

Mentoring and Succession Planning for the Bedford NH Fire Department

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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.

Signed _____

Abstract

The problem was that the Bedford Fire Department had not prepared for the possible retirement of three command staff officers (chief, deputy chief and captain) and two senior line officers within the next three years. Within the last eighteen months, line personnel and staff officers have recognized the need to have an official mentoring program as a component of a formal succession plan. This succession plan would assist the organization to be successful in promoting from within the department in the future.

The purpose of this applied research project (ARP) is to identify the need for a mentoring program and succession plan as well as the necessary components which will help to prepare personnel for advancement within the organization. Utilizing a descriptive research method, the department was able to identify and address the problem through the following research questions: a) What is a mentoring program/succession plan? b) What are the basic components of an effective mentoring program/succession plan? c) What mentoring programs/succession plans are currently being used by New Hampshire fire departments? d) What mentoring programs/succession plans are currently being used by fire departments around the United States? d) What are the benefits to the department for having a mentoring program and succession plan?

The procedures utilized in the research included a review of literature, applied research projects, journal articles, internet websites, survey instrument, and personal interviews. The results indicated that a formal mentoring program is an essential component of an individual's career growth. Including a mentoring program within a formal succession plan can have a positive impact on the organization. The results also established the necessary components for a successful succession plan.

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Introduction

The problem for the Bedford Fire Department (BFD) is that within the next three years BFD could potentially experience a seventy percent turnover of its officer ranks. The purpose of this applied research project (ARP) is to identify the components needed for a mentoring program and to identify how this program would be part of a succession plan. Through a descriptive research method, the researcher was able to identify and address the problem through the following research questions: a) What is a mentoring program/succession plan? b) What are the basic components of an effective mentoring program/succession plan? c) What mentoring programs/succession plans are currently being used by New Hampshire fire departments? d) What mentoring programs/succession plans are currently being used by fire departments around the United States? d) What are the benefits to a department for having a mentoring program and succession plan?

The words “mentoring” and “succession plan” are usually associated with the private sector or “business world” and are not often defined formally within the fire service. The fire service has always had an informal form of mentoring which encouraged the newer members to learn from the more experienced personnel. The idea of a succession plan however, has evolved only in the last twenty years or so as administrators began to realize that the department would run most efficiently if it was managed similar to a typical business. The once universal tradition of promoting based solely on seniority or popularity continues to diminish throughout fire departments nationally.

As budgets continue to shrink and departments are being asked to do more duties with fewer funds, it is more important than ever that key department positions are filled by those who are most qualified. The national fiscal crisis over the last decade has also created political debate

and continued threats aimed at decreasing firefighter pensions and retirement programs. Those firefighters and officers with the most experience are increasingly considering retirement in hopes of getting out before their payout is compromised. With this high demand for qualified leaders and a possible increase in retirements, it is important to plan and prepare to fill those vacancies with educated and qualified personnel.

Through a formal mentoring program that is a part of an organization's defined succession plan, a department can direct its personnel and allow them to have professional guidance as well as a complete and thorough understanding of the training and education needed to eventually fill those vital vacancies. As fire departments across the nation move from functioning based on traditions to that which mimics the operational patterns and structures of businesses in the private sector, implementation of a formal succession plan which includes a mentoring program, can be beneficial to the Bedford Fire Department as well as other fire agencies throughout the country.

Background and Significance

The Bedford Fire Department is a combination fire department located in south central New Hampshire. The department consist of three command staff officers, Chief of the Department, Deputy Chief of Operations and Training and the Captain of Administration and Fire Prevention. Twenty-five career union personnel operate on four shifts of six members. Each shift has one lieutenant with five firefighters. One firefighter on the shift is a Temporary Rank out of Service (TSOR) and operates as an acting lieutenant when there is not a lieutenant present. Also, we have one day-time firefighter floater position on-duty Tuesday thru Friday. The call-department has two lieutenants and six paid on-call personnel.

The details regarding the position of Temporary Service Out of Rank (TSOR) were established and operate within the guidelines set forth by the collective bargaining agreement between the Town of Bedford and IAFF Local 3639. The TSOR can fill in for an absent shift lieutenant if he will be out for two hours or more. The TSOR must have passed the most recent lieutenant's exam to be on the active TSOR list (*CBA Local 3639*, 2012, p. 23).

Bedford Fire Department (BFD) provides fire and EMS services to the town of Bedford and surrounding communities. BFD is considered to be an "all hazards" department as it provides first response hazardous material mitigation, swift water rescue, auto extrication, high and below angle rescue and advance life support EMS. Currently, there is one station in town out of which all firefighters and fire administration operate.

BFD serves a residential population of 21,203 within 33.2 square miles (2010 Census Zip Code, 2013). Bedford has a daily travel and work population of over 80,000 (Municipal Resource, Inc. [MRI], 2005). The annual BFD operations budget FY 2012 (January – December) was \$3,490,854 which was a 5.56% decrease from FY 2011 (Marcoux, 2011). In 2012, BFD responded to 3727 total calls for service (FIREHOUSE, 2013).

