local, state, and federal employment laws, as well as collective bargaining agreements in place, the list in this section may not be all-encompassing for a particular fire-rescue organization.

Succession Management and Human-Resources Interaction

Succession management is first and foremost a fire-rescue agency driven program. The Work Group recognizes that agencies and governments have different organizational relationships with the HR function within the municipality and organization but bringing HR on board and having their support with succession management is critical. This support can be found in the development of leadership courses, prerequisite competencies like EDI, EQ training and updating performance review templates. The Work Group advocates collaboration between HR and the fire-rescue organization, but stresses that the leader of the succession-management program is the fire-rescue organization. Based on the research and experiences of the Work Group, if the fire-rescue organization is not the leader, the program will not succeed.

A foundation for success centers on increased productivity levels, enhanced quality of the work environment and gaining competitive advantage that leads to the creation of a destination department as opposed to a stepping-stone organization (one that serves a temporary need while looking for more suitable employment in a *better* department). Ensuring workforce flexibility, adaptability and creating value with succession opportunities expand the formula and emphasize organizational advantages to having a succession-planning model. There is a tremendous advantage to using succession planning as an internal HR component on the same level as hiring, firing and promotion. Therefore, fundamental HR responsibilities should include:

- Attracting qualified applicants
- Retaining desirable employees
- Succession and professional development
- Motivating
- Training
- Promoting or recognizing previous experience or training

Internal Key Players

- *Firefighters* – Firefighters play an important role in hiring and promotion. Firefighters act as subject-matter experts for the rank of firefighter. Firefighters also act as a 360-degree evaluation tool for the company-officer rank, providing input on effective leadership and motivation traits.
- *Company Officers* – The company officer acts as a subject-matter expert for the ranks spanning the company-officer designation, often equivalent to Level 1 and Level 2 Officer in NFPA 1021 standard. Company officers may act as a manager’s expert when hiring firefighters, as they directly supervise the firefighter rank. This group also provides the 360-degree evaluation tool to the chief-officer rank, providing input on effective leadership and motivation traits.
- *Chief Officers* – The chief officer acts as a subject-matter expert at the chief-officer ranks, which are often Level 2 and 3 Fire Officer in the NFPA 1021 Standard. Chief Officers act as a manager’s expert when promoting company officers, as they directly supervise the company-officer rank. This group also provides the 360-degree evaluation tool to the fire-chief rank, providing input on effective leadership and motivation traits.
- *Fire Chief* – The fire chief acts as the subject-matter expert for local government fire protection and provides the overall guidance to the succession-management process to ensure it aligns with the strategic planning within and external to the organization. The fire chief acts as the managing expert to the chief-officer rank based on their day to-day supervision of that rank.

Municipality/Governing Body Key Players

- *Municipal or District Chief Executive Officer* – Provides required KSAs to meet the strategy and specifics of the municipality or district to ensure alignment at all levels with the vision, mission and core values.
- *Municipal or District Human Resources* – See Human Relations Interaction section.
- *Municipal or District Legal Counsel* – As noted in the legal disclaimer, there are many local, state and federal laws that must be satisfied in relation to employment. In addition, collective-bargaining contracts may be in place that must align with any succession management program.
- *Civil Service Commission* – The Civil Service Commission will guide local laws and regulations related to hiring and promoting within the fire-rescue organization. Compliance with all Civil Service Commission rules will become paramount, as failure to comply can cost an organization both financially and through time delays in hiring and promotion.

There may be other key stakeholders depending on the nature and structure of your department. Ensure to do a full scan off all possible areas. Consider announcing publicly the intent to develop succession plans and encourage input from outside or other government sources in order to be as thorough as possible with those stakeholders who may have been missed.

Labor Organization Key Players

Labor Organizations – Inclusion of labor organizations representing employees is crucial for success. First, the leaders of these groups must ensure first and foremost that all contractual obligations of the collective-bargaining agreement are fulfilled. Second, this group often acts as informal leaders within an organization and should provide leadership and support to the program through inclusion in its design and implementation. Collaboration increases buy-in and is a key to success.

3.4 Potential Roadblocks or Barriers to Successful Succession Management

Fundamental Challenges to Succession Planning

The organization needs to have a department-wide, unambiguous ownership and buy-in while fully supporting the concept of succession planning. Planning takes precedence over outcome, using a detailed knowledge base that takes into consideration the size, type and function of the organization. In addition, qualification of existing talent and inclusive, overall training opportunities will develop those individuals to meet expectations for available positions. The result of a coordinated, careful, thoughtful and well-communicated succession-planning process will serve to accomplish this goal.

There are as many complex and unique competency profiles as there are personnel in any organization. These characteristics will need to be extracted and factored into the process of selection to determine the best match for each specific position. There should be no limit on the types of process deployed, with the bottom line focusing on the best logical fit for a position. In addition, assuming success at one level will ensure success at another level is counterintuitive in today's specialized work environment.

“Just like me” is a preconception that serves no useful purpose in the succession-planning process. It has never been a good idea for any person in control to consistently and without critical thought promote or advance someone in an organization who looks like them, acts like them, makes decisions like them and shares the same fundamental beliefs of the organization like them. This mirror-effect bias constricts the free flow of ideas and will have a detrimental effect on the attitudes, behaviors and degree of trust and respect of other members. In these situations, long-term, adversative consequences may overshadow any immediate value gained by engaging in this practice. Ensure equity, diversity and inclusive practices are used to determine competencies of future leaders. Evidence supports improved decision making through diversity of thought, which can be tied to diverse cultural backgrounds and beliefs.

Promotion is not for everyone. As an organization enters this process, it must be understood it's not reasonable to assume everyone wants to be promoted. The workforce is made up of leaders and followers, both important, both needed and both with specific responsibilities. For a multitude of reasons, some people don't aspire to the higher ranks. They're content in what they do, comfortable in how they do it and just as valuable as any other person in the organization. To a huge degree, these are the people who really make the world go around. Any succession plan needs to understand and appreciate this concept and concentrate on advancement for those who are interested. As stated previously, these individuals can be identified early and increased education and training can occur as they gain more internal experience to set them up for success when they are ready.

Lack of Budget

Another challenge to succession planning is a lack of adequate financial resources. While it varies based on organization type, size and complexity, the development of a succession-management program is integral to fundamental human resources. From a budgetary standpoint, its lack of a budget is arguably the largest challenge to implementation. Once a decision is made to integrate a succession-management process, you are simply employing a different ingredient (succession management) to the recipe (human resources) to reach a conclusion (promotion) to a situation that already exists (promotional opportunities).

Organizational Challenges

What would our life be without challenges? They come in all shapes and sizes, but as complex as they may seem, you can break nearly all challenges into just a few fundamental categories. These include:

- Lack of leadership
- Lack of communication or communicating the reason why
- Lack of transparency
- Lack of awareness

Within these broad categories, organizational challenges can be further broken down into:

- Lack of involvement
- Lack of or inadequate assumptions
- Lack of effort to institutionalize a needed and worthwhile organizational program into the culture of the organization
- Lack of time and resources
- Lack of funding for training and education
- An existing imbalance between the responsibilities of the employee and the employer
- Lack of engagement of the organization's leader and key staff members
- Lack of understanding for the rank-and-file members
- Inadequate or misinterpreted assumptions about future organizational growth
- Lack of follow-up at every step of the process
- Differentiation between simply proceeding and being institutionalized
- Inherent conflict with union philosophy
- Union or other contract language regarding testing and promotion that is contrary
- Lack of consideration for generational differences of employees that may require a variety of delivery methodologies

Based on this substantial list of challenges, a succession-management program may still have challenges if careful forethought and clarity is not employed. Some significant pitfalls include:

- Lack of organizational commitment
- Lots of planning, little execution
- Lack of defined goals and objectives
- Failure to sustain initial momentum
- False belief that succession management requires significant cost and resources

3.5 Maintaining an Effective Succession-Management Process

Activities to monitor the efficacy of succession management include:

- Frequent updates on progress relative to individual development plans
- Periodic updates on needed KSAs for various promoted positions in the fire service and the organization
- Statistical analysis of collected data
- Frequent communication with local colleges, training institutions and HR on trends and new developments impacting professional development
- Development of a program evaluation and assessment process and timeline. How often should we reassess this program? Who is responsible for this?

Periodic Review

As with any policy or guiding document, evaluation and effectiveness are crucial. The requirement to conduct a specified periodic review of a succession plan will ensure compliance, prevalence and acceptance within the organization. Every potential succession plan-related decision needs to be considered in the context of the succession-planning document. If not, the succession-management plan is essentially worthless as a guiding document, and over time, it will be used less and relegated to the status of irrelevancy.

Evaluation can include reviewing the number of internal candidates participating in succession planning through applications and how many of those are successful. Candidate surveys can also be used to gauge employee preparedness for advancement.

Over time, organizations will notice that this initiative is gaining acceptance within the organization. The value of succession management and planning will become evident as this work expands throughout the organization and it becomes culturally entrenched as a fundamental, practical, organizational responsibility.

Chapter 4: Sample Succession-Management Documents

The purpose of including sample succession-management documents ([see Appendix 3](#)) is to provide some guidance to help fire-rescue professionals move more quickly up the learning curve. These also illustrate that all plans will (and should not be identical) and that a successful succession-management process is one that enables its agency to achieve its mission effectively and efficiently.

As noted throughout this document, an organization must develop a program that includes all of the specifics, opportunities and limitations germane to its own situation. As you will see, each set of documents in [Appendix 3](#) takes a different approach, uses a variety of formats and incorporates different elements.

The Work Group would like to thank the City of Lompoc (Calif.) Fire Department, the Atlanta (Ga.) Fire Rescue Department and the Wausau (Wis.) Fire Department for giving us permission to share their plans with their colleagues.

Other sample succession-management documents are included with a hyperlink.

CONCLUSION

Creating and maintaining a succession-management program represents a large undertaking by any organization. However, substantial benefits accrue to individuals, the fire-rescue organization and, more importantly, the overall community. The fire-rescue service has a spotty history of success related to succession management and an inadequate library of resources to support this type of initiative. The Work Group provides this toolkit to help fire-rescue organizations of all sizes and composition develop, implement and maintain an effective and efficient succession-management program.

After all, the only guaranteed failure of a succession-management program is the one that was never started. **Congratulations on taking the first step!**

Appendix 1: Survey Data

Appendix 1.1: How Can The IAFC/COS Support Succession Management?

The table below provides sample quotes categorized by themes of the over 800 survey responses, of which over 700 provided individualized information.

1. LEADERSHIP
Convince the current leadership that a succession plan is important. There is an assumption that it will work itself out.”
Offer more quality leadership training.
Support additional NFA leadership training regionally.
Reach out to the current leadership to offer guidance and assistance.
Nothing at this time. The leadership is not open to it.
Development of the best leadership development programming on the planet.
Provide leadership training opportunities.
2. TRAINING/EDUCATION
Create standards and requirements for chief-officer positions and figure out how to enforce them nationwide.
Need to show how training, education and experience, especially experience, all play a key role in promoting future leaders and mentors and not young, inexperienced employees just because they verbally agree with everything management says. This isn't doing anybody any favors for the future of this department.
Continue the Officer Leadership Symposium Program at locations that are easily accessible such as the Durham, NC program.
Hold seminars or webinars on how to successfully establish programs for chief officers and company officers.
Provide an online (web-based) Fire Officer I, II, III & IV program.
Assist with succession-planning courses.
Establish a recommended course curriculum to be adopted by States' training/fire academy.
There needs to be a national/state/local pressure on departments to ensure minimal trained qualifications are adhered to for all officer positions. Without that, a succession plan will fail.
Provide effective, low-cost learning opportunities (on-line?). Develop model command structures, with supporting arguments based on department size, fleet size, community size and services rendered, etc.

2. TRAINING/EDUCATION (continued)
Sample planning workshop.
Developing state laws or NFPA standards for educational or experience requirements and minimum lengths of office for volunteer chief officer requirements.
3. ASSISTANCE WITH
Provide more guidance, training and support material.
Provide baseline program to work from for all ranks.
Develop an outline or checklist of potential goals and objectives.
Provide information about the importance of having a plan, a generic plan template and information that can be shared with Town Administration who also should be on board and supportive of the plan and planning process.
Develop a list of challenges that have been experienced from new chiefs and develop suggestions on how to counteract those challenges.
Documentation on setting up and implementing one.
Assist with Succession-planning courses.
Provide information for smaller departments on setting up and following through on a succession plan.
In developing internal people with the potential to fill key business leadership positions in the department.
Some type of footprint to follow.
Show us what we don't know. Tell us what questions we need to ask ourselves. Help us develop a plan.
4. BEST PRACTICES/TEMPLATES
Prepare a viable road map utilizing known best practices.
Create a template/best practice.
Help determine best management practices for the following: recruitment, retention, training and experience opportunities, promotion opportunities, executive development.
Present an outline and/or guide to develop a succession process. We need a starting point.
Publish a framework/guideline with best practices.
Best practices model.

4. BEST PRACTICES/TEMPLATES (continued)
Share successful example, best practices.
Provide templates and other materials to follow in the creation of a plan if this does not already exist.
Career progression template, core leadership criteria to aid and develop at each rank, tool sets for building a succession plan, best practices and a model-sharing platform of some kind.
Provide samples of successful plans for similar size and type organizations.
Develop a minimum qualifications list and training for volunteer fire departments. Maybe a best practice.
Build a blue print that an agency could use in creating a succession program. What has worked for others and pit falls that were found etc.
5. COLLABORATION
I'm not sure of any outside influences that would change the mentality of this union environment.
Support additional NFA leadership training regionally.
Information and resources with support from an assigned mentor. First, a connection and authorization must be made with the Fire Chief.
Getting the word out to local government of AHJ with regard to holding the chief officers accountable for credentialing and certifications of officers in these positions.
General guidance on creating, implementing and revising such a plan would be a good start. Figuring out how to "sell" that plan to our personnel and our municipality might also be difficult, so any information that could be provided in that regard would also be useful.
We need to better understand the benefits of this type of process as an agency.
Presentation to members, training on the importance of planning.
Work with IAFF and NFPA to create a better more defined path for officers to follow and see to it is widely available.
Most of the obstacles to doing so are political and/or cultural (local).
Support.
The fire service is now becoming younger and younger. I believe working with NFPA to lay out a nationwide model to implement into training plans. Or even the process of making some of the "management" seminars available online.
Unknown, but city politics, labor relations and the lack of individuals desiring to change their work schedule are huge factors. Individuals not wanting to leave the protection of the union is also a factor.

Appendix 1.2: Consolidation of Answers

If Your Agency Did Attempt Succession and Did Fail at Implementation, What Were The Factors And What Would You Do Differently?

The table below provides sample quotes categorized by themes of the over 800 survey responses, of which over 700 provided individualized information.

