

Running head: An Evaluation of Succession Planning Efforts at Clackamas County Fire District #1

Executive Leadership

Succession Planning Efforts at Clackamas County Fire District #1– Who’s Next?

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CERTIFICATION STATEMENT

I hereby 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 writings of another.

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ABSTRACT

The problem was that Clackamas Fire lacks adequate efforts in organizational succession planning. The purpose of this research project was to identify current status of succession planning activities and develop strategies for improvement.

Four research questions were included: what are the essential elements of an organizational succession plan; what essential elements are currently in use; what criteria should be considered to enhance succession planning; and what are the attitudes and opinions of employees regarding preparing future leaders?

Action research methods were used to guide this research. A review of published literature, a survey, and personal interviews were used to collect information. The findings of this research support a strategic formulation process to improve organizational performance in preparing future leaders.

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INTRODUCTION

Succession planning or the absence of is becoming a huge issue for the fire service. Leadership is and has always been a relatively scarce commodity within an organization and to lose effective leadership is a serious blow to any company (Fulmer, 2005).

Preparing future leaders is not a quick fix or short term issue. The problem is that Clackamas County Fire District #1 (Clackamas Fire) lacks adequate efforts in organizational succession planning. The purpose of this research project is to identify the current status of succession planning activities and develop recommendations for potential improvements.

Four researched questions are addressed including: what are the essential elements of an organizational succession plan; what succession planning elements are currently in use at Clackamas Fire; what criteria should be considered to enhance succession planning at Clackamas Fire; and what are the attitudes and opinions of current Clackamas Fire employees regarding preparing future leaders?

Action research methods were used to guide this research. The findings of this research support and outline a strategic formulation process to facilitate improved performance in the area of succession planning and management.

BACKGROUND AND SIGNIFICANCE

Clackamas Fire is an accredited agency with the Center for Public Safety Excellence and was the first fire agency so accredited in the State of Oregon. Clackamas Fire is the third largest fire department in Oregon proudly serving 180,000 citizens in an area covering approximately 194 square miles. Clackamas Fire operates sixteen

community fire stations. The district's service area includes the cities of Milwaukie, Oregon City, Happy Valley, Johnson City, and a portion of the newly incorporated City of Damascus. Clackamas Fire also protects the unincorporated communities of Oak Lodge, Clackamas, Sunnyside, Redland, Carver, Beavercreek, Highland and Clarkes. The Fire District employs 170 full time employees, including one fire chief, three deputy chiefs, one executive officer, eight battalion chiefs, and 143 sworn personnel. Approximately 60 volunteers supplement the career firefighter forces. All career firefighters are, at minimum, certified as emergency medical technicians (EMTs). The district employs 80 certified paramedics and staffs daily with a minimum of one paramedic on each career response unit. During 2006, Clackamas Fire responded to 15,157 requests for assistance. Approximately 59 percent of these responses were medical related.

Clackamas Fire is a fire service agency created by a series of mergers with smaller agencies. Approximately eleven fire departments have consolidated into one fire district during the last 30 years to create the current special district. The most recent and significant mergers occurred in 1998 when three well established organizations consolidated. The resulting organization truly became a regional fire service provider.

The current senior executive management team is primarily made up of long-term fire service employees who were integrated due to mergers and consolidations which have evolved in the region over the past 15 years. Through the years, a noticeable historical and cultural bond can be felt between members of different merging fire departments. Several of these cultures are represented by the current senior leadership team.

The education and training philosophy was not consistent with many of the original fire districts. Specifically, one agency operated a regional training center and was nationally recognized for the quality of internal training. This organization also recognized the State of Oregon fire service training certifications. Another organization emphasized state training certifications and based incentive pay on these achievements. One organization encouraged outside formal education to the point of full tuition reimbursement, paid school relief from duty, and overtime pay during off-duty classroom attendance. Yet another fire agency conducted all training in-house, saw little benefit in state certifications. Further, this organization did not encourage members to seek formal educational and placed emphasis on agency seniority alone. These different organizational approaches have resulted in members of the current organization possessing diverse levels of formal education and technical certification.

In 1995, a new fire chief was hired from the outside to lead the increasingly expanding fire district. Over the next seven years, he worked to meld these different factions together and blend the talents and histories of these groups. During 2001, this fire chief recognized the need to establish and communicate minimum educational and certification requirements for each civil service position. Consequently, a project was embarked upon to solidify this road map. The project was referred to as the Clackamas Fire District #1 Personal Path Development Guide (appendix C). This document identified minimum educational and certification requirements and preferred educational and certification achievements for all operations personnel from entry-level through assistant chief. Final drafts were developed during November of 2001. Portions of this

document continue to serve as a guide for individuals seeking direction on milestones to pursue in order to enhance their future career advancement potential.

In 2003, and again in 2006, successor fire chiefs were appointed by elected officials from within the organization. No formal succession planning process has been implemented but informal requirements, as well as, mentoring for future potential candidates does exist. The current Fire Chief and Board of Directors are very supportive of succession planning efforts and seem to understand the organizational importance of these activities. The district's newly amended mission, values, vision, and goals includes "employee development" as a primary focus.

Another factor that will be influencing District succession planning is that the Oregon Public Employees Retirement System (PERS) has experienced some legislative changes which have impacted retirement benefits for district employees. Tier-One PERS police/fire public employees continue to be eligible to receive full retirement benefits at age 50 with a minimum of 25 years of public service. All current officers, captain and higher, are tier-one PERS employees. The Fire Chief, three deputy chiefs, two administrative battalion chiefs, and the Executive Officer comprise the senior executive team. Of these seven members of the senior executive team, four will be eligible for full retirement benefits by July of 2009. The remaining three will be eligible for full retirement benefits by July 2012. As it stands during the next five years, 100 percent of the senior leadership positions of the Fire District could potentially experience turnover.

Preparing individuals for future leadership positions will continue to represent a critical challenge for fire service agencies. It is hoped that this research will not only

prove beneficial for Clackamas Fire, but, will also provide insight for other agencies pursuing excellence in leadership and organizational performance.

This applied research project is applicable to the United States Fire Administration's five-year operational objectives "to respond appropriately in a timely manner to emerging issues." A direct correlation is established between this research and the National Fire Academy *R-125 Executive Leadership* curriculum. Unit 7, Succession/Replacement Planning, best outlines the subjects explored in this paper.

LITERATURE REVIEW

The purpose of this literature review is to identify and compare best practice approaches to organizational succession planning processes. Published reference material was located to provide an understanding of succession planning and the necessary components involved in facilitating the continuation of effective leadership. Additionally, two internal personal interviews added to the body of knowledge of this research.