Within the next three years BFD can potentially experience a 71% percent turnover of its fulltime career officer ranks and a 62% turnover of all officers within the department. In 2013, the Chief, Deputy Chief and Captain along with two of the most senior lieutenants are eligible to retire. The Chief and one lieutenant can retire after April 15th, 2013. The Captain and another lieutenant can retire after July 1st, 2013. The Deputy Chief can retire after September 1st, 2013. This is a combined total of one hundred and forty five years of experience that potentially could walk out the door within the year. Replacement of this significant percentage of the department's

most experienced personnel and command staff could have a devastating impact of the operations of BFD.

If there are not any internal candidates prepared to fill the positions, the town would need to look elsewhere but current fire and town administrators prefer to give the opportunities for advancement to those personnel who have time vested in the department and understand the inner workings of the community. There have been instances in the past where people from outside of the department have been hired to fill high level fire administration positions but this experience has left the town and the fire department with concerns about brand new personnel coming in to manage the department.

In 1990, there was an open position for deputy chief and there were not any qualified candidates within the department to fill that position. The town administrators were forced to look outside of the department to fill that position. In the years that followed, a variety of problems arose surrounding that position and that specific individual. The town administrators felt that those problems were due to the lack of understanding for how the town and the fire department worked.

In 1996, the fire chief's position became available. Again, the department did not have a qualified candidate to assume that role and responsibilities so they were forced to hire from outside of the department. Within five years of this hiring, a replacement was sought for the chief's position. Again, the town felt that this individual lacked the connection to the community and did not have a comprehensive understanding of how the town and the fire department worked.

The Town of Bedford and the Bedford Fire Department are currently in the planning stages for a sub-station located in the commercial/industrial district of town. This will require

additional line personnel as well as added officers. The Chief is considering two options for restructuring the department in order to appropriately staff both fire stations. Option #1: Promote the four current lieutenants to captains, and then promote four firefighters to lieutenant. The Bedford Safety Complex would become Fire Headquarters and it would be managed by the four captains. The four newly promoted lieutenants would manage the new substation. Option #2: This plan would designate one captain as the Headquarters Captain. Another captain would be the Sub-Station Captain. Each facility would have three additional lieutenants to fill out the shifts. Regardless of which option is chosen, there will be growth and promotional opportunities for those internal candidates who are prepared and eligible.

Currently, BFD only has a formal mentoring program for new probationary employees. Once hired, the probationary employee is assigned to a shift lieutenant. The lieutenant then assigns a senior firefighter to that probationary firefighter for a period of time. Their combined assignment is to complete standardized job performance requirements as listed in a probationary skills manual.

Beginning in 2012, the TSORs were assigned to one specific shift lieutenant as a mentor. This was an informal effort to help prepare each TSOR for the roles and responsibilities expected of a shift lieutenant. BFD does not have formal job performance requirements or a standardized program for the TSOR position. Currently, with four different lieutenants, there is no consistency on what each TSOR is taught.

By establishing minimum eligibility requirements within a succession plan, the expectation is that all personnel will have a clear and definitive understanding of all specific skills and training that will be required to become an officer. With the guidance of a mentor following the formal process defined in a mentoring program, personnel will have help obtaining

those specific skills and training as they seek to complete the required standards established in the succession plan.

Because the potential exists to lose five officers and all of their knowledge and experience that they have accumulated and there will be a need to replace them with eligible internal candidates, this ARP is directly related to the Executive Leadership (EL) Student Manual, Chapter 14: Being in Transition: Understanding Change During Midlife and Beyond (*EL-Student Manual*, 2011). This ARP pertains to one of five United States Fire Administration (USFA) strategic goal number four: Improve the fire and emergency services' professional status (USFA, Strategic Plan, 2012). By conducting research regarding mentoring and succession planning, BFD will have an active role in improving the professional advancement process for the entire fire service.

Literature Review

The literature review for this ARP started at the Learning Resource Center (LRC) located on the campus of the National Fire Academy (NFA) in Emmitsburg, MD in May/June of 2012. Further literature review consisted of the following: magazine articles, professional journals, applied research projects (ARP), private sector business books based on mentoring, career and succession planning and internet searches. The literature reviewed was used to assess current information on mentoring, career and succession planning and determine the components of a formalized plan that could be utilized by the Bedford Fire Department.

The literature review was conducted to answer the following research questions: a) What is a mentoring program/succession plan? b) What are the basic components of an effective mentoring program/succession plan? c) What mentoring programs/succession plans are currently being used by New Hampshire fire departments? d) What mentoring programs/succession plans

are currently being used by fire departments around the United States? e) What are the benefits to a department with a mentoring program and succession plan?

The concept of mentoring and succession planning is not new to the private sector. It is however, a relatively new model for the fire service. The researcher found that there are many ARP projects within the LRC, but each ARP is typically specific to either mentoring or succession planning but not both. As budgets continue to shrink and departments are being asked to do more duties with fewer funds, it is more important than ever that key department positions are filled by those who are most qualified. The national fiscal crisis over the last decade has also created political debate and continued threats aimed at decreasing firefighter pensions and retirement programs. Those firefighters and officers with the most experience are increasingly considering retirement in hopes of getting out before their payout is compromised. With this high demand for qualified leaders and a possible increase in retirements, it is important to plan and prepare to fill those vacancies with educated and qualified personnel.