1. LEADERSHIP
Attempt to obtain buy-in from current leadership.
Lack of support for such a system both from within and from county leadership, opposition from volunteers, lack of understanding from career staff, lack of drive from career staff to undergo additional requirements for advancement. Would need to better explain the plan, the goals of the plan and steps to be taken to engage employees in participating in process. Also, better support and explaining of formal education.
Qualified personnel leaving the organization and/or lack of leadership experience. Look for a long-range successor and become a mentor.
There is not a good answer here. We are working toward a succession planning of sorts. We are sending numbers of personnel to educational opportunities for all facets of leadership and management preparatory to promotion. This had never been done before.
Failed...limited number of candidates within organization. Limited amount of activity has been a deterrent.
Administration lack of follow through.
Failed support from local government.
No follow up due to retirements. Identify personnel who will have longer tenure to revise and maintain the program.
Buy in from the Community leaders. People who write the checks for overtime for training.
We are pretty good through the rank of captain. The Fire Chief thought a Succession plan was making subordinates responsible for projects. But the personnel were never shown how to build or manage projects and they ultimately failed several times before they began to figure it out. But by then they were disengaged and often went back to their old position convinced they would never promote.
Lack of leadership, buy in.
No vision or budget for the plan.

2. TRAINING/EDUCATION
No definitive plan. Just kind of sending people to a class here and there.
While we have a plan that lists qualifications there is a lack of motivation to seek the education required to meet the qualifications required in the plan.
Require formal education at a higher level for fire officer promotions.
We encourage the Firefighters to take certain classes if they want to become a chief.
3. ASSISTANCE WITH
Add task books and mentors.
Time and resources.
4. BUDGET
Budget cuts and declining revenue projections.
Funding.
No vision or budget for the plan.
5. COLLABORATION
City Council support.
We tried to implement years ago, but did not have total buy in from the whole department. Once everybody bought into the program it made it successful.
We are in the process, there needs to be some major changes in the CBA which is not going well.
Hard to get a volunteer to except the responsibility.
Buy in from the Community leaders. People who write the checks for overtime for training.
I have attempted to put together plans in the past, but the union opposes such professional development and is difficult to move ahead with any progress while being opposed all the while.
We need additional staffing in order to complete the process. Too many projects going and not even time.
Lack of participation from qualified personnel.
Politics.
Resistance from senior staff and union.
Would not involve city administration in the process.

Appendix 2: U.S. Fire Administration Literature Review

Education Specialist Michael McCabe provided the following information from a review of the relevant literature housed in the Learning Resource Center of the U.S. Fire Administration.

A review of the succession-management literature available through the U.S. Fire Administration points to a critical, chronically unmet need within our communities: to ensure that the fire-rescue agencies that protect them are well-prepared and able to do so.

As articulated by leadership scholars Bennis and Nanus in 1985, the world faces a crisis of leadership: "A chronic crisis of governance—that is, the pervasive incapacity of organizations to cope with the expectations of their constituents—is now an overwhelming factor worldwide" (p. 2).

Over 700 of the 4,000 EFO applied-research projects in the National Fire Academy's Learning Resource Center mention or are devoted to the subject of succession planning. My observation, based on conversations with the 207 Training Resources and Data Exchange (TRADE) metro organizations, is that many (if not all) are either researching the possibility of building a succession-management program or have already done so.

My literature review revealed a recurring theme, which is described well by Kermit Schaefer in his 2002 research paper *Succession Planning*:

In addition to cyclical replacement of personnel during large-scale incidents, the need has existed to replace personnel who have left employment for various reasons which will surface again as part of normal business operations. Preparing personnel to assume new positions would enhance the department and contribute to a safer community by minimizing the delay in filling vacancies. In short, we all are looking for the right person with the right skills to be in the right place, to fill the right job at the right time.

As Chief Ronnie Coleman pointed out in his 1988 article on succession in *Fire Chief Magazine*, for us to achieve this goal, "Succession planning starts at the moment of hire. In addition, every employee should have a career development guide which serves as a roadmap for their future."

What's largely missing from the fire-rescue literature are actionable answers to this question: how does one go about developing and implementing a viable succession-management program? There isn't one universal answer. Convincing decision-makers that such a program is essential is the first step, and it's not an easy step to achieve. As measurement expert Jac Fitz-Enz (1984) notes,

One of the difficulties in trying to measure the work of planners is that their output is primarily a plan of the future. By definition, we will not know for one, three or perhaps five years how accurate their predictions were. In addition, no one is capable of predicting future events and therefore it is not fair to blame the planner for unforeseeable events. It is impossible to measure the value of a long-term plan in the short term.

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Appendix 3: Sample Succession-Management Plans

- Atlanta Fire Rescue Professional Development Handbook (see below)
- Lompoc Fire Development Succession Plan (see below)
- Wausau Fire Succession Management Process (see below)
- Bainbridge Island Fire Department Succession Plan 2021
- Succession Planning in UK FRS: What is the difference between workforce planning and succession planning (nfcc.org.uk)

Professional Development Handbook



Atlanta Fire Rescue Department

**1st Edition
2014**





Professional Development Handbook

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PREFACE



This Professional Development Handbook (PDH) is the result of a two-year work effort that was brought to realization by the Atlanta Fire Rescue Department Professional Development Team. The PDH supports the Atlanta Fire Rescue Department's vision to strive for excellence in emergency preparedness and response and its mission of enriching the quality of life through professional development.

The team members melded diverse points of view into a professional development planning tool that will serve both sworn and civilian members. The Atlanta Fire Rescue Department's Professional Development Team is committed to moving our organization forward and believes that the PDH is the right course of action.

I recommend this handbook with great confidence. The professional development handbook may be used to personally examine your practice, determine your professional goals, and build your professional portfolio. AFRD Members may also use this manual as a focus for collaborative discussions throughout the organization and professional learning communities.

The PDH can be a resource for sworn and civilian members that are working toward their professional development goals. The handbook may also serve as a resource for other organizations throughout the nation to assist their members with their individual professional development plans.

Remember, *Professional Development* is a life long journey. Realize and embrace the opportunities that are presented to you and strive for excellence in your professional development endeavors.

Kelvin J. Cochran

A handwritten signature in cursive script that reads "Kelvin J. Cochran".



Fire Chief

MISSION STATEMENT

To ensure that the Atlanta Fire Rescue Department and its members as a whole have the knowledge, skills, and abilities necessary to deliver required services and strengthened company-level training.

PROBLEM STATEMENT

The Atlanta Fire Rescue Department's current rate of attrition does not allow the Fire Training Academy to keep pace with the leadership and management training needs of the department. Training is our edge against failure. Taking a chance or guessing in an emergency can mean the difference between life and death. Our greatest assurance for providing prompt quality care is professional development.

PROFESSIONAL DEVELOPMENT GOAL

To integrate components of professional development as a planned, progressive career-long process of education, training, self and professional development, and experience.

SCOPE AND AUTHORITY

Recognizing the obligation to provide a structured systematic approach for career planning and professional development, the Atlanta Fire Rescue Department defines a clear path for professional within our organization. A collaborative effort has identified recommendations pertaining to training, education, performance evaluation, job shadowing, job rotation, and mentoring future AFRD leaders, as defined within the International Fire Chiefs Officer Development Handbook.

PROFESSIONAL DEVELOPMENT HANDBOOK

By recommendation of AFRD, as represented by the Professional Development Committee, we believe a comprehensive Professional Development Handbook will serve as a guide for acquiring the necessary knowledge, skills, and ability for a successful career in the fire service. Herein, you will find a summarization of various levels to meet the objectives for Self-Development, Training, and Education, regardless of position within the organization.

The AFRD Professional Development Handbook distinguishes between four different career levels for sworn and non-sworn personnel: entry, mid, senior, and executive for non-sworn; and Fire Officer I, II, III, and IV for sworn personnel. Descriptions of the various levels are provided.

Atlanta Firefighter I	Atlanta Firefighter II	Atlanta Firefighter III	Sergeant
Fire Officer Level I	Fire Officer Level II	Fire Officer Level III	Fire Officer Level IV
Supervising Officer	Managing Officer	Administrative Officer	Executive Fire Officer
Sergeant Lieutenant	Captain Battalion Chief	Division Chief Assistant Chief Deputy Chief	Fire Chief Commissioner

Entry Level	Mid Level	Senior Level	Executive Level
Administrative Assistant	Administrative Assistant Senior	Administrative Assistant Analyst	Executive Assistant
Human Resource Assistant Fire Inspector I	Accounting Specialist Procurement Specialist Fire Inspector II & III	Budget Analyst Senior	Budget Manager Human Resource Manager Special Events Manager

It's recommended AFRD personnel align their professional development track to include a culmination of higher-level certified training and approved college-based curriculum courses as defined by the Atlanta Fire Rescue Department educational crosswalk. Each of the certified levels of instruction meets specific managerial criteria to prepare the future fire service personnel for the challenges of today's fire service community.

NFPA FIRE OFFICER I STANDARD: SUPERVISING FIRE OFFICER COMPONENT CONTEXT

General	Firefighter II and Instructor I
General Knowledge	Organizational structure; procedures; operations; budget; records; codes and ordinances; IMS; social, political and cultural factors; supervisory methods; labor agreements.
General Skill	Verbal and written communication; report writing; incident management systems.
Human Resource Management	Use human resources to accomplish safely during emergency, non-emergency and training work periods; recommend action for member problems; apply policies and procedures; coordinate the completion of tasks and projects.
Community and Development Relations	Deal with public inquiries and concerns according to policy and procedures.
Administration	Implement departmental policy and procedure at the unit level; complete assigned reports, logs and files.
Inspection and Investigation	Determine preliminary fire cause; secure a scene; preserve evidence.
Emergency Service Delivery	Conduct pre-incident planning; develop incident action plans; implement resource deployment; implement emergency incident scene supervision.
Health and Safety	Integrate health and safety plans, policies and procedures into daily unit work activities; conduct initial accident investigations.

**NFPA FIRE OFFICER II STANDARD:
MANAGING FIRE OFFICER COMPONENT CONTEXT**

General	Fire Officer I
General Knowledge	Organization of local government; legislative processes; functions of related divisions, bureaus, agencies and organizations.
General Skill	Intergovernmental and interagency cooperation.
Human Resource Management	Evaluate member performance; maximize performance and/or correct unacceptable performance appraisal process.
Community and Government Relations	Deliver public fire and life safety educational programs.
Administration	Prepare budget requests; news releases; recommended policy changes; basic analytical reports.
Inspection and Investigation	Conduct hazard inspections; documentation of violations; fire investigations to determine origin and preliminary causes.
Emergency Service Delivery	Supervise multi-company emergency incident operations; hazardous materials responses.
Health and Safety	Review injury, accident and exposure reports; identify unsafe work environments or behaviors; initiate action to correct the

NFPA FIRE OFFICER III STANDARD: ADMINISTRATIVE FIRE OFFICER COMPONENT CONTEXT

General	Fire Officer II and Instructor III
General Knowledge	National and international trends related to fire service organization, management and administrative principles; public and private organizations that support the fire service.
General Skill	Evaluative methods; analytical methods; verbal and written communication; influence members.
Human Resource Management	Establish procedures for hiring, training, assigning and promoting members; promote professional development of members.
Community and Government Relations	Develop programs to improve and expand services; build partnerships with public to provide increased safety and enhanced quality of life.

Administration	Prepare and manage a budget; acquire resources through a proper competitive bidding process; direct the operation of an agency records management system; analyze and interpret records and data; develop a resource deployment plan.
Inspection and Investigation	Evaluate inspection programs and code requirements as to their effectiveness in ensuring the protection of life and property; evaluate pre incident plans.
Emergency Service Delivery	Manage multi-agency planning, response, deployment and operations.
Health and Safety	Develop, manage and evaluate a department health and safety program; develop a measurable accident and injury prevention program.

**NFPA FIRE OFFICER IV STANDARD: EXECUTIVE FIRE OFFICER
COMPONENT CONTEXT**

General	Fire Officer III
General Knowledge	Advanced administrative, financial, communications, political, legal, managerial, and analytical and information management.
General Skill	Effectively apply prerequisite knowledge.
Human Resource Management	Administer job performance; evaluate and improve department performance; appraise and direct a grievance program, training and education program, a member assistance program and incentive programs.
Community and Government Relations	Project a positive image of the department; assume a leadership role in community events; effectively interact with community leaders.
Administration	Coordinate long-range planning, fiscal projections; evaluate training systems requirements and establish goals.
Inspection and Investigation	No additional duties
Emergency Service Delivery	Establish an ongoing program of comprehensive preparedness for natural or human-made disaster incidents.
Health and Safety	Establish a comprehensive risk management program.



National FESHE Model Undergraduate Associate Curriculum

Core Courses

- Fire Prevention (FP)
- Fire Protection Hydraulics and Water Supply (FPHWS)
- Fire Protection Systems (FPS)
- Fire Behavior and Combustion (FBC)
- Principles of Emergency Services (PES)
- Building Construction for Fire Protection (BCFP)

Non-Core Courses

- Legal Aspects (LA)
- Hazardous Material Chemistry (HMC)
- Introduction to Fire and Emergency Services Administration (IFESA) Occupational Health and Safety (OHS)
- Fire Investigation I (FI1) (First Responders)
- Fire Investigation II (FI2) (Investigators)
- Strategy and Tactics (ST)

Fire Prevention Concentrations

- Fire and Life Safety Education (FLSE)
- Principles of Code Enforcement (PCE)
- Fire Plans Review (FPR)

Fire Protection Engineering Concentration

- Advance Concepts in Structural Fire Protection Systems (ACSFPS)
- Human Behavior in Fire
- Performance-Based Design

Line-of-Duty Death Prevention

- Principles of Firefighter Safety and Survival (PFFSS)

EMS Management (Lower and Upper Levels TBD)

- Foundations of EMS Systems (FEMSS)
- EMS Operations (EMSO)
- Human Resources management (HRM)
- Management of EMS (MEMS)
- Quality Management and Research (QMR)
- EMS Educator/Instruction (EMSEI)
- Safety/Risk Management (SRM)

DDP/FESHE Model Courses

- Fire Prevention Organization and Management (FPOM)
- Fire Protection Structures and Systems (FPSS)
- Fire Dynamics (FD)
- Political and Legal Foundations of Fire Protection (PLFFP)
- Managerial Issues in Hazardous Materials (MIHM)
- Fire and Emergency Services Administration (FESA)
- Personnel Management for the Fire and Emergency Services (PMFES)
- Fire Investigation and Analysis (FIA)
- Disaster and Fire Defense Planning (DFPD)
- Fire-Related Human Behavior (FRHB)
- Advanced Principles of Firefighter Safety and Survival (APFFSS)
- Managerial Issues in Emergency Medical Services (MIEMS)

Competency-Related Course Recommendations for Associate's Curriculum (Reference: National Professional Development Matrix Competency)

Supervisory Fire Officer (Fire Officer I; Fire Prevention Officer I; EMS Officer I)

