

Running Head: Succession planning for the future of Clackamas County Fire District #1

Executive Development

Succession Planning for Future Leaders of Clackamas County Fire District #1

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July 2007

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.

Signed: _____

ABSTRACT

Clackamas County Fire District #1 (CCFD1) anticipates the potential retirement of eight out of eleven Chief Officers in the next five to seven years. The problem is that there is currently no succession plan in place for the transition of line officers to the Chief Fire Officer level.

The purpose of this applied research paper (ARP) is to research various methods and produce a process that will guide the development of a succession plan for CCFD1. Action research method was used with a copy of the succession plan in the appendix.

The research questions examined in this paper were:

1. What is a succession plan?
2. What are the elements of a successful succession plan?
3. What are the benefits of succession planning?
4. What criteria should CCFD1 use to implement a succession plan for Chief Officer positions?

The procedures used to complete this research project included a literature review, the use and evaluation of a survey instrument, and several personal interviews of Clackamas County Fire District #1 personnel.

The results of this study demonstrated that there is a definite need for succession planning in the fire service and that the development of a structured Organizational Succession Plan (OSP), can help assure that effective leadership is developed and implemented in the future.

This research project recommends that CCFD1 develop and implement a succession plan for Chief Officer positions within the department. Additionally, it recommends that all employees of the department should participate in the development and implementation of the plan and finally, the effectiveness of the plan should be evaluated on an ongoing basis.

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Succession Planning For the Future of Clackamas County Fire District #1

INTRODUCTION

Succession planning is a key issue today facing many organizations in both the private and public sectors. Succession planning can be defined as “the process that helps ensure the stability and tenure of personnel” (Rothwell, 2001, p. 5). Succession planning ensures the continued effective performance of your organization by establishing a process to develop and replace key staff over time.

Clackamas County Fire District #1 (CCFD1) anticipates the potential retirement of eight out of eleven Chief Officers in the next five to seven years. The problem is that there is currently no succession plan in place for the transition of line officers to the Chief Fire Officer level at CCFD1. The fire district needs this plan to effectively plan for future leaders and to meet the strategic goal objectives set forth by the Board of Directors.

The purpose of this applied research paper (ARP) is to research various methods and produce a process that will guide the development of a succession plan for CCFD1. Action research method was used with a copy of the completed succession plan for CCFD1 in the appendix.

The research questions examined in this paper were:

1. What is a succession plan?
2. What are the elements of a successful succession plan?
3. What are the benefits of succession planning?
4. What criteria should CCFD1 use to implement a succession plan for Chief Officer positions?

BACKGROUND AND SIGNIFICANCE

Clackamas County Fire District #1 is one of the largest fire protection districts in Oregon serving 170,000 citizens in a land mass of more than 194 square miles. The district's service area includes the cities of Milwaukie, Oregon City, Happy Valley, Damascus, Johnson City, and the unincorporated communities of Oak Lodge, Clackamas, Sunnyside, Redland, Beavercreek, Highland & Clarkes. (CCFD1, 2003, p. 4)

CCFD1 employs 181 personnel including one Fire Chief, two Deputy Chiefs, eight Battalion Chiefs, and 151 sworn line personnel. The fire district is a combination department with approximately 60 volunteers that supplement the career firefighting forces. The fire district is an accredited agency with the Center for Public Safety Excellence and operates out of 17 community based fire stations throughout the district. In addition to the community fire stations, the district facilities also include an administration office, training center, prevention office, and a supply and logistics warehouse.

The district is governed by a five member elected board of directors. The board has statutory responsibilities to select a fire chief to administer and oversee the entire operations of the district in an efficient and professional manner.

The district provides advanced life support (ALS) medical services as well as specialty services including swift water rescue, confined space rescue, rope rescue, and other technical and specialty programs. Some of the district's specialty areas such as the swift water rescue team and its approach to managing the self contained breathing apparatus (SCBA) program are attracting nationwide attention and setting new standards for skill and leadership in the fire service.

CCFD1 consists of what used to be nine different fire departments that have all merged together over the past 19 years to form one single fire district. The current leadership team

consisting of eleven chief officers is made up of individuals from several of the prior fire departments. In 1995, a new fire chief was hired at CCFD1 who first recognized the need for a succession plan. It was first acknowledged at that time that it would be essential for the future of CCFD1 to begin planning for future leadership and recognizing potential individuals and provide opportunities for growth. Over the next 8 years, this fire chief helped blend the various cultural differences from the previous agencies and set a standard of continuity, but the goal of creating and maintaining an actual succession plan was never established and adopted. Over the subsequent years, two additional fire chief's were promoted in 2003 and in 2006. The current fire chief and board of directors are very supportive of succession planning efforts and have made it a priority to finally adopt and maintain a current and active succession plan.

Many of the chief officers in the senior leadership team at CCFD1 are coming up for their retirement eligibility and will be eligible to retire in the next five to seven years. The problem is that there is currently no succession plan in place for the transition of line officers to the Chief fire officer level. Without this plan, the district will not be able to meet its goal of providing the best possible service to the community by planning and preparing for effective future leadership.

From an organizational point of view, assuring continuity and proper transitioning is essential. It is often noted that the democratic political system such as America today, has its superiority precisely because it provides for an orderly transition from one leader to the next. (Bartholomew, 1998 p. 27). This allows for the transfer of power with relative ease while maintaining consistency and ensuring that proper provisions have been made for the inevitable transfer of power.

The problem addressed in this research project relates to preparing the department for transitional leadership. The results of the study will directly influence the district's future as it

relates to preparing current members for leadership roles. A detailed succession plan has been created (Appendix G) and will be critical for CCFD1 to meet the needs for future leadership and ensure the continual effective performance of the organization.

This research project is being conducted as a required component of the *Executive Development Course* at the National Fire Academy Executive Fire Officer Program. The succession planning concept was thoroughly discussed in the course as well as techniques to develop future fire service leaders. Unit 7 of the course manual, Organizational Cultural and Change, identifies the importance of leading cultural change. “Articulate new directions or new assumptions by providing clear role modeling. Appoint people who hold new assumptions to key future roles, but consider bringing in outsiders if necessary” (United States Fire Administration, 2006, pg SM 7-21).

This project also relates to one of the United States Fire Administrations (USFA) five operational objectives which states “To respond appropriately in a timely manner to emerging issues” (United States Fire Administration, 2003 p. II-2).