What is a mentoring program? “Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another (the mentoree) in developing specific skills and knowledge that will enhance the less-experienced person’s professional and personal growth” (Management-Mentors, 2013, p.1). “A mentoring program is a formal plan that teams a student with a professional from their area of study, and provides the student with industry knowledge and insight” (Graduate Opportunities, n.d., p.1). “A formal mentoring program allows for a business to develop talent and create strategies to optimally achieve its organizational goals” (Insala.com, 2013, p.1).

For a program to be successful, mentors need to be selected carefully. Webster’s Dictionary defines a mentor as being “a trusted advisor or teacher” (Webster’s, 2002, p. 287).

Professors and authors W. Brad Johnson and Charles R. Ridley (2008) explained that mentors should have a combination of knowledge, attitude, and skills. Mentors facilitate a protégé's career development whether it is in a new position or task.

Captain D. Michael Abrashoff of the United States Navy (Ret.) developed a “welcome-aboard” program for new recruits joining the USS Benfold. He discovered that most new naval recruits were lost or intimidated upon their arrival to the ship. He assigned an incoming recruit to existing ship personnel whom he considered to be his best performer within their divisions. This team of mentor and recruit were referred to as “Running Mates” and allowed this mentoring process to begin on the recruit's first day on the ship (Abrashoff, 2012). This program made the new recruit's transition more comfortable and guided him/her in obtaining the necessary skills and training needed to become a valuable member of the USS Benfold.

What is a succession plan? In her book *Succession Planning Basics*, Christee Gabour Atwood describes “Succession planning is the ongoing process of identifying future leaders in an organization and developing them so they're ready to move into leadership roles” (Atwood, 2007, p. 1). “A succession plan protects your organization's viability as it moves into the future by making sure that qualified talent is available to replace people in key positions who leave the organization” (Dahlke, 2012, p. 7). Wikipedia describes succession planning as: “A process for identifying and developing internal employees with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available” (Succession Planning, 2013).

It is also important to understand the components that should make up a mentoring program. There was a plethora of mentoring related articles available to the researcher. Upon

review of the literature it became apparent that a check-list defining the components of a mentoring program does not likely exist. Experts on the subject explained that a mentoring program is more of a specific process for each organization and needs to be detailed to the needs of the organization that is building the program. Fire and EMS are unique industries and have different needs and requirements than most businesses.

Though he emphasized that each company should build its own program which addresses the specific needs of the organization, Jim Paturas (2000) EMS director and author, identified five steps as the foundation for the process of creating a mentoring program within the EMS service.

1. Train your Mentors (Well-defined mentoring program)
2. Make a Match (Mentor and Protégé)
3. Set Individual Goals (Personal and professional)
4. Guide your Participants (Mentoring Coordinator)
5. Create Guidelines (Logistics)

He also explained that if you establish a good mentoring program, do the right things and follow through, an organization and employees will ultimately be rewarded (Paturas, 2000).

Similar to Paturas's guidelines, Johnson and Ridley (2008) have listed twenty-two expected behaviors for a mentor when dealing with a protégé'.

1. Select your Protégé carefully.
2. Be there.
3. Know your protégé.
4. Expect excellence or nothing less.
5. Affirm, affirm, affirm and then affirm again.

6. Provide sponsorship.
7. Be a teacher and a coach.
8. Encourage and support.
9. Shape behavior using reinforcement.
10. Offer counsel in difficult times.
11. Protect when necessary.
12. Stimulate growth with challenging assignments.
13. Give protégé exposure and promote their visibility.
14. Nurture creativity.
15. Provide correction, even when painful.
16. Give the inside scoop.
17. Narrate growth and development.
18. Self-disclose when appropriate.
19. Accept increasing friendship and mutuality.
20. Teach faceting.
21. Be an intentional model.
22. Display dependability.

In his book noted leadership and management author John C. Maxwell (2008) explains that there are nine essential components of a mentoring program.

1. Make people development your top priority.
2. Limit who you take along.
3. Develop relationships before starting out.
4. Give help unconditionally.

5. Let them fly with you for a while.
6. Put fuel in their tank.
7. Stay with them until they can solo successfully.
8. Clear a flight path.
9. Help them repeat the process

Paturas, Johnson, Ridley and Maxwell all share the premise that every successful mentoring program should at least include attention to creating compatible partnerships between the mentor and mentee. Mentors should be trained to have an understanding of their role and how they can relate to an individual in need of guidance. The objective is to offer support and encouragement throughout the process. Set specific goals for both parties and constantly reevaluate the progress. Have clear standards and guidelines. Model the behavior that is expected.

Jane Jerrard, editor of EMS Manager & Supervisor magazine, maintains that part of a successful mentoring program is acknowledging the skills and attributes needed in order to be considered a good mentor. She described a good mentor as someone who is people-orientated, insightful, self confident, accessible and credible (Jerrard, 2000).

Jason Butts, of the Castle Rock, Colorado Fire Department (2011) states in his ARP, that formal mentoring programs have not been readily accepted in the fire and EMS industry. He contends that in order for the programs to be successful, the organization must choose to embrace it. This acceptance needs to begin with the unwavering support from the top administrators within the department and channel down to the rank and file.

