SUCCESSION PLANNING FOR THE ROSEVILLE FIRE DEPARTMENT

EXECUTIVE LEADERSHIP

By: Greg Peterson
Roseville Fire Department
Roseville, Minnesota

CERTIFICATION STATEMENT

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

Signed: _____

Abstract

The problem addressed by the research project is the Roseville Fire Department does not have a succession plan in place to guide the administration and membership on how succession should take place. The purpose of this research project is to collect and analyze information to assist the Roseville Fire Department in creating a succession plan. A descriptive methodology was used during this research project. The goal was to evaluate the way things are and to use the information gathered for the future development of a succession plan.

The following questions were researched:

1.   What is the importance of succession planning?

2.   What process is the Roseville Fire Department currently using to develop officers?

3.   What are the recommended components and characteristics of a succession plan?

4.   What is the level of interest in the Roseville Fire Department members regarding promotion?

Research procedures included obtaining and analyzing information relevant to the subject matter. An in-depth literature review was conducted to find out the importance of succession planning and how to properly create a succession plan. A survey was conducted to ascertain the level of interest within the Roseville Fire Department membership regarding promotion. Results showed that succession planning is a vital component of successful and professional organizations. Research for this paper supports the recommendation to develop a succession plan for the Roseville Fire Department.

Table of contents

Introduction

The problem is the Roseville Fire Department does not have a succession plan in place to guide the administration and membership on how succession should take place. The purpose of this research project is to collect and analyze information to assist in the creation of a succession plan for the Roseville Fire Department. A descriptive methodology was used during this research project. The goal was to evaluate the way things are and to use the information gathered for the future development of a succession plan.

The following questions were researched:

1. What is the importance of succession planning?

2. What process is the Roseville Fire Department currently using to develop officers?

3. What are the recommended components and characteristics of a succession plan?

4. What is the level of interest in the Roseville Fire Department members regarding promotion?

Background and Significance

The Roseville Fire Department is a Class 3 Insurance Service Organization (ISO) rated department, located in the City of Roseville, Minnesota, a first-ring suburb to Minneapolis and St. Paul. The area served by the department is approximately 13.5 square miles, with a residential population of 35,000. With three malls and over 5,500 businesses, Roseville is considered the premier retail and commercial district in the northern metropolitan area of the Twin Cities. The transient daytime population is estimated to be 150,000. The department provides fire suppression, rescue and emergency medical services using full-time and part-time personnel operating from three stations and responding to approximately 2,000 calls each year.

The department was formed in 1944 as a volunteer department, with eight members. At the time, the department served a small rural population. The response area consisted mainly of farm land with some light industries on the western border. Over the years, demographics of the city have changed significantly. A large industrial area is situated on the western third of the city. The eastern two-thirds of the city is heavily populated with commercial, retail and residential structures.

With this growth has come ever increasing demands on the fire department. This has included a rise in call volume and an increase in the types of incidents the department responds to. The department continues to operate with part-time firefighters as the primary source of personnel. In 1999 the department hired its first full-time employee, a fire chief. This was due to the overwhelming time commitment and responsibility that previous part-time chiefs of the department had experienced. In 2001, a full-time assistant chief was added to the organization. The department also has full-time fire inspector, fire marshal and a shift supervisor all whom serve as chief officers. This year the department will add two additional full-time temporary, limited-term (two years) firefighter positions. The rest of the officers and members of the department are part-time employees. The department is well known for providing quality services to its residents as well as being a progressive and professional department.

For the last year and a half the department has been staffed one fire station twenty-four hours a day, seven days a week by using part-time employees. This has been facilitated by the use of a staffing program developed by the administration. While this has improved customer service, the shifts have not had consistent supervision or leadership. This has lead to inconsistency and occasional discrepancies. These challenges, in part, are why a full-time shift supervisor was hired in October 2006.

The department substantially increased its call volume in 2006 by adding medical first responder calls to injury accidents and cardiac arrest responses to its list of services. It is anticipated that in 2007 the department will begin responding to all medical calls for service. It is anticipated this will increase the call volume by an additional 2,000 calls for service. This will make the organization one of the busiest part-time departments in the region. The department will also transition from training firefighters during off-duty times to training them while they are on-duty working their scheduled shifts. While these changes are progressive and exciting, it has challenged the current administration with how to efficiently and effectively manage these opportunities.

During the recent hiring process for the full-time shift supervisor it became evident that the talent pool in which to draw from was limited. The current officers have been in place for a number of years. While those officers are very talented, dedicated, and professional, many of them have full-time jobs outside the fire department. Due to their wage scale and tenure at their full-time jobs, it was difficult to attract the attention of the best candidates into a lower paying job. Hiring someone from outside the department, while an option, had some drawbacks. This included the potential lag time to get them acquainted with the organization, deceased moral amongst those internal candidates that did not have an opportunity to advance and the potential that the organization would never fully accept them as one of their own. All of these factors could have had long term negative effects.

It was generally believed among the senior staff that candidates with the right attitude and strong potential for success could come from the department's existing members. However the department had no systematic way to develop future leaders for advancement. The Roseville Fire Department has an opportunity to change the way it plans and prepare its members for

succession. A well-developed and communicated succession plan may help deal with some the difficulties the department is facing.

This Applied Research Project (ARP) is related to the "Succession/Replacement Planning" unit in the National Fire Academy's (NFA) *Executive Leadership* course (NFA, 2005, SM 7-1). One of the United States Fire Administration's operational objectives is to respond appropriately in a timely manner to emerging issues (NFA, 2003, p. II-2). Conducting succession planning for the Roseville Fire Department would help address emerging issues facing the department.

Literature Review

The literature review for this applied research paper started at the Learning Resource Center (LRC) at the National Fire Academy in Emmitsburg, Maryland in May 2006. Upon returning home, the author continued to conduct research at the Minnesota State Colleges and Universities Fire/EMS/Safety Center in St. Paul, Minnesota. Literature was also obtained from the Ramsey County, Hennepin County and Minneapolis library systems. The Internet was used to search for material pertinent to the subject matter. This literature review was based on the information found to answer the four questions that were posed for this research project.

Is succession planning important? Research indicates the answer is yes. As Ross (2002) noted, "without a succession plan in place, it can lead to organizational crisis, low employee morale, and negative press" (p. 33). Ross continued "even when critical employees give advanced notification of retirement, or prolonged terminal illness, the company may not survive if a succession plan is not implemented" (p.33).

Evangelista (2003) pointed out that succession planning was a key criterion for "visionary companies – those identified as 'world-class' by a group of chief executive officers"

(p.18). Those visionary companies made larger financial and other resource commitments to recruiting, training and professional development. They also showed a tendency to develop top leadership from within the organization. Ironically, those firms, over a 60-year period, outperformed their market competitors by 15 times.

Darlington (2006) believed that you should start thinking about how you are going to leave your organization on day one. He noted that "while no one likes to think about their death or how they may become incapacitated, they should" (p. 188). Having a succession plan in place will help to ensure continued viability and vision.

Ibarra (2005) believed that succession planning required more than just an organizational chart showing who holds what job within the organization. He further observed that "best practice organizations use succession planning to develop and maintain strong leadership and to insure that they address all the competencies required for today's and tomorrow's work environment" (p.19). Effective organizations do not wait for the future, they create it. This is done by investing time, thought and planning into leaders as well as front-line employees. Bonczek & Woodward (2006) believed that those who have been well prepared will innately understand the corporate climate, be fluent in the organizations human and capitol resources, and have established some level of credibility at all levels of the organization.