- English Composition (SFO-01)
- Public Speaking/Oral Communication (SFO-02)
- Business/Written Communication (SFO-03)
- Biology or Physical Science (SFO-04)
- Chemistry (SFO-05)
- Introduction to Sociology (SFO-07)
- Beginning/Intermediate Algebra (SFO-08)
- Basic Computer Applications (SFO-09)
- Personal Health and Wellness (SFO-10)
- American government (SFO-11)
- Human Resource Management (SFO-12)
- Fire Behavior and Combustion (FBC; SFO-13)
- Building Construction for Fire Protection (BCFP; SFO-14)
- Introduction to Fire and Emergency Services Administration (IFESA; SFO-15)

***Benchmark: Associate's in Fire Science, Fire Administration, Fire Technology**

Competency-Related Course Recommendations for Bachelor's Curriculum (Reference: National Professional Development Matrix Competency)

Community Risk Reduction for the Fire and Emergency Services (CRRFES; SFO-07)

- Political and Legal Foundations of Fire Protection (PLFFP; SFO-11)
- Personnel Management for the Fire and Emergency Services (PMFES; SFO-12)
- Fire Dynamics (FD; SFO-12)
- Fire Investigation and Analysis (FIA; SFO-12)
- Fire and Emergency Services Administration (FESA; SFO-15)

Managing Fire Officer (Fire Officer II; Fire Prevention Officer II; EMS Officer II) Associate's Curriculum

- Statistics (MFO-01)
- Public Speaking/ Oral Communication (MFO-03; SFO-11)
- Research, Critical Reasoning (MFO-04)
- Ethics and Values in the Workplace (MFO-05)
- Report Writing (MFO-06)
- Public Finance, Budgeting (MFO-07)
- Fire Service Management (MFO-08)
- Law (MFO-09)
- Planning (MFO-10)
- Prevention and Education (MFO-11)
- Fire Protection Systems (MFO-12)
- Fire Protection Hydraulics and Water Supply (MFO-13)

Managing Fire Officer (Fire Officer II; Fire Prevention Officer II; EMS Officer II) Bachelor's Curriculum

- Analytical Approach to Public Fire Protection (AAPFP; MFO-01)
- Application of Fire Research (AFR; AAPFP; MFO-04; PMFES; MFO-04)
- Fire Prevention Organization and Management (PMFES; MFO-05)
- Political and Legal Foundations of Fire Protection (PLFFP; MFO-09)
- Fire and Emergency Services Administration (FESA; MFO-10)
- Fire Prevention Organization and Management (FPOM; MFO-11)
- Fire Protection Structures and Systems (FPSS; MFO-12)

Administrative Fire Officer (Fire Officer III; Fire Prevention Officer III; EMS Officer III)

- Economics (AFO-01)
- Principles of Management, Fire and Emergency Services Administration (AFO-02)
Management in the Public sector, Political Science, Public Administration; Political and Legal; Fire Prevention Organization and Management Foundations of Fire Protection (AFO-03)
- History, Leadership (AFO-04)
- Human Resource Management, Fire Prevention Organization and Management (AFO-05) Risk Management, Fire Prevention Organization and Management, Community Risk reduction for the Fire and Emergency Services (AFO-06)
- Organizational Behavior (AFO-07)
- Statistics, Analytical Approach to Public Fire Protection (AFO-08)
- Political and Legal Foundations of Fire Protection (AFO-09)
- Managerial Budgeting and Accounting, Fire and Emergency Services Administration (AFO-10) Organizational development or Behavior, Industrial Psychology, Personnel Management for the Fire and Emergency Services (AFO-11)
- Professional Ethics, Decision Making (AFO-12)

***Benchmark: Bachelor's in Fire Science, Fire Administration, Fire Technology or Social Sciences**

Executive Fire Officer (Fire Officer IV; Fire Prevention Officer IV; EMS Officer IV) Graduate Curriculum

- Public Management I (EFO-01)
- Public Management II (EFO-02)
- Decision Making for Public Managers (EFO-03)
- Public Finance, Financial Management in the Public Sector (EFO-04)
- Public Policy, Management of Policy Process (EFO-05)
- Executive Leadership (EFO-06)
- Legal Aspects of Public Administration, Public Administrative Law (EFO-07)
- Ethics in Public Administration, Ethics and Public Policy (EFO-08)
- Mediation and Negotiation (EFO-09)
- Advanced Organizational Behavior, Organizational development in Public Agencies (EFO-10) Program management or Evaluation (EFO-11)
- Strategic Planning (EFO-12)
- Strategic Planning or Plan Implementation (EFO-13)
- Quantitative Analysis (EFO-14)

***Benchmark: Master’s of Public Administration or Business Administration Airport Master Firefighter (A.M.F.) Program**

The purpose of the A.M.F., first level of the ARFF Professional Designation Program, is to document that the Master candidate understands, to an acceptable degree, the ARFF Body of Knowledge essential to carry out the responsibilities to manage an airport fire department and also has a basic understanding of airport administration and management.

***Program Requirements for AMF**

Prospective A.M.F. candidates must meet the following requirements to be accepted into the program: **Possess three years documented experience as an Airport Firefighter (Candidates can substitute ARFF experience with four years of documented structural firefighting experience for every one year of ARFF experience sought, regardless of rank. All other prerequisites must be met to qualify)*

*Completion of a 40-hour ARFF Training Program

*Completion of National Incident Management System (NIMS) 100/200/700
PUBLIC SAFETY TECHNOLOGY GPSTC TRANSFER CREDITS

Atlanta Technical College Degree Courses	Georgia Fire Academy Equivalent Courses
FRSC 1110 Fire Science Supervision/Leadership	Acting Officer in Charge for the Fire Service PLUS - Fire Department Supervision
FRSC 1121 Fire Fighting Strategy and Tactics	MCTO I, II, III OR Strategy and Tactics for Initial Company Operations PLUS - Preparation for Initial Company Operations
FRSC 1132 Fire Service Instructor	Fire Service Instructor Course
FRSC 1141 Hazardous Materials	Hazmat Operations course given by the GFA or the NFA
FRSC 1151 Fire Prevention and Inspection	Georgia fire Inspector Level I Module I PLUS - Georgia fire Inspector Level I Module II
FRSC 1161 Fire Service Loss and Control	Incident Safety Officer, PLUS - Health and Safety Officer

FRSC 2100 Fire Service Management	Managing in a Changing Environment, PLUS Shaping the Future; OR Fire Department Management
FRSC 2120 Fire Protection Systems	Fighting Fires in Sprinkler Buildings, PLUS Alternate Water Supply Systems
FRSC 2130 Fire Service Building Construction	Principles of Building Construction: Non-Combustible PLUS - Principles of Building Construction: Combustible
FRSC 2141 Incident Command	NIMS-Basic Incident Command System (IS-200) PLUS - NIMS-Intermediate ICS (IS-300) PLUS - NIMS Advanced ICS Command and General Staff Complex Incidents (IS-400)
FRSC 2170 Fire Investigations	Arson Detection for the First Responder, PLUS - another 30 hours of a course that pertains to the subject matter.

CAREER ADVANCEMENT

FIREFIGHTER

The purpose of this job is to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state to which the assigned department is accountable. Duties include, but are not limited to: assisting fellow firefighters; providing emergency medical care; performing rescue operations; utilizing all fire equipment and tools as prescribed in training; preventing disastrous incidents from occurring to lives and property; maximizing on the saving of lives and property when disastrous incidents occur; and maintaining files.

Has the ability to keep abreast of any changes in policy, methods, operations and equipment needs, etc. Is able to effectively communicate and interact with management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner.

Has good organizational, management, human relations and technical skills. Is able to use independent judgment and discretion in managing subordinates, including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Has the ability to comprehend, interpret, and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations and is knowledgeable and proficient with fire equipment. Is able to read, understand and interpret fire and emergency reports and related materials.

Firefighter (Field Operations)

- NPQ Firefighter II
- NPQ HazMat Operations
- Nationally Registered EMT-A
- NIMS 100, 200, 700, 701, 702, 703, 704 & 800
- Car Seat Technician

Firefighter – Special Operations – HazMat (Stations 1 & 2)

- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- EMT-I/A / Paramedic*

Firefighter – Special Operations – Structural Collapse (Stations 14 & 21)

- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue
- EMT-I/A / Paramedic*

Firefighter – Special Operations – Swift Water (Station 11)

- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Watermanship Test
- Swiftwater Rescue Technician I
- Swiftwater Rescue Technician II
- Boat Operator Certification
- EMT-I/A*

Firefighter – Special Operations (Squad 4)

- HazMat Technician
- Chemistry of Hazardous Materials
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue
- EMT-I/A*

Firefighter (Airport)

- NPQ Firefighter II
- NPQ HazMat Operations
- Airport Rescue Firefighter (ARFF)
- Nationally Registered EMT-A
- NIMS 100, 200, 700, 701, 702, 703, 704 and 800

CAREER ADVANCEMENT

SERGEANT

The purpose of this job is to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state to which the assigned department is accountable. Duties include, but are not limited to: driving and operating fire apparatus; transporting and assisting fellow firefighters; providing emergency medical care; performing rescue operations; utilizing and maintaining all fire equipment and tools as prescribed in training; preventing disastrous incidents from occurring to lives and property; and maximizing the saving of lives and property when disastrous incidents occur.

Has considerable knowledge of fire operations and practices, policies and procedures as necessary in the completion of daily responsibilities. Has considerable knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and vehicle operations and activities. Is able to effectively communicate and interact with subordinates, management, employees and members of the general public. Is able to assemble information and make written reports and documents in a concise, clear and effective manner. Has good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Has the ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with the operation of self-contained breathing apparatus (SCBA), firefighting equipment, hydraulic aerial devices and wedging equipment, tools and safety equipment. Is able to read, understand and interpret firefighting reports and related materials.

Fire Sergeant (Field Operations)

- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A / Paramedic*

Fire Sergeant – Command Technician (Field Operations)

- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

Fire Sergeant – Special Operations - HazMat (Stations 1 & 2)

- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- EMT-I/A / Paramedic*

Fire Sergeant – Special Operations – Structural Collapse (Stations 14 & 21)

- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue

- Confined Space Rescue
- Structural Collapse Rescue
- EMT-I/A / Paramedic*

Fire Sergeant – Special Operations – Swift Water (Station 11)

- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Watermanship Test
- Swiftwater Rescue Technician I
- Swiftwater Rescue Technician II
- Boat Operator Certification
- EMT-I/A*

Fire Sergeant – Special Operations (Squad 4)

- HazMat Technician
- Chemistry of Hazardous Materials
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue
- EMT-I/A*

Fire Sergeant (Airport)

- Airport Rescue Firefighter (ARFF)
- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- Apparatus Operator Candidacy Program (AOCP) – Crash Truck**
- EMT-I/A*

Fire Sergeant – Med Unit (Airport)

- Airport Rescue Firefighter (ARFF)
- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- Paramedic

Fire Sergeant – Command Technician (Airport)

- Airport Rescue Firefighter (ARFF)
- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

Fire Sergeant – Logistics (Airport)

- Airport Rescue Firefighter (ARFF)
- NIMS 100, 200, 700, 701, 702, 703, 704 and 800
- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

Fire Sergeant – Assessment & Planning

- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

Fire Sergeant – Logistics Group

- Apparatus Operator Candidacy Program (AOCP) – Engine
- Apparatus Operator Candidacy Program (AOCP) – Truck
- EMT-I/A*

CAREER ADVANCEMENT

LIEUTENANT

The purpose of this job is to provide supervisory and managerial services for an assigned department. Duties include, but are not limited to: supervising staff; distributing assignments; enforcing codes; attending meetings; planning training; organizing work; conducting investigations; and writing reports.

Has considerable knowledge of the principles, practices and procedures of the City and the various department operations and functions. Has considerable knowledge of management and firefighting practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City. Is able to develop and implement long-term goals for the department in to promote effectiveness and efficiency.

Has considerable knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental and inspection operations and activities. Is able to effectively communicate and interact with subordinates, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner.

Has good organizational, management, human relations and technical skills. Is able to use independent judgment and discretion in managing subordinates, including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret, and apply regulations, procedures and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret reports and related materials.

Fire Lieutenant – Field Operations

- NFPA Fire Officer I
- EMT-I/A / Paramedic*

Fire Lieutenant – Special Operations - HazMat (Stations 1 &2)

- NFPA Fire Officer I
- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- EMT-I/A / Paramedic*

Fire Lieutenant – Special Operations – Structural Collapse (Stations 14 & 21)

- NFPA Fire Officer I
- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue
- EMT-I/A / Paramedic*

Fire Lieutenant – Special Operations – Swift Water (Station 11)

- NFPA Fire Officer I
- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Watermanship Test
- Swiftwater Rescue Technician I
- Swiftwater Rescue Technician II
- Boat Operator Certification
- EMT-I/A*

Fire Lieutenant – Special Operations (Squad 4)

- NFPA Fire Officer I
- HazMat Technician
- Chemistry of Hazardous Materials
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue
- EMT-I/A*

Fire Lieutenant – EMS Logistics

- NFPA Fire Officer I
- Paramedic

Fire Lieutenant – Command Technician (Field Operations)

- NFPA Fire Officer I
- EMT-I/A*

Fire Lieutenant – Airport Operations

- Airport Rescue Firefighter (ARFF)
- Airport Master Firefighter (AMF) - Preferred
- NFPA Fire Officer I
- NIMS 100, 200, 700, 701, 702, 703, 704 and 800
- EMT-I/A*

Fire Lieutenant – Med Unit (Airport)

- Airport Rescue Firefighter (ARFF)
- Airport Master Firefighter (AMF) - Preferred
- NFPA Fire Officer I
- Paramedic

Fire Lieutenant – Inspections (Airport)

- Airport Rescue Firefighter (ARFF)
- NFPA Fire Officer I
- Inspector I
- 101 Life Safety Code
- EMT-I/A*

Fire Lieutenant – Office of Professional Standards

- NFPA Fire Officer I
- Peace Officer Certification
- Report Writing
- Interviews / Interrogations
- Internal Affairs Investigator
- EMT-I/A*

Fire Lieutenant – Inspections

- NFPA Fire Officer I
- Inspector I
- 101 Life Safety Code
- EMT-I/A*

Fire Lieutenant – Fire Investigations

- NFPA Fire Officer I
- Peace Officer Certification
- Arson I
- Arson II
- Interviews / Interrogations
- EMT-I/A*

Fire Lieutenant – Training

- NFPA Fire Officer I
- NPQ Instructor I
- NPQ Instructor II
- EMT-I/A*

Fire Lieutenant – Communications & Information Technology

- NFPA Fire Officer I
- EMT-I/A*

CAREER ADVANCEMENT

CAPTAIN

The purpose of the job is to provide higher level supervisory and administrative duties for an assigned department. Duties include, but are not limited to: supervising staff; delegating assignments; preparing reports and routine correspondence; developing operational plans and annual budget; and attending meetings. Has thorough knowledge of the principles, practices and procedures of the City and the Fire Department operations and functions. Has thorough knowledge of management, fire, inspections, and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Is able to develop and administer policies, procedures, plans and activities and to monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staff plans and objectives for the expedience and effectiveness of specific duties of the City.