John C. Maxwell supports Butts' argument and further explains that not only must the leaders and senior administrators embrace mentoring programs, but they should be proactive in

helping to create the future leaders. “Leaders create and inspire new leaders by instilling faith in their leadership ability and helping them develop and hone their leadership skills they don’t know they possess” (Maxwell, 1993, p. 11).

Scott Weymouth of the Marquette, Michigan Fire Department explained in his ARP that implementation of an “in-house” mentoring program would allow interested and qualified members to shadow current fire officers. This guidance will expose those who are participating, to the knowledge and skills that are expected of a candidate if they are going to seek future management positions (Weymouth, 2012).

What are the components of a succession plan? Most successful succession plans share a number of key characteristics, but different organizations have different needs. Independent organizational consultant and author Arnie Dahlke (2012) listed seven key characteristics of a successful succession plan.

1. The succession plan must be linked to the organizations overall strategic plan.
2. The succession plan must be supported by upper management.
3. The plan should be developed by a succession-planning team.
4. Result of an open planning process.
5. The succession plan evolves over time.
6. The succession plan develops talent within the organization.
7. It searches for talent within and outside the organization.

Atwood (2007) also list seven core concepts for a successful succession plan.

1. Receive employee buy-in, from top management to the newest person.
2. The plan must be coordinated with the organization’s strategic plan.

3. The plan must have a team of representatives from different levels and areas of the organization.
4. The use of a systematic method to identify future leaders and to develop those individuals to assume leadership roles.
5. Plan should be simple and designed to answer the organizations unique needs and goals.
6. The plan should allow for open communications methods and solicit employee input.
7. The plan should include accountability, evaluation, and follow-up measures.

As stated previously, there is not a single type of succession plan that can be used universally. Each individual organization must develop these plans based on the needs of their specific industry or company. The fire service is different in many aspects from other private sector businesses and even though there are shared components of a succession plan, the fire service has some specific elements that need to be considered. Pat McCabe of the Winter Park, Florida Rescue Department (2012) explained that there are potential key elements for a fire department succession plan including the following:

1. Formal mentoring programs
2. Job shadowing
3. Local leadership program within the community
4. National Fire Protection Association 1021, Standard for Fire Officer Professional Qualifications
5. Company Officer (CO) and Chief Fire Officer (CFO) Designation through the Commission on Professional Credentialing
6. National Fire Academy's Executive Fire Officer (EFO) Program

What mentoring programs/succession plans are currently being used by New Hampshire (NH) fire departments? There is not an abundance of information on departments that have mentoring programs or succession plans because for a variety of reasons. Jason Cleary (2010), of the Durham, New Hampshire Fire Department examined chief officers' promotions within his department. During his research he identified multiple reasons why line officers do not want to be promoted to a chief officer position. His findings include:

1. Company officers (currently all at the rank of captain) operate within their comfort zone.
2. Company officers feel unprepared to move from being a part of a shift and having technical responsibilities to administration and managing people.
3. Perceived headaches and stress associated with responsibilities of leading an entire organization versus a small crew.
4. Transitioning from shift work (24 hrs) to days (Monday thru Friday) business hours
5. Lack of union representation
6. Pay: overtime versus salaried. Unlimited salary earning (retirement) versus a capped salary.

Steven Yannuzzi (2011) of the Bristol, New Hampshire Fire Department identified that within his organization, professional development was vital to the department leadership. The priority for training within his department has always revolved around the technical aspects of firefighting. There has not been much emphasis on leadership training. As a small combination department Yannuzzi recognized that succession planning for the organization starts with professional development for each individual's career growth. He explained that a new training

program should be adopted and it should consist of continuing to teach the technical skills along with education in leadership and management.

The NH Fire Academy (NHFA) has a formal mentoring program for new instructors that want to teach within the academy as well as in outreach programs around the state. This established program pairs a new instructor with a senior staff instructor. The senior instructor evaluates and advises the new instructor on a variety of categories such as: type of presentation (cognitive or psychomotor), behavioral objectives, proper terminology, voice control, and treatment of students (NHOODLE, n.d.).

Though it is not a fire department, the New England EMS Institute (NEEMSI) has professional relationships with many New Hampshire Fire Departments, including Bedford. NEEMSI is the leading paramedic training facility in the area. Many of their trained paramedics are employed by a variety of New Hampshire Fire Departments. Because BFD has an Advanced Clinical Affiliation Agreement with NEEMSI, we are a component to their mentoring program. This formal program is known as the Preceptor Program. The experienced paramedics in this program are teamed with students in various stages of the paramedic training program. It is the responsibility of the preceptor to educate the assigned student in the knowledge and skills of prehospital paramedicine (NEEMSI, 2004).

What mentoring programs /succession plans are currently being utilized by fire departments around the United States? NFPA 1600, *Disaster/Emergency Management and Business Continuity Programs*, states that fire departments should have a continuity plan in place. Chapter 3: Definitions, Continual Improvement 3.3.3 states: “Recurring process of enhancing the management program in order to achieve improvements in overall performance consistent with entity’s policy, goal, and objectives” (National Fire Protection Association

[NFPA], 2010, p. 1600-5). NFPA 1600 Chapter 5: Planning, Common Plan Requirements requires 5.2.1 “Plans shall identify lines of authority”. and 5.2.2. “Plans shall identify lines of succession for the entity” (NFPA 2010 p.1600-7).