LITERATURE REVIEW

A literature review for this research project was conducted by reviewing books on leadership and succession planning, Executive Fire Officer Applied Research Projects, and articles from journals and magazines. A comprehensive interview of the CCFD1 Executive Officer (EO) was also conducted as well as a survey that was developed and distributed throughout CCFD1. Sources for the literature review were obtained from the National Fire Academy’s Learning Resource Center as well as from local libraries and institutions. This author has researched and examined succession planning perspectives from the business and private sector as well as the fire service perspective.

This literature review was intended to collect and analyze data in reference to succession planning that will guide the development of a succession plan for CCFD1. It will also address the four research questions as identified in the prior introduction section.

The first research question to be answered is what is a succession plan? *Websters Collegiate Dictionary* defines succession as: “The act of following consecutively and to succeed in order” (Trident Press International, 2002 p. 735). Succession planning is defined in the Executive Fire Officer Program’s Executive Leadership Student Manual 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 roles within the organization” (National Fire Academy, 2000 p. SM 6-3). The second of the two definitions gives a more thorough understanding of the definition and includes the key element of employees being competent and willing to promote to the strategic positions within an organization.

Rothwell (2001) earlier noted that succession planning and management can be defined as “the process that helps ensure the stability of tenure of personnel” (Rothwell, 2001, p. 5). Succession planning is seen by Rothwell not merely as replacing the leader at the top but assuring that a smooth transition throughout the organization occurs as change is implemented and the old gives way to the new. This process makes the organization dynamic and assures talented employees the opportunity to rise within the organization, making the best use of the talents found in the workforce and maintaining continuity for all stakeholders at some level. It also provides for needed change and for change that is dictated by the marketplace and the market environment.

Succession planning also means being prepared for change and being able to manage the

organization at all times before, during, and after change. (Hitt, Middlemist, & Mathis, 1989, p.178). Various aspects of leadership and organizational theory may also have an impact on succession planning and on the processes used to assure that it works effectively and with a minimum of conflict within an organization. This review then, gave the author a much better and thorough understanding of what a succession plan is in order to formulate it into a plan that is workable and meets the goals and objectives of the department.

The second research question to be answered is: what are the elements of a successful succession plan? I believe that succession planning is more than simply what the words mean and it's more than simply planning for succession. It is at its core a means of management and of improving performance. As Charan, Drotter, and Noel (2001) note, the goal is to build a company that is empowered by leadership and succession is a means of expressing leadership and of assuring the continuity of leadership. The five elements the authors offer is as follows:

1. Begin by tailoring the leadership of the company to fit the company's succession needs.
2. Translate standards for performance into your own language.
3. Document and communicate these standards so everyone understands them.
4. Evaluate candidates using a combined potential performance matrix.
5. Review these plans and the progress of the process often and with meaning.

Succession planning and ongoing management become a single process with different emphases for different tasks, and unifying these processes through the written standards empowers the organization and all its members.

CCFD1 Executive Officer (EO) Kyle Gorman was interviewed (Appendix F) by this author and provided his concept of what the elements of a successful succession plan are. Mr. Gorman states that "a successor is not necessarily a replacement (i.e. a clone of the incumbent), but rather an individual capable of meeting the specifications of the succeeding or evolving

position”(Gorman, Ky, 2006). The critical elements he describes to include in a successful succession plan are:

1. Identifying what positions are the most critical to the delivery of the department’s strategy?
2. Who are currently in these positions?
3. Are they the right people?
4. Determine how much depth is available in these positions?

These I believe, are indeed key pieces to the elements of a successful succession plan and should be included in the succession planning process.

A third resource was also found discussing the steps to successful succession planning in an article in *Fire Chief* magazine by Fire Chief Gary Johnson that stated: “To plan for consistent succession, you must assess the potential for vacancies; assess the readiness of current staff to assume these positions; develop strategies to address the needs of employees and the organization; and mentor, train and develop leadership and management skills” (Johnson, Ga, 2004). In his article, Chief Johnson also lists the following four steps to successful succession planning:

1. Identify existing competencies relating to leadership needs as well as to the needs of your department and the community it serves.
2. Evaluate members of your department and how they fit in with the mission, vision and core values of your organization.
3. Implement coaching, mentoring, recruitment and training requirements that are consistent with the department’s operational needs and its mission, vision and values.
4. Develop a plan.

Several examples of the elements of a successful succession plan have been reviewed in this literature review and many contain similarities and some of the same elements. Several of the common key points are the process of identifying key individuals for possible succession

planning and the mentoring and growth opportunities that are given to them to help build and foster a succession plan for long term success. These are concepts that have assisted the author in the formation of the succession plan that I have developed.

The third research question to be answered is: what are the benefits of succession planning? To begin to research and answer this question, it is important to understand the roles and motivations of present day managers. Today's managers are concerned with controlling, directing, organizing and planning activities for their employees (Moats Kennedy, 1998 p. 51). Over the course of the twentieth century, various management theories were developed which attempted to assist managers in these fundamental endeavors. While some of these theories have been largely discarded, many merit study in order to understand how managers approach the function of managing.

Today's business environment is rapidly changing. Technology has entered the workplace to a degree never before seen, and the interaction between humans and machines is changing the very nature of work (Levy, 1998). Increasingly, machines are being used not only to perform tasks which are dangerous for humans, but tasks which cannot be done as quickly or as effectively as human beings. The result is that today's workers are different in their knowledge, skills and expectations than the workers of the Industrial Age, which means that different approaches to management are necessary, and that different challenges now face new managers that are being promoted (Davies & Brush, 1996, p. 5). Understanding the culture and what motivates these new workers is the basis for developing a succession plan for new employees that will be beneficial and produce results in the future.

Over the course of the twentieth century, the roles and responsibilities of managers have evolved to include planning and evaluating activities and managers have become leaders as well as monitors (Mariotti, 2002, p. 140). In the last years of the twentieth century, the workplace was

transformed by the internet, electronic commerce and technological innovation (Douglass, 2000 p. 16). The American economy was increasingly service-oriented rather than product-oriented, and managers struggled to adapt to the new environment. This research considers the evolution of management thought (which shapes how managers relate to workers) to be an important element of the benefits of a successful succession plan.

According to Hitt, Middlemist and Mathis (1989 p. 13), management is the "effective and efficient integration and coordination of resources to achieve desired objectives". Objectives support an organization's overriding mission and vary over the short-term and missions themselves tend to be consistent over long periods of time. The term "effective" refers to how well an organization reaches its objectives in a particular period of time, while "efficient" refers to how well it uses its resources. The research then shows that workers in an organization today should be considered one of our most important resources and to use them efficiently should be our number one goal. Successful succession planning guarantees that these resources will be managed effectively and that future leaders will be developed to maintain our desired service objectives in the future.