The National Fire Academy's "Executive Leadership" Executive Fire Officer Program student manual was reviewed for applicable information on this subject. According to the manual, succession planning is an organized and systematic method to ensure that employees in a particular organization are capable, competent, and willing to replace and/or succeed to strategic roles within the organization. Succession planning is a critical element of overall organizational strategy. Organizations with established employee development and planning processes prove to be more competitive. Public safety organizations achieve excellence through developing a well-trained and competitive workforce. Successful organizations are prepared for unanticipated

emergencies and can fill a spot immediately with a qualified candidate should the situation arise (U.S. Department of Homeland Security, 2005).

Other sources indicate that there are several reasons why organizations have been so interested in succession planning and management. Top managers are aware that continued survival of the organization depends upon having the right people in the right places at the right times to do the right things. Continued downsizing and other cost-containment efforts have resulted in reductions in middle management ranks – a traditional training ground and a source of top management talent. Therefore, some efforts must be made to systematically identify and prepare high-potential candidates for key positions. Where no succession planning exists, or the process is informal and not institutionalized, job incumbents tend to identify and groom successors who are remarkably like themselves in appearance, background, and values. Succession Planning and Management also communicates career paths to each individual, establishes development and training plans, establishes career paths and job moves, communicates upward and lateral within management, and creates a more comprehensive human resource planning system. The three most important reasons to pursue succession planning programs are the ability to implement organizational strategic plans, identify replacement needs, and to increase the talent pool of promotable employees. One suggested way to motivate leaders to pursue succession planning activities is to request from payroll the projected retirement dates for the entire organization (Rothwell, 2005).

Most literature agrees that a primary cost to an organization without a succession plan is the damage caused by not being prepared for future needs. Lack of preparation will require making reactive decisions in a crisis. Additionally, qualified internal

candidates may be eliminated from being considered for openings due to lack of preparation and planning. Reduced organizational morale among personnel may occur if employees question their value when outside leadership is inserted above them in the organization hierarchy. Further, hiring from the outside slows forward progression and productivity while new leaders become familiar with the new environment. Tangible costs also include expenses of filling temporary vacancies, search expenses, and even the possibility of higher salaries necessary to attract qualified candidates (Murray, 2006).

One possible solution that was suggested included the idea that job rotations can serve as a means of building individual competencies. Progress in place activities involve gradually adding new challenging duties or assignments and stagnation is avoided by loading these horizontal or vertical job responsibilities. Alternatives to filling critical positions included organizational redesigns, process redesigns, outsourcing, temporary trading of personnel with other organizations, establishing talent pools, over staffing with a manager and assistant manager in critical areas, and finding workers in other organizations with skills needed (Rothwell, 2005).

The literature recommended that, organizations should establish internal promotion policies. Additionally, commitment to promote employees from within should be communicated whenever qualified candidates exist. Organizational dysfunction or inbreeding can result if over 80 percent of promotions are from within. Practical solutions included that internal promotion processes should be defined, the business reasons for a promotional policy should be explained, and legitimate conditions under which exceptions to established promotional policies should be defined. Resulting internal promotions would then be considered appropriate when candidates for key

positions are ready to assume at least 80 percent of the position requirements, are willing to accept these responsibilities, and are able to accept the position because their own replacement has been prepared (Rothwell, 2005).

The literature also emphasizes that all employees should have a current personal developmental plan. This plan should be incorporated into organizational documentation to reinforce the organization's commitment to the employee's development. By aligning these personal development plans with organizational strategic vision and targeting identified gaps, organizational efforts within a workplace can become more targeted and efficient (U.S. Department of Homeland Security, 2005).

Still much of the responsibility for hiring employees who will excel in public agencies rests with the supervisor. While recruitment may be the responsibility of the human resources department, the supervisor is the primary point of employee contact and the supervisor-employee relationship is the one that matters most to employees. Therefore, the goal of the hiring process is not merely to get a "warm body" into the job, rather the primary goal must remain to hire a person who will excel in the organization and stay (Geen, n.d.).

Several elements of employee development were noted which should receive attention to prepare future leaders including; education - college degrees are often judged as critical to preparing employees to fill fire service leadership and management roles; training- technical training and certifications encourage future leaders to stay current and competent; experience - work experience is a reflection of what employees are exposed to. People learn by doing, not observing; interpersonal skills - the ability to select, inspire, motivate, and communicate with the right people. Dealing well with people, and

integrity- honesty and credibility are key to a successful leader's reputation (Compton, 2003).

One specific theme throughout the literature was emphasized. Specifically, a mass retirement of the baby-boomers is underway which will create an acute shortage of talent to take their place. The time to seriously consider how talent is strategically managed within organizations is now. Organizations that delay addressing this critical issue run the risk of simply not having the leadership depth required to implement their future strategies and may jeopardize their survival. The lack of new leaders, coupled with the demands that will be placed on these individuals, indicate that a talent war is inevitable. Organizations will be forced to compete aggressively to attract and retain the best leaders. Consequently, succession planning and leadership development must be a strategic imperative in order to remain competitive in the future (Steeves & Ross, 2003).

According to the literature, it is indisputable that baby boomers are retiring. Many U.S. companies are projected to lose half of their current senior management in the next decade. The number of young adult workers age 25 to 40 is projected to decline and there will be fewer workers to replace the estimated 77 million baby boomers who are eligible to retire. Oregon mirrors the national trend and employers should expect competition for staffing and talent pools, retiring employees may outpace ability to hire new employees, and an evaporation of knowledge and experience will occur with these retirements (Billington, 2006).

One suggestion is that engaging employees improves organizational results. That is employee involvement strategies increase employees' awareness of the organization and therefore provides a positive impact on employee engagement. Businesses have

indeed reported improvements in employee retention as a result of engagement efforts (Melcrum, 2006).

Within Oregon, the state government workforce is aging. Over 47% are 45 years old or older. During the next 10 years, both private and public sector hiring in Oregon will result from replacing workers in current jobs rather than new jobs resulting from economic growth. Recruiting and retaining public sector workforces will require additional efforts and planning. Significant increases in workforce training are projected. Increased wages will be necessary to attract and retain replacements. Many desperate businesses may be forced to pay for the training of unskilled workers. A new State of Oregon workforce recruitment pilot project is scheduled to roll out in June of 2007 (Wilson, 2006).