Bonczek and Woodward (2006) further described succession planning as a process that ensures that internal candidates are available when vacancies occur within the organization. Succession planning is similar to mentoring; however there are two distinct differences. "It doesn't necessarily encompass an interpersonal bond between two people, and it's a well-defined, funded strategy that focuses primarily on the needs of the organization" (Bonczek & Woodward, 2006, p. 32). This is not be confused with career planning, which primarily considers

what is best for the individual within the organization. Conger and Fulmer (2004) concurred. They believed the first purpose of succession planning was to serve the needs of the organization by helping to provide a continuous and deep supply of talent. The second purpose was to serve the employees. They warned that more reactive firms have made costly mistakes by pushing poorly prepared, underdeveloped managers into new roles.

Conger and Fulmer (2004) believed that the top people in an organization tend to be in place until a health issue or accident removes them. If probable successors are identified, it is often only for top level positions. These conversations are often focused on replacement, not development. They also found that development was often focused primarily on training and education. This caused them a growing concern that leadership development had positioned itself around a set of educational events; something they felt was a mistake.

Bonczek and Woodward (2006) further observed that planning for one's exit is an expectation of forward-thinking organizations. The goal is to continually meet organizational goals. A void in leadership however, does not need to translate into an absence of leadership. Not using our gifts is like placing a sundial in the shade, making it impossible to perform its intended function.

In the National Fire Academy (2005) *Executive Leadership* student manual, it stated that succession planning was an organized and systematic way to ensure that employees in a particular organization were capable, competent and willing to replace and/or succeed to strategic goals within the organization. The manual also stated that "succession planning is a critical element of organizational strategy. Organizations with well-developed employee development and planning methods are more competitive. Public safety organizations achieve excellence through a well-trained and competitive workforce" (p. SM 7-3). The manual further

noted that "successful organizations are prepared for unanticipated emergencies and can fill a spot immediately with a qualified candidate should the situation arise" (p. SM 7-6).

Pernick (2002) believed that a leadership development program was a wise choice because well-led organizations tended to attract quality applicants, produced satisfied employees and incurred less unwanted turnover. Pernick (2002) observed two major disadvantages of not having one were a likely decrease in moral for those bypassed and a temporary dip in productivity while the new leaders became acclimated to their new roles. Likewise, Pernick (2002) noted two major advantages were that the organization got to groom the next generation in line with its culture and strategic agenda and it had control over the supply of leaders with the requisite skills, making their implementation faster. Baaten and Reester (2006) observed that federal government's Office of Personnel Management (OMB) believed making succession planning a priority promoted better employee retention and satisfaction. The OMB also noted that spelling out goals and recognizing personal achievements, improves preparation for leadership and enhances employees' commitment to the organization. Because of this, the municipality has the potential to become well known as a great place to work, which will make filling future vacancies with qualified people easier.

Corporate rationale for neglecting planning ranged from focus on short-term measures to simple procrastination (Evangelista, 2003). Bernthal and Wallins (2006) claimed that "it's natural to make decisions using mental shortcuts" (p. 8). They implied that while such shortcuts often save us time, they can get us into a lot of trouble when selecting future leaders. They observed that basing leadership succession decisions on gut instinct and mental shortcuts will lead to a sure recipe for disaster in the future (Bernthal & Wallins, 2006).

Once succession decisions have been made, Pernick (2002) noted "the organization should show its commitment to the program by having no tolerance of poor leaders" (p.12). Those that are unable or unwilling to improve despite organizational support should be removed from the organization.

Rothwell (2001) cautioned that "succession planning and management should not be confused with replacement planning" (p. 7). Replacement planning in its simplest form is a form of risk management. Succession planning goes beyond simple replacement planning. It is proactive and attempts to ensure the continuity of leadership by cultivating talent from within the organization through planned development activities. This is vitally important for implementing strategic plans.

Fleming (2002) observed that frequently those promoted to chief officer positions have extensive technical skills, but lack human conceptual skills. He believes that fire departments need people with qualifications and interest in serving as chief officers. They need people that are willing to make the personal and professional commitments required of those serving as chief officers (Fleming, 2002).

Moore (2006) found that succession planning meant passing along the assets, stock of the operation, power, control, values, culture, and the people that were involved. She found that while it was difficult for people to think ahead, it was necessary to be successful. Hofer (2006) realized that for his company to grow and prosper in the long-term, he needed to start developing his younger members. It wasn't an urgent need, but it was something that would be needed some day. It was however critically important that the potential successors have the opportunity to lead vibrant, growing organizations. For Moore (2006) succession planning was

more than just passing the torch to another individual; it was a process that had organizational-wide implications.

Fleming (2002) indicated that line officers must be able to make an informed decision if they are seeking advancement to a chief level officer position. "Therefore, it's important to provide individuals with a realistic preview of the roles and responsibilities of the position, as well as practical suggestions regarding preparation for and making a successful transition" (Fleming, 2002, p. 37). He also suggested that along with managing the day-to-day activities of the fire department, successful chief officers must be proactive in planning for the future leadership of the fire department. Sargent (2002) indicated that intelligent teams, especially the leaders within those teams, identify and indoctrinate the next generation of members and leaders.

Fleming (2002) believed that "successful leaders articulate a vision for the future, develop a consensus regarding that vision, and facilitate the development of shared goals and objectives" (p. 38). These goals and objectives should then be expressed in a manner which results in buy-in from fire department personnel. It is anticipated that fire department personnel who recognize that attaining these goals and objectives for their department will also help them achieve their own personal and professional goals.

According to Compton (2003) there is going to be a tremendous turnover in the fire service in the next 10 years. One of our generation's greatest responsibilities is to ensure that a strong cadre of men and women are ready to step into key positions of leadership. Sager (2005) indicated with the lowering of the retirement age and the concurrent increase in retirement allowances, institutional knowledge is exiting the fire service at a rate unheard of even a few years ago. This loss is felt everywhere, but nowhere as critically or as strongly as in emergency operations" (p. 67).

Sargent (2002) noted that retirement, career changes, transfers, promotions all cause a drawdown on the team members. During this time frame, training and experience leave the team, efficiency and effectiveness drop, morale may decline and the "old timers" become concerned about the team's ability to function at a previously established level. He states that "team life cycles are like the tied, inevitable and predictable" (p. 59). These cycles can be lengthened or shortened based on the amount of training and planning that takes place prior to them occurring.

Sager (2005) pointed out that these effects will not only be felt in the office, but also on the fireground. One of the remedies to this potential situation is to have the senior staff do a painful and realistic assessment of fireground commander's strengths and weaknesses. The development of these officers is something that the entire fire service faces. This, however, is a log-term task. "Making certain that there are officers in the future who can perform these tasks in a credible fashion requires planning, commitment, and cooperation" (Sager, 2005, p. 79). Fire chiefs cannot afford to ignore this important obligation.

Baaten and Reester (2006) agreed that the retirement of the baby-boom generation, those born approximately from 1946 to 1964, will leave the government sector scrambling to fill leadership positions with knowledgeable, talented people, unless those currently in leadership roles have prepared for the exodus through succession planning. As the baby-boomers retire, the number of workers between the ages of 35 and 44 with the skills and experience to fill the vacancies will decrease by 10 percent. Ibarra (2005) was also concerned that the "upcoming 'brain drain' of a large number of retiring employees in upper and middle management positions, mostly baby boomers, will be chilling" (p.18). He pointed out that the most popular and successful approach to rectify the situation is succession planning. It allows agencies to fill key vacancies on short notice. It also makes sure the individuals filling those roles have been

groomed to assume greater responsibility and are prepared to increase their proficiency in their work.