Scott Schneider (2012) from the Two Rivers FD in Wisconsin identified three components to the Twin River FD mentoring program/succession plan: education, experience and mentoring. Personnel are responsible for assessing their educational and training achievements or shortcomings. Every educational opportunity is viewed as pursuing self improvement and individual preparation for future promotions within Twin Rivers FD. This program encourages officers to delegate responsibilities to their subordinates so that the less experienced personnel have the opportunity to grow, learn, and prepare.

Butts explained that their mentoring program was adapted and revised from their existing Acting Lieutenant Policy. This original policy specified exactly what training, skills and testing that a lieutenant candidate must accomplish. This policy basically put the responsibility solely on the candidate to accomplish the training and education set forth. In the revision however, those requirements are still expected but added specific standards outlining a relationship with a mentor as well as the role and responsibilities of that mentor to help the lieutenant candidate prepare for the role of an officer (Butts, 2012).

Butts also recommended a Lieutenant Development Program. From his research he determined that even current officers would benefit from guidance and standards relating to their professional growth. This program would offer current officers a direction towards continued professional development and allow for overall growth and progression of the entire department.

Weymouth asserted that having a succession plan in place will better prepare Marquette Fire Department individuals for future leadership challenges. Marquette established a mentoring

program with personnel that were interested and qualified to be mentors. Those who met the criteria were offered the opportunity to shadow current fire officers in order to gain experience and understand the expectations of that role. This program required that evaluations be completed and those meeting the required competencies set forth would be considered for career advancement (Weymouth, 2011).

Sidney Newby (2010) from the Wichita, Kansas Fire Department, in conjunction with a Manager Succession Planning Committee, established that there was a need for a formal managerial succession plan. This committee established a list (or booklet) of activities and professional development that were going to be required of future fire managers to show proficiency and progress. The components of this handbook included the details and requirements of a mentoring program. It also specified the skills, requirements of job shadowing, special assignments, job performance feedback, required certified training and necessary university based education. The plan also called for annual evaluations of the plan itself.

What are the benefits to a department having a mentoring program/succession plan in place? Mentoring is highly important to an organization and can help the recipient gain a clearer understanding of his/her passions and career aspirations. Mentoring also helps to identify appropriate tactics for reaching personal and professional goals. Because mentors tend to be older and more experienced, they often have knowledge, understanding and information that they can teach to the person whom they are guiding (Kaplan, 2011).

Doug Schrage Operations Officer for the Anchorage, Alaska Fire Department (AFD) instituted a pilot mentoring program where they partnered retired officers with newly promoted officers as part of their professional development. AFD realized that they needed to assist new officers in their transition from firefighter to crew leader/manager. Their program helped new

officers to appreciate and pass along the organization's history and traditions. New officers were assisted with critical decision making skills in leadership and incident management. Under this program, the mentor continually gave feedback to his/her protégé. At the end of the pilot plan, all protégés agreed that the mentoring program was successful. They stated that the mentoring helped them as individuals, to achieve personal and professional goals (Schrage, 2007).

Michael Inman, a veteran firefighter and author from Spokane, Washington Fire Department discussed that the probationary firefighters from the Spokane, Washington Fire Department that participated in the mentoring program gave them an immediate sense of belonging to the organization. They felt that this program offered them guidance in understanding the expectations of the department. The veterans of this department stated that this program allowed for a means of sharing knowledge and experience. The organization felt that when a new firefighter was assigned to the station, the crews were more receptive. The mentor was partially accountable for the new firefighter's training process so this seems to have created a partnership. This collaboration ultimately benefited the community as firefighters were quickly trained and prepared to assist at emergency scenes (Inman, 1999).

Having a succession plan allows departments more opportunities to promote personnel from within the organization. Internal promotions can allow for consistency within a department. Steve Achilles from the Portsmouth, New Hampshire Fire Department explained that having a career development plan which guides personnel so that they can understand the specific training and education needed to advance within the organization, has improved moral, increased the knowledge of essential job functions, and seems to have maximized employees potential (Achilles, 2003).

In summary, the literature review provided the researcher a thorough study defining what a mentoring program/succession plan is and why they're important to a fire and EMS organization. The literature review also highlighted several components and practices for both mentoring and succession planning. The situations found in the literature review are echoed in the problems that the Bedford Fire Department potentially faces in the near future.

The department is faced with possible retirements of the most seasoned personnel. With the possibility of the five top officers retiring in 2013, this is a combined total of one hundred and forty five years of experience that could be lost from this organization. Without a succession plan, the department could be forced to fill those roles with candidates who are not necessarily the most qualified or best fit for the needs of the organization. The expectations outlined in the succession plan will best be met with the guidance and support offered by a mentoring program.

The establishment of both a mentoring program and succession plan will help to ensure that personnel will be prepared for leadership roles well into the future. The succession plan needs to have identifiable and obtainable components such as: educational requirements (job descriptions), time and experience prerequisites, job shadowing, and open lines of communications. It is apparent from the findings of the literature review, that it would be beneficial to the Bedford Fire Department to create and adopt a formal succession plan which includes a specific mentoring program component.