A noted detriment was that today many companies reward high performers with opportunities for development rather than extended long-term employment. Further, the internet has enhanced the mobility of leadership talent, making it easier for employees to locate opportunities elsewhere and for those opportunities to come to exceptional employees. Succession savvy organizations have adapted to mobility issues by utilizing several traits that characterize their winning approaches to succession management. Such traits include: successions systems must be easy to use and focus on development rather than replacement; highly effective systems must have support and active involvement by senior executives within the organization; senior executives must view effective succession management as a key strategic tool for attracting and retaining talent; best practice systems are used that effectively identify gaps in talent especially in jobs that are critical to the overall success of the company; and successful systems continually refine

their systems as they receive feedback since developing leadership talent is a long-term investment (Fulmer, 2005).

Additionally, every organization must face the reality that leadership will change. Early retirements, disabling illnesses, unexpected resignations, or normal transfers of power are all part of doing business and must be planned for. Succession planning is vital to continued survival and prosperity as is strategic planning. The question becomes, what good is a business strategy without qualified leadership (Buzzotta & Lefton, 1997)?

Bench strength which is an organization's ability to fill vacancies quickly from within is another important factor. Specifically, turnover has a significant impact on bench strength. Critical avoidable turnover is initiated by high-potential employees leaving for positions in other organizations. One approach to test bench strength is to prepare a replacement chart. A replacement chart is an organizational chart showing the possible replacements for each key position. A hole is indicated where no internal replacement can be identified (Rothwell, 2005).

The importance of succession management can not be over emphasized as it essentially serves as an interface between the human resource function and the strategic direction of an organization. The real key in succession management, however, is to create a plan to meet the organization's future talent needs and to develop the aspirations of individuals. Keeping talented people within an organization requires providing them with growth opportunities. Assessment of current talent, use of technology, providing developmental opportunities, individualized development plans, senior level support, aligning succession management with overall business strategy, and keeping the process simple summarizes best-practice methods (Fulmer, 2002).

Greengard further identifies five keys to successful succession planning including: identifying key leadership criteria including traits and core competencies; finding future leaders and motivating them with informal discussions and interesting assignments; creating a sense of responsibility within the organization by keeping detailed records of employee's progress; aligning succession planning with corporate culture by focusing on core values and weight these heavily during selection processes; and measuring and tracking results and reinforce desired behaviors by tracking results and rewarding employees following identified developmental paths. He also notes that succession planning focuses heavily on the development of talent from within and companies may find themselves looking outside for talent from time to time. Consequently, the recruiting of talent to fill vacancies has become a huge industry (Greengard, 2001).

The U.S. Office of Personnel Management noted that the demand for talented leadership is high as corporations compete for a limited pool of highly skilled candidates. Therefore, public sector agencies striving to become high performing organizations must develop an effective workforce and succession planning strategy. Finally, it was noted that recommended activities represent a multi-year approach to human capital management and should include: an organizational assessment to identify current performance, culture, and employee satisfaction, corporate communication strategies; workforce forecasting and analysis; retention management strategies; recruitment strategies; the alignment of HR functions; a current leadership assessment; ongoing employee education and development; and an evaluation and measurement of program outcomes (U.S. Office of Personnel Management, n.d.).

The U.S. Office of Personnel Management also provides a six-step planning model for succession planning. These steps include: link strategic and workforce planning decisions; analyze gaps between needs and talent; identify talent pools; develop succession strategies; implement succession actions plan; and finally monitor results, evaluate and revise action plans (U.S. Office of Personnel Management, 2005).

Schall cautioned that drawing direct parallels between public and private sector research on succession planning must be done carefully because the public sector has more short-term leaders than institutional builders. Public sector leaders must learn to consider not only what can be achieved, but what will be achieved, and how these achievements can be sustained. Changes in leadership may occur from retirement, term expiration, protest, reassignment, illness, or death. Further, public-sector leaders must overcome the following four types of barriers in order to take succession planning seriously: the leader's reluctance to take up the succession tasks; the assumption that succession issues are beyond the scope of leader's responsibility; confusion about how the succession task is framed – A matter of replacing ones self or strategically positioning those who follow; and lack of information about how to formulate a process especially in shifting political environments and increasing regulatory constraints (Schall, 1997).

Rothwell added that there are two key differences between succession planning program in the business and governmental settings. First, civil service systems prohibit the naming of individuals to fill positions without competitive job searches. Second, in some governmental entities, the agency director is a political appointee who carries out the will of an elected official. In these cases, the most important owners of the succession planning process are these civil servants who do not change with every

election. Rothwell also clarified that governmental succession programs often are called workforce planning or human capital management initiatives (Rothwell, 2005).

The literature agrees that succession planning is becoming a distinct strategic imperative. Best practice companies are gaining from proactive succession plans rather than just preparing for loss. Succession planning may force individuals to overcome the denial of their mortality as succession can trigger the same emotions as planning a will. Ritter suggested the following basic criteria required for succession planning: succession management becomes part of the overall drive to develop talent at all levels; succession planning requires ongoing commitment of top management; specific behaviors, skills, and values of leaders need to be defined; assessment centers, tests, interviews; and performance appraisals all serve as tools to facilitate leadership placement and development decisions; and finally succession management should be integrated into recruiting, selection, retention, and development systems (Ritter, 2006).

Several authors caution that implementation of successful succession planning and management programs must be phased into an organization and the CEO must support and own these efforts. Human Resource managers will play an important role but due to the importance of succession planning, it can not be delegated solely to HR. Developing a replacement plan for the CEO is the second step. Developing a succession plan for middle managers should follow once the CEO position is secured. Next, the plan focuses on the development of internal talent pools. Finally, a sophisticated ongoing approach to succession planning can only be realized by assembling lessons learned as an organization progresses through previous generations. This leads to the development of a customized program for their specific agency (Rothwell, 2005). Rothwell's advice on

implementation strategies provided a simple, common sense approach for Clackamas Fire to follow. His current reference book is a valuable resource for anyone considering succession planning issues.

Several authors noted a decline in nationwide applications for open fire chief positions. It follows then that succession planning is paralleled by the phenomenon of fewer and fewer people wanting to make the final step to become the successor. Attrition and succession will occur whether planned or not as leadership vacancies must be filled. The question may arise as to whether the individual who emerges as the top candidate for the fire chief's position has grown up within that organization or has come from the outside. Additionally, succession planning depends on the motivation level of the talent pool. Individuals can prepare themselves for advancement by focusing on the destination not the journey and remembering it is up to the individual not the organization to prepare employees for advancement (Coleman, 2006).

A review of organizational literature within Clackamas Fire was conducted to identify applicable documents. To determine the organizational history of the Clackamas Fire Personal Path Development Guide (appendix C), a personal interview was conducted via telephone with retired Deputy Chief, Martin Goughnour. Chief Goughnour confirmed that the Clackamas Fire District #1's Civil Service Commission reviewed this document in late 2001 and the document was distributed throughout the organization during 2002. Chief Goughnour could not confirm if this document was adopted by the civil service commission into policy. But, as a result of this distribution, a minimum of eleven upwardly mobile individuals began pursuing bachelor's degrees in Fire Service Administration to meet their future career goals (Goughnour, 2007).