In an article written by Roy (2006) regarding succession planning's impact on retention, he stated that the best defense against a leadership shake-up is to have a detailed succession plan in place. Indicating that everyone organization should be prepared to deal with the departure of senior level managers and other key leadership positions. He suggested that another well prepared employee should be designated to take the reins from any manager whose departure would cause a major disruption.

Bernthal and Wellins (2006) warned against taking short-cuts in succession planning. They believed that leader success must be aligned with business needs. Leader skills must be accurately diagnosed. Selection and promotional decisions must be based on skills and motivation to lead. Those that are leaders must be identified early. Whenever possible, learning should take place while performing in the capacity in which they are striving for. Upper management must support this concept by providing mentors and coaches for those being developed.

Research at the Center for Creative Leadership in Greensboro, North Carolina, demonstrated that jobs and bosses were often the best place to develop leadership talent. Efforts were then made to incorporate specialized training as a part of the succession planning process. The long term goal was to incorporate this training into jobs and bosses (Conger & Fulmer, 2004, p. 6). This would allow organizations to take a more systematic perspective toward the organization's talent and strategy.

Fleming (2002) observed that line officers looking to become successful chief officers should develop the knowledge, skills and attitude necessary to manage and lead. This

preparation must consider the roles and responsibilities that a chief officer is likely to perform both on and off the incident scene. Once identified, they should develop realistic career goals and objectives for personal and professional growth and development. (Fleming, 2002).

Although the term job competency has different meanings, it can be understood to mean an underlying characteristic of an employee. "Such as a motive trait, skill, aspects of one's self image, social role, or a body of knowledge; these traits result in effective and/or superior performance in a job" (Rothwell, 2001, p. 77). Conger and Fulmer (2004) believed that the use of assignments could help to test an individual. However, more emphasis should be placed on the candidate's potential than simply on recent performance. "The best systems not only fill talent gaps but, as importantly, retain talent" (p. 12).

Conger and Fulmer (2004) further indicated that companies must be clear about what standards and competencies will be used for measuring and rewarding talent. According to their research, the following is a list of best practices in succession planning:

- Systems that are simple and easy to use

- Developmentally orientated

- Actively involve the top player in the organization

- Effective at spotting gaps in talent and at identifying linchpin positions

- Succession planning still does the job of monitoring the succession process, enabling the company to make certain that the right people are moving into the right jobs at the right times and that gaps are being spotted early.

- Built around continual reinvention (p. 13).

Conger and Fulmer (2004) noted that of the programs that were researched, the following tools were used to help facilitate the programs:

- Internal leadership and executive education

- Action learning and special job assignments

- Mentoring and coaching

- External university courses

- Web-based courses

- Career planning and individual profiling

- Performance management and 360-degree feedback (Conger & Fulmer, 2004, P. 13-14).

Ross (2002) believed "the best way to build an effective succession planning program is to begin by aligning the company's positioning, mission, and vision with the individuals best suited to perform not only today, but tomorrow" (p. 33). Rothwell (2001) stated that "value statements and values clarification, like competency models, are essential building blocks on which to base a succession planning and management effort" (p. 84). Without them, it is difficult to add an ethical dimension to the development of people in various departments, job categories, or occupations.

Killen (2006) aptly noted the key element for a succession plan is an intelligent development process for officers and leaders, whether in your organization or within our professional associations. The *Officer Development Handbook* is premier resource for the succession planning process and serves as a roadmap for leadership development within our profession (p. 90).

This text was created via a collaborative effort including the National Fire Academy, the National Fire Protection Association 1021 Committee and the Commission on Professional Credentialing. It outlines steps for training, education, experience and self-development that result in effective leadership, competent expertise and professional integrity.

In his research, Rothwell (2001) identified characteristics of effective succession planning and management programs. They included:

- Top management participation and support

- Needs-driven with external benchmarking

- Focused attention

- Dedicated responsibility

- Succession planning and management extends to all levels

- A systematic approach

- A comparison of present performance and future potential

- Clarification of high-level replacement needs

- Each executive has an obligation to identify and prepare successors

- Specific developmental programs are established and conducted

- High-potentials work while developing

- Developmental programs establish familiarity with who, what, when, where, why, and how

- Developmental experiences encourage critical questioning

- Succession planning emphasizes qualities necessary to surpass movement to the next higher-level job

- Formal mentoring emphasized (p. 74).

Compton (2003) identified four key elements that need to be addressed while investing in our future. They are education, training, experience, interpersonal skills and integrity. Pernick (2002) identified tasks that should be met to develop a succession plan. They are: to devise program selection criteria; define leadership competencies; establish an application process;

assess current leadership skills; provided developmental activities; align structures to reinforce the program; develop leaders in context; plan for the next generation of leaders; and, evaluate the leadership development program (Pernick, 2002). Of particular interest Pernick (2002) further suggested looking for the following traits for selection criteria. Does the candidate have the desire, a sense of purpose, confidence, assertiveness, psychological fitness, centeredness, energy, and general intelligence to fulfill the role? Bonczek and Woodward (2006) stated that "regardless of the candidate's competency, make it clear that he or she may be competing with other well qualified candidates" (p. 33).

Ibarra (2005) believed that succession planning requires a commitment to longer-term, strategic view of talent needs, resulting in the following benefits:

- Having identified leadership "bench strength" in place

- Ensuring continuity of management

- Growing your own leaders

- Clarifying a sense of each internal candidate's strengths and opportunities for improvement (p. 20)

According to Ibarra (2005), competencies models are essential building blocks on which to base a succession planning and management effort. With out them it is difficult to:

- Link and align the organization's core competencies (strategic strengths) to job competencies

- Define high-potentials or other broad categories of employees

- Clarify exactly what present and future competencies are essential to success in the organization and in its various departments, jobs, or occupations

- Provide a basis for performance management by creating a work environment that encourages high performance among all workers

- Establish clear work expectations for the present and future

- Create full-circle, multi-rater assessments that are tailor made to the unique requirements of ones corporate culture

- Devise competency menus that describe how individuals might be developed for the future

Rothwell (2001) suggested formulating Individual Development Plans (IDPs) to help individuals narrow the developmental gap between what competencies they need to be successful (as described by the competency model) and what competencies they presently possess (as identified by a full-circle, multi-rater assessment or other approaches to examining current performance or future potential) (Rothwell, 2001).

Ibarra (2005) described how to implement succession planning. The first step is to identify service needs. This includes current and future priorities that are the essence of building a succession plan. Then you need to identify critical positions and high-potential employees. "Critical positions are those that are essential for the organization, department, division, work unit, or team to achieve the necessary work results" (Ibarra, 2005, p. 20). Competencies must then be identified that cut across job descriptions. This keeps people from using job descriptions as a shield due to their often narrow set of duties. Once that is complete, a gap analysis must be conducted to determine the existence or extent of a gap in the competencies for each position. Based on the results, training and development activities must be properly conducted in order to address what has been identified as weaknesses and opportunities. Management training should then take place to augment the skills and expand the knowledge necessary to develop the talent

of their direct reports. The appropriate development strategy and tactics must then be implemented by management personnel. It is vitally important at this juncture that the plan is communicated to all employees. Once the plan is in place, they should monitor the progress, evaluate the implementation, and revise as necessary.