Is able to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job. Abreast of any changes in policy, methods, operations, budgetary and equipment needs, etc. as they pertain to departmental operations and activities. Is able to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Is able to assemble information and make written reports and documents in a concise, clear and effective manner.

Have good organizational, management, human relations, and technical skills. Is able to use independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems. Has the ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Is knowledgeable and proficient with computers. Is able to read, understand and interpret inspection and budgetary reports and related materials.

Fire Captain – Field Operations

- Associate Degree
- NFPA Fire Officer II
- EMT-I/A / Paramedic*

Fire Captain – Special Operations – HazMat (Stations 1 &2)

- Associate Degree
- NFPA Fire Officer II
- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- EMT-I/A*

Fire Captain – Special Operations – Structural Collapse (Stations 14 & 21)

- Associate Degree
- NFPA Fire Officer II
- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue
- EMT-I/A*

Fire Captain – Special Operations – Swift Water (Station 11)

- Associate Degree
- NFPA Fire Officer II
- HazMat Technician
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Watermanship Test
- Swiftwater Rescue Technician I
- Swiftwater Rescue Technician II
- Boat Operator Certification
- EMT-I/A*

Fire Captain – Special Operations (Squad 4)

- Associate Degree
- NFPA Fire Officer II
- HazMat Technician
- Chemistry of Hazardous Materials
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue
- EMT-I/A*

Fire Captain – EMS Supervisor

- Associate Degree
- NFPA Fire Officer II
- Paramedic

Fire Captain – Recruitment

- Associate Degree
- NFPA Fire Officer II

Fire Captain – Airport Operations

- Associate Degree
- NFPA Fire Officer I
- Airport Rescue Firefighter (ARFF)
- EMT-I/A*

Fire Captain – Inspections (Airport Operations)

- Associate Degree
- NFPA Fire Officer II
- 101 Life Safety Code
- Inspector I
- Inspector II
- Fire Educator I
- Airport Rescue Firefighter (ARFF)
- Airport Master Firefighter (AMF) - Preferred
- NIMS 100, 200, 700, 701, 702, 703, 704, and 800
- EMT-I/A*

Fire Captain – Inspections

- Associate Degree
- NFPA Fire Officer II
- 101 Life Safety Code
- Inspector I
- Inspector II
- Fire Educator I
- EMT-I/A*

Fire Captain – Fire Investigations

- Associate Degree
- NFPA Fire Officer II
- Peace Officer Certification
- Arson I
- Arson II
- Interviews / Interrogations
- EMT-I/A*

Fire Captain – Training

- Associate Degree
- NFPA Fire Officer II
- NPQ Instructor I
- NPQ Instructor II
- EMT-I/A*

Fire Captain – Capital Projects/Real Property

- Associate Degree
- NFPA Fire Officer II
- EMT-I/A*

Fire Captain – Logistics

- Associate Degree
- NFPA Fire Officer II
- EMT-I/A*

CAREER ADVANCEMENT

BATTALION/SECTION CHIEF

The purpose of this job is to perform higher-level supervisory and administrative duties for an assigned department. Duties include, but are not limited to: supervising staff; directing activities; coordinating budget requests; handling paperwork; monitoring expenditures; coordinating purchases; performing expenses; and preparing correspondence.

Has extensive knowledge of the principles, practices and procedures of the City and various Fire Department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities, and monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staffing plans and objectives for the expedience and effectiveness of specific duties of the City. Ability to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Ability to remain abreast of changes in policy, methods, operations, budgetary and equipment needs, etc. pertaining to departmental operations and activities. Ability to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Ability to assemble information, write reports, and draft documents in a concise, clear, and effective manner. Possess exceptional organizational, management, human relations, and technical skills. Ability to execute independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Has the ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Must be knowledgeable and proficient with firefighting equipment and office equipment; such as computers, printers, scanners, etc. Proficient in Microsoft Word, PowerPoint, Excel, and other programs used by the department. Ability to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and/or related materials.

Battalion Chief – Airport Operation

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 100, 200, 300, 400, 700, 701, 702, 704, & 800
- EFO (Preferred)
- CFOD (Preferred)
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- EMT-I/A*

Section Chief – Airport Operation (EMS)

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 100, 200, 300, 400, 700, 701, 702, 704, & 800
- EFO (Preferred)
- CFOD (Preferred)
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- Paramedic

Section Chief – Airport Operation (Inspections)

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 100, 200, 300, 400, 700, 701, 702, 704, & 800
- EFO (preferred)
- CFOD (preferred)
- 101 Life Safety Code
- Inspector I and II
- Fire Educator I
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- EMT-I/A*

Section Chief – Office of Professional Standards

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (preferred)
- CFOD (preferred)
- Peace Officer Certification
- Report Writing
- Interviews / Interrogations
- Internal Affairs Investigator
- EMT-I/A*

Battalion Chief – Field Operation

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (Preferred)
- CFOD (Preferred)
- EMT-I/A*

Section Chief – Field Operation (EMS)

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (Preferred)
- CFOD (Preferred)
- Paramedic

Section Chief – Training

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (Preferred)
- CFOD (Preferred)
- NPQ Instructor I
- NPQ Instructor II
- EMT-I/A*

Section Chief – Downtown (Inspections)

- Bachelor Degree
- NFPA Fire Officer III
- NIMS 300/400
- EFO (Preferred)
- CFOD (Preferred)
- 101 Life Safety Code
- Inspector I
- Inspector II
- Fire Educator I
- EMT-I/A*

CAREER ADVANCEMENT

ASSISTANT CHIEF

The purpose of this job is to perform higher level supervisory, administrative and emergency response services overseeing the functions and operations of an assigned battalion of fire companies in an effort to protect life and property by enforcing all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: supervising staff; directing activities: planning, coordinating and administering firefighting and fire prevention activities; writing and administering policies and procedures; composing, reviewing and completing various reports, documents and correspondence; and processing paperwork.

Has extensive knowledge of the principles, practices and procedures of the City and various fire department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities, and monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staffing plans and objectives for the expedience and effectiveness of specific duties of the City. Ability to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Ability to remain abreast of changes in policy, methods, operations, budgetary and equipment needs, etc. pertaining to departmental operations and activities. Ability to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Ability to assemble information, write reports, and draft documents in a concise, clear, and effective manner. Possess exceptional organizational, management, human relations, and technical skills. Ability to execute independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Must be knowledgeable and proficient with firefighting equipment and office equipment; such as computers, printers, scanners, etc. Proficient in Microsoft Word, PowerPoint, Excel, and other programs used by the department. Ability to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and/or related materials.

Assistant Chief – Field Operations

- Bachelor Degree
- NFPA Fire Officer III
- EFO (Preferred)
- CFOD (Preferred)
- EMT-I/A*

Assistant Chief – Special Operations

- Bachelor Degree
- NFPA Fire Officer III
- EFO (Preferred)
- CFOD (Preferred)
- HazMat Technician
- Chemistry of Hazardous Materials or Organic Chemistry
- Rescue Technician
- Introduction to Technical Rescue
- Core Technical Rescue Disciplines
- Rope Rescue
- Trench Rescue
- Confined Space Rescue
- Structural Collapse Rescue
- Watermanship Test
- Swiftwater Rescue Technician I
- Swiftwater Rescue Technician II
- Boat Operator Certification
- EMT-I/A*

Assistant Chief – Airport Operations

- Bachelor Degree
- NFPA Fire Officer III
- EFO (Preferred)
- CFOD (Preferred)
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- NIMS 100, 200, 300, 400, 700, 701, 702, 703, 704, and 800
- EMT-I/A*

Assistant Chief – Technical Services

- Bachelor Degree
- NFPA Fire Officer III
- EFO (Preferred)
- CFOD (Preferred)
- EMT-I/A*

JOB DESCRIPTION

DEPUTY CHIEF

The purpose of this job is to perform a higher level of management, and supervisory and administrative duties within an assigned division overseeing the functions and operations in accordance with all city fire codes, ordinances and fire laws and regulations of the state for which the assigned department is accountable. Duties include, but are not limited to: supervising staff; directing activities; managing field commands and operations; providing management support in planning, developing, interpreting, and implementing various division policies, goals, and objectives of the department; reviewing and preparing reports; overseeing interdepartmental relations; and processing paperwork.

Has extensive knowledge of the principles, practices and procedures of the City and various fire department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities, and monitor performance of subordinates against measured established goals. Knows how to develop and administer operations and staffing plans and objectives for the expedience and effectiveness of specific duties of the City. Ability to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Ability to remain abreast of changes in policy, methods, operations, budgetary and equipment needs, etc. pertaining to departmental operations and activities. Ability to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Ability to assemble information, write reports, and draft documents in a concise, clear, and effective manner. Possesses exceptional organizational, management, human relations and technical skills. Ability to execute independent judgment and discretion in managing subordinates including the handling of emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Must be knowledgeable and proficient with firefighting equipment and office equipment; such as computers, printers, scanners, etc. Proficient in Microsoft Word, PowerPoint, Excel, and other programs used by the department. Ability to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and/or related materials.

Deputy Chief – Field Operations

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)
- EMT-I/A*

Deputy Chief – Fire Chief's Office

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)
- EMT-I/A*

Deputy Chief – Airport Operations

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)
- Airport Rescue Firefighter (ARFF) and Airport Master Firefighter (AMF) - Preferred
- NIMS 100, 200, 300, 400, 700, 701, 702, 703, 704, and 800
- EMT-I/A*

Deputy Chief – Technical Services

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)
- EMT-I/A*

CAREER ADVANCEMENT

FIRE CHIEF

The Fire Chief represents and stands accountable for the fire department's actions to internal and external stakeholders. Duties include, but are not limited to: supervising staff; managing and coordinating the Fire Chief's Office, Operations, Airport Fire Services and Technical Services Divisions; enforcing all city and state fire codes, ordinances, laws and regulations; establishing rules and regulations; developing specifications; preparing plans; and processing paperwork.

Has extensive knowledge of the principles, practices and procedures of the City and various fire department operations and functions. Has extensive knowledge of management, fire, maintenance, emergency medical and budgetary practices, policies and procedures as necessary in the completion of daily responsibilities. Ability to develop and administer policies, procedures, plans and activities, and monitor performance of subordinates against measured, established goals. Knows how to develop and administer operations and staffing plans and objectives for the expedience and effectiveness of specific duties of the City. Ability to develop and implement long-term goals for the department in order to promote effectiveness and efficiency. Has extensive knowledge of all applicable laws, ordinances, policies, standards and regulations pertaining to the specific duties and responsibilities of the job.

Ability to remain abreast of changes in policy, methods, operations, budgetary and equipment needs, etc. pertaining to departmental operations and activities. Ability to effectively communicate and interact with subordinates, elected officials, management, employees, members of the general public and all other groups involved in the activities of the City as they relate to the department. Ability to assemble information, write reports, and draft documents in a concise, clear manner. Exceptional organizational, management, human relations, and technical skills. Ability to execute independent judgment and discretion in managing subordinates including emergency situations, determining and deciding upon procedures to be implemented, setting priorities, maintaining standards, and resolving problems.

Ability to comprehend, interpret and apply regulations, procedures, and related information. Has the mathematical ability to handle required calculations. Knowledgeable and proficient with firefighting equipment and office equipment, such as computers, printers, scanners, etc. Proficient in Microsoft Word, PowerPoint, Excel, and other programs used by the department. Ability to read, understand and interpret fire, emergency medical, motor equipment and budgetary reports and/or related materials.

Fire Chief

- Master Degree
- NFPA Fire Officer IV
- CFOD (Preferred)
- EFO (Preferred)

ADMINISTRATIVE SUPPORT

The role of today's Administrative Support Professional in the organization requires a more sophisticated level of communication skills and customer service flair. Administrative Support personnel need much higher business acumen with a good understanding of business and key issues within the organization with a clear understanding of the mission within the organization. As administrative support roles continue to change and grow, individuals are empowered to take more responsibility for defining their work and making contributions to the bottom line. Core emphasis is placed on making decisions, participating on committees, scheduling and coordinating meeting invitations and space, maintaining confidentiality, remaining abreast of organization policies, SOPs, and City Ordinances. Administrative Support professionals must have the ability to see things from others' perspectives, including those of the manager, the City, organization, and the internal/external customers and communities served.

The Administrative Support Professional must be on the same wavelength with the manager in supporting their goals, with the ability to effectively and regularly communicate with the manager in a direct and positive manner. The Administrative Support Professional must learn how the organization works and master their best business strategies in alignment with those of the organization. As the Administrative Support Professional role progresses it is imperative that the Technical training of the individual advances along with it. Administrative Support Professionals are knowledgeable workers with multiple areas of expertise-- being a specialist as well as a generalist. Administrative Support Professionals need a more sophisticated level of know-how in PC project management.

Administrative Support Professionals must master computer software; especially spreadsheets, databases, graphics and e-mail because they are expected to be the software troubleshooters for the office. Administrative Support Professionals must be organized and manage their time properly and effectively. The need for efficient time management and organizational skills are critical. Administrative Support Professionals should exercise initiative stretching beyond the job description determining hidden talents and making them known. Learning new skills related to balancing budgets, human resources or the marketing function of the organization is complementary to the positions.

Administrative Support Professional Progression

Office Assistant, Sr.

- Degree: High school diploma/GED
- Certifications: Secretarial Science

Administrative Assistant

- Degree: Associate of Applied Science in Secretarial Science or Office Administration
- Certifications: Exceptional Office Professional Certificate, Certified Administrative Professional
- Experience: 4 years of experience in an administrative support role

Administrative Assistant, Sr.

- Degree: Associate of Applied Science in Secretarial Science or Office Administration
- Certifications: Certified Administrative Professional, Organization Management Certification, Microsoft Office Specialist
- Experience: 4-6 years of experience in an administrative support role

*Executive Assistant

- Degree: Bachelor of Arts - Office Management, Bachelor of Arts
- Certifications: Project Management, Organizational Management, Microsoft Office Specialist
- Experience: 4-6 years of experience in an administrative support role; 2 years of experience supporting an executive

*Denotes a position not offered in Atlanta Fire Rescue Department. However, the position does exist in other City Departments.

Business and Fiscal Management

The purpose of the Business and Fiscal Management Section positions is to provide daily oversight and management of all financially related matters while functioning as the departmental liaisons to the Departments of Finance, Procurement, Human Resources and the Mayor's Office. Specifically, the Section manages financial planning and budgeting, procurement of goods and services, accounting, bookkeeping, expenditures, revenues, trust funding, grants oversight and management, in addition to records' maintenance.

Personnel in this section provide leadership and guidance on creatively implementing goals and objectives while following operational policies, procedure and guidelines detailed in the General Accepted Accounting Principles (GAAP). Personnel interact, mediate and respond to requests and complaints from vendors, contractors, internal and external stakeholders of the City to resolve problems and issues. The section administers the department's annual budget by monitoring and tracking expenditures for personnel, operations, equipment, supplies, contracts, capital expenditures, debt, etc.