During March of 2005, Clackamas Fire District #1 applied for and received renewal of its accreditation status with Commission on Fire Service Accreditation International (CFAI) a division of Center for Public Safety Excellence, Inc. A requirement of this process includes submittal of an organizational self assessment of core competencies. A review of Criterion 7D, Use of Human Resources, revealed the following information; Career development is an important facet of the Fire District's goals. All promotions within the Fire District require minimum qualifications which are listed in the job description and on job announcements. The District's performance evaluation program includes an assessment of professional development, and the Fire District has a limited internal career development program in place. A review of Criterion 8B, Training and Education Programs, revealed the following information; The Fire District supports and encourages individuals to pursue outside educational opportunities. More than 75 percent of employees have two-year degrees, several have four-year degrees, and a few have master's degrees. The Fire District's Board of Directors, through an appointed Civil Service Commission, establishes minimum qualifications for sworn personnel, from entry-level firefighter through assistant chief. The Fire District has identified desired leadership and supervisory attributes of future company officers. All personnel are encouraged to pursue educational endeavors regardless of rank by providing on-site training and financial support for outside training. The Training Division collaborates with local community colleges and other regional fire agencies to offer the Metro Fire Officer's Academy an officer development course for new and aspiring company officers. The CFAI self assessment manual clearly steers organizations to pursue command and staff development through an organized career

development program. Clackamas Fire provides acknowledgment in this document that only a limited internal career development program is in place (Clackamas Fire District #1, 2005).

Because top leadership support was determined to be a critical element of any successful succession planning program, a personal interview with Fire Chief Ed Kirchhofer was conducted. Chief Kirchhofer revealed that when he was appointed Fire Chief, the board of directors asked him to pursue several key issues facing the Fire District; one of these issues was developing future leaders (succession planning). Accordingly, Chief Kirchhofer has every intention to pursue this directive and acknowledged the vital importance of such efforts within Clackamas Fire. He also acknowledged that a key ingredient that is currently missing is follow-up by many supervisors. Consequently, several members of the executive team are currently developing independent position papers on succession planning issues within Clackamas Fire at his request and critical elements of succession planning are currently being developed. As a result, an organizational exercise to identify the critical behavior, skills, and values for the Fire Chief position has recently been completed. Not surprisingly, composure, integrity, trust, ethics and values were consistently rated the highest among all age groups and ranks.

Succession planning activities are also being added into the current strategic plan update. However, a gap analysis and a replacement chart have not yet been developed nor has an adequate process to document personal development plans. These strategies are left to individuals or supervisors and are inconsistent at best. It follows then that current human resources functions and processes need additional focus on succession

planning especially since current selection processes occasionally produce surprising ranked lists where high performers do not finish on top. To better understand employee perceptions about succession planning, Chief Kirchhofer is currently meeting with every employee to discuss personal and organization goals. He describes this commitment of his time as a vital employee engagement activity.

Despite Clackamas Fire succession planning efforts and awareness, current succession planning strategies are not simple for supervisors or employees to use and no monitoring system is in place to evaluate the results. Although, during the past 10 years, Clackamas Fire has not been forced to recruit from the outside for positions above entry-level firefighter and fire inspector except specialty support staff positions, a Battalion Chief's exam is in progress where of the fifteen Captains eligible, only seven are participating in this promotional assessment center. Chief Kirchhofer considers this fact to be an indicator of some limited success of the current informal system. Additionally, many other fire departments in Oregon are constantly advertising for chief officer vacancies. Chief Kirchhofer believes it is critical that we develop an easy to use succession planning system and then follow through with these details. He believes that it is important to identify and correct any disincentives to the promotional process which have developed. Therefore, monitoring chief officer work conditions, work schedules, salary comparisons, and team building activities have become very important. The interview with Chief Kirchhofer has influenced this project by providing insight into the level of support from elected officials and the Fire Chief to pursue the resulting recommendations (Kirchhofer, 2007).

An emphasis on succession planning was illustrated during the 2006 Clackamas Fire District #1 management retreat; participating members updated the District's organizational strategic business plan goals. Specifically, the first goal developed was; "Provide an environment that allows our personnel to develop and succeed." (Clackamas Fire District #1, 2006).

Determining the current status of human capital within a public safety organization can also assist in identifying current strengths and weaknesses and predicting future gaps in leadership. Developing future leaders takes time; however, this review of published literature provides a broad perspective of succession planning and has identified best practices and essential elements within any organization. It also provided insight into organizational support to pursue improvements, current status of efforts, and details of previous organizational history on this subject.

PROCEDURES

The initial research for this project began on campus of the National Fire Academy located in Emmitsburg, Maryland during September 2006. An electronic search of the Learning Resource Center's (LRC) reference material revealed sources of related material including several Executive Fire Officer Applied Research Projects as well as, numerous magazine and journal articles. Additional research was conducted from October 2006-January 2007. This research included internet searches using the Goggle search engine (www.google.com).

Subsequently, a seventeen question survey was designed to assess the attitudes and opinions of current Clackamas Fire employees on the subject of succession planning and leadership development. The questions were devised to help answer three of the four

research questions. The surveys were distributed to approximately 270 users of the Clackamas Fire electronic network. These users include full-time employees, part-time employees, resident volunteers, and volunteers. The questions were designed to encourage employees to choose between opinion sentiments on this potentially controversial subject. The forced-choice survey did not allow for a neutral response allowing only: strongly agree, agree, disagree, and strongly disagree response choices.

The survey was created and reviewed by staff for grammatical content and clarity. A printed draft survey was provided to a randomly selected firefighter for completion. Input from this employee resulted in two of the questions being re-worded. A final draft was sent to the Fire Chief Ed Kirchhofer for review. The questionnaire was distributed to all 270 users of the CC Everyone Group via e-mail on December 22nd, 2006. Distribution was from Chief Kirchhofer. Respondents were asked to open the attachment, print the questionnaire, complete it anonymously, and return the completed document to the fire chief's administrative assistant before Jan 5, 2007.

The surveys began returning within a few days through intra-departmental mail. The results were compiled the last week of January, 2007. A summary of the 79 surveys received was prepared for analysis and is included.

A personal interview was conducted by telephone with Retired Deputy Chief Martin Goughnour on January 5th, 2007. Chief Goughnour served as the Human Resources Chief and supervised Civil Service issues before his retirement in 2003. A personal interview was also conducted with Fire Chief Ed Kirchhofer on February 20, 2007 for his input on the subject. The outline of Chief Kirchhofer's interview is included in Appendix D.