Rothwell (2001) developed the seven-pointed star model for systemic succession planning and management. This system can be used as guide to develop a succession plan. He suggested using the following steps:

- Step 1- Make a commitment to systematic succession planning and management and establish a succession planning and management program

- Step 2- Assess present work requirements

- Step 3- Appraise individual job performance

- Step 4- Assess future work requirements

- Step 5- Assess individual potential

- Step 6- Close the developmental gap so as to meet succession planning and management needs

- Step 7- Evaluate the succession planning and management program (p. 76).

An example of succession planning within a fire department can be found in the Philadelphia Fire Department (PFD). They are committed to a well defined development program for their officers. The PFD is committed to officer development and grooming officers in a structured process (Shouldis, 2005). In fact, in 2003 and 2004, more than 225 members retired with 81 of them being officers. When this happened, instead of focusing on new recruit training, the department focused on training their future leaders. This signifies

the department's commitment to the importance of supervisory training for its members

(Shouldis, 2005). The PFD's officer development program consists of five subject areas:

1. Management

2. Prevention

3. Operations

4. Safety

5. Fire Cause determination

According to Shouldis (2005) "the concept of career development will assist an

individual to gain the proficiency needed to 'climb the ladder' of responsibility" (p. 72). This

model also ensures that the PFD will have a viable pool of candidates possessing the knowledge,

skills and abilities to succeed when the opportunity for promotion arises.

In summary, the literature review has demonstrated that there is a need for succession

planning. There are differing approaches with differing methods on how to achieve this goal, but

it is imperative that one be created as soon as possible in order to help guide the current and

future leaders of the Roseville Fire Department. Fortunately, there is a vast amount of resources

that can be used and referenced to help create the plan.

<div align="center">Procedures</div>

The purpose of this research project was to collect and analyze information to assist in

the creation of a succession plan for the Roseville Fire Department. A descriptive research

methodology was used to complete this project. This document is formatted according to the

published guidelines of the American Psychological Association in conjunction with the

Operational Policies and Procedures for Applied Research from the National Fire Academy's

Executive Fire Officer Program.

Research and data collection began with a preliminary search at the National Fire Academy's Learning Resource Center in May 2006. Upon returning home, the author continued to conduct research at the Minnesota State College's and Universities Fire/EMS/Safety Center library in St. Paul, Minnesota in the fall of 2006. Literature was also obtained from the Ramsey County, Hennepin County and Minneapolis library systems. Technical reports, articles in magazines, previous Executive Fire Officer Applied Research Projects, and textbooks were used to gain information regarding this subject matter. The Internet was also used to gain information pertaining to the questions that were researched.

The criteria that were used to help focus on and identify information for this applied research project had to be relevant to the subject matter and the purpose of the research project. The information that was used also had to be as current as possible.

Four research questions were asked. The first helped to identify what is the importance of succession planning. The second was used to help describe what is currently being used to develop officers of the Roseville Fire Department. The third explored what are the recommended components and characteristics of a succession plan. The final question was designed to help determine what the level of interest is in the Roseville Fire Department members regarding promotion.

An internal survey of Roseville Fire Department members was conducted to find out what was the perceived importance and desire of the current membership regarding the development of a succession planning program. Participants were asked to indicate their rank and years of experience so the data could be analyzed for any trends that might appear. Participants were also asked their highest level of education, as well as to describe what they believed should be the minimum level of education for each officer rank. Next, they were asked

if they could achieve any rank while on the department, what rank would they desire and what rank they believed they would achieve while a member of the department. If they did not see themselves being promoted someday, they were asked to explain why not. They were then asked if they believed formal education should be a requirement for promotion. If they answered yes to the previous questions, they were asked to indicate which course and/or classes they believe should be required for each rank. The last two questions asked them to indicate on a one to ten scale, with one indicative of *no benefit* and ten indicative of *extremely* beneficial, whether they thought succession planning would be beneficial to them and to the department.

The internal survey was completed in-person while members were on-shift and at while they attended the 2006 Roseville Fire Department Leadership Academy. The cover letter that was associated the survey can be found in Appendix A. The survey can be found in Appendix B.

The survey was completed by 37 of the department's 60 members. This represents a 62% response. Participants were asked not to include their names on the survey so that their input would remain anonymous. The internal survey results can be found in Appendix C.

Assumptions and Limitations

It was assumed that all participants that completed the survey understood the questions and answered them honestly and accurately. After a verbal explanation was provided by the researcher, tt was assumed that the respondents understood the purpose of the research. Several limitations were encountered during the research process. Only 37 of the 60 department's members participated in the survey. While a healthy sampling, this is a limited representation of the department. The results could have been different had the survey been completed by all of the members.

The research project was limited by the amount of time the researcher had available. The literature search revealed a tremendous amount of information available. This abundance of information, while good, made it difficult to decide which evaluation methods were best. Ultimately, the method most relevant to this particular project was used.

Definition of Terms

Chief Officer – an executive level position in the fire department

Captain – a mid-level management position in the fire department

Lieutenant – an entry level management position within the fire department

Succession Planning – an ongoing program or process which participants are trained and prepared to step in and take over a position when it is vacated (Rooney, 2004).

Strategic Plan – a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it (CFAI, 1997-2000).

Mentorship - refers to a developmental relationship between a more experienced mentor and a less experienced partner referred to as a mentee or protégé (Wikipedia, 2006).

Training - refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relates to specific useful skills. It forms the core of apprenticeships and provides the backbone of content at technical colleges and polytechnics. Today it is often referred to as professional development (Wikipedia, 2006).

Results

The results of this research were obtained from the literature review and the survey that was conducted. The results of the survey can be found in Appendix C.

Answers to Individual Research Questions

Research question 1: What is the importance of succession planning?

Succession planning is very important. "Without a succession plan in place, it can lead to organizational crisis, low employee morale, and negative press" (Ross, 2002, p. 33). When key employees leave an organization, it may not survive if a succession plan is not in place.

Succession planning is a key criterion for "visionary companies – those identified as 'world-class' by a group of chief executive officers" (Evangelista, 2003, p. 18). The companies that made larger financial and other resource commitments to recruiting, training and professional development than other firms performed significantly better than those that had not.

You should start thinking about how you are going to leave your organization on day one (Darlington, 2006). Top people in an organization tend to be in place until a health issue or accident removes them from their position (Conger & Fulmer, 2004). While it is difficult for people to think ahead, it is necessary to be successful (Moore, 2006). Planning for one's exit is an expectation of forward-thinking organizations. The goal is to continually meet organizational goals. A void in leadership however, does not need to translate into an absence of leadership (Bonczek & Woodward, 2006).

Having a succession plan in place will help to ensure continued viability and vision (Darlington, 2006). Effective organizations do not wait for the future, they create it. This is done by investing time, thoughts and planning into both their leaders and front-line employees (Ibarra, 2005). Those who have been well prepared will innately understand the corporate climate, be fluent in the organizations human and capitol resources, and have established some level of credibility at all levels of the organization (Bonczek & Woodward, 2006).

It requires more than just an organizational chart showing who holds what job within the organization. If probable successors are identified, it is often a top level only discussion. These conversations are often focused on replacement, not development (Conger & Fulmer, 2004).