In other research regarding the benefits of succession planning, Johnson (2004) summarizes that succession planning helps ensure that an organization has the right personnel to function when at peak capacity.

In a letter titled *The Strategy of Succession Planning*, Baldwin (2000) lists the benefits of succession planning as the following:

1. An ongoing supply of well trained, broadly experienced, well motivated people who are ready and able to step into key positions when needed.
2. A cadre of desirable candidates who are being integrated into the company with

positive goals established for them individually.

3. A flow of these capable people through various departments with the goals of educating them into the culture and processes of the company.
4. Alignment of the future needs of the company with the availability of appropriate resources within the company.
5. Positive goals for key personnel, which will help keep them with the company and will help assure the continuing supply of capable successors for each of the important positions included in the succession plan.
6. Defined career paths, which will help the company recruit and retain better people.
7. Very likely, the continuous input of ideas to improve the internal processes and procedures of the company, as well as the opportunities to improve the offerings and services of the company in the marketplace.

Effective leaders draw on the components of various types of leadership and integrate the best of each of them. Understanding this process can help educate and help prepare future leaders to better understand the succession planning process. The research reveals that there are numerous benefits to having a succession plan in place including increased morale, organizational continuity, and better motivated employees (DuBrin, 1984).

The fourth research question to be answered is: what criteria should CCFD1 use to implement a succession plan for Chief Fire Officer positions? Now that we have a good understanding of what a succession plan is and what the elements and benefits of a plan are, we must use this research to develop criteria to implement a succession plan for our organization. Johnson states that “successful succession planning can be reduced to four components for

succession plan implementation”. (Johnson, 2004 p. 137). The components are:

1. Identify the competencies related to the leadership needs.
2. Evaluate members of your department.
3. Implement coaching and mentoring.
4. Develop the transitional plan for the department.

These four components this author believes are relevant and consistent and are the ones I will focus on in this literature review. Before an agency can implement an effective succession plan, they must initiate the first component of identifying individual competencies that are related to the needs of their organization. These include skills and traits such as problem solving, presentation skills, political savvy, negotiating, directing others, and command skills to name a few. Gorman states that “the fundamental competencies help leaders lead in new and different situations and that competencies are the basic building blocks to job success and organizational success” (Gorman, 2006). Competency expectations can be viewed as very different though and various groups within an agency can have conflicting views on what competencies are more important than others for a chief officer to possess. Board members could have competencies such as strategic agility and planning as their highest competency priorities while career staff could have high competency expectations such as negotiating, integrity, and good listening skills as their priorities.

“Companies must also clearly identify, articulate and communicate core competencies throughout the organization when designing their succession plans” (Evangelista, El, 2003, p. 18). Once these competencies have been identified and prioritized, an organization has begun the process of initiating a successful succession plan.

Once the core competencies have been selected, the agency then needs to complete the

second component of thoroughly evaluating the members of the department. This is done by taking a look at the overall work force and identifying stars, solid performers, the poor managers, and other categories of performers within the organization. Gorman states that “the distribution of skills is such that proportionally there are just as many poor performers as there are stars” (Gorman, 2006). Stars are generally defined as the “exceptional performers within the organization” (Gorman, 2006). Johnston states that “this evaluation will identify how members fit with the mission, vision and core values of your organization” (2004, Johnson, p. 137). The evaluation identifies the strengths and weaknesses of members as well as allowing the department leadership to determine where to focus the succession planning efforts at.

The third component is the process of implementing coaching and mentoring of the individuals that have been identified. “Many organizations continue to rely on a few ambitious employees to work their way up into management, however; often these employees have not developed enough to manage by the time they reach entry level management positions” (Williams, Da, 2002 p. 70). We build our bench strength by focusing on the stars and developing the near stars to be stars in the future. We should use experience and coaching to finish what nature starts and to encourage and assist individuals to succeed in every way possible. Some individuals learn much more from experiences than others and learning how to benefit from experience is developable.

The fourth and last component is developing the transitional plan for the department. This is the time to approve and implement the succession plan. It should be made available to everyone and the entire organization must have knowledge of the plan for it to be effective. Implementation and communication of the organization’s succession plan is crucial to the success or failure of the plan and it should be made to last for the right amount of time.

This review of published literature provides a broad perspective of succession planning and has identified essential elements and practices that any organization can take to implement a successful plan.

PROCEDURES

The initial research for this project began while on the campus of the National Fire Academy located in Emmitsburg, MD in August, 2006 and began with the collection and analysis of literature contained in the Learning Resource Center (LRC). The research method for this paper was action research and the research procedures continued through May, 2007 at my home in Damascus, Oregon. Included in the analysis were applied research projects completed by other Executive Fire Officer candidates, the review of periodicals and journals, along with published books on the subject of succession planning.

A seventeen question survey (Appendix A) was designed and administered by CCFD1 Fire Chief Ed Kirchhofer and other senior fire district staff members and distributed to approximately 255 users in the CCFD1 group E-Mail system in December, 2006. The purpose of the survey was to gather data from members of the department on various subjects related to succession planning topics. The survey asks for individuals within the department to provide input and answer each question to the best of their ability based on their individual perspectives. The questions all involved succession planning topics and were designed to gauge where the overall district culture was at in regards to succession planning. The entire population of CCFD1 was chosen to get a broad range of feedback from all ranks and individual types within the department.

When completed, the survey results were turned in to and compiled by Administrative Assistant Karen Strejc of CCFD1. There were a total of 79 surveys that were received back with

a total of 62 individuals that answered the additional two written questions. Upon the results being compiled, they were shared and sent to me by Chief Kirchhofer for the purpose of analysis in this applied research paper.

The CCFD1 succession planning survey chart key (Appendix B) is a chart that correlates the number of years of service and years until retirement eligibility listed on the survey and also lists the total number of participants who responded to the surveys.

A table summary of the survey results (Appendix C) is also included that lists each respondent that responded to the survey on the left column listed by rank and their numerical answer to each question listed across the table. The answers to each question are sequenced in order starting from questions 1 through 15. The two written question response summaries from the first written question #1 (Appendix D) and the second written question #2 (Appendix E) are also included in the appendices.

A personal interview was also conducted with CCFD1 Executive Officer (EO), Kyle Gorman in November, 2006 in his office at CCFD1. EO Gorman was chosen for this interview because he has conducted some previous research on the topic of competencies related to effective succession planning as described in the previous research analysis. The outline for the interview with EO Gorman is listed in Appendix F. The questions and discussion in this interview included questions on what is succession planning to you? What type of opportunities should we be offering and using to develop our employees for future advancement? And please describe the competency model of locating and developing potential leaders in our organization?