RESULTS

The results of this applied research project were developed from a comprehensive examination of information published in the reviewed literature, personal interviews, and the results of the distributed survey instrument. The following four research questions provided the framework for this project:

1. What are the essential elements of an organizational succession plan?

The basic criteria required for succession planning to succeed were available in published literature from several different sources. Although not identical, several authors provided similar lists of critical elements. The most common critical elements of succession planning or succession management included;

- a) Commitment of senior management for succession activities.
- b) Embed succession planning into organizational strategic planning processes.
- c) Identify necessary specific behaviors, skills, and values of leaders.
- d) Conduct an organizational analysis of current or future gaps in talent.
- e) Develop talent at all levels of the organization not just in leadership roles.
- f) Utilize personal development plans, track progress of all individuals, and provide feedback on progress.
- g) Integrate succession management into HR functions including recruiting, selection, retention, and development systems.
- h) Use assessment centers, promotional tests, interviews, and performance appraisals as critical tools to facilitate leadership placement, advancement and development decisions.
- i) Develop aspirations of individuals by employee engagement activities.

- j) Keep components of succession planning simple and easy to use.
- k) Monitor results and evaluate processes.

2. What succession planning elements are currently in use at Clackamas Fire?

Based on the survey responses, the following succession planning elements are perceived to be in use at Clackamas Fire:

- a) Commitment of senior management for succession activities.
- b) Embed succession planning into organizational strategic planning processes.
- e) Develop talent at all levels of the organization not just in leadership roles.
- f) Utilize personal development plans. Track progress of all individuals and provide feedback on progress.
- g) Integrate succession management into HR functions including recruiting, selection, retention, and development systems.
- h) Use assessment centers, promotional tests, interviews, and performance appraisals as critical tools to facilitate leadership placement, advancement and development decisions.

Chief Kirchhofer acknowledged during his interview that he had been directed to make preparing future leaders a priority. This directive and subsequent action confirms top leadership support for succession planning efforts. Further, succession planning as an organizational priority is being embedded into strategic planning documents. The critical behaviors, skills, and values for the fire chief position have been identified using a survey instrument. Clackamas Fire currently has informal processes in use that facilitate the development of talent at all levels such as Chief Kirchhofer conducting employee

engagement interviews with each employee. Other supervisors also discuss career development opportunities but these activities are not part of a formalized process.

3. What criteria should be considered to enhance succession planning at Clackamas Fire?

The following essential elements of succession planning were not listed in survey results as currently being in use at Clackamas Fire:

- c) Identify necessary specific behaviors, skills, and values of leaders.
- d) Conduct an organizational analysis of current or future gaps in talent.
- i) Develop aspirations of individuals by employee engagement activities.
- j) Keep components of succession planning simple and easy to use.
- k) Monitor results and evaluate processes.

The following items were mentioned by survey respondents as potential enhancement subjects which could improve succession planning activities at Clackamas Fire (listed in descending order of frequency of response): Additional internal training or leadership training needed; clearly defined minimum and preferred qualifications established for promotions; the availability of job rotations, job shadowing, and special project opportunities; employee counseling and engagement activities; employer supported outside educational opportunities; clarity in organizational mission, value, and goals; clearly visible incentives to promote; internal evaluations use to identify who should be promoted – based on traits; staffing issues; continued labor/management relationships/participative management style; and finally broader annual retreat participation.

Chief Kirchhofer believes that follow-through will be a critical component to successfully improving the ongoing development of employees. Chief Kirchhofer also

revealed that careful consideration must be made to identify any disincentives for promotion and eliminate or minimize these if possible to encourage members to seek promotions.

4. What are the attitudes and opinions of current Clackamas Fire employees regarding preparing future leaders?

The following summary was extrapolated from the Clackamas Fire internal survey. Respondents used the following scale to answer the survey questions:

1	2	3	4
Strongly Agree	Agree	Disagree	Strongly Disagree

Survey Question 1. “A well run fire service organization develops its workforce and encourages future internal advancement and promotions.” The average response was 1.23. Respondents seemed to acknowledge the importance of developing the internal workforce and encouraging internal advancement and promotion opportunities.

Survey Question 2. “It is the Fire District’s responsibility to prepare future leaders through providing professional development opportunities.” The average response was 1.63. Respondents consistently believed that it is the organization’s responsibility to develop employees.

Survey Question 3. “It is solely up to the individual to prepare himself/herself for future advancement.” The average response was 2.73. Respondents seemed to be divided on this issue. A slight majority appeared to disagree that it is solely the individual’s responsibility to prepare them for future advancement.

Survey Question 4. “CFD#1 has established clear expectations of required experience and educational milestones (a career path) for advancement above my current position.” The average response was 2.80. Respondents seemed to also be divided on this

issue. A slight majority appears to acknowledge that clear expectations for promotions have not been established.

Survey Question 5. “Promotions at CFD#1 are based upon a selection processes that promotes the best candidate for the job.” The average response was 2.37. Chief officer and manager respondents indicated agreement with current promotional selection processes. Other respondents were slightly less supportive but overall seemed to support current processes.

Survey Question 6. “Individuals should develop a personal career development plan to guide their professional development and career advancement.” The average response was 1.77. A clear trend from respondents acknowledged that individuals should develop an individual career development plan for themselves.

Survey Question 7. “I participated in the last CFD#1 promotional testing process that I was qualified to apply for.” The average response was 2.01. A majority of respondents participated in the last promotional testing process they were qualified for. However, a trend in non-participation is noticeable in Captain and Apparatus Operator respondents.

Survey Question 8. “I plan on participating in the next CFD#1 promotional testing process that I am qualified for.” The average response was 2.09. Overall respondents appeared to be planning on participating in future promotional testing processes.

Interestingly, chief officers, captains, and apparatus operators appeared to be less likely to participate than other groups.

Survey Question 9. “I have discussed preparation for future promotional opportunities with my supervisor or other CFD#1 chief officers.” The average response was 2.32.

Chief officer respondents indicated a higher frequency of discussion regarding preparing

for future promotions. Captains, lieutenants, apparatus operators and firefighter responses were mixed and represented an almost neutral response on this subject.

Survey Question 10. “I am currently pursuing outside educational opportunities.” The average response was 2.06. Respondents indicated that a majority of them are pursuing outside educational opportunities.

Survey Question 11. “Someday, I might want to be a chief officer at CFD#1.” The average response was 2.30. Captain respondents indicated that they might want to become a Chief Officer at CFD#1. This response however, diminishes at lower ranks. Managers also indicated that they might consider becoming a Chief Officer.