Replacement planning in its simplest form is a form of risk management. Succession planning goes beyond simple replacement planning. It is proactive and attempts to ensure the continuity of leadership by cultivating talent from within the organization through planned development activities. This is vitally important for implementing strategic plans (Rothwell, 2001). Best practice organizations use succession planning to develop and maintain strong leadership and to insure that they address all the competencies required for today's and tomorrow's work environment" (Ibarra, 2005, P.19). This helps to ensure that internal candidates are available when vacancies occur within the organization (Bonczek & Woodward, 2006).

Mentoring is similar to succession planning and career planning; however there are two distinct differences. "It doesn't necessarily encompass an interpersonal bond between two people, and it's a well-defined, funded strategy that focuses primarily on the needs of the organization" (Bonczek & Woodward, 2006, p. 32). The first purpose of succession planning is to serve the needs of the organization by helping to provide a continuous and deep supply of talent. The second is to serve the employees (Conger & Fulmer, 2004).

The National Fire Academy (2005) *Executive Leadership* student manual described succession planning as an organized and systematic way to ensure that employees in a particular organization are capable, competent and willing to replace and/or succeed to strategic goals within the organization. The manual points out that "succession planning is a critical element of organizational strategy. Organizations with well-developed employee development and planning methods are more competitive. Public safety organizations achieve excellence through a well-trained and competitive workforce" (p. SM 7-3). "Successful organizations are prepared for unanticipated emergencies and can fill a spot immediately with a qualified candidate should the situation arise" (p. SM 7-6).

Leadership development programs are a wise choice because well-led organizations tend to attract quality applicants, produce satisfied employees and incur less unwanted turnover. Major disadvantages of not having one are a likely decrease in moral for those bypassed and a temporary dip in productivity while the new leaders become acclimated to their new roles. Two major advantages were identified. The first is that the organization gets to groom the next generation in line with its culture and strategic agenda and the second is that it has control over the supply of leaders with the requisite skills, making their implementation faster (Pernick, 2002).

The federal government's Office of Personnel Management, believes that making succession planning a priority promotes better employee retention and satisfaction. It also spells out goals and recognizes personal achievements, improves preparation for leadership and enhances employees' commitment to the organization. Because of this, the municipality becomes known as a great place to work and filling future vacancies with qualified people becomes easier (Baaten & Reester, 2006).

Corporate rationale for neglecting planning ranged from focus on short-term measures to simple procrastination (Evangelista, 2003). It is natural to make decisions using mental shortcuts, but not very effective (Bernthal & Wallins, 2006). While these shortcuts often save us time, they can get us into a lot of trouble when selecting future leaders. Basing leadership succession decisions on gut instinct and mental shortcuts will lead to a sure recipe for disaster in the future (Baaten & Reester, 2006).

Once succession decisions have been made "the organization should show its commitment to the program by having no tolerance of poor leaders" (Pernick, 2002, p. 12). Those that are unable or unwilling to improve despite organizational support should be removed

from the organization. This will help to keep those individuals from negatively influencing the organization.

Development is often focused primarily on training and education. This caused them a growing concern that leadership development had positioned itself around a set of educational events (Conger & Fulmer, 2004). Frequently those promoted to chief officer positions have extensive technical skills, but lack human conceptual skills (Fleming, 2002). What are needed are people that are willing to make the personal and professional commitments required to make the organization successful beyond personal achievement. It is important to provide individuals with a realistic preview of the roles and responsibilities of the position, as well as practical suggestions regarding preparation for and making a successful transition (Fleming, 2002). Intelligent teams, especially the leaders within those teams, identify and indoctrinate the next generation of members and leaders (Sargent, 2002).

"Successful leaders articulate a vision for the future, develop a consensus regarding that vision, and facilitate the development of shared goals and objectives" (Fleming, 2002, p. 38). These goals and objectives should be expressed in a manner which results in buy-in from fire department personnel. Fire department personnel who recognize that while attaining these goals and objectives for their department, it will also help them to achieve their own personal and professional goals.

There is going to be a tremendous turnover in the fire service in the next 10 years. One of our generation's greatest responsibilities is to ensure that a strong cadre of men and women are ready to step into key positions of leadership (Compton, 2003). "With the lowering of the retirement age and the concurrent increase in retirement allowances, institutional knowledge is

exiting the fire service at a rate unheard of even a few years ago. This loss is felt everywhere, but nowhere as critically or as strongly as in emergency operations" (Sager, 2005, p.67).

Retirement, career changes, transfers, promotions all cause a drawdown on the team members. During this time frame, training and experience leave, efficiency and effectiveness drop, morale may decline (Sargent, 2002). These effects will not only be felt in the office, but also on the fireground. One of the remedies to this potential situation is to have the senior staff do a painful and realistic assessment of fireground commander's strengths and weaknesses. The development of these officers is something that the entire fire service faces. This however is a long-term task (Sager, 2005). Fire chiefs can't afford to ignore this important obligation.

Succession planning can have a significant effect on retention. When a plan is in place, the organization is prepared to fill the void that is left when someone leaves. This will help to stabilize the organization, protecting it from a major shake-up (Roy, 2006).

Research question 2: What process is the Roseville Fire Department currently using to develop officers?

Currently the Roseville Fire Department does not have a formal process to develop its officers. Suggestions for the creation and implementation for an officer development program for the department was created during a previous applied research paper that the author of this paper created. Those recommendations however have not been implemented.

The department does have job descriptions for each officer level. They do not however specify mandatory educational requirements or experience levels to attain a certain officer status. This practice at times has been beneficial. We have had members that possess a significant amount of education, but lack the leadership traits desirable to fulfill the positions.

Steps have been made to rectify this situation. An annual leadership academy has been held for the last four years. This is a weekend of training and practices that is focused on leadership. The purpose of the academy is to give an opportunity for the current and future leaders within the organization to develop critical leadership skills and to share experiences that will help all participants be better leaders of people.

Research question 3: What are the recommended components and characteristics of a succession plan?

"The best way to build an effective succession planning program is to begin by aligning the company's positioning, mission, and vision with the individuals best suited to perform not only today, but tomorrow" (Ross, 2002, p. 33). "Value statements and values clarification, like competency models, are essential building blocks on which to base a succession planning and management effort" (Rothwell, 2001, p. 84). Without them, it is difficult to add an ethical dimension to the development of people in various departments, job categories, or occupations.

Succession planning requires a commitment to longer-term, strategic view of talent needs, resulting in the following benefits:

- Having identified leadership "bench strength" in place

- Ensuring continuity of management

- Growing your own leaders

- Clarifying a sense of each internal candidate's strengths and opportunities for improvement (Ibarra, 2005, p. 20)

"The key element for a succession plan is an intelligent development process for officers and leaders, whether in your organization or within our professional associations" (Killen, 2006, p. 90). The *Officer Development Handbook* is the premier resource for the succession planning

process and serves as a roadmap for leadership development within our profession. It outlines

steps for training, education, experience and self-development that result in effective leadership,

competent expertise and professional integrity.