Procedure

The procedure for this APR began at the National Fire Academy (NFA) and the Learning Resource Center (LRC) during the researchers Executive Fire Officer Program course *Executive Leadership*. This descriptive research project was designed with intention to gather and analyze information from subject matter experts within the private and public sectors. The goal of this

ARP was to identify components needed for a mentoring program and succession plan for the Bedford Fire Department. The information gained will be presented to the Bedford Fire Department Fire Chief with the intentions that he will establish a succession planning committee. The researcher selected the subject of mentoring and succession planning realizing the potential issue the organization will face if the five senior officers leave the organization within the next three years.

Research was completed after reviewing books from subject matter experts in private and municipal sectors, applied research projects, trade magazines, internet searches, external surveys and personal interviews both internally and externally. This ARP was formatted using the sixth edition of the American Psychological Association.

A descriptive research methodology was utilized to answer the following questions: a) What is a mentoring program/succession plan? b) What are the basic components of an effective mentoring program/succession plan? c) What mentoring programs/succession plans are currently being used by New Hampshire fire departments? d) What mentoring programs/succession plans are currently being used by fire departments around the United States? e) What are the benefits to a department for having a mentoring program and succession plan?

A survey medium was developed utilizing SurveyMonkey® (SurveyMonkey website, 2013) and questionnaires were sent to current and former EFO students who are presently active members of the fire service community in NH and from around the country. The ten question survey was linked to participants specific email address. This survey was sent to thirty out-of-state participants and thirty in-state participants. Thirteen NH fire department representatives responded and eighteen participants responded from out of the state. The results gathered from

these surveys were collected and the data was analyzed. The survey asked ten questions and a total of thirty-one participants respond. (Appendix A)

Personal interviews were conducted with current Bedford Fire Department personnel Chief Scott Wiggin, Lieutenant John Leary, and TSOR Michael Jolin. Manchester, New Hampshire Lieutenant Gary Pariseau was also interviewed for this project. All interviews were conducted in the researches office at the Bedford Fire Department. Open-ended questions were asked in an effort to generate dialogue between the researcher and interviewee. Results from the initial literature review provided the researcher questions and general reference ideas that were necessary when conducting interviews.

The results of this ARP had limitations. One of the limitations the researcher identified was that of the twenty-three in-state recipients of the survey, only thirteen people completed and returned it. Of the thirty-two out-of-state participants, only eighteen completed the survey. The incomplete surveys may have been a result of outdated email address information.

Another limitation to this survey process was that information on the department's demographics were not requested or collected. Because this was an anonymous survey, it is unknown which participants completed and returned the survey.

Personal communications also had limitations. The interview was based solely on the personal and professional opinions of the participants and factual data was not available to them.

One of the biggest limitations throughout this project was the inability to obtain information relevant to private sector of business. The researcher contacted three personnel management firms and all three stated that they could not offer any information or assistance due to proprietary reasons. This made it very difficult to gather personal information about mentoring and succession plans in private industries.

Results

The results of this ARP were obtained from a review of various literature, survey results, internet searches, and personal communications. A significant amount of information was found explaining the components, details, current trends and value of a formal mentoring program and succession plan. The material that was gathered provided enough information to adequately answer the following questions posed in this ARP.

What is a mentoring program? “Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) assists another (the mentoree) in developing specific skills and knowledge that will enhance the less-experienced person’s professional and personal growth” (Management-Mentors, 2013, p.1). All of the research basically agreed with the notion that a mentoring program is a formal plan that teams a student with a professional from their area of study, and provides the student with industry knowledge and insight (Graduate Opportunities, n.d.). A formal mentoring program allows for a business to develop talent and create strategies to optimally achieve its organizational goals (Insala.com, 2013). Johnson and Ridley (2008) explained that mentors should have a combination of knowledge, attitude, and skills. Mentors facilitate a protégé’s career development whether it is in a new position or task.

What is a succession plan? “Succession planning is the ongoing process of identifying future leaders in an organization and developing them so they’re ready to move into leadership roles.” (Atwood, 2007, p. 1) “A succession plan protects your organization’s viability as it moves into the future by making sure that qualified talent is available to replace people in key positions who leave the organization.” (Dahlke, 2012, p. 7) Wikipedia describes succession planning as: “A process for identifying and developing internal people with the potential to fill key business

leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available.” (Succession Planning, 2013)

What are the basic components of an effective mentoring program? There are a plethora of articles related to mentoring available to the researcher. Upon review of the literature it became apparent that a check-list defining the components of a mentoring program does not likely exist. Experts on the subject explained that a mentoring program is more of a specific process for each organization and needs to be detailed to the needs of the organization that is building the program (Dahlke, 2012, Paturas, 2000). Fire and EMS are unique industries and have different needs and requirements than most businesses.

Though it is emphasized that each company should build its own program which addresses the specific needs of the organization, the subject matter experts all shared the premise that every successful mentoring program should at least include attention to creating compatible partnerships between the mentor and mentee. Mentors should be trained to have an understanding of their role and how they can relate to an individual in need of guidance. The objective is to offer support and encouragement throughout the process. Specific goals should be set for both parties and progress should constantly be reevaluated. Clear guidelines and standards should be created (Johnson and Ridley, 2008, Maxwell, 2008, Paturas, 2000).