RESULTS

The literature review for this project clearly defined that succession planning is an important long term strategic objective for organizations to achieve. The results of this applied research project were obtained by using published literature, personal interviews, and the administration and analysis of a survey instrument. A total of four research questions provided the background and framework for the applied research project.

1. What is a succession plan?

The research showed that succession planning is a key issue today facing many organizations in both the private and public sectors. Succession planning can be defined as “the process that helps ensure the stability and tenure of personnel” (Rothwell, 2001, p. 5). Succession planning ensures the continued effective performance of your organization by establishing a process to develop and replace key staff over time. The succession plan should be part of the organization’s vision and should tie to the organization’s strategic plan and objectives.

2. What are the elements of a successful succession plan?

The literature provided information regarding succession planning and planning as a means of management to improve performance. As Charan, Drotter, and Noel (2001) note, the goal is to build a company that is empowered by leadership and succession is a means of expressing leadership and of assuring the continuity of leadership. The five elements the authors offered was as follows:

- a) Begin by tailoring the leadership of the company to fit the company’s succession needs.
- b) Translate standards for performance into your own language.
- c) Document and communicate these standards so everyone understands them.

- d) Evaluate candidates using a combined potential performance matrix.
- e) Review these plans and the progress of the process often and with meaning.

CCFD1 Executive Officer Kyle Gorman also provided research on his concept of what the elements of a successful succession plan are. The critical elements he described to include in a successful succession plan were:

- f) Identifying what positions are the most critical to the delivery of the department's strategy?
- g) Who are currently in these positions?
- h) Are they the right people?
- i) Determine how much depth is available in these positions?

These are all indeed key pieces to the elements of a successful succession plan and should be included in every succession planning process.

3. What are the benefits of succession planning?

The research showed that there were clearly benefits of succession planning, Johnson (2004) summarizes that succession planning helps ensure that an organization has the right personnel to function when at peak capacity.

In a letter titled *The Strategy of Succession Planning*, Baldwin (2000) listed the benefits of succession planning as the following:

- a) An ongoing supply of well trained, broadly experienced, well motivated people who are ready and able to step into key positions when needed.
- b) A cadre of desirable candidates who are being integrated into the company with positive goals established for them individually.
- c) A flow of these capable people through various departments with the goals of educating them into the culture and processes of the company.
- d) Alignment of the future needs of the company with the availability of appropriate

- resources within the company.
- e) Positive goals for key personnel, which will help keep them with the company, will help assure the continuing supply of capable successors for each of the important positions included in the succession plan.
 - f) Defined career paths, which will help the company recruit and retain better people.
 - g) Very likely, the continuous input of ideas to improve the internal processes and procedures of the company, as well as the opportunities to improve the offerings and services of the company in the marketplace.

The research reveals that there are numerous benefits to having a succession plan in place including increased morale, organizational continuity, and better motivated employees (DuBrin, 1984).

4. What criteria should Clackamas County Fire District #1 use to implement a succession plan for Chief Fire Officer positions?

The research clearly stated what an effective succession plan is and what the elements and benefits of a plan are. This research was then used to help develop criteria to implement a succession plan for CCFD1. Johnson states that “successful succession planning can be reduced to four components for succession plan implementation”. (Johnson, 2004, p. 137). The components are:

- a) Identify the competencies related to the leadership needs.
- b) Evaluate members of your department.
- c) Implement coaching and mentoring.
- d) Develop the transitional plan for the department.

These four components are the ones used for the development and formation of the

organizational succession plan for CCFD1. (Appendix G).

The results of one survey instrument (Appendix C), was included in this research project. The results of the survey were tallied and summarized for a complete evaluation of the answers and feedback from the department personnel that responded. The Clackamas Fire District Survey was initially discussed and developed at the district's annual management retreat in 2006 when it was established that an organizational priority to enhance our efforts in developing future leaders was needed. "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" was the title phrase developed at the top of the survey. (Kirchhofer, 2007).

Each employee was requested to provide their input on the survey by answering each question. The survey was asked to be returned anonymously so that individuals could answer openly and honestly without their identity known. Individuals were asked to print the survey, complete it, and send it via inter-departmental mail to Karen at Admin by no later than January 5, 2007.

The first section on the survey was the section titled "Personal Information" and was used to get a measurement of the total years of service in and years of service until retirement for the majority of the respondents. The results showed that the majority of line personnel are over 10 years away from retirement with the exception of the Chief Officer Rank which was at 100% of Chief Officer's that responded are retiring at 10 years or under. The CCFD1 Succession Plan Chart Key (Appendix B) gives the details of the chart key codes.

The individuals responding to the survey were then asked to please rate the next 15 statements from their perspective according to the following scale and to circle the best answer.

1	2	3	4
Strongly Agree	Agree	Disagree	Strongly Disagree

The following summary was taken from the CCFD1 succession planning survey summary (Appendix B) for the results of each question answered.

Survey Question #1. A well run fire service organization develops its workforce and encourages future internal advancement and promotions. The average result was 1.228 for this question. This shows that there is generally strong agreement in the topic of succession planning.

Survey Question #2. It is the Fire District's responsibility to prepare future leaders through providing professional development opportunities. The average result was 1.627 for this question. Personnel agree that the district holds some responsibility in preparing future leaders.

Survey Question #3. It is solely up to the individual to prepare himself/herself for future advancement. The average result was 2.728 for this question. Personnel disagree and think that the department should support future advancement opportunities.

Survey Question #4. CCFD1 has established clear expectations of required experience and educational milestones (a career path) for advancement above my current position. The average result was 2.797 for this question. This shows that due to the lack of an approved and communicated succession and advancement plan, there is a lack of agreement.

Survey Question #5. Promotions at CCFD1 are based upon a selection processes that promotes the best candidate for the job. The average result was 2.373 for this question. Personnel generally agree that this is true. This is basically the trust that personnel have in the promotional examination process.

Survey Question #6. Individuals should develop a personal career development plan to guide their professional development and career advancement. The average result was 1.766 for this question. Personnel definitely agree that they should develop a career advancement plan.

Survey Question #7. I participated in the last CCFD1 promotional testing process that I was qualified to apply for. The average result was 2.013 for this question. Most personnel are taking the opportunity for advancement when it arises.

Survey Question #8. I plan on participating in the next CCFD1 promotional testing process that I am qualified for. The average result was 2.089 for this question. Most are planning on taking the next advancement opportunity when it arises.