Survey Question 12. “If qualified internal candidates are not available, CFD#1 should invite qualified external candidates to participate in promotional exams.” The average response was 2.27. Strong agreement from managers and chief officers indicated a willingness to look outside for qualified candidates if necessary. Captains, lieutenants, apparatus operators, firefighters, and prevention staff members were less receptive to looking outside the organization.

Survey Question 13. “If qualified internal candidates are not available, CFD#1 should develop the best internal candidate and let him/her grow into the job.” The average response was 2.23. Chief Officers and Lieutenants responses indicated fewer acceptances for allowing unqualified internal candidates to grow into jobs.

Survey Question 14. “The quality of CFD#1 organizational leadership is an important factor in my personal job satisfaction.” The average response was 1.51. Strong agreement among respondents indicated quality of leadership is important to employee job satisfaction.

Survey Question 15. “I am ready and have adequate experience, training, and education to assume the responsibilities connected to my next promotion.” The average response was 1.89. Respondents indicated confidence in their abilities to assume the responsibilities of their next promotion.

DISCUSSION

According to the research conducted, people in organizations have very high expectations for their leaders. The importance of succession planning within an organization is also well documented in available literature. Additionally, top managers are aware that the continued survival of their organization is dependant upon having the right people in the right places at the right times to do the right things (Rothwell, 2005).

The commitment of adequate focus and resources are critical factors necessary for the successful development of future leadership. A sufficient number of employees within an organization are needed who are capable, competent, and willing to replace those who are leaving and succeed to strategic roles within the organization. If these employees are not immediately available, organizational succession planning has failed and either incompetent or ill prepared individuals will be promoted into a position or a potentially disruptive search for outside talent will be initiated.

Fiscal constraints have a huge impact on a public agency’s ability to meet current needs and plan for the future. The lack of funding to adequately support development programs for future leaders can leave an agency vulnerable from an aging workforce. Accordingly, Clackamas Fire has increased budgeted funds dramatically from fiscal 2005 to fiscal 2006 to fund employee attendance at external schools and conferences. An increase of \$60,000 (64 percent) in one year demonstrates a substantial commitment to

continued education, certification, and training. In addition, new funding for fiscal 2005 and fiscal 2006, was made available for mandatory off-duty career company officer leadership training sessions.

As senior officers and staff members retire or leave the organization, the resulting loss of information and experience can be substantial if adequate turnover documents are not left behind. Methods to formalize a turnover process are needed to transfer historical information and facilitate the survival of established innovation.

Rothwell provided much valuable information on succession planning methods and practices. One could however, question his requirement that only 80 percent of promotions should come from inside an organization due to potential “in-breeding”. This standard may or may not have appropriate application in fire service organizations since traditionally, fire service organizations have prided themselves on the ability to develop and promote leaders from within. Rothwell’s recommendation provides an alternative perspective which supports the positive aspects of assembling a leadership team of members with diverse experiences and backgrounds rather than continually promoting from within. Coleman acknowledges that succession will occur based upon the motivation level of the talent pool. The question becomes whether a top candidate will grow up inside an organization or arrive from outside. Regardless where qualified candidates come from, the most important factor is that only qualified candidates are promoted into leadership positions. Based upon the survey results, most members of Clackamas Fire agree with this concept but some members of the labor group seem to support internal promotions whether the candidates are qualified or not.

How and where employees should be developed was not quite as clear. It appears that most members of the Fire District believe that it is their employer's responsibility to prepare future leaders. Accordingly, a majority of respondents are pursuing outside educational opportunities and plan on participating in future promotional testing processes. One response was a welcomed surprise to predictions that less and less members of the fire service want to promote out of organized labor positions. That is, of the eleven Captain respondents, only one responded by strongly disagreeing that he might want to be a chief officer someday.

The 2001 Clackamas Fire Personal Path Development Guide (appendix C), was an attempt to communicate stable benchmarks for future minimum job requirements. Unfortunately, this document has not survived intact. Prior to each promotional job announcement, these minimum requirements have been amended to meet the immediate organizational needs. These changes have lead to employees trying to hit a moving target. This employee frustration resulted in the second most common employee survey response to succession enhancement opportunities. The need for the establishment of clearly defined minimum and preferred qualifications for promotions was noted.

A critical element of a succession planning program is support of top management. It appears that both Chief Kirchhofer and the elected officials serving on the Fire District Board of Directors are motivated to support improvement opportunities regarding organizational succession planning efforts. This support is key to the development and implementation of a successful program.

The Commission on Fire Accreditation International (CFAI) self assessment manual directs agencies to develop organized career development programs for all

personnel. The CFAI Chief Fire Officer Designation (CFOD) process also requires a five year personal and professional development plan as part of the CFOD application process. CFAI strives to provide the fire service a best practice measurement tool and clearly has provided direction on this subject.

Although succession planning is currently a significant issue, the fire service has made great strides during the past 25 years to establish itself as a profession of qualified, certified, and educated leaders. Recognition of these efforts has resulted in increases in both pay and benefits for members. Some experienced fire service leaders are being elevated into high profile leadership positions in related fields even at national levels. Formal education, state and regional certifications, and international accreditation have all contributed to establishing the fire service as a profession.

Succession planning efforts at Clackamas Fire appear to be headed in the correct direction but an organized strategy and program is in need of development and distribution.

RECOMMENDATIONS

The problem, as previously stated, is that Clackamas Fire does not have a formalized succession planning process to prepare future leaders. The research presented in this study has demonstrated the need for Clackamas Fire to develop a strategic formulation process to prepare future leadership. The purpose of this applied research project was to identify best practice methods to proceed with the development of such a program. Based upon the findings of this research, it is recommended that Clackamas Fire begin the following activities:

- Develop an organized and systematic approach to succession planning rather than continue with the current informal processes.
- Embed succession planning and management of human resources into the District's Strategic Planning Document.
- Identify key leadership positions and critical leadership criteria for each position.
- Prepare a Replacement Chart for key positions to test bench strength of the organization.
- Prepare an earliest retirement timeline chart for all key positions.
- Identify weaknesses (gaps) in the Replacement Chart.
- Develop a succession planning program that focuses first on the fire chief position, and then next on other members of the executive team and key leaders.
- Further develop processes to attract and develop internal talent pools at all levels of the organization.
- Provide semi-permanent minimum and preferred job requirements for internal advancement for each current position within the organization.
- Keep all succession processes as simple and easy to complete as possible.
- Ensure that all employees have a personal career developmental plan which is documented and available to supervisors and the individual. Consider including a professional developmental assessment in the existing performance appraisal forms.
- Clarify roles of fire chief, personal services chief, chief training officer, supervisors, and employees in succession planning and management processes.
- Determine a process to identify high potential employees and conduct employee engagement activities to motivate them toward future leadership roles.
- Consider lateral job rotations to diversify the workforce experience and provide exposure to different internal work environments.