Four key elements need to be addressed while investing in our future. They are education,

training, experience, interpersonal skills and integrity (Compton, 2003). Pernick (2002)

identified tasks that should be met to develop a succession plan. They were:

- Devise program selection criteria

- Define leadership competencies

- Establish an application process

- Assess current leadership skills

- Provided developmental activities

- Align structures to reinforce the program

- Develop leaders in context

- Plan for the next generation of leaders

- Evaluate the leadership development program

The following traits should be looked at for selection criteria. Does the candidate have

the desire, a sense of purpose, confidence, assertiveness, psychological fitness, centeredness,

energy, and general intelligence to fulfill the role? It was identified that "regardless of the

candidate's competency, make it clear that he or she may be competing with other well qualified

candidates" (Bonczek & Woodward, 2006, p. 33).

PFD is committed to succession planning. When a large turnover occurred within their

fire department, instead of focusing on new recruit training, the department focused on training

the future leaders of the department. This model will help to ensure that the PFD will have a

viable pool of candidates possessing the knowledge, skills and abilities to succeed when the opportunity for promotion arises (Shouldis, 2005, p. 72).

The first step in succession planning is to identify service needs. This includes current and future priorities. Then you need to identify critical positions and high-potential employees. Competencies must then be identified that cut across job descriptions. This keeps people from using job descriptions as a shield due to their often narrow set of duties. Once that is complete, a gap analysis must be conducted to determine the existence or extent of a gap in the competencies for each position (Ibarra, 2005). Formulating IDPs will help individuals narrow the developmental gap between what competencies they need to be successful and what competencies they presently possess (Rothwell, 2001).

Based on the results, training and development activities must be properly conducted in order to address what has been identified as weaknesses and opportunities. Management training should then take place to augment the skills and expand the knowledge necessary to develop the talent of their direct reports. The appropriate development strategy and tactics must then be implemented by management personnel. It is vitally important at this juncture that the plan is communicated to all employees. Once the plan is in place, they should monitor the progress, evaluate the implementation, and revise as necessary (Ibarra, 2005).

It is important to be clear about what standards and competencies will be used for measuring and rewarding talent. Conger and Fulmer (2004) came up with the following list of best practices in succession planning:

- Systems that are simple and easy to use

- Developmentally orientated

- Actively involve the top player in the organization

- Effective at spotting gaps in talent and at identifying linchpin positions

- Succession planning still does the job of monitoring the succession process, enabling the company to make certain that the right people are moving into the right jobs at the right times and that gaps are being spotted early.

- Built around continual reinvention (p. 13).

Of the programs that were researched, it was noted that the following tools were used to help facilitate the programs:

- Internal leadership and executive education

- Action learning and special job assignments

- Mentoring and coaching

- External university courses

- Web-based courses

- Career planning and individual profiling

- Performance management and 360-degree feedback (Conger & Fulmer, 2004, p. 13).

Rothwell (2001) identified characteristics of effective succession planning and management programs. They include:

- Top management participation and support

- Needs-driven with external benchmarking

- Focused attention

- Dedicated responsibility

- Succession planning and management extends to all levels

- A systematic approach

- A comparison of present performance and future potential

- Clarification of high-level replacement needs

- Each executive has an obligation to identify and prepare successors

- Specific developmental programs are established and conducted

- High-potentials work while developing

- Developmental programs establish familiarity with who, what, when, where, why, and how

- Developmental experiences encourage critical questioning

- Succession planning emphasizes qualities necessary to surpass movement to the next higher-level job

- Formal mentoring emphasized (p. 74).

From this list, Rothwell (2001) developed the seven-pointed star model for systemic succession planning and management. This system can be used as guide to develop a succession plan. He suggests using the following steps:

- Step 1- Make a commitment to systematic succession planning and management and establish a succession planning and management program

- Step 2- Assess present work requirements

- Step 3- Appraise individual job performance

- Step 4- Assess future work requirements

- Step 5- Assess individual potential

- Step 6- Close the developmental gap so as to meet succession planning and management needs

- Step 7- Evaluate the succession planning and management program (p. 76).

Research question 4: What is the level of interest in the Roseville Fire Department members regarding promotion?

A survey instrument was used in order to ascertain what the level of interest is in Roseville Fire Department members regarding promotion. Thirty-seven of the 60 members of the department participated in the survey. The survey revealed the following results:

Question:

Participants were asked to indicate their rank. There were four chief officers, six captains, three lieutenants, and 23 firefighters that completed the survey. Participants were then asked how long you have been a member of the Roseville Fire Department. Answers ranged from one to 26 years, with the average being seven years. This seemed to accurately represent the department as a whole.

Participants were asked what their highest level of education is. Three people indicated that high School/GED was there highest level of education. Fifteen people have some college, seven people have an associate's degree, ten have a bachelor's degree, and one person has a master's degree. No one indicated that they hold a doctorate degree. Participants were then asked what they believe should be the minimum level of education for a chief officer, captain, lieutenant, and firefighter. Seven people thought that chief officers should have master degrees, 18 people thought a bachelors degree, four people thought they should have associates degree, six though they should have some college and one person believed that a high school education would be sufficient.

No one thought that captains should have masters degree, 10 people thought they should have a bachelors degree, 10 people thought they should have a associates degree, 11 thought they should have some college and five people believed that a high school education would be

sufficient. No one thought that lieutenants should have a masters degree, one person thought they should have a bachelors degree, 11 people thought they should have a associates degree, 15 thought they should have some college and nine people believed that a high school education would be sufficient. No one thought that firefighters should have a master's degree or a bachelor's degree. One person thought they should have an associate's degree, four thought they should have some college and 31 people believed that a high school education would be sufficient.

Participants were then asked if any rank were achievable, what rank they would like to achieve while they are a member of the Roseville Fire Department. There were 16 people that indicated that they would like to become a chief officer. Seventeen people indicated that they would like to become a captain and three people indicated that they would like to become a lieutenant. No one indicated that they would like to remain a firefighter.

As a follow up question, participants were asked what rank they believe they will achieve while they are a member of the Roseville Fire Department. There were nine people that believe they will become a chief officer. Sixteen people indicated that they believe they will become a captain. Nine people indicated that they believe they will become a lieutenant and two people believe they will remain firefighters.

Participants were then asked if they do not see themselves being promoted some day, to indicate why not. The following was the result:

- Criteria that may be set to achieve the positions

- Timing of availability of positions vs. personal availability

- Outside factors – full-time job, family

- Did not go to leadership academy

- Did not learn enough

- Limited tenure

- Time commitment

- Potential politics

Participants were then asked if they believe formal education should be a requirement for promotion. Thirty people responded that they believe there should be and six thought that formal education is not necessary. Participants were then asked if they answered in the affirmative to former question, what classes/course do they believe should be required for chief officers, captains, lieutenants, and firefighters. The following was the result:

Chief Officer
- Bachelors degree program
- On-going fire training
- National Fire Academy courses
- Emergency management
- Business management
- Interpersonal communications
- Apparatus operator
- Firefighter I & II
- Incident command

Captain
- Bachelors degree program
- Associates degree program
- National Fire Academy courses
- Fire officer courses
- Fire instructor
- Fire investigator
- Interpersonal communications
- Apparatus operator
- Firefighter I & II
- Incident command
- Health fitness

Lieutenant
- Some college – Technical College
- National Fire Academy courses

- Officer courses
- Interpersonal communications
- Incident command
- Strategy and tactics
- Apparatus operator
- Firefighter I & II
- National Fire Academy courses

Firefighter
- Not a promotional level
- Firefighter I & II
- Emergency Medical Technician
- Hazardous Materials Operational Level
- Fire instructor
- Apparatus operator

Participants were then asked how beneficial they believe a succession plan would be to them as an individual. A score of one indicated no benefit to 10 being extremely beneficial to them. The average score was 8.1.