Survey Question #9. I have discussed preparation for future promotional opportunities with my supervisor or other CCFD1 chief officers. The average result was 2.316 for this question. This shows that there is generally a lack of supervisors supporting and encouraging department personnel.

Survey Question #10. I am currently pursuing outside educational opportunities. The average result was 2.057 for this question. The majority are pursuing outside career educational opportunities.

Survey Question #11. Someday, I might want to be a chief officer at CCFD1. The average result was 2.304 for this question. This answer is right down the middle. This number needs to be lower to help improve the chief fire officer succession planning efforts.

Survey Question #12. If qualified internal candidates are not available, CCFD1 should invite qualified external candidates to participate in promotional exams. The average result was 2.272 for this question. Surprisingly, many agree with this answer which shows that as a last result, the

district may conduct outside promotions if no qualified and interested candidates are available from the inside.

Survey Question #13. If qualified internal candidates are not available, CCFD1 should develop the best internal candidate and let him/her grow into the job. The average result was 2.234 for this question. Just as many agree that we should go with the inside candidate only and let him grow and learn.

Survey Question #14. The quality of CCFD1 organizational leadership is an important factor in my personal job satisfaction. The average result was 1.506 for this question. Most strongly agree with this question which is a good building block and foundation for succession planning.

Survey Question #15. I am ready and have adequate experience, training, and education to assume the responsibilities connected to my next promotion. The average result was 1.886 for this question. Most strongly agree and are ready for future advancement opportunities.

In addition, the survey asked individuals to please provide the best answers to the following questions and to attach additional comments and pages if needed.

Written Question #1 - A definition of Succession Planning is included in the opening paragraph.

What components of Succession Planning are currently in place at CCFD1? Most personnel when answering this question identified that there is indeed a succession planning process in place at CCFD1 but there is a wide variety of answers listed. (Appendix D)

Written Question #2 - What activities would enhance Succession Planning at CCFD1?

A very thorough and comprehensive list was derived from this answer on ideas and suggestions to improve the succession planning effort at CCFD1. (Appendix E).

Outlined above are the initial action steps indicated by survey respondents along with the opinions of several authors found in the literature review. These results indicated the

importance of having an effective succession planning process in place for CCFD1 to assist in the transitioning of line officers to the Chief Fire Officer level as retirement vacancies open up.

DISCUSSION

This section will discuss the relationship between specific findings of others obtained during the literature review and the study results. Based upon the information gathered in conducting this research project, this author concludes that there is not a current succession plan in place for the transition of line officers to the Chief Fire Officer level at CCFD1. Due to the potential retirement of eight out of eleven chief officers in the next five to seven years, the results of this study demonstrated that there is a definite need for succession planning in the fire service and that the development of a structured Organizational Succession Plan (OSP), can help assure that effective leadership is developed and implemented in the future at CCFD1.

Rothwell (2001) noted that succession planning can be defined as “the process that helps ensure the stability of tenure of personnel” (Rothwell, 2001, p. 5), and succession planning is seen by Rothwell not merely as replacing the leader at the top but assuring that a smooth transition throughout the organization occurs as change is implemented. The results of the succession plan survey indicated that the majority of the CCFD1 employees agree with Rothwell’s concept and want to work for an organization that has a “clearly defined succession plan” and “will ensure a stable organizational structure and stick to it” as the CCFD1 planning survey results show.

Succession planning also means being prepared for change and being able to manage the organization at all times before, during, and after change. (Hitt, Middlemist, & Mathis, 1989, p.178). The results also agree with the research here in that the employees at CCFD1 clearly

want to be prepared and seek additional opportunities as the large department turnover at the top of the organization approaches.

In the literature review, Fire Chief Gary Johnson stated: “To plan for consistent succession, you must assess the potential for vacancies; assess the readiness of current staff to assume these positions; develop strategies to address the needs of employees and the organization; and mentor, train and develop leadership and management skills” (Johnson, Ga, 2004). The survey results again, matched this concept in that the employees of CCFD1 indicated that they desire mentorship and additional opportunities for advancement and think that immediate strategies need to be adopted to effectively adopt and manage an effective succession plan.

One of the greatest organizational implications of the research gathered in this project is that CCFD1 will now be aware that they lack an adopted and approved succession plan for the future transition of line officers to chief officers. There are many stakeholders in this process including the board of directors, the career personnel, the volunteer personnel and even the citizens of the district. From an organizational point of view, assuring continuity and proper transitioning is essential. It was noted that the democratic political system that America has today, has its superiority precisely because it provides for an orderly transition from one leader to the next. (Bartholomew, 1998 p. 27). This allows for the transfer of power with relative ease while maintaining consistency and ensuring that proper provisions have been made for the inevitable transfer of power. CCFD1 will benefit from this orderly transfer of power and consistency as the members of the district have stated in their results.

The problem addressed in this research project related to preparing the department for transitional leadership. The results of the study indicated that the lack of transitional leadership

will directly influence the district's future as it relates to preparing current members for leadership roles in the future and could have serious effects on the operations of the fire district in the years ahead.

RECOMMENDATIONS

The problem as earlier stated in this applied research project (ARP) is that CCFD1 anticipates the potential retirement of eight out of eleven Chief Officers in the next five to seven years and there is currently no succession plan in place for the transition of line officers to the chief fire officer level.

As a result of the research completed in this study, the overall recommendation is that CCFD1 immediately adopt an effective succession plan for the transition of line officers to the Chief Fire Officer level. In addition to the adoption, the succession plan needs to be communicated throughout the organization and made available for all personnel to review and provide input on a regular basis. With the future retirement predictions approaching in the immediate future, time is of the essence for the formulation and adoption of the succession plan.

During the course of this ARP, data was researched, collected, and analyzed to assist the author in formulating the completed organizational succession plan as shown in Appendix G. As indicated in the research, the task of formulating a succession plan is a large task that requires buy in at all levels within the organization.

Specific recommendations include first presenting my findings and draft succession plan to the Fire Chief to seek his input and make revisions as needed. The plan starts at that level and the buy in is critical with the Fire Chief.

Secondly, I recommend that a committee be formulated to take the draft succession plan and review it to come up with any new suggestions and ideas that may come out of the committee review process.

Third, I recommend that a special training session be formulated so that the additional members of the department from the volunteer personnel to the board of directors can be educated and instructed on the concepts of a succession plan and can approach the idea with an open mind as we try and prepare the leadership of our department in the decades to come.

Effective succession planning will ensure that our department will transition effectively in the future and that we will help foster and develop new leaders in the years ahead.

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APPENDIX A

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.