A process to implement these and other improvements in succession planning strategies is outlined in Appendix A. To be successful, this organizational process must be collaborative and involve all the stakeholders during all phases of development.

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Appendix A

SUCCESSION PLANNING PROGRAM DEVELOPMENT

Clackamas Fire will use a nationally recognized method to develop and incorporate succession planning processes to better prepare future leaders to lead the organization and serve its communities.

Step One – Risk Analysis

The first step in this process will consist of conducting an analysis of the current situation, current succession planning efforts, and future organizational risk if no change is pursued.

Step Two – Assembling a Planning Team

During the second step, the Fire Chief will confirm whether the need, resources, and organizational support are present in order to proceed. The Fire Chief will identify appropriate members necessary to participate in the development of a successful intervention strategy, timelines for completion of this development process, and scope and authority of this planning team.

Step Three – Develop an Intervention Strategy

The development of a comprehensive organizational strategy to address succession planning issues within Clackamas Fire should be consistent with recommendations provided in published literature on this subject. During the third step, a key element of development will be to identify local solutions to local issues.

Step Four – Implement the Strategy

During the fourth step, an implementation team and an implementation process will be assembled. This team will include several members of the team who participated in the development plan. The Fire Chief will serve as the chair of this program.

Step Five – Evaluate the Results

The fifth step in this process will be regular evaluation of the effectiveness of the program. The quality and quantity of promotional applicants and the success of these employees in their new positions will serve as antidotal evidence. The ability to replace unexpected key position vacancies will provide a true testimony to the success of the program.

Appendix B

CLACKAMAS FIRE DISTRICT SURVEY

During our annual management retreat, we established an organizational priority to enhance our efforts in developing future leaders. Succession Planning can be defined as an organized and systematic way to ensure that employees in an organization are capable, competent, and willing to replace and/or succeed to strategic roles within the organization.

I am requesting your input on this subject. Understanding your beliefs on this subject will aide in the development of future plans. Do not put your name on this survey. Results will be summarized and made available.

Please Print this survey, complete it, and send it in inter-departmental mail to Karen at Admin by no later than January 5th. Thank You for your input.

Personal Information: Please circle the best answer.

■ Years of service with Clackamas Fire District #1: 0-5 6-10 11-15 16-20 20+

■ Years until eligible for retirement: 0-5 6-10 11-15 16-20 20+

■ Division Assignment: Admin, EMS, EM, Prevention, ITS, Logistics, Operations, Training, Other

■ Rank: Capt, Lt, AO, FF, DFM, Inspector, ATO, Clerical, Chief Officer, Manager, Volunteer, Resident Volunteer, Support Staff, Other

Please rate the next 15 statements from your perspective according to the following scale. Circle the best answer.

1	2	3	4
Strongly Agree	Agree	Disagree	Strongly Disagree

1. A well run fire service organization develops its workforce and encourages future internal advancement and promotions.

1 2 3 4

2. It is the Fire District’s responsibility to prepare future leaders through providing professional development opportunities.

1 2 3 4

3. It is solely up to the individual to prepare himself/herself for future advancement.

1 2 3 4

4. CFD#1 has established clear expectations of required experience and educational milestones (a career path) for advancement above my current position.

1 2 3 4

5. Promotions at CFD#1 are based upon a selection processes that promotes the best candidate for the job.

1 2 3 4

6. Individuals should develop a personal career development plan to guide their professional development and career advancement.

1 2 3 4

7. I participated in the last CFD#1 promotional testing process that I was qualified to apply for.

1 2 3 4

8. I plan on participating in the next CFD#1 promotional testing process that I am qualified for.

1 2 3 4

9. I have discussed preparation for future promotional opportunities with my supervisor or other CFD#1 chief officers.

1 2 3 4

10. I am currently pursuing outside educational opportunities.

1 2 3 4

11. Someday, I might want to be a chief officer at CFD#1.

1 2 3 4

12. If qualified internal candidates are not available, CFD#1 should invite qualified external candidates to participate in promotional exams.

1 2 3 4

13. If qualified internal candidates are not available, CFD#1 should develop the best internal candidate and let him/her grow into the job.

1 2 3 4

14. The quality of CFD#1 organizational leadership is an important factor in my personal job satisfaction.

1 2 3 4

15. I am ready and have adequate experience, training, and education to assume the responsibilities connected to my next promotion.

1 2 3 4

Please provide the best answers to the following questions: (Attach additional comments and pages if needed). A definition of Succession Planning is included in the opening paragraph.

What components of Succession Planning are currently in place at CFD#1?

What activities would enhance Succession Planning at CFD#1?

Appendix C

CLACKAMAS COUNTY FIRE DISTRICT #1 Personal Path Development Guide November 10, 2001

Minimum Entry level Firefighter requirements

Proof of eligibility to work in USA
DPSST/NFPA FF 1 Trained (certification pending is acceptable)
Oregon EMT B or EMT P trained (certification pending is acceptable)
Valid Driver's License
Must be insurable by CCFD#1 insurance carrier
Successfully complete CCFD#1 Physical agility course
Successfully complete Physical Examination
Successfully complete Psychological Profile Evaluation
Successfully pass a UA drug screen

Entry level Firefighter Preferred Qualifications

CCFD#1 Volunteer Firefighter
Experience as a Career Firefighter/EMT
Additional NFPA certificates
Associates degree in a related field

Truck Company Firefighters

Minimum two years as CCFD#1 FF prior to assignment as Truck Company FF

Apparatus Operator Minimum Qualifications

Non-Probationary CCFD#1 employee
Valid Driver's License
Must be insurable by CCFD#1 insurance carrier
NFPA Driver
NFPA Firefighter I
Oregon EMT Basic
Successfully complete CCFD#1 Physical agility course within last 12 months

Apparatus Operator Preferred Qualifications

NFPA Firefighter II
NFPA Pump Operator
NFPA Aerial Operator
Additional NFPA/DPSST Certifications as listed
CCFD#1 programs, committee, or project involvement last three years
Associate's Degree

Truck Company Apparatus Operator

Minimum two years as CCFD#1 A/O prior to assignment as Truck Company A/O

Lieutenant Minimum Qualifications (Operations Div.)