Knowledge of principles and processes for providing customers and personal service, including customer needs assessment, meeting quality standards for services and evaluation of customer satisfaction; principles and methods for presenting, promoting and selling plans or services, including marketing strategy and tactics, plans demonstration, sales techniques; media production, communication and dissemination techniques and methods; business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods and coordination of people and resources.

Skills in using logic and reasoning to identify strengths and weaknesses of alternative solutions, conclusions or approaches to problems; listening and communicating exceptionally to effectively convey information verbally and in writing; analytical thinking with demonstrated talent for identifying, scrutinizing, and improving and streamlining complex work processes.

Ability to apply general rules to specific problems to produce sensible answers; work on own initiative and be proactive in developing and improving the administrative functions; schedule activities, meetings and/or events; routinely gather, collate, and/or classify data; analyze data utilizing a variety of complex processes; operation equipment using a variety of standardized methods; work with a significant diversity of individuals and/or groups; develop and maintain positive working relationships; provide direction and leadership and set priorities.

Fiscal Career Progression

Accounting Technical Specialist/ Procurement Specialist

- Degree: High school diploma/GED
- Experience: 3 years of clerical accounting or budget experience

Budget Analyst, Sr

- Degree: Bachelor's degree in Finance, Accounting, Business/Public Administration
- Experience: 3 years of accounting experience

Business Manager

- Degree: Bachelor's Degree in business/public administration, finance, accounting or related field.
- Experience: 5 years' of direct management and procurement experience is required.
- Certifications: Certified Purchasing Manager (CPM) or procurement certifications; Grant Professionals Certification (GPCI) or a Grant Writing Certification for Public Grants/funding; Certified Financial Planner (CFP); or, any business, Human Resource, Accounting or Management certification associated with an accredited university while seeking either a Bachelor's or Master's degree.

Human Resources

The purpose of the Human Resources section is to provide professional and analytical support to department personnel by following standardized procedures and written instructions to accomplish assigned tasks.

Ensures accurate and timely flow of personnel transactions from the assigned operating unit. Runs reports to analyze and compile data identifying trends within the operating unit. Collaborates with recruiting and candidate tracking and relationship management; offers development and onboarding of new employees to assigned client groups. Focuses on leveraging relationships with DHR to provide guidance to managers and supervisors for performance issues, disciplinary action or employee grievances. Provides guidance on the interpretation and implementation of City Code, workplace policies and practices and relevant federal and state laws and regulations. Provides support for investigations and collects and maintains information and documentation.

Knowledge of laws and regulations related to HR (e.g. FLSA, ADA, FMLA, and Title VII) and knowledge of two or more core areas of HR, i.e. talent management, compensation, etc. Skills in communicating clearly and effectively orally and in writing at all levels within and outside the organization. Ability to maintain professional composure when dealing with emotional or confrontational circumstances and to understand/interpret current City policies, practices, and procedures.



City of Lompoc Fire Department

Developmental Succession Plan

Executive Summary

Members of our Fire Department Team are our most valuable asset. The department is committed to being a leading edge, dynamic, flexible, customer service-driven organization made up of dedicated, well trained, “can-do” professionals. We recognize that recruiting, developing, and preparing personnel for advancement throughout the organization, especially in supervisory and management positions, is essential to maintaining a professional, cohesive, and effective all-risk emergency service agency. Our organizational health and readiness depends primarily on developing our firefighters for greater leadership responsibility, a process that begins when an individual steps into the department as a Recruit Firefighter.

This plan has been developed in consultation with the membership of the department to provide a clear pathway along the continuum of professional development to all members from Recruit Firefighter to Fire Chief, and to provide every available resource necessary for success.

Plan Elements

- 1) Organizational Positions
- 2) Recruitment
- 3) Training, Certification, and Education
- 4) Mentoring and Coaching
- 5) Position Task Books
- 6) Promotional Examinations

These elements taken in total and applied consistently provide a comprehensive, valid, and measurable system from which to produce the highest quality Firefighters, Engineers, Fire Officers, and Chief Officers. Through their application, we intend for the organization to thrive and expand operationally, grow professionally and collegially, become increasingly exemplary in Santa Barbara County and California, and, for the services we provide to our citizens to continue to be delivered at an outstanding level. Our most important duty, and the driving force behind this plan, is to maintain the public’s trust in us as service professionals.

1. Organizational Positions

- A. *Auxiliary Firefighter*: An operational position that supports full-time personnel during emergencies and program administration under the direct supervision of a Company Officer. The Auxiliary Firefighter is responsible for engaging in training, working a minimum of one 24-hour shift per month, and maintaining basic qualifications. The Auxiliary Firefighter is subordinate to the Firefighter and directly responsible to the Captain.
- B. *Firefighter*: An operational position on an engine company, squad, or multi-use vehicle. Work involves fire suppression, administration of emergency medical service, equipment maintenance, and station duties. The Firefighter is subordinate to the Engineer and directly responsible to the Captain.
- C. *Engineer*: An operational position on an engine company, squad, or multi-use vehicle. Work involves driving/operating apparatus, fire pump operation, and equipment maintenance and repair. The Engineer is directly responsible to the Captain.
- D. *Captain*: An operational and supervisory position on an engine company. Work involves emergency and non-emergency supervision of a crew, program management, and direction of daily station operations. The Captain is directly responsible to the Battalion Chief.
- E. *Fire Marshal*: An administrative staff/supervisory position responsible for overseeing the Life Safety Division that includes all building inspection and code enforcement, weed abatement, plans checks, public education, and other related fire prevention duties. The position is held by a Battalion Chief who is directly responsible to the Fire Chief.
- F. *Battalion Chief*: An operational and administrative position responsible for emergency management and shift supervision. Work involves emergency scene command, implementation of mission goals and objectives, and implementation/oversight of operational programs. The Battalion Chief is assigned to a shift and has specific program responsibilities. The Battalion Chief is directly responsible to the Fire Chief.
- G. *Fire Chief*: An administrative position responsible for providing vision, leadership, and direction to the department. Work involves short- and long-term strategic planning, goal-setting, organizing, and directing staff in carrying out the mission of preventing and reducing life and property loss. The Chief is directly responsible to the City Administrator.

2. Recruitment

Maintaining a strong organizational foundation begins with the recruitment process. Firefighting has become an extremely technical and competitive profession, driving candidates to achieve considerable pre-employment educational and experiential qualifications. The pool of candidates from which we draw our future firefighters is greatly enhanced by this fact.

We additionally consider the size of our organization, high performance expectations, operational work tempo, city demographics, and service demands in applying our recruitment strategy to ensure that we select the candidates who are best-suited for carrying our mission into the future. The recruitment process is designed with flexibility that allows for selecting candidates best suited for our organizational needs at the time of hire. The department may choose to recruit highly qualified (lateral) candidates needing minimal training for duty, less qualified (entry level) candidates who the department will train more extensively for the job, or employ a combination of hiring both entry level and lateral candidates. The department and city will determine the most appropriate method at the time of recruitment.

3. Training, Certification, and Education

To aid in professional development, the following matrices outline a balance of qualifications, including formal education, that are expected to be achieved in a given rank. In planning for their professional futures, personnel are strongly encouraged to acquire courses in advance of actual promotion.

AUXILIARY FIREFIGHTER – Personnel hired in this capacity are expected to maintain required certifications and participate fully in the auxiliary program as designed. The department actively recruits full-time firefighters from this position.

Curriculum	System	Hours	Modality
Firefighter 1	CFSTES	Min. 6 mo.	Academy/ In-service
Hazardous Materials First Responder - Operations	OES	-	Academy
California Driver License	DMV	-	
EMT Accreditation in Santa Barbara County	EMSA		
CPAT or Biddle Agility Test		-	
24-hour shift per month.	LFD	24	In-service
	Total	24+	

FIREFIGHTER - The primary focus during the probationary period is successful completion of the in-house Academy and all quarterly examinations.

Courses	System	Hours	Modality
OSFM Firefighter 1	CFSTES	348	Academy
OSFM Firefighter 2	CFSTES	Varied	In-service
Hazardous Materials First Responder - Operations	FSTEP	16	Academy
LARRO	CFSTES	40	Academy
Rescue Systems 1	CFSTES	40	In-service
Confined Space Rescue Awareness	CFSTES	16	In-service
Trench Rescue	CFSTES	40	In-service
I-200 Basic ICS	NWCG	16	Academy
ICS-700.A Introduction to NIMS	FEMA	2	Online
S-215 WUI Operations	NWCG	32	In-service
S-190 Introduction to Wildland Fire Behavior	NWCG	8	Academy
	Total	558	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
Mandated and In-Service Training	LFD	Varied	In-service
Optional Skills EMT Certification	LFD	86	In-service
Additional Education/Certification			
OSFM Firefighter 1 and 2 Certificates	CFSTES	NA	In-service
Complete Succession Engineer Task Book	LFD	Varied	In-service

ENGINEER - Personnel aspiring to the Engineer position will have a minimum of two years of career, full-time paid fire service experience at the time of application.

Courses	System	Hours	Modality
Driver/Operator 1A	CFSTES	40	In-service
Driver/Operator 1B	CFSTES	40	In-service
Rescue Systems 2	CFSTES	40	In-service
S-234 Ignition Operations	NWCG	32	In-service
S-270 Basic Air Operations	NWCG	16	In-service
S-290 Intermediate Wildland Fire Behavior	NWCG	15	In-service
IS-800.B The National Response Framework	FEMA	4	Online
	Total	187	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
Mandated and In-Service Training	LFD	Varied	In-service
Optional Skills EMT Certification	LFD	86	In-service
Additional Education/Certification			
OSFM Driver/Operator Certificates	CFSTES	NA	In-service
Complete Succession Captain Task Book	LFD	Varied	In-service

CAPTAIN - Personnel aspiring to the this position will have a minimum of five years of career, full-time paid fire service experience at the time of application.

Courses	System	Hours	Modality
Company Officer 2A: HR Management	CFSTES	40	In-service
Company Officer 2B: General Admin. Functions	CFSTES	20	In-service
Company Officer 2C: Inspections and Investigation	CFSTES	40	In-service
Company Officer 2D: All-Risk Command Operations	CFSTES	40	In-service
Company Officer 2E: Wildland Incident Operations	CFSTES	40	In-service
I-300 Intermediate ICS	NWCG	24	In-service
Hazardous Materials Incident Commander	CalEMA	24	In-service
	Total	228	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
Mandated and In-Service Training	LFD	Varied	In-service
Optional Skills EMT Certification	LFD	86	In-service
IAFC Officer Development Program - COLS 1, 2, 3	IAFC	63	In-service
AR-330 Strike Team Leader - Engine	NWCG	40	In-service
Additional Education/Certification			
OSFM Company Officer Certificate	CFSTES	NA	In-service
Associate of Art or Science Degree		NA	In-service
Complete Succession Battalion Chief Task Book	LFD	Varied	In-service

FIRE MARSHAL - Personnel aspiring to this staff position will have a minimum of five years of career, full-time paid fire service experience as a Company Officer at the time of application.

Courses	System	Hours	Modality
Fire Management 1: Supervision for the Comp. Officer	CFSTES	40	In-service
Fire Instructor 2B: Group Discussion Techniques	CFSTES	40	In-service
Fire Management 2A	CFSTES	40	In-service
Fire Management 2B	CFSTES	40	In-service
Fire Management 2D	CFSTES	40	In-service
Fire Management 2E	CFSTES	40	In-service
Certified Plans Examiner (*2018 requirements)	CFSTES	160	In-service
	Total	400	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
IAFC Officer Development Program - Chief 1 and 2	IAFC	42	In-service
Additional Education/Certification			
OSFM Fire Marshal Certification	CFSTES	Varied	In-service
Associate of Art or Science Degree		Varied	In-service
Complete Succession Fire Chief Task Book	LFD	Varied	In-service

BATTALION CHIEF - Personnel aspiring to the Battalion Chief position will have a minimum of five years of career, full-time paid fire service experience as a Company Officer at the time of application.

Courses	System	Hours	Modality
Chief Fire Officer 3A: Human Resources Management	CFSTES	26	In-service
Chief Fire Officer 3B: Budget and Fiscal Resp.	CFSTES	18	In-service
Chief Fire Officer 3C: General Admin. Functions	CFSTES	24	In-service
Chief Fire Officer 3D: Emergency Service Delivery	CFSTES	24	In-service
I-400 Intermediate ICS	NWCG	16	In-service
Hazardous Materials Assistant Safety Officer	CalEMA	16	In-service
	Total	124	
Supplemental Training			
Quarterly Modular EMT Refresher	LFD	12 CE/yr	In-service
Mandated and In-Service Training	LFD	Varied	In-service
IAFC Officer Development Program - Chief 1 and 2	IAFC	42	In-service
Additional Education/Certification			
OSFM Chief Officer Certificate	CFSTES	NA	In-service
Strike Team Leader - Engine Certification	CICCS	NA	In-service
Bachelor of Art or Science Degree		NA	In-service
Complete Succession Fire Chief Task Book	LFD	Varied	In-service

FIRE CHIEF – Qualification for this executive leadership position are a culmination of knowledge, skills, and experience developed over a service career; a minimum of five years of career, full-time paid experience as a Chief Officer at the time of application.

Courses	System	Hours	Modality
Executive Chief F.O. 4A: Human Resource Mgmt	CFSTES	28	In-service
Executive Chief F.O. 4B: Community and Govt Relations	CFSTES	10	In-service
Executive Chief F.O. 4C: Administration	CFSTES	30	In-service
Executive Chief F.O. 4D: Emergency Service Delivery	CFSTES	40	In-service
Executive Chief F.O. 4E: Health and Safety	CFSTES	14	In-service
	Total	122	
Supplemental Training			
Mandated and In-Service Training	LFD	Varied	In-service
NFA Executive Fire Officer Program (EFOP)	NFA	Varied	In-service
Additional Education/Certification			
OSFM Executive Chief Fire Officer Certificate	CFSTES	NA	In-service
Master of Art or Science Degree		NA	In-service

In addition to the above, this position requires additional management and leadership competency at the executive level, which may be obtained through a variety of educational and experiential means obtained throughout one's service career. At a minimum:

- A vision of the future and an ability to set/achieve strategic goals and objectives to reach it;
- Political acumen and fostering of functional, collegial relationships with community groups, council members, city staff, outside agency personnel, and media to build consensus around and buy-in to the department's vision;
- Certification as a Fire Chief by the Center for Public Safety Excellence;
- A Master of Science or Art degree in Public Administration, Business, Fire Science or other related field (desired);
- Active membership in the International Association of Fire Chiefs, CalChiefs, and the Fire Chiefs Association of Santa Barbara County.

4. Mentoring and Coaching

A vital aspect of developing and preparing personnel for advancement is to provide for observation and learning directly alongside a mentor. Through the mentoring process, existing leaders identify and develop personnel (emerging leaders) via demonstration, observation, co-performance, and evaluation. The existing leadership of the department (Chief, Chief Officers, and Company Officers) is committed to investing in personnel leadership development and will engage directly in mentoring. Personnel desiring to promote may select a mentor to aid and guide them toward his/her goals. A mentor may also be assigned based on the needs of the organization. The expectation of the mentor/mentee relationship is one of mutual interaction in which the mentor's skills and resources are shared, and by which the mentee develops and expands his/her skills. To be selected as a mentor is an honor and those selected are expected to treat the privilege as such by making themselves open and available to their mentee as often as possible and to the degree sought.