What are the components of a succession plan? The research also indicated that each organization should create a succession plan according to the specific needs of that business. There are some characteristics however, that can be shared by succession plans created for most any industry.

One universal sentiment expressed by nearly all of the data is that the management of the organization must support the plan. The plan should reflect the overall mission, goal and strategies set forth by the organization. It should be a plan that would best be developed by a succession planning team consisting of members from different levels or areas of the organization and it should be evaluated on a consistent basis with changes occurring as deemed necessary. The organization should be aware of the talent pool within and aim to guide individuals with specific recommendations which will lead them to success. The plan should be simple and allow for open communication (Atwood, 2007, Dahlke, 2012).

Though many components of a succession plan can be shared by most organizations, there are potential key elements that should be included in a fire department succession plan. Adherence to NFPA recommendations and standards should be considered. Professional credentialing should also be considered and national standards need to be factored in to the succession plan (McCabe, 2012).

What mentoring programs/succession plans are currently being used by New Hampshire fire departments? The NH Fire Academy (NHFA) has a formal mentoring program for new instructors that want to teach within the academy as well as in outreach programs around the state. This established program pairs a new instructor with a senior staff instructor. The senior instructor evaluates and advises the new instructor on a variety of categories such as: type of presentation (cognitive or psychomotor), behavioral objectives, proper terminology, voice control, and treatment of students (NHOODLE, n.d.).

Though it is not a fire department, the New England EMS Institute (NEEMSI) has professional relationships with many New Hampshire Fire Departments, including Bedford. NEEMSI is the leading paramedic training facility in the area. Their mentoring program is

referred to as a Paramedic Precept program and it pairs paramedic students with experienced paramedics who are working in the field. It is the responsibility of the preceptor to educate the assigned student in the knowledge and skills of prehospital paramedicine (*NEEMSI, 2004*).

There is not an abundance of information on fire departments that have actual mentoring programs or succession plans within New Hampshire. Many departments still rely on the premise that the most senior member automatically is promoted when the opportunity is presented. This is a longstanding tradition in the fire service. For other departments, they would like to implement a mentoring program as a part of a succession plan but it is common for officers to refuse to move into those chief officer positions because there are aspects of those positions that are not appealing. Jason Cleary, Assistant Chief of the Durham, NH Fire Department explained that he uncovered many reasons within his department including the reality that the chief officer positions pay less, lack union representation and protection, have too much responsibility, and have an unappealing work schedule (Cleary, 2010).

Though many formal mentoring programs and succession plans do not exist in the state, there is clearly a desire to introduce them to fire departments. Yannuzzi (2011) identified the need for a succession plan within his organization. He stated that professional development was vital to the department leadership and because the priority was for education and training to focus on the technical aspects of the job, very little emphasis was on teaching the many aspects of leadership. As a small combination department Yannuzzi identified that succession planning for the organization should focus on professional development for each individual's career growth. He recommended a new training program which included management and leadership education in conjunction with the practical training.

Lt. Gary Pariseau of the Manchester, NH Fire Department stated that his large city department lacks a mentoring program or a formal succession plan. There is a testing process which upon successful completion, a qualified candidate is placed on a list for eligible promotions. “ You get promoted to Lieutenant on Friday afternoon at 3:00pm before the chief goes home and your first shift riding the right seat as an officer is on Sunday at 0700 hrs” stated Lt. Pariseau. “That’s not a very good process.” He explained that the department management has made progress with the union for more officer requirements. In 2008 the department made it a requirement to successfully pass the Company Officer program offered by the New Hampshire Fire Academy. He stated that career development within his department is pretty much the sole responsibility of the individual. “I believe the department would benefit from a career development, mentoring program and a succession plan. God forbid something like 911 would happen here and we had to field promote guys to higher positions. The city would not be ready.” (Personal communication, August 22, 2012)

What mentoring program/succession plans are currently being utilized by fire departments around the United States? NFPA 1600, *Disaster/Emergency Management and Business Continuity Programs*, states that fire departments should have a continuity plan in place. Chapter: 3 Definitions, Continual Improvement, 3.3.3 states: “Recurring process of enhancing the management program in order to achieve improvements in overall performance consistent with entity’s policy, goal, and objectives” (National Fire Protection Association [NFPA], 2010, p. 1600-5). NFPA 1600 Chapter 5: Planning, Common Plan Requirements states 5.2.1 “Plans shall identify lines of authority” and 5.2.2. “Plans shall identify lines of succession for the entity” (NFPA 2010 p.1600-7). These codes are clear recommendations to organizations in the fire service, to adopt some form of a mentoring program and succession plan.

Schneider (2012) identified three components to the TRFD succession plan: education, experience, and mentoring. Personnel are responsible for assessing their educational and training achievements or shortcomings. Every educational opportunity is viewed as pursuing self improvement and individual preparation for future promotions within TRFD. This program encourages officers to delegate responsibilities to their subordinates so that the less experienced personnel have the opportunity to grow, learn, and prepare.