■ 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 B

CCFD #1 Succession Planning Survey

Chart Key

Total participants in survey – 79

Total participants who responded to the questions – 62

Chart Key

Years of service with Clackamas Fire District #1:

1 = 0-5

2 = 6-10

3 = 11-15

4 = 16-20

5 = 20+

Years until eligible for retirement:

1 = 0-5

2 = 6-10

3 = 11-15

4 = 16-20

5 = 20+

APPENDIX C

Clackamas Fire District #1 Succession Planning Survey Summary

Rank	Division Assign	Yrs of Ser	Yrs to Ret	# 1	# 2	# 3	# 4	# 5	# 6	# 7	# 8	# 9	# 10	# 11	# 12	# 13	# 14	# 15
AO	Operations	3	2	1	1	3	3	2	2	4	2	3	2	2	4	1	1	2
AO	Operations	2	4	1	2	3	2	2	2	3	2	2	2	3	1	2	1	3
AO	Operations	3	3	1	1	3	3	4	2	3	0	2	2	3	2	3	1	2
AO	Operations	3	2	1	2	3	2	3	2	4	2.	5	2	2	4	3	1	2
AO	Operations	3	4	1	1	3	4	3	2	3	3	2	2	4	1	3	1	1
AO	Operations	3	1	1	1	3	4	2	2	3	0	0	2	4	4	2	3	3
AO	Operations	2	4	1	2	3	3	3	2.	5	1	1	4	3	1	4	1	2
AO	Operations	2	4	1	2	3	3	2	2	4	4	3	3	2	1	4	2	2
AO	Operations	3	2	1	2	2	3	2	2	3	3	3	3	2	2	3	1	3
AO	EMS	5	2	1	2	2	3	3.	5	0	3	3	2	3	4	2	2	2
AO	Operations	2	5	1	1	1	2	2	2	1	3	2	3	2	2	2	1	1
AO	Operations	3	2	1	2	2	3	3	3	2	3	1	1	4	3	2	1	2
AO	Operations	3	2	2	2	4	3	2	2	1	4	1	1	2	2	4	1	1
AO	Operations	3	2	1	2	3	3	4	2	4	4	4	4	4	4	1	1	1
AO	Operations	3	2	1	2	2	3	3	2	3	2	2	2	3	4	2	2	2
ATO	Training	1	5	1	1	3	3	2	2	1	1	2	1	1	4	1	1	1
Capt.	Operations	4	2	1	1	3	3	2	2	4	4	3	2	2	2	2	1	1
Capt.	Operations	5	1	1	2	3	3	3	2	1	2	1	1	1	2.	5	3	1

Capt.	Operations	3	2	1	1	4	3	3	1	4	4	3	1	1	1	3	1	3
Capt.	Operations	4	3	2	1	2	2	2	2	4	4	3	2	4	2	2	2	3
Capt.	Operations	3	3	1	2	3	3	3	2	3	2	2	3	2	2	2	1	1
Capt.	Operations	3	2	2	2	3	3	3	1	2	2	2	3	2	2	3	1	3
Capt.	Operations	5	1	2	2	3	2	3	2	0	0	4	3	2	4	1	4	2
Capt.	Operations	4	2	2	1	4	3	3	2	2	3	4	1	2	2	2	1	1
Capt.	Operations	5	1	1	1	3	3	2	2	2	2	3	2	2	3	2	2	2
Capt.	Operations	3	3	1	2	2	1	1	1	4	3	1	1	1	4	1	1	2
Capt.	Training	3	1	1	1	3	4	3	1	1	1	2	2	1	1	2	1	1
Chief Officer	Admin	5	1	1	1	2	3	2.5	1	1	2	0	2.5	2	1	2	1	2
Chief Officer	Prevention	4	2	1	2	3	3	2	1	1	1	1	1	1	1	3	1	1
Chief Officer	Operations	3	2	2	2	3	3.5	2	2	4	4	4	2	0	2	2	2	4
Chief Officer	Operations	5	1	1	2	2	3	1	1	1	3	1	2	1	1	4	1	1
DFM	Prevention	4	1	1	1	3	4	2	2	1	1	2	1	1	3	2	1	1
FF	Operations	1	4	1	1	3	3	2	2	3	2	2	2	2	2	2	1	2
FF	Operations	1	5	1	1	3	2	2.5	2	3	3	2	2	4	2	2	1	3
FF	Operations	1	5	1	2	4	1	2	2	0	3	3	3	2	2	3	2	3
FF	Operations	1	5	2	2	3	3	2	2	4	4	3	2	4	2	3	2	3
FF	Operations	1	5	2	1	3	2	2	2	1	1	1	1	2	3	2	2	2
FF	Operations	1	4	1	1	3	2.5	2	1	1	3	3	2	3	2	1	1	1
FF	Operations	1	5	2	3	3	2	2	2	0	2	3	2	2	2	3	2	3

FF	Operati ons	3	3	1	1	3	3	2	2	1	3	2	3	3	2	3	2	2	
FF	Operati ons	4	1	2	2.	2.	3	3	2	1	2	2	2	4	4	1	2	1	
FF	Operati ons	1	5	1	1	3	3	2	1	0	2	0	2	1	3	2	2	3	
FF	Operati ons	1	4	2	2	2	3	2	2	4	2	3	3	3	1	3	2	3	
FF	Operati ons	1	5	1	2	3	2	2	2	3	2	2	2	2	2	2	1	3	
FF	Operati ons	2	4	2	2	2	3	2	2	3	2	2	2	3	4	2	3	3	
FF	Operati ons	5	2	1	2	2	3	2	2	3	1	4	1	2	4	1	2	3	
FF	Operati ons	1	5	1	2	2	2	3	2	0	1	2	2	3	1	2	2	2	
FF	Operati ons	1	5	1	1	2	2	2	2	0	2	2	3	0	2	2.	5	2	3
FF	Operati ons	2	5	1	2	2	3	3	1	4	1	1	2	2	2	2	1	1	
FF	Operati ons	1	4	1	2	3	2	2	1	0	2	4	2	2	2	2	1	2	
FF	Other	1	5	1	2	3	2	2	2	3	2	3	3	2	2	2	2	2	
Inspe ctor	Prevent ion	1	4	1	2	3	4	2	2	3	2	2	2	2	2	3	1	3	
Inspe ctor	Prevent ion	1	5	1	2	3	3	2	2	1	1	2	2	1	4	1	2	1	
Inspe ctor	Prevent ion	1	2	1	2	2	2	2	1	2	2	2	2	3	1	2	1	3	
Lt.	Operati ons	3	3	1	1	3	3	2	2	4	2.	5	4	2	4	4	2	1	1
Lt.	Operati ons	3	3	2	2	2	3	2	2	2	2	3	2	3	1	3	1	1	
Lt.	Operati ons	3	2	1	1	2	3	2	1	2	2	3	1	2	3	2	2	1	
Lt.	Operati ons	3	3	1	2	2	2	2	2	3	2	2	3	3	4	2	2	2	
Lt.	Operati ons	2	4	1	2	3	3	3	1	1	1	2	2	2	0	3	1	1	
Lt.	Prevent ion	3	3	1	1	3	3	3	1	1	1	1	1	1	4	1	1	1	
Lt.	Operati ons	2	3	1	2	3	3	2	2	2	1	1	3	2	2	3	2	1	
Lt.	Operati ons	4	2	1	2	3	1	2	2	1	1	2	2	3	4	3	1	1	
Lt.	Operati ons	3	3	1	2	2	2	2	2	3	3	3	3	3	2	3	2	3	