Such direct involvement also provides an opportunity for coaching members toward successful advancement. Direct input into the positive and negative performance aspects of an individual is an essential tool in developing skills and abilities. Coaching is expected not only of a mentor, but also of all department personnel as they interact and influence those seeking promotion. *This process is so vital to our future that the department is committed to focusing 25 - 30% of its operational time to leadership development.*

5. Position Task Books

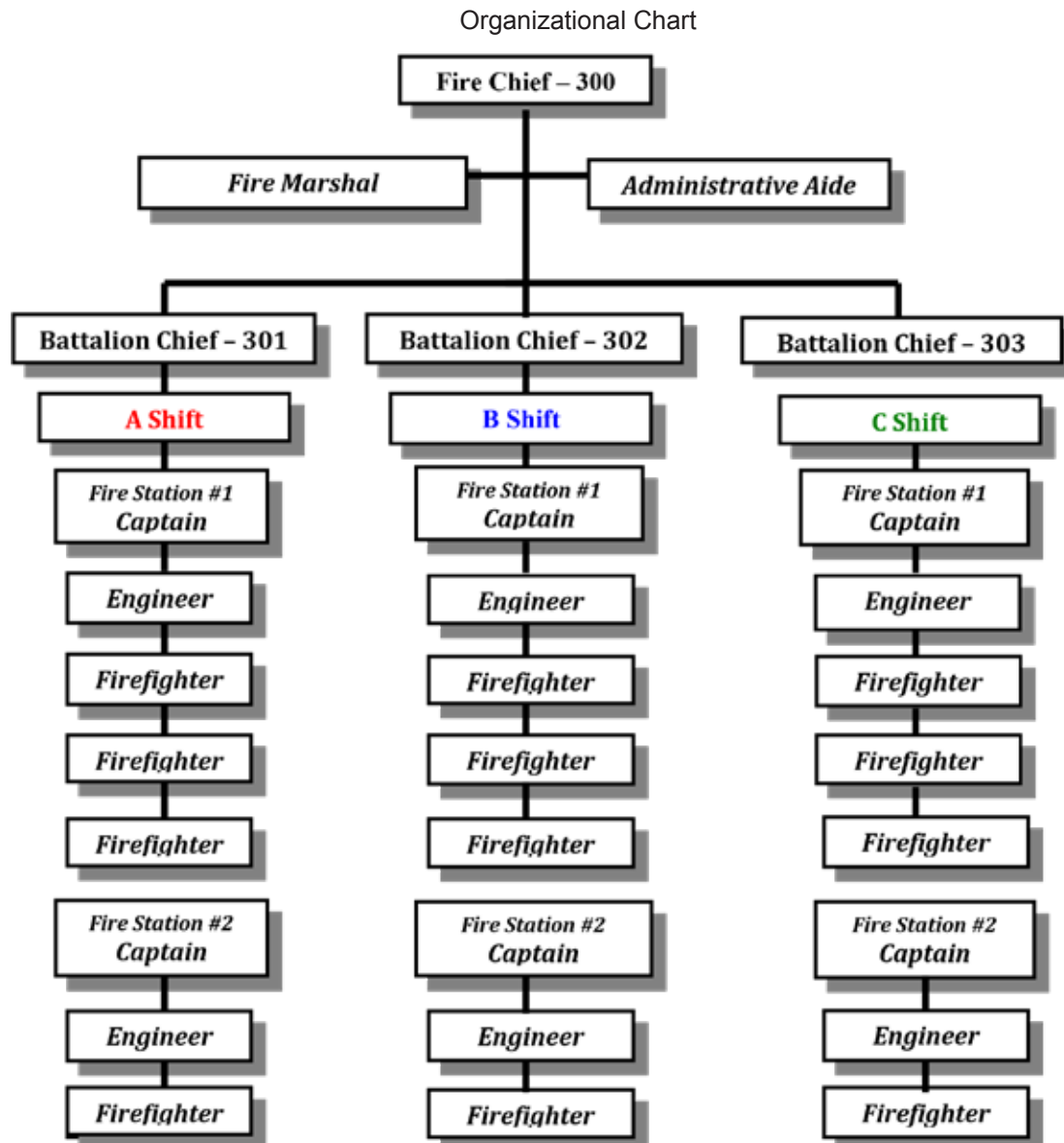
Task Books are associated with each position in the department and are designed to guide personnel in achieving competencies necessary for success in a given position. To be eligible for competitive promotional examinations, personnel will open and complete the task book for the position sought by the time of application.

Acting certification is granted upon successful completion of position task books, completion of respective testing and evaluation, and final approval of company and chief officers.

6. Promotional Examinations

When position vacancies arise, personnel will participate in competitive examinations, the passing of which will result in placement on a promotional eligibility list. Candidates on an eligibility list will be equally and fairly considered for promotion by the department's leadership team, with the final decision made by the Fire Chief. Eligibility lists are valid for a minimum of six months, and may be extended per department needs.

To aid in maximizing promotional readiness, the organization may maintain active eligibility lists regardless of position vacancies via recurrent promotional testing. Working closely with the city Human Resources department, promotional testing may be conducted to establish perpetual eligibility lists from which the department will draw to fill vacancies when they arise. Testing frequency can be tailored to meet department needs by planning ahead of anticipated retirements, resignations, and other causes of vacancy. Additionally, such testing recurrence elevates the operational and promotional readiness of our people by requiring them to remain astute and competitive in their skill sets.



Auxiliary Firefighter –

- Observes and participates in hands-on training to develop and maintain Firefighter 1 skills under the direct supervision of a Company Officer.
- Performs basic firefighting duties during emergency operations under the direct supervision of a Company Officer.
- Assists the department in an administrative capacity during fire prevention inspections, public demonstrations, CERT training, CPR instruction, and any other department program where such assistance is needed.
- As a department member, is given additional consideration during the hiring process for vacant positions.

Firefighter –

- Performs fire control, victim rescue, exposure tactics, ventilation, fire containment and extinguishing fires while fighting structural, residential, commercial, industrial, chemical, petroleum, vehicle and wild lands fires;
- Inspects and maintains nozzles, appliances, fittings, fire extinguishers, hand and power tools, ropes, emergency lighting equipment, generators, rescue, first aid and related equipment;
- Operates cutting, boring and sawing tools, lighting, lifting and air moving equipment, various types of extinguishers, appliances, elevators, fire protection and escape systems, radio equipment and meters
- Uses a variety of tools, ropes, knots, ladders, life lines, belts and couplings; • Loads, unloads and carries hoses; connects nozzles and valve fittings; extends and reduces hose lines; lays single and multiple hose lines; lays hoses and operates hose streams above and below street level;
- Raises, climbs, and works from a variety of ladders;
- Provides emergency care and treatment of fire and accident victims; lifts, carries and transports victims;
- Engages in public information activities; conducts fire drills and demonstrates fire equipment; assists in the maintenance of fire station and grounds; conducts inspections of dwellings, public assemblies and commercial, industrial and government buildings; interprets fire and building codes; issues orders to comply with such codes; inspects and tests fire protection systems; examines the storage, handling and use of flammable and combustible liquids and of other hazardous materials; makes recommendations regarding the correction of hazards;
- Assists in the investigation of fires; responds to complaints and requests for information from the public;
- Performs related work as required.

Engineer –

- Responds to alarms; drives fire equipment to fires; operates a pumping engine engaged in regulating water pressure from street mains, or draft, through hose lines to nozzle; studies the geography of the City and knows all streets and 100 blocks;
- Uses hydraulic theory and mathematics to figure correct pump pressure to ensure required water pressure at the nozzle; assumes responsibility for operation of pumps;
- Cleans, washes, and services equipment; inspects equipment and motor of pump; cleans and maintains hose carried on equipment;
- Places truck in appropriate position at the scene of a fire or in other emergencies; performs a full range of firefighting duties;

- Conducts inspections of public assemblies and commercial, industrial or governmental buildings and other public establishments to secure compliance with codes and regulations pertaining to fire safety; issues orders to comply with codes; inspects and tests fire protection systems; examines the storage, handling and use of flammable liquids and other hazardous materials; makes recommendations regarding correction of hazards;
- Assists in the investigation of fires;
- Assumes charge of an engine company in the absence of the Captain;
- Performs related work as required.

Captain –

- Responds to fire alarms and emergencies; gives direction to personnel and personally assists in the work of extinguishing fires and in performing related life and property protection;
- Maintains discipline on calls and in company quarters; assigns daily work to staff; prepares performance evaluations; recommends commendations and discipline; records company activities in daily journal;
- Prepares reports of company activities for chief officers; inspects personnel, equipment and company quarters; performs or assists in company inspections, classroom instructions and in the preparation of sketches, charts, and instructions for fire suppression purposes;
- Drills and instructs personnel in the use of hoses, nozzles, ladders and other portable firefighting equipment; instructs personnel on location of public buildings, their fire hazards, and the methods of combating fires in such places, conforming in training and instructional work with department policy and procedures;
- Performs fire investigation duties;
- Arranges public information programs;
- Maintains records and prepares reports;
- Assumes duties of the Battalion Chief during periods of absence;
- Performs duties of fire fighter and fire engineer as required and as licenses and certifications permit;
- Performs related work as required.

Fire Marshal –

- Plans, directs, develops and manages comprehensive programs relating to building inspection, code enforcement and fire prevention activities falling within the Division;
- Develops, implements, and monitors policies, goals, objectives, and priorities in compliance with governing laws, regulations, and guidelines;
- Reviews building plans to determine compliance with codes, regulations and ordinances; calculates fees and issues permits;
- Coordinates building activities with other City divisions and outside agencies;
- Prepares reports and recommendations to the City Council, makes recommendations to the Fire Chief, City Administrator, and public officials; • Provides technical advice to builders and the general public;
- Investigates complaints of code and ordinance violations and other unsafe conditions; may conduct field inspections of building projects; evaluates existing fire safety conditions and federal, state, and local codes applicable to fire safety; recommends policies, procedures, and ordinance revisions as necessary;
- Prepares and administers division budget; develops and directs the building services work plan;
- Assigns work activities, projects, and programs; monitors work flow; reviews and evaluates work products and procedures;
- Meets with architects and builders to discuss plans, code compliance;
- Supervises, trains, and evaluates staff;
- Performs related work as required.

Battalion Chief –

- Performs incident command functions at multi-unit emergencies;
- Assumes administrative responsibility for assigned department-wide functions and programs;
- Makes or recommends decisions regarding hiring, promotions, terminations, discipline or other change in status;
- Conducts fire, safety, health and related inspections, issues notices of violation and follows-up inspections; reviews and recommends modification of codes, regulations and ordinances; evaluates building plans, determines code requirements and conducts on-site construction inspection;
- Plans, organizes, and implements staff training programs presented by the department; schedules personnel to attend training; develops and presents training programs for personnel; conducts drills;
- Prepares functional and department budget; purchases budget items; directs the maintenance of buildings and equipment; prepares administrative studies and reports;
- Assumes responsibility for the operation of the department on an assigned shift; prepares personnel performance evaluations;
- Develops and implements community relations and information programs; • Assumes the duties of the Chief, as assigned; • Performs related work as required.

Fire Chief –

- Plans, organizes, directs and reviews activities of personnel performing fire-fighting, fire inspection, and fire prevention;
- Makes recommendations for the establishment and maintenance of an adequate fire defense organization;
- Makes assignments and supervises subordinate officers in the development and operation of fire training and fire prevention programs;
- Initiates and advises on the development of ordinances and regulations;
- Reviews reports on departmental activities; prepares reports to City Council and City Administrator;
- Prepares plans for improving the City's Insurance Services Office rating;
- Prepares department budget estimates;
- Supervises the preparation and maintenance of records and reports;
- Prepares long-range plans for the development of the Department;
- Approves personnel time sheets;
- Meets with community groups and officials to explain and improve the program of the Department;
- Coordinates activities of the Department with those of departments responsible for water service or problems relative to fire prevention;
- Performs related work as required.

Task Books

- Auxiliary Firefighter
- Firefighter
- Engineer
- Captain
- Fire Marshal
- Battalion Chief
- Fire Chief

Succession Management Process



The succession management process is a unique tool to help ensure sustained organizational effectiveness and survival.

Wausau Fire Department

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10/1/2016

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Executive Summary

The ability of the Wausau Fire Department to achieve and maintain a safe, healthy, economically viable environment for our community is contingent on our ability to plan. As the saying goes, “Failing to plan is planning to fail.” Developing and implementing a comprehensive succession management process that supports our strategic plan represents the Department’s desire to develop a road map for the future success of the communities we serve.

Although most people would agree that succession management is an endeavor that ensures effectiveness and sustainability and should be pursued, very few fire departments have a formal process in place. This point is clear: as baby boomers continue to retire, leadership and institutional knowledge continue to walk out the door with them, and gaps in our work force continue to widen, we continue to neglect succession management at our own peril. This is why the Wausau Fire Department is making a concerted effort to develop and implement a formal succession management process. Almost 40% of our department members have fewer than five years of service, and about 25% have more than 20 years of service. The recent recession seriously hampered our department’s ability to maintain the level of excellence that our stakeholders have come to expect from us, and to which we aspire. With the safety, health, and economic viability of our community at stake, we developed a three-pronged set of initiatives to ensure our success: strategic planning, succession management, and department accreditation.

Because every organization’s needs vary, succession management, like a strategy, must be tailored to the uniqueness of that particular department. However, what can and should be shared are the processes developed to address the elements of succession, which are transferable and adaptable. Succession management often is envisioned as planning for the replacement of a top individual or most senior individuals, such as an assistant chief, chief or deputy chief. Our process, however, is more expansive: it focuses on all key positions crucial for achieving the Department’s mission and realizing its vision for the community. For public safety sustainability, Department positions characterized as “crucial or critical” must be staffed. Without appropriate planning and support, many can be difficult to fill effectively and efficiently as needed.

With this formal commitment to develop all employees throughout their careers, the Wausau Fire Department demonstrates and reinforces the value we place on our employees and their contributions to our community’s safety, health, and economic viability. Additionally, we strengthen our recruitment of new employees and our retention of those who currently are employed. Our community suffers if/when hundreds of years of institutional knowledge and expertise walk out the door, lost forever. These are just a few examples of the benefits to the community of implementing a dynamic succession management process that enables us to sustain the level of excellence that our stakeholders expect of their Wausau Fire Department.

Underlying Assumptions

In April 2016, the Wausau Fire Department embarked upon a succession management process. This journey was undertaken to fortify several areas of weakness that hamper our ability to keep our community safe, healthy, and economically viable. We began by developing the following underlying assumptions. It is important to recognize that because assumptions have expiration dates, our success in protecting our community depends in part on periodically reviewing this list and revising it as needed.