Finally, participants were asked how beneficial they believe a succession plan would be to the department. A score of one indicated no benefit to 10 being extremely beneficial. The average score was 8.4.

Discussion

Relationship between study results and Literature

It is evident that succession planning is important. Without one an organization can suffer from organizational crisis, low morale and negative press (Ross, 2002). In fact an organization may not survive if one is not intact.

The Roseville Fire Department is a progressive department that is well known for its professionalism. Succession planning is a key element that the department should implement in order to facilitate the departments continual growth and development (Evengelista, 2003). This planning should take place as soon as possible. While it is difficult to think about leaving the

organization, leaders within the organization should start planning for it immediately (Darlington, 2004). It is necessary for the department to be successful (Moore, 2006).

Succession planning is a critical element of organizational strategy. Organizations with well-developed employee planning methods are more competitive. They are prepared for unanticipated emergencies and can fill a spot immediately when needed (National Fire Academy, 2005).

Having a plan in place will help to ensure continued value and vision (Darlington, 2006). Effective organizations do not wait for the future, they create it. This is only accomplished by investing a large amount of time, thoughts and planning (Ibarra, 2005).

Mentoring alone is not enough to fulfill the role of succession planning. While mentoring is a piece of succession planning, it is based on an interrelationship between people. Succession planning addresses the larger picture of how the organization will be best served (Conger & Fulmer, 2004).

Leadership development programs are important, because they tend to attract quality applicants, produce satisfied employees and incur less unwanted turnover. This is relevant to the Roseville Fire Department in all facets, especially since the cost of turnover is so high. With the development programs in place, the department has the opportunity to groom the next generation (Pernick, 2002).

Development should not be focused on training and education alone (Conger & Fulmer, 2004). What is needed are people that are willing to make the personal and professional commitments that are needed to make the organization successful (Fleming, 2002). It is important to give individuals the tools and provide a road map on haw they can achieve their personal goals, while achieving the departments goals.

Although the Roseville Fire Department does not have a succession plan in place, it has done some things that will help to facilitate the process in the future. In particular, the annual leadership academy that is held will be if benefit. It is focused on leadership, which is a key part of succession planning. The piece that is missing is a plan to best utilize the fruits of the labor.

A succession plan can be created by first aligning the mission statement, vision and values of the department to the plan (Ross, 2002). This however is only the beginning. A succession plan requires a long-term, strategic view of talent needs. This will result in many benefits, which include identified leadership, continuity of management, the ability to grow your own leaders, and clarifying to individuals their strengths and weakness (Ibarra, 2005).

Service needs must be identified. This includes current and future priorities. Once that is complete, training and development activities must be developed in order to address what has been identified as weaknesses and opportunities. Training should then take place to improve the personnel (Ibarra, 2005).

Key elements to include in a succession plan are education, training, experience, interpersonal skills, and integrity (Compton, 2003). Traits to look for during a selection process include desire, purpose, confidence, assertiveness, psychological fitness, centeredness, and general intelligence to fulfill their role. Regardless of their qualifications, make it clear to each candidate that they are in competition with other well-qualified candidates (Bonczek & Woodward, 2006).

It is important to be clear about what standards and competencies will be used for measuring and rewarding talent. Using Conger and Fulmer's (2004) best practices list will help to set up a functional and productive succession plan. The tools that they list to help facilitate a program will make it even easier. Using these tools along with the seven point process outlined

by Rothwell (2001), will enable the researcher to create a program for the Roseville Fire Department.

Most of the members of the department participated in the survey. The majority of the participants were firefighters, which is encouraging. They are the members that we have the most opportunity to influence in the future. The majority of members that completed the survey have at least some college education, with more than half having completed a degree. This is a good sign of the potential that lies with the department. When asked what level of education people believed should be required for officer level positions, the respondents almost always answered the same level to which they currently possess. Almost all of the respondents wanted to be a captain of chief officer some day if feasible. Many of them believe they will achieve this rank some day. This was very exciting to see for the researcher. A key to succession planning is desire. The reasons list for why they might not make it to their desired level varied significantly. The most interesting answer to the researcher was they had not attended the previous leadership academies. This individual at least, clearly recognizes the value of leadership development. The respondents overwhelmingly thought that formal education should be required for promotion. When asked what course/classes should be included, there was significant discrepancies. This reinforces the need to have a plan that is clear and properly communicated.

The researcher found that there are better ways of developing our members than what is currently taking place. Although there is not a standard template out there to be used for succession planning, there are recommended components and characteristics that should be included in the plan. The information that has been gathered will assist the researcher and other department members in developing a succession plan.

The Roseville Fire Department has an opportunity to be progressive in the creation of a succession plan. With the development and implementation of this plan, the members will not only be educated in the importance of succession planning, but also give them a guide on how to succeed, while also helping the department to succeed. The sooner this takes place, the more resilient the department will be in the future.

Recommendations

The problem is that the Roseville Fire Department does not have a succession plan in place to guide the administration and membership on how succession should take place. The purpose of this research project is to collect and analyze information to assist in the creation of a succession plan for the Roseville Fire Department. The research that was conducted and the information that has been gathered will assist the researcher and other fire department members in the creation of such a plan.

The research project demonstrated a need for a succession plan. Based on the information gathered from the literature review and the results of this project, the following recommendations are designed to facilitate the implementation of a succession plan:

1. A committee should be formed to develop the succession plan so that representatives from each rank can participate.

2. Review the mission statement and values in order to align the succession plan with them.

3. Review the strategic plan to identify short-term and long-term goals.

4. Review the current structure of the organization to ensure that it is best serving the department.

5. Develop a succession plan that focuses on education, experience, as well as personal traits that are vital to the departments' success.

6. Conduct a training session to discuss the importance of succession planning and its implementation.

7. Implement the plan.

8. Conduct ongoing evaluation (at least annually) of the plan is necessary to make sure that it is guiding the department to where it wants to go,

References

Bernthal, P., & Wellins, R. (2006, March). Growing leaders. *Leadership Excellence*,

23(3), p. 6-8.

Braaten, M., & Reester, K. (2006, March). Succession planning now, say Colorado

municipal executive. *PA Times*, 29(5), p. 3-4.

Bonczek, E., & Woodward, E. (2006, August). Who will replace you when you are

gone? *Nursing Management*, p. 31-34.

Commission on Fire Accreditation International. (1997-2000). *Fire and emergency service self-assessment manual* (6th Ed.). Fairfax, VA: Author.

Compton, D. (2003, August). Investing in our future. *Firehouse*, 28(8), p. 141.

Conger, J., & Fulmer, R. (2004). *Growing your company's leaders: how great

organizations use succession management to sustain competitive advantage* (1st ed.).

New York: Amacom Books.

Darlington, H. (2006, June). Are you prepared to exit your business? *Supply house times*,

49(4), p. 188-193.

Evangelista, E. (2003, January/February). Succession planning: effective strategies for

transitioning corporate leadership. *Contingency Planning & Management*, 8(1), p. 18-20.

Fleming, R. (2002, February). Leaders from the pack: You already know what to look for when

promoting a firefighter to a line officer position, but can you spot a potential chief officer

in the lot? It takes more than just management skills – it takes leadership. *Fire Chief*,

46(2), p. 36-40.