	ons																	
Lt.	Operati ons	2	4	1	2	1	3	3	4	1	1	2	2	1	2	3	2	1
Lt.	Operati ons	5	1	2	1	3	2	2	2	3	3	3	3	4	2	2	1	2
Lt.	Operati ons	3	3	1	1	2	2	2	2	2	2	2	3	2	3	2	2	2
Mana ger	Admin	2	2	1	1	4	4	3	1	3	3	4	1	2	1	3	1	2
Mana ger	Admin	5	2	1	1	3	4	1	1	2	4	3	2	3	1	2	1	3
Mana ger	Admin	2	3	2	2	2	3	3	2	0	0	2	1	2	1	2	2	3
Mana ger	Logisti cs	2	1	1	2	3	1	3	2	2	0	0	2	0	2	2	2	0
Mana ger	ITS	1	5	1	1	1	4	0	1	0	1	1	1	1	1	2	1	2
Mang er	Admin	3	2	2	2	3	3	2	2	3	2	2	2	2	2	2	1	2
Other	Admin	2	5	1	2	2	3	2	2	0	0	3	2	0	2	3	2	2
Other	Operati ons	4	1	2	1	4	3	4	2	2	4	4	1	4	1	4	2	1
Sup. Staff	Admin	2	2	1	1	4	4	2	1	0	0	4	4	4	1	2	2	0
	Trainin g	1	5	1	2	3	4	2	1	0	0	2	1	4	1	3	2	0
	Operati ons	4	3	1	2	3	3	4	1	1	4	3	1	2	3	2	1	2
	Trainin g	2	1	1	2	3	3	4	2	1	3	3	2	3	2	2	1	3
				2	2	3	3	3	3	2	2	3	3	3	3	2	2	1
Aver age				1. 2 3	1. 6 3	2. 7 3		2. 3 7	1. 7 7	2. 0 1	2. 0 9	2. 3 2	2. 0 6	2. 2 3	2. 2 7	2. 2 3	1. 5 1	1. 8 9

APPENDIX D

CCFD #1 Succession Planning Survey – Question #1 Results**What components of Succession Planning are currently in place at CFD #1?**

- Succession Planning Survey
- Hiring process has clearly defined requirements
- Hiring best possible entry level firefighters
- Good morale
- Promotional process in place for suppression personnel and chief officers, but no path/guide for advancement for non-suppression personnel.
- Promotional testing process is organized and encouraged
- Encourage and promote higher education, not just in fire service related topics
- Outline of expectations for positions
- Outline of minimum/preferred qualifications
- In-depth job requirements, drill sets, testing, training opportunities are in place, but planning and grooming of employees seems to be targeted at specific people.
- Cross-training has just begun
- TDY opportunities
- Need for succession planning has been identified
- South Metro Fire Officer Academy
- Special projects are available
- Educational assistance – schools and conferences
- Executive Team support
- Strategic Business Plan goal
- Performance appraisals
- Civil Service promotional process
- Competitive testing
- Peer/supervisory support – assists employees who District wants on top
- Communication
- Open leadership (being available)
- Adherence to public purchasing policy
- Questioning of status quo
- Captains involved in budget process
- AIC roles exist, but need to be formalized
- Current supervisor doing great job challenging employee's abilities

- Recent contract changes have provided a means of acquiring and keeping qualified employees within Fire Prevention
- Library in all stations
- BCs allow tactics drills when they can spare the time
- CFD has done excellent job in involving those who wish to participate in activities such as strategic business planning in order to make them a part of the direction of the District.

APPENDIX E

CCFD #1 Succession Planning Survey - Question #2 Results**What activities would enhance Succession Planning at CFD #1?**

- Clearly defined promotional steps for all areas of CFD – not only suppression and chief officers
- Expectations for requirements relating to education and past experience should be realistic. Degrees should not out-weigh importance of common sense and successful career experience.
- Educational assistance – monitored, endorsed
- Support for college level courses in fire prevention management
- Job shadowing – currently little formal District sponsored preparatory training for the “next” position.
- Nurturing employees who show signs of being good leaders or willing to try. Lead, educate and follow through with them.
- Mentoring
- Job sharing
- Outside learning and training opportunities
- In-house training opportunities
- TDY opportunities
- Centralization
- Interest and skill polling
- In-house leadership program
- MDC training
- Classes on finances and fire district budgets related to CFD
- Project assignments
- Certain projects could also require a percentage of time for leader development training
- Cross-training - Complete and continual cross-training on all administrative positions
- Organizational chart updated and distributed with qualifications, competencies
- Once hired or promoted, further benchmarking and review should take place to ensure continued growth opportunities towards next promotional step. Within two months of completing probation, a candidate should receive a list of requirements for next position and have a counseling session with the Fire Chief to see if individual is interested in advancement.
- Meetings with Fire Chief to hear direction he has on our individual career path
- Training from chief officers on their roles/responsibilities to the next generation
- Officer training for prospective candidates

- Periodic tabletop training and situational leadership
- More leadership from chief/company officers setting good examples, stepping out of comfort zones.
- Leaders that enjoy their job. What I see I do not want to be a part of.
- Better company officer development – more specific, involved training
- Incentives to promote
- Incentives for well qualified people to stay in their positions to promote experience
- Encourage BCs to know goals of employees and to make an effort to encourage and develop them
- BC test and educational points should be revised

Minimum qualifications:

1. Captain with minimum three (3) years experience
2. Associates degree
3. NFPA Fire Officer 4

Desired Qualifications (Award points for each)