1. The City of Wausau and the Wausau Fire Department desires to recruit and hire the best qualified entry level external candidates.
2. The City of Wausau and the Wausau Fire Department desires to retain, develop and promote qualified personnel from within the agency whenever possible.
3. Enabling the Fire Department to achieve its mission and vision successfully requires a comprehensive succession management process that has a broad training component that goes beyond professional development and is applicable to all employees throughout the agency.
4. The Fire Department’s ability to keep the community safe, healthy and economically viable will be heightened through the objectives set forth by the succession management process and its integration with our strategy and accreditation processes.

5. The succession management process is designed to provide a systematic structure to support the achievement of the goals outlined in the Fire Department's strategy. However, the door remains open to our taking expedient action when there are opportunities that, while perhaps not aligned with the Department's strategy, add value to the community and endorse our mission and vision. For example, mobile integrated health care was not addressed in the strategy but does align with both our mission and vision and therefore will be incorporated into our succession management process.
6. To assist the Fire Department, reach a sustainable level of the service excellence to which we aspire and which the community deserves, we anticipate that it will have the on-going commitment to, and support of, the succession management plan outlined in this document from our city's elected and appointed officials, our Mayor, our Police and Fire Commission, our Fire Chief and all of our Fire Department personnel.
7. Our stakeholders understand that succession management is an on-going process that evolves over time to meet and exceed the expectations and changing needs of the community.
8. Although this document includes all elements of a comprehensive succession management process that will help advance the community's safety, health, and economic viability, stakeholders understand that realistically, not all of them are attainable in the near-term. Analogous to the incident command system, this process is designed to be flexible and readily adaptable to the needs of the community and the availability of resources necessary to address them.

Introduction to Succession

Why plan for the worst case scenario,

When you want the best case scenario?

Plan for what you want!

Succession management is an on-going, long-term, systematic **process** to develop talent throughout the organization so that there is a readily available, qualified pool of candidates to fill critical positions as they become vacant. The key is to put systems in place to make certain that members are well prepared and can be successful in filling mission-critical positions, performing critical functions and/or supplying critical skills. A position/function/skill is considered critical if the failure to staff/performance/provide it results in the agency's inability to achieve its mission. For example, the payroll function of the Department is considered critical because if this task is not performed, the Wausau Fire Department would be unable to accomplish its mission of "providing rapid, professional emergency services to protect and enhance the community."

Similar to a strategy, succession management is a forward-looking process that considers both current and future needs. True succession planning takes time; it is a thoughtful, dynamic process, not an event. To ensure their success, the objectives of this process will be embedded in the Department's strategic plan. Although succession often focuses only on senior-level positions, the Wausau Fire Department will avoid the costly errors that result from taking such a short-sighted view by expanding this model to include vulnerable positions, functions and skills throughout the organization. It is a near certainty that positions, functions or skills that are necessary today will lose their value or be replaced with a more effective model in the future. A viable succession management process allows us to monitor and address these issues continuously and proactively so the Department will be successful in achieving its mission of providing rapid, professional emergency services to protect and enhance our community.

With the development and implementation of an effective succession management process, the Wausau Fire Department is fortifying our ability to sustain our community's safety, health, and economic viability. The following list identifies some of the ways in which the community will reap the benefits of a comprehensive succession management process:

- Optimization of scarce resources by developing employees in a systematic, coordinated way.
- A heightened level of safety for our members and the community because the right people are in the right jobs, and those in critical positions and performing critical functions are well prepared for their duties.
- Elevated level of efficiency by providing a process for collecting, sharing, and preserving valuable and irreplaceable institutional knowledge.
- Enhanced productivity when advancement opportunities are tied to performance.
- Continued readiness of all staff by providing for on-going professional development.
- Achievement of our Department's mission by providing support for its strategic plan and goals.
- Continual improvement by raising the performance bar and thereby accelerating the achievement of the Department's accreditation initiatives.
- Reinforcement in the connection between performance and promotion by communicating expectations and tying advancement to performance.
- Heightened and sustained public confidence that comes with knowing the Department is being led in a manner that is professional, visionary and intentional.
- Maximized return in the community's investment in public safety.
- Workplace that inspires employees to do their best because there is a clear line of sight from each person's job to the agency's vision and mission.
- An effective risk management tool that prevents or mitigates the effects of premature or ill-advised promotions or hires.
- Cost containment tool that over time boosts the retention of good performers by providing a definitive direction to members who want to advance.
- High levels of trust and confidence in staff and the public because the process is transparent and tied directly to the safety, health, and economic viability of the community.

Succession Management Process Steps

- Step 1: Determine key elements of succession to be included in the process (Size-up)
- Step 2: Perform a vulnerability assessment and prioritize the listed elements (Triage)
- Step 3: Develop a written succession management process
- Step 4: Develop a written implementation plan
[include estimated return on succession management investment]
- Step 5: Execute the succession management process through utilization of the implementation plan
- Step 6: Evaluate the process and its elements; revise as needed
- Step 7: Lessons learned

Step 1: *Determine key elements of succession to be included in the process (Size-up)*
Taking into account the mission, vision and core values of the organization, determine what elements of succession should or need to be addressed within the process. Although, most often succession emphasizes professional development in the managerial ranks, the Wausau Fire Department has expanded their process to include many ancillary processes that can directly influence or impact the development of talent within the organization. It has been determined that this method will best meet the needs of the Department today and into the future.

Step 2: *Perform a vulnerability assessment and prioritize the listed elements (Triage)*
The term “vulnerability” refers to potential threats to the agency’s ability to achieve its mission. Through the triage process, determine the degree of vulnerability that the Department and the community is being exposed to specific to each element on the list and prioritize appropriately.

Step 3: *Develop a written succession management plan*
Data gathered in steps 1 and 2 will enable you to identify where there are gaps or weaknesses between what’s needed and what’s available in order to achieve the organization’s mission. Create a written document to address those gaps in the short-term and the long-term. The plan must support, and be aligned with, the organization’s mission, vision, values, and strategy.

Step 4: *Develop a written succession management implementation plan*
The purpose of the implementation plan is to spell out the details of how to turn the succession management plan into action. Like a recipe, it describes in detail the desired outcomes as well as how to achieve them. Consulting internal and/or external subject matter experts will save time and resources in the long run.

Step 5: *Implement the succession management process*
Once the written succession management plans are approved, it’s time to take action!

Step 6: *Evaluate the process and its elements; revise as needed*
Both the succession management plan and the related implementation plan must be monitored regularly and updated as needed. Maintain situational awareness of the elements that affect the agency’s ability to achieve its mission so you can take appropriate action as needed in a timely manner.

Step 7: *Lessons Learned*

Background Information

Situation Assessment

The mission of the Wausau Fire Department (WFD or Department) is to provide rapid, professional emergency services to protect and enhance the community. The vision and core values reflect our commitment to going “above and beyond” in providing service excellence by achieving performance standards established through best practices and community expectations. The strategic planning process has certainly helped set a positive direction for the future of public safety in our community; however, several underlying issues threaten to negatively impact that forward momentum if we allow them to go unaddressed. For example, after years of hiring freezes, the number of members retiring easily outpaces the number of people qualified to step up to do their jobs, and the Department’s previous history of inattentiveness to educational requirements for all positions as well as the recent recession’s resultant resource management pressures have highlighted the urgency of remedying these impediments to public safety.

A succession management process that tackles those issues will help ensure that the delivery and quality of service we provide our community is not compromised. As a result, the Wausau Fire Department amended our strategy to include the development and implementation of a comprehensive succession management process. Here are specific examples of some of the anticipated outcomes of this decision.

With the astounding number of recent and anticipated retirements, our community stands to lose decades of experience, institutional and subject-matter knowledge and expertise. Through scheduled retirements during the next five years, nearly 25% of our fire and rescue workforce will exit, as well as 66% of our supervisory and managerial staff (i.e., Lieutenants and Battalion Chiefs). Currently, the WFD has no process to minimize disruptions and ensure the smooth continuity of service by capturing, retaining, and using their collective, invaluable knowledge and expertise. Failure to address this stark reality would be irresponsible, and a grave disservice to our community. A succession management process will mitigate the impact of this deficiency in the short-term and largely eradicate it in the long-term by creating and institutionalizing a robust knowledge management process. Elements of succession that support such a process, some of which exist currently, include the Department’s identification of, and immediate attention to, mission-critical positions, functions, and skills, as well as the alignment of its hiring and promotional processes and apprenticeship/mentorship program with our commitment to the community’s safety, health, and economic viability.

Training and education within the fire service is mission-critical. Given that their jobs require our fire and rescue professionals to make life and death decisions on a daily basis, it is not surprising that proficiencies in the tactical components of emergency response have been the top priority for our members’ training and education. While this focus has obvious and direct benefits to the community, our stakeholders’ expectations that the Wausau Fire Department provide a wider range of services while maintaining or enhancing our level of service excellence, together with the new economic realities that constrain our collective resources, generate greater degrees of responsibility and an understandable demand that the Department conduct business in a more effective and efficient manner. It is clear that there is a “new normal” in our community that is shifting public safety dynamics and triggering unique challenges and additional responsibilities for fire and rescue professionals. This reality cannot be ignored: every decision, no matter how small, is impactful, and there is less and less room for error. The community now requires its public safety professionals to be strong leaders, possess critical thinking skills, communicate diplomatically, collaborate effectively and be financially astute. Because any deficiencies in these areas could be detrimental to the community’s safety, health, and economic viability, the Wausau Fire Department has chosen to establish a succession management process so we can do a better job of identifying training and development needs, standardizing our content, and systematizing our training and educational programs as well as creating and supporting a formal career path that includes professional development for all of our members. Elements of succession management that support this direction include gathering and analyzing workforce data, establishing rigorous and relevant knowledge/skills/abilities/competencies requirements, identifying sources of educational funding, setting high performance expectations and holding ourselves accountable through a robust performance management process, and establishing a systematic professional development program accessible to all members.

Resource management is defined as “the process of using a company’s resources in the most efficient way possible. These resources can include...goods and equipment, financial resources, and labor resources such as employees.” The recent economic environment has foisted additional financial and other burdens upon local governments, requiring officials to make tough budget decisions in the face of competing legitimate needs. Once protected by a “hold harmless” provision, public safety budgets now must compete for municipal dollars on the same bases as other agencies. Constraints such as this have had a negative impact on the level of public safety that is attributable directly to the reduction in training dollars, the delay of capital projects and the backlog of deferred maintenance. The succession management elements specific to resource management include educating stakeholders, providing excellent customer service, identifying sources of educational funding, increasing our currently inadequate staffing levels, and forging and nurturing new, mutually beneficial partnerships that will enhance the safety, health, and economic viability of our community.

Addressing our community’s new reality is both essential and urgent. A continued failure to tackle succession-related issues will leave the Department insufficiently prepared to meet our community’s needs and expectations effectively and efficiently. The issues cited above are a few of the critical success factors for maintaining and improving the level of public safety in our community. For these reasons, the City of Wausau Common Council fully supported the Department’s request to solicit the leadership and expertise of Dr. Pat Lynch for this initiative. Dr. Lynch agreed to educate the Department staff on the “how to” of succession management with the goal of successfully initiating the process and then sustaining it over the long-term so that we may reverse the damage already done and, over time, overcome or mitigate the obstacles to ensuring a safe, healthy, economically viable environment for our community.

Preparation

In preparation for the launch of this strategic initiative, Chief Kujawa and her staff provided Dr. Lynch with background documents that allowed her to assess the Department’s current status relative to where it needs to go. In preparation for a four-day on-site visit, Dr. Lynch customized a number of succession management tools for the Department and developed a training program to educate internal and external stakeholders about how to develop and implement an effective, sustainable process.

On-site Visit

During her visit to the Wausau Fire Department April 18-21, 2016, Dr. Lynch met with Chief Kujawa and her staff, board members of Wausau Firefighters Local 415, and all Department members. She also visited each station, attended the Police and Fire Commission meeting, met newly elected Mayor Robert Mielke, and conducted a half-day training session for the Succession Management Committee, whose attendees included both Department members and outside stakeholders.

Following the all-crew meetings held on April 18, 19, and 20 to explain the succession management initiative, Dr. Lynch met personally with all station crews to solicit members’ ideas about what elements they would like to include in their succession management process. Based on their responses and input from the Committee, the Succession Management Committee identified an initial set of elements to include in the Department’s succession management process. (See Elements of the Wausau Fire Department Succession Management Process Elements section below.)

The initial meeting of the Succession Management Committee, facilitated by Dr. Pat Lynch, was held on Wednesday, April 20, 2016. Its purposes were to (a) provide an overview of the succession process as well as some sample tools and additional resources, (b) report on the feedback provided during the meetings with crew members, (c) begin to identify elements of the Department’s succession management process, and (d) identify next steps. Department attendees included Administrative Assistant Mindy Walker, Firefighter/Paramedic Cody Wiesman, Lieutenant Chris Barber, Firefighter/Paramedic Marc Hill, Firefighter/Paramedic Caroline Kraeger, Firefighter/Paramedic Brian Bauknecht, Lieutenant Mike Tulisari, Firefighter/Paramedic Matt Brockman, EMS Division Chief Scott Habeck, Deputy Chief Josh Klug, Chief Tracey Kujawa, and Battalion Chief Al Antolik. External stakeholders who attended included Don Ryder, City Council President Lisa Rasmussen, community member Brian Gumness, and Captain Ben Bliven of the Wausau Police Department.

Follow-up

Since the on-site visit, Chief Kujawa, her staff, and Dr. Lynch have engaged in regular conference calls to ensure the successful development and implementation of the Department’s succession management process. Progress to date is described in the Current Status section below.

Elements of the Wausau Fire Department Succession Management Process

The list below represents the elements selected by the Succession Management Committee for inclusion in our Department's succession management process. Going forward, the Committee members, in collaboration with Wausau Fire Department employees, will add to, or otherwise modify, this list. To illustrate specifically how the succession management elements support the Department's strategy, they are categorized according to our eight strategic initiatives. Note that all elements support multiple initiatives, and several support all eight; however, each element is listed in only one category.