Current CCFD#1 non-probationary firefighters and all CCFD#1 Apparatus Operators are eligible to participate in the examination

Candidates must have completed three years of career service with CCFD#1 or a merging agency before becoming eligible for promotion to Lieutenant

NFPA Firefighter II

NFPA Instructor I

Associate's Degree (becomes minimum qualification effective 7/1/05)

Oregon EMT Basic

Valid Driver's License

Successfully complete CCFD#1 Physical agility course within last 12 months

Candidates will be required to achieve NFPA Fire Officer I certification during first 12 months following appointment to successfully complete probation

Lieutenant Preferred Qualifications (Operations Div.)

NFPA Fire Officer I & II educational requirements completed

NFPA Instructor II

Metro Fire Officer Academy Graduate

Oregon Basic Institute Graduate

Oregon Advanced Institute Graduate

Associate's Degree (preferred until 7/1/05 when becomes minimum Qualification)

Bachelors Degree

CCFD#1 programs, committee, or project involvement during last three years

Captain Minimum Qualifications (Operations Div.)

Current CCFD#1 Lieutenants are eligible to participate in the examination

Probationary Lieutenants must successfully complete their probationary period before becoming eligible for promotion to Captain.

Associate's Degree (becomes minimum qualification effective 7/1/05)

NFPA Fire Officer I Certification

NFPA Instructor I

Metro Fire Officer Academy Graduate (becomes minimum qualification effective 7/1/05)

Oregon EMT Basic

Valid Driver's License

Successfully complete Physical agility course within last 12 months

Candidates will be required to achieve NFPA Fire Officer II certification during first 12 months following appointment to successfully complete probation

Captain Preferred Qualifications(Operations Div.)

NFPA Fire Officer Certification II, III, IV
 NFPA Instructor II & III
 Metro Fire Officer Academy Graduate (preferred until 7/1/05 when becomes minimum Qualification)
 Oregon Basic Institute Graduate
 Oregon Advanced Institute Graduate
 Associate's Degree (preferred until 7/1/05 when becomes minimum Qualification)
 Bachelor's Degree
 CCFD#1 programs, committee, or project involvement during last three years

Battalion Chief Minimum Qualifications(Operations Div.)

Current CCFD #1 Captains are eligible to participate in the examination.
 Probationary Captains must successfully complete their probationary period before becoming eligible for promotion to Battalion Chief
 FPA Fire Officer I & II
 NFPA Instructor I
 Oregon EMT Basic
 Associate's Degree - (becomes minimum qualification effective 7/1/03)
 Bachelor's Degree - (becomes minimum qualification effective 7/1/05)
 Valid Driver's License
 Successfully complete CCFD#1 Physical agility course within last 12 months

Battalion Chief Preferred Qualifications(Operations Div.)

NFPA Fire Officer Certification III & IV
 NFPA Instructor II, III
 Oregon Basic Institute Graduate
 Oregon Advanced Institute Graduate
 Associate's Degree (preferred until 7/1/03 when becomes minimum Qualification)
 Bachelor's Degree (preferred until 7/1/05 when becomes minimum Qualification)
 CCFD#1 programs, committee, or project involvement during last three years
 NFA Executive Fire Officer Program Application

Deputy Chief Minimum Qualifications

Current CCFD #1 Battalion Chiefs are eligible to participate in the examination
 Probationary Battalion Chiefs must successfully complete their probationary period before becoming eligible for promotion to Deputy Chief.
 NFPA Fire Officer Certification I,II,III
 Associate's Degree (becomes minimum qualification effective 7/1/03)
 Bachelor's Degree (becomes minimum qualification effective 7/1/05)
 NFA Executive Fire Officer Program Application
 Valid Driver's License

Deputy Chief Preferred Qualifications

NFPA Fire Officer Certification IV
Additional NFPA/DPSST Certifications as listed
Metro Fire Officer Academy Graduate
Oregon Basic Institute Graduate
Oregon Advanced Institute Graduate
Associate's Degree (preferred until 7/1/03 when becomes minimum Qualification)
Bachelor's Degree (preferred until 7/1/05 when becomes minimum Qualification)
Masters Degree
USFA Executive Fire Officer Program Graduate
CCFD#1 programs, committee, or project involvement during last three years
District service club participation
State and Regional Fire organization involvement

Assistant Chief Minimum Qualifications

Current CCFD #1 Deputy Chiefs are eligible to participate in the examination
Probationary Deputy Chiefs must successfully complete their probationary period before becoming eligible for promotion to Assistant Chief
Associate Degree - (becomes minimum qualification effective 7/1/03)
Bachelors Degree - (becomes minimum qualification effective 7/1/05)
NFA Executive Fire Officer Program Application
Valid Driver's License

Assistant Chief Preferred Qualifications

Associate Degree - (preferred until 7/1/03 when becomes minimum Qualification)
Bachelors Degree - (preferred until 7/1/05 when becomes minimum Qualification)
Masters Degree in Public Administration or related Field
NFA Executive Fire Officer Program Graduate
Oregon Basic Institute Graduate
Oregon Advanced Institute Graduate
Community service club participation
CFAI Chief Fire Officer Designation
Regional/state fire service involvement

Fire Chief Minimum Qualifications –

(Will be announced by Board Action at the time of posting the job announcement.)

NOTE:

* To receive credit for a college degree, applicants must provide a copy of the degree and all corresponding official transcripts from the college(s) necessary for the degree.

* Exceptions & Equivalencies to requirements approved only by the CCFD#1 Civil Service Commission.

Appendix D

Personal Interview Outline with Fire Chief Kirchhofer

Conducted _____

1. Are these elements of succession planning currently in use at Clackamas Fire?
 - a) Is there a commitment of senior management to prepare future leaders?
 - b) Is succession planning embedded into organizational strategic planning processes?
 - c) Have we identified critical behaviors, skills, and values of leaders at CCFD#1?
 - d) Have we conducted an analysis of current or future gaps in talent?
 - e) Do we develop talent at all levels of the organization or just those headed for leadership roles?
 - f) Do we utilize personal development plans and track the progress of all individuals? Do we provide feedback on their progress?
 - g) Have we integrated succession management into HR functions including recruiting, selection, retention, and development systems?

h) Do we use assessment centers, promotional tests, interviews, and performance appraisals as critical tools to facilitate leadership placement, advancement and development decisions?

i) Do we develop aspirations of individuals by employee engagement activities? (*Employee engagement equates to knowing expectations of organization and supervisor, having the training and equipment to do the job, the ability to excel ,receiving regular praise for good work, having your supervisor care about you, receiving encouragement toward personal development, having your opinion count, having a organizational mission which is important, having fellow employees committed to perform quality work, having a best friend at work, having someone track your progress as an employee, having been provided opportunities to grow in last 12 months.*)

j) Have we kept components of succession planning simple and easy to use?

k) Do we monitor results of our succession planning efforts and evaluate processes?

2) What activities could be considered to enhance succession planning at Clackamas

Fire?