1. Bachelors degree in Fire Administration (10 pts)
 2. Executive Fire Officer graduate (10 pts)
 3. Bachelor's degree credits -60 (5 pts)
 4. EFOP (2 classes) (5 pts)
 5. NFPA/DPSST certifications (1 pt each)
- Ensuring position is worth promoting into, i.e. battalion chief. There are disincentives to promotion.
 - Make jobs above captain more desirable. Currently, they are not. Need improvement in: pay, over time opportunity, responsibility/workload vs. pay/benefit, protection (Union).
 - Review job descriptions for current positions to ensure relevant job skills, knowledge and abilities are included.
 - Stabilize organizational structure and stick with it. Different changes over last eight years can create atmosphere of uncertainty and unpredictability and can create environment not conducive to promotion.
 - Requests to attend school should, to a degree, depend upon individual's goals expressed in annual performance evaluation. Management could reliably be able to see who is interested in what and track their development.
 - Budget for extra expense of developing leaders i.e. over time to "co-pilot" (help current CFD leaders with a project) a project.
 - Explore what TVF&R, Portland, Gresham, etc. are doing to develop their leaders.
 - Send people to Portland or take in TVF&R firefighters to diversify the organizational thinking/experience.
 - Educate all employees on goal and expectations of CFD. Information needs to be distributed regularly.
 - If administration is looking for people to be interested in promotions, maybe they should spend a little time on them.

- Survey all employees anonymously and have them rank who they would like to see advance to next level and list the qualities they see in their candidates. Encourage advancement and provide tools to do it.
- Provide academies for prospective candidates for promotion. Require attendance prior to a promotional evaluation. Candidate would be evaluated and graded on performance. Once successfully completed, scores would follow candidate to the next promotional evaluation. This could possibly eliminate the written and practical portion during an exam.
- Consistent promotional process. Every test for same position is different than the one before.
- Peer review before promotion or as part of promotion testing
- Motivational team study classes for advancement
- Have problem solving be a larger portion of the testing process. Could be taught in the academy.
- Eliminate interviewing of candidates for a promotion. All candidates are taught what to say in an interview. Evaluated on how they present themselves and not necessarily on character.
- Create promotional process that allows a promotion to be taken, then attain certain educational requirements that CFD finds mandatory. (No BA). Gives option to promote with resume, tactical, interview, etc.
- Current promotional process needs improvement. Due to Civil Service Rules and Union contract, may not be easy. Candidate can work very hard to be in the top five candidates, but get passed over or left to die on the list because of character flaws and can cause lack of validity in the testing process felt by all employees. Find a mutual fair way to make the test valid. If a person is #11 on a 10 person list, make the reasons known so the candidate has an opportunity to correct them.
- Testing for a position shows interest for promotion, but not competency. Past performance evaluations and reviews have merit and show issues unknown to BCs and administration.
- Identify and prioritize programs and mission
- Ask community and CFD to prioritize our/their needs and be truly committed to those before committing to expanding our mission. Fire service has become a catch all/do all service in many communities, with more demands for non-essential services.
- Look ahead to greater requirements for training, certifications, NFPA standards, etc.
- Invite more and different people to annual retreat each year
- Program monitoring for all positions
- Double amount of Fire Prevention staff. Today's entry level people will be tomorrow's senior staff. Currently, only way staff can prepare for promotion through special projects work and formal course work is to lighten workload. More FTEs would allow time for professional development.
- District needs to recognize importance of role of Fire Marshal. Establish a career path for it. Currently, only opportunity for a DFM to become a Fire Marshal is to take employment elsewhere.
- Fire Marshal's office was big loss to the suppression crews for the possibility to do a TDY. Now that the pay is not saving any money, jobs should be opened back up to the fire suppression/operations crews.
- Implement AO Academy. Currently, any and all AO training learned on job.
- Develop EMS position like CFD had with Roxanne

- Grant those who see a career path in Training, Prevention or Public Ed a true opportunity to do so other than just a TDY.
- Station assignments – do best to honor a request considering seniority
- General command training for everyone (FF on up) from incidents to station activities – would help lower ranks to understand the bigger picture
- Outside courses often do not apply to CFD. More internal training needed.
- Computer skill classes for the new hired and line personnel to explain new computer formats and how to get around system
- Continue labor/management relationship, involving employee group whenever practical, practicing participatory and open management of CFD.
- BC drivers/aids
- Better/more organized Share Drive
- Let someone other than CFD's company officers be the company officers at our practical drills
- A flexible day schedule would motivate more employees.

APPENDIX F

INTERVIEW OUTLINE FORM

Interview Date: November, 2006
Interview Topic: Succession Planning
Interviewer: Battalion Chief James Syring
Subject Interviewed: Executive Officer Kyle Gorman

Questions:

#1 – What is succession planning to you and what are the elements of a successful succession plan?

#2 – What does it take to become a Chief Officer or the Fire Chief at CCFD #1?

#3 – What type of opportunities should we be offering and using to develop our employees for future advancement?

#4 – What skills are necessary to become a successful leader?

#5 – Describe the competency model of locating and developing potential leaders in our organization?

List and summarize results in brief paragraph for EFO paper at the end of interview.

APPENDIX G

**Organizational Succession Plan for
Clackamas County Fire District #1
March, 2007**

The following Organizational Succession Plan for Clackamas County Fire District #1 is designed to help plan for the future leadership of the organization. This plan meets the goals of the fire district's strategic operations plan.

Objectives:

- To assure effective leadership assessment, development and succession planning to achieve CCFD's strategic plan objectives.
- To assess organizational capability to achieve business plan objectives and long range planning and strategy.
- To plan developmental opportunities for individuals with potential to achieve a senior leadership role.
- To identify talented individuals early in their careers who have demonstrated skills and abilities that are characteristic of successful executives and Chief Officers at CCFD #1.
- To build talent pools to facilitate cross-organizational moves to meet staffing requirements.

Action Plan for Implementation:

- Provide development opportunities – both inside and outside the organization.
- Expand our considerations for Temporary Duty Assignment (TDY) positions.
- Implement a change in culture that will last for a long time.
- Make opportunities challenging and rigorous but provide the necessary tools and guidance.
- Provide mentoring at all times.
- Look for individuals that are high learners and high performers and give them the recognition and opportunities they need to grow further.
- Ensure that Chief Officer positions in the fire district are attractive and that employees will strive and compete to attain them.
- Develop a succession planning committee to update the plan on a regular basis.
- Develop and update job descriptions regularly for all Chief Officer and executive level positions.
- Continue to receive feedback and evaluate the effectiveness of the Succession Planning program and make changes as necessary.