Strategic Initiatives

Succession Management Elements

- | | |
|------------------------------|--|
| 1. Recruitment and retention | Marketing the Department's public safety "big picture"
Integration of mission, vision, and core values
Workforce analysis (on-going)
Procedurally fair promotional process
Effective external hiring process
Accurate, complete current position descriptions
Professional development
Written career path that covers rookie through fire chief ranks and includes civilian staff |
| 2. Community/Relationships | Community of advocates for public safety
Communication of the value the WFD provides to the community
Synergistic internal and external partnerships
Effective team work with external stakeholders
On-going stakeholder education
Feedback mechanisms that assess stakeholder expectations/needs
Openness to giving and receiving information |
| 3. Maintenance of equipment, | Infrastructure assessment and alignment software, and facilities
Outcomes-based measurement systems
Assessment of resource availability
Resource prioritization process
Feasible and fiscally sound equipment/facilities maintenance and replacement plan |
| 4. Financial | Results-based perspective/Department's value to the community
On-going communication with and among relevant parties
Internal and external educational funding sources
Financial literacy
Mindset: succession management enhances community's safety, health, and economic viability
Procedural fairness embedded in all processes
Alignment with Department's strategy and City's mission |
| 5. Organizational – City | Political process awareness and literacy
Language skills that frame context appropriately
Continuous connection of the value "dots"
Compelling public safety "big picture"
Updated, complete, and accurate community risk assessment
Identification of viable options for resource allocation decisions
Communication of impact of options on public safety |

6. Organizational – Departmental Written succession management plan
 Written succession process implementation plan
 Healthy, collaborative labor-management relations
 Effective team work within the Department
 Culture of leadership throughout the Department
 Organizational readiness assessments
7. Operational Consistent, standardized training content
 Documentation methods, tools, and systems
 Accessibility
 Infrastructure in place
 Connect the value “dots”
 Stakeholder education (internal and external)
 Measurement
 Accountability mechanisms
 Impact on public safety
 Provide options
8. Training and development Easy accessibility to training and development opportunities
 Assessment of workforce readiness
 Evaluation processes that identify programs’ effectiveness
 Individual career paths
 Formal and informal mentoring programs
 Leadership development opportunities for all members
 User-friendly infrastructure that supports multiple learning
 methods and media
 Apprenticeship program
 Accurate, current list of internal and external training and
 professional development opportunities

Current Status and Where We Go from Here

Current status: Progress between on-site visit in April and January 1, 2017:

- Established a baseline for workforce risk assessment
- Began collection of workforce data
- Improved productivity by developing templates for several processes (e.g., workforce data)
- Met with crew members on a regular basis with the intent to update members and solicit involvement with succession projects i.e. knowledge brief
- Increased effectiveness and efficiency by developing a matrix to show the alignment of, and interaction among, the three major initiatives: strategy, succession, and accreditation
- Launched the knowledge management process by developing several knowledge briefs
- Conducted performance management training for all staff
- Annual performance appraisals completed
- Job description review by line personnel
- Developed draft succession management plan
- Began drafting succession implementation plan

In addition, the Department's previously scheduled Lieutenant promotional process and new recruit process provided opportunities to address a number of elements of the succession management process. As a result, both processes were strengthened by completing the following tasks:

- Review and revise the Lieutenant's promotional process, including criteria, evaluation criteria, rating forms, interview questions
- Review and revise the recruit hiring process, including interview questions, evaluation criteria, rating forms
- Review and revise the requirements of the probationary period for the new recruit, including evaluation criteria, rating forms, probationary handbook and communication cycle
- Review existing performance evaluation forms and suggest improvements

Where We Go from Here

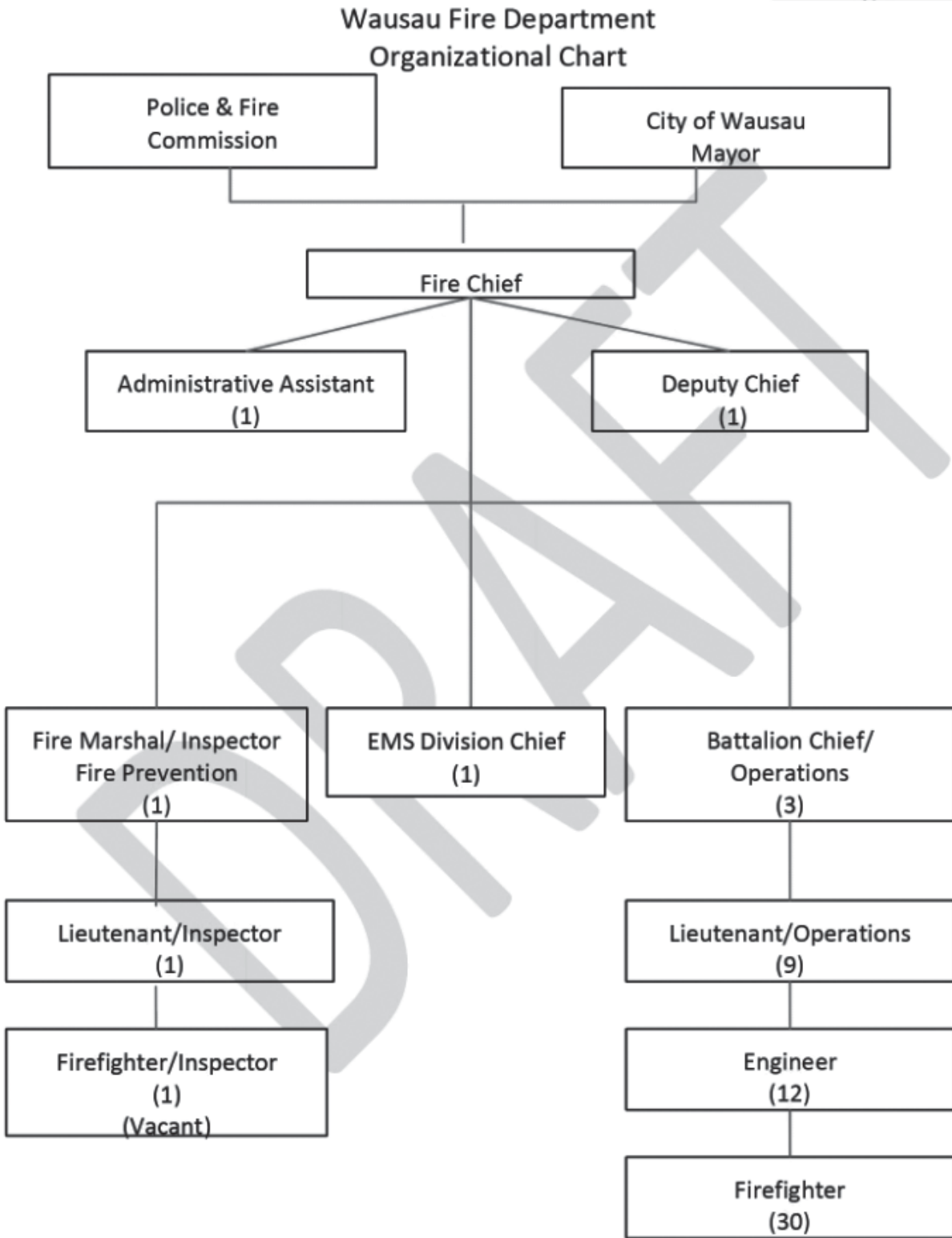
Elements of the succession management process may be prioritized as immediate, intermediate, or long-term. Those that represent processes appear in more than one category. For example, we identify/define a need in the immediate term, develop a way to address it in the intermediate term, and implement and evaluate the solution(s) in the long-term. Because succession management is a dynamic process, priorities may shift due to factors such as resource availability and opportunities that arise. The Succession Management Committee's role is to review our priorities regularly and to revise the elements as necessary.

The elements addressed in each of the categories are defined in the Appendix C of this document. The elements listed in the Immediate category are those items the Wausau Fire Department find necessary to successfully initiate a succession management process. The Intermediate and Long-term categories are suggestions to sustain the succession management process and to ensure positive forward momentum.

Summary

The succession management process has the overarching goal of advancing the safety, health and economic viability of the Wausau community. In order to ensure a successful outcome several steps need to be accomplished and have been identified within this document. It is important that the succession management process be incorporated into the department's strategy so that there is a deliberate and systematic effort within the strategic document on sustaining the workforce. Although the succession management process is unique to each department and one size does not fit all, the processes used to address these identified weaknesses should be transferable and adaptable. Hence, the need for an implementation plan, or the "recipe" for many of the different elements that can be part of a successful succession management process.

January, 2016



Appendix B
Mission, Vision, Values, Guiding Principles

VISION

Excellence in service to our community through best practices, innovation, and a positive attitude, the Wausau Fire Department strives to operate under these guiding principles:

- Our philosophy is excellence in every aspect of our work. We strive to be a positive role model and leader in the fire service as well as maintaining community involvement.
- Our employees are inspired to cultivate a lasting and rewarding career. This is accomplished through recognition of outstanding contributions made by employees. In addition, every employee has the opportunity to develop and thrive professionally and personally.
- Community partnerships are vital to short and long term success. We will nurture and develop constructive relationships with business owners, residents, and officials, as well as our public safety partners.
- Every day, and at every opportunity, we will be THE positive influence in the lives of others.
- We are a highly effective, efficient, and adaptive organization. We are responsible, make a difference, and will contribute our efforts toward building a sustainable community.
- We will serve our community with pride, which is reflected in our high quality service and commitment to excellence.

MISSION STATEMENT

The Wausau Fire Department exists to provide rapid, professional, emergency services to protect and enhance our community.

CORE VALUES

Professionalism

We choose to take pride in our work, communicate effectively, project a positive image, and deliver service at the highest standards every time, in every situation. **Accountability**

We accept responsibility and take ownership for our actions. **Integrity**

We act ethically, honestly, and lead by example by having our actions reflect our word.

Respect

We choose to treat everyone the way we would like to be treated.

Compassion

We recognize individuals stricken by misfortune and take action to alleviate their pain as we serve them with kindness and understanding.

SLOGAN

“Above and Beyond”

Appendix C List of Elements

Implementation Plan

Elements of Succession

Immediate

1. Flesh out the list of elements to be included in the Department's succession management process. Include suggestions from crew meetings held in April, and continue to solicit suggestions from employees and stakeholders.
2. Prioritize the elements using the triage process discussed.
3. Gather workforce planning data.
4. Create a structure and format for how the Committee members will operate. Include issues such as how the committee will work, how it will communicate among its members and with its stakeholders. Develop templates for reporting the agenda and results.
5. Ensure the process remains inclusive of all stakeholder groups and that all meet and confer issues are being addressed properly and in a timely manner.
6. Begin to address documentation needs. Identify what information is needed, in what format(s), for what audience(s)/user(s). Develop templates to the extent possible. Provide easy to follow instructions for how to use the templates, including who has responsibility for providing given information.
7. Establish realistic time frames and document them in the implementation plan
8. Delegate responsibilities: the person responsible for deliverables and outcomes doesn't necessarily have to perform the tasks; however, he/she retains the responsibility for achieving the designated outcome(s) on time and as described. Every employee has a stake in the success of this process, and must be involved personally. (Failure to delegate invites bottlenecks that delays forward momentum. It also leads to unnecessary stress.).
9. To keep the momentum going for this process, identify ways to obtain quick "wins." Give everyone tasks to complete to keep them engaged.
10. Design measurement systems into all programs/processes/systems/initiatives – i.e., every aspect of the succession management process.
11. Review all job descriptions for accuracy and completeness and currency
12. Create a "big picture" of the outcomes of a successful succession management process. Then consider where you are now, and how to get from here to there.
13. Identify the necessary resources to achieve that big picture, and the investments associated with them. Record them in the implementation plan.
14. Consider where you will find the necessary resources (even if you don't know how yet).
15. Once the succession plan is written, develop the "recipe" (implementation plan) that enables the Department to implement it effectively and efficiently.
16. Ensure that procedural fairness is embedded in every aspect of the programs, processes, systems, and decisions - i.e., stakeholders perceive them as transparent, unbiased, relatively objective, consistent, and as providing meaningful opportunities for input by those affected.
17. Develop a transparent and widely communicated career path that shows clearly what's needed to be fully successful in current position and to become proficient in all the KSACs necessary for promotion (i.e., non-technical as well as technical).

Intermediate (develop programs/processes/policies)

- Ensure the alignment of the succession management elements with each other as well as with the infrastructure and the other strategic initiatives.
- Develop and sustain a mindset that supports that succession management process (e.g., think of succession management as a way to enhance the safety, health, and economic viability of the community)
- Ensure that procedural fairness is embedded in the succession process: i.e., stakeholders perceive it as transparent, unbiased, relatively objective, consistent, and as providing meaningful opportunities for input.
- Ensure the process remains inclusive of all stakeholder groups, and that all meet and confer issues are being addressed properly and in a timely manner.
 - Note: Consider making a review and discussion about each employee's career path part of the performance evaluation meeting and process. Even employees who don't want to promote can set developmental goals for their current jobs.
- Apprenticeship program o Note: Be sure to address how staffing issues affect this and other programs.
- Educational funding o Explore external sources of funding
 - Address who is responsible for paying for education (and training and development)
- Resources – programs timed to work o One goal of the process is to develop ways to schedule employees so they are able to obtain the training and development they need
- Educating stakeholders o Identify the skills needed to engage in marketing efforts for the Department o Consider each stakeholder group and its interests before developing materials and approaches
 - Identify the roles that various people/groups can play in educating external stakeholders – i.e., the Fire Chief can do/say things that others cannot, and the same is true of individual employees as well as the union
- Establish effective feedback mechanisms that enable assessment of internal and external stakeholders' needs and expectations (e.g., customer satisfaction surveys).
- Assess the effectiveness of measurement systems.
- Develop and nurture synergistic internal and external partnerships that enhance the safety, health, and economic viability of your community
- Ensure the on-going assessment of procedural fairness in every aspect of our programs, processes, systems, and decisions.
- Transparent and widely communicated career path that shows clearly what's needed to be fully successful in current position and to become proficient in all the KSACs necessary for promotion (i.e., non-technical as well as technical). Develop the document, update it as needed, and make it easily accessible.

Long-term (implement and evaluate programs, policies, processes)

- Ensure the process remains inclusive of all stakeholder groups, and that all meet and confer issues are addressed properly and in a timely manner.
- The succession process must support the Department's strategy. To do that, all its elements must be aligned with the strategy. The infrastructure also must be aligned with, and support, the succession process, strategy, and accreditation initiatives. Aligning all parts of the infrastructure (e.g., performance management process, technology, resource availability, promotional process) is likely to take time: some cannot be changed quickly or easily, and/or must go through the meet and confer process.
- Develop and sustain a mindset that supports that succession management process (e.g., think of succession management as a way to enhance the safety, health, and economic viability of the community).

- Procedural fairness is embedded in the succession process: i.e., stakeholders perceive it as transparent, unbiased, relatively objective, consistent, and as providing meaningful opportunities for input.
- Maximize the opportunities provided by the existing apprenticeship program. Be sure to address how staffing issues affect this and other programs.
- Explore external sources of educational funding. Communicate those to all members.
- Maintain staffing levels and work schedules that enable employees to obtain the training and development they need in a timely manner.
- Engage in on-going education of internal and external stakeholders.
- Use the results of on-going feedback mechanisms that assess internal and external stakeholders' needs and expectations (e.g., customer satisfaction surveys) to make changes as appropriate.
- Over time, tie results of employee and customer satisfaction surveys to performance evaluation.
- Integrate department strategy, succession management, and accreditation initiatives into everyday operations.
- Measurement systems – on-going assessment of succession management and other strategic initiatives: are they aligned with and do they still support the strategy and accreditation initiatives?
- Develop and nurture synergistic internal and external partnerships that enhance the safety, health, and economic viability of your community.
- Ensure procedural fairness remains embedded in every aspect of the programs, processes, systems, and decisions.
- Update the organizational career path document as needed so it remains accurate, complete, and up to date.



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