Hofer, T. (2006, April). Succession planning is critical consideration. *Franchise World*,

38(4), p. 74-75.

Ibarra, P. (2005, January/February). Succession planning: An idea whose time has come. *Public Management*, 87(1), p. 18-24.

Killen, B. (2006, June). Leadership in succession: Ensure you and your officers are prepared to take the next step. *Fire-Rescue Magazine*, p. 90.

Moore, H. (2006, September). Getting out of the drivers seat. *Aftermarket Business*, 116(9), p. 24.

National Fire Academy (2003, September). *Executive fire officer program operational policies and procedures applied research guidelines.* Emmitsburg, MD: Author.

National Fire Academy (2005, December). *Executive Leadership.* Emmitsburg, MD: Author.

Pernick, R. (2002, August). Creating a leadership development program: Nine essential tasks. *Public Management*, 84(7), p. 10-17.

Ross, N. (2002, May/June). Disruption defense: succession planning. *Contingency Planning & Management*, 7(4), p. 33.

Rothwell, J. (2005). *Effective succession planning: ensuring leadership continuity and building talent from within* (3rd ed.). NY: McGraw-Hill.

Rooney, L. (2004, April). "Passing the torch: Succession planning in a professional fire service organization. *Executive Fire Officer Program Research Paper*. Emmitsburg, MD: National Fire Academy.

Roy, J. (2006, May/June). Succession planning's impact on retention. *Health Care Executive*, 21(3), p. 57.

Sager, B. (2005, December). Fireground succession. *Fire Chief*, 30(5), p. 76.

Sargent, C. (2002, November). Team succession: Prepare your team for future growth even after you're gone. *Fire-Rescue Magazine*, 20(11), p. 54-60.

Shouldis, W. (2005, July). Officer Development programs on a budget. *Fire Engineering*,

    158(7), p. 69-72.

Wikipedia, The free Encyclopedia (2006). Retrieved September 5, 2006 from the World Wide

    Web: http://en.wikipedia.org/wiki/Mentoring.

Wikipedia, The free Encyclopedia (2006). Retrieved September 5, 2006 from the World Wide

    Web: http://en.wikipedia.org/wiki/Training.

APPENDIX A

ROSEVILLE
FIRE DEPARTMENT
MEMORANDUM

DATE: November 12, 2006

TO: Fire Department Members

FROM: Deputy Chief Greg Peterson

RE: Succession Planning Survey

This summer I completed the Executive Leadership class at the National Fire Academy. This is the fourth and final class of the Executive Fire Officer program. As a part of this course, I am required to complete a research paper that is relevant to the course work. I chose the subject of succession planning.

Succession planning is an organized and systematic way to ensure that employees are capable, competent, and willing to replace and/or succeed to strategic roles within the organization.

As a part of this research I would like your input in regards to succession planning. Please take a few minutes to fill out the attached essay. When complete, place the form in the envelope. I appreciate you taking your time to complete the survey.

APPENDIX B

ROSEVILLE
Fire Department
Succession Planning Survey

This survey will be used to help assess the need for succession planning for the Roseville Fire Department. I am very interested in your feedback. It is a short survey that will only take a few minutes of your time. All information gathered will remain confidential.

Rank of person completing survey:
       [ ] Chief Officer   [ ] Captain   [ ] Lieutenant   [ ] Firefighter

1. How long have you been a member of the Roseville Fire Department? _____ years

2. What is your highest level of education?
       [ ] High School/GED   [ ] Some college   [ ] Associates degree
       [ ] Bachelors degree   [ ] Masters degree   [ ] Doctorate

3. What do you believe should be the minimum level of education for a:
       Chief Officer   _____
       Captain   _____
       Lieutenant   _____
       Firefighter   _____

4. If any rank were achievable, what rank would you like to achieve while you are a member of the Roseville Fire Department?
       [ ] Chief Officer
       [ ] Captain
       [ ] Lieutenant
       [ ] Firefighter

5. What rank do you believe you will achieve while you are a member of the Roseville Fire Department?
       [ ] Chief Officer
       [ ] Captain
       [ ] Lieutenant
       [ ] Firefighter

6. If you do not see yourself being promoted some day, why not?

7. Do you believe formal education should be a requirement for promotio?
  [ ] Yes
  [ ] No

8. If you answered yes to above, what classes/course do you believe should be required for:
  Chief Officer   _____
  Captain   _____
  Lieutenant   _____
  Firefighter   _____

9. How beneficial do you believe a succession plan would be to you as an individual?
  No Benefit   1   2   3   4   5   6   7   8   9   10   Extremely Beneficial

10. How beneficial do you believe a succession plan would be to the department?
  No Benefit   1   2   3   4   5   6   7   8   9   10   Extremely Beneficial

Thank you for your time!

APPENDIX C

Succession Planning Survey Results

Rank of person completing survey:
        Chief Officer 4
        Captain   6
        Lieutenant   3
        Firefighter   23

1. How long have you been a member of the Roseville Fire Department? _____ years
        Ranged from 1 to 26 years
        Average = 7 years

2. What is your highest level of education?
        High School/GED   3
        Some college   15
        Associates degree   7
        Bachelors degree   10
        Masters degree   1
        Doctorate   0

3. What do you believe should be the minimum level of education for a:

	Masters	Bachelors	Associates	Some College	High School
Chief Officer	7	18	4	6	1
Captain	0	10	10	11	5
Lieutenant	0	1	11	15	9
Firefighter	0	0	1	4	31

4. If any rank were achievable, what rank would you like to achieve while you are a member of the Roseville Fire Department?
        Chief Officer 16
        Captain   17
        Lieutenant   3
        Firefighter   0

5. What rank do you believe you will achieve while you are a member of the Roseville Fire Department?
        Chief Officer 9
        Captain   16
        Lieutenant   9
        Firefighter   2

6. If you do not see yourself being promoted some day, why not?
    - Criteria that may be set to achieve the positions
    - Timing of availability of positions vs. personal availability
    - Outside factors – full-time job, family
    - Did not go to leadership academy
    - Did not learn enough
    - Limited tenure
    - Time commitment
    - Potential politics

7. Do you believe formal education should be a requirement for promotion?
    Yes   30
    No   6

8. If you answered yes to above, what classes/course do you believe should be required for:
    Chief Officer
    - Bachelors degree program
    - On-going fire training
    - National Fire Academy courses
    - Emergency management
    - Business management
    - Interpersonal communications
    - Apparatus operator
    - Firefighter I & II
    - Incident command

    Captain
    - Bachelors degree program
    - Associates degree program
    - National Fire Academy courses
    - Fire officer courses
    - Fire instructor
    - Fire investigator
    - Interpersonal communications
    - Apparatus operator
    - Firefighter I & II
    - Incident command
    - Health fitness

    Lieutenant
    - Some college – Technical College
    - National Fire Academy courses
    - Officer courses
    - Interpersonal communications

- Incident command
- Strategy and tactics
- Apparatus operator
- Firefighter I & II
- National Fire Academy courses

Firefighter
- Not a promotional level
- Firefighter I & II
- Emergency Medical Technician
- Hazardous Materials Operational Level
- Fire instructor
- Apparatus operator

9. How beneficial do you believe a succession plan would be to you as an individual?
     1 = No Benefit
     10 = Extremely Beneficial

     Average = 8.1

10. How beneficial do you believe a succession plan would be to the department?
     1 = No Benefit
     10 = Extremely Beneficial

     Average = 8.4