Butts (2012) explained that their mentoring program was adapted and revised from their existing Acting Lieutenant Policy. This original policy specified exactly what training, skills and testing that a lieutenant candidate must accomplish. This policy basically put the responsibility solely on the candidate to accomplish the training and education set forth. In the revision however, those requirements are still expected but added are specific standards set forth outlining a relationship with a mentor as well as the role and responsibilities of that mentor to help the lieutenant candidate prepare for the role of an officer.

Butts also recommended a Lieutenant Development Program. From his research he determined that even current officers would benefit from guidance and standards relating to their professional growth. This program would offer current officers a direction towards continued professional development and allow for overall growth and progression of the entire department (Butts, 2012).

Weymouth asserted that having a succession plan in place will better prepare Marquette FD individuals for future leadership challenges. Marquette FD established a mentoring program with personnel that were interested and qualified to be mentored. Those who met the criteria were offered the opportunity to shadow current fire officers in order to gain experience and understand the expectations of that role. This program required that evaluations be completed

and those meeting the required competencies set forth would be considered for career advancement (Weymouth, 2011).

Newby (2010) in conjunction with a Manager Succession Planning Committee established that there was a need for a formal managerial succession plan. This committee established a list (or booklet) of activities and professional development that were going to be required of future fire managers to show proficiency and progress. The components of this handbook included the details and requirements of a mentoring program. It also specified the skills, requirements of job shadowing, special assignments, job performance feedback, required certified training and necessary secondary education. The plan also called for annual evaluations of the plan itself.

What are the benefits to a department having a mentoring program/succession plan in place? Mentoring is highly important to an organization and can help the recipient gain a clearer understanding of his/her passions and career aspirations. Mentoring also helps to identify appropriate tactics for reaching personal and professional goals. Because mentors tend to be older and more experienced, they often have knowledge, understanding and information that they can teach to the person whom they are guiding (Kaplan, 2011).

The Anchorage, Alaska Fire Department instituted a pilot mentoring program where they partnered retired officers with newly promoted officers as part of their professional development. Their program helped new officers to appreciate and pass along the organization's history and traditions. New officers were assisted with critical decision making skills in leadership and incident management. Under this program, the mentor continually gave feedback to his/her protégé. At the end of the pilot plan, all protégés agreed that the mentoring program was

successful. They stated that the mentoring helped them as individuals, to achieve personal and professional goals (Schrage, 2007).

The probationary firefighters from the Spokane, Washington Fire Department stated that a mentoring program gave them an immediate sense of belonging to the organization. They felt that this program offered them guidance in understanding the expectations of the department. The veterans of this department stated that this program allowed for a means of sharing knowledge and experience. The organization felt that when a new firefighter was assigned to the station, the crews were more receptive. The mentor was partially accountable for the new firefighter's training process so this seems to have created a partnership. This collaboration ultimately benefited the community as firefighters were quickly trained and prepared to assist at emergency scenes (Inman, 1999).

Having a succession plan allows departments more opportunities to promote personnel from within the organization. Internal promotions can allow for consistency within a department. Assistant Chief Steve Achilles from the Portsmouth, New Hampshire Fire Department explained that having a career development plan which guides personnel so that they can understand the specific training and education needed to advance within the organization, has improved moral, increased the knowledge of essential job functions, and seems to have maximized employees' potential (Achilles, 2003).

The literature indicates that there is a need and desire for succession planning within many fire service agencies. The survey conducted for this ARP suggested that there is currently a general lack of mentoring programs and formal succession plans in the fire and EMS service. The survey results concluded that 80% of the respondents claimed that their departments do not have a formal mentoring or a succession plan for firefighters/paramedic/engineer. For 83% of

those surveyed, it was reported that there was not a formal mentoring or succession plan for mid-level managers (TSOR, Lieutenants, Captains, and Shift Commanders). The survey results indicated that 51.6% do not use any mentors within their organizations (Appendix A).

Overwhelmingly, 96.8% surveyed indicated that a mentoring program should be part of the organizations succession plan. The survey results also clearly supported the idea that fire service agencies realize the value of having a formal mentoring program and succession plan as 90.3% believe that an organization with a mentoring program can have a successful long range succession plan. The survey results support the literature and reveal that there is a need for a formal mentoring program as a part of a succession plan (Appendix A).

This need and desire for a formal mentoring program as a part of a succession plan is also expressed by Bedford Fire Chief Scott Wiggin. In a personal interview, he stated that he realizes that within three years he may retire as well as the Deputy Chief, Captain and his two most senior lieutenants. “This is not healthy for the organization or the community” stated Chief Wiggin. “This (succession plan) will be one of my priorities over the next two years. I can’t wait to see what your research concludes. Your research will assist me and the organization in developing a quality program that will work us.” The Chief also understands that the first step of a quality succession plan is for employees to have good guidance and development throughout their career. He explained that he wants to see outside education requirements (college degrees), more formal job shadowing especially for the TSOR position, mentoring for all positions, maintaining and constantly evaluating our current probation manual and preserving our current EMS preceptor program (Personal communication, July 10, 2012).

Lt. John Leary, a potential candidate for the future Deputy Chief position, stated that the department should now start looking at mentoring and succession planning as it has it grown and

is no longer a small combination department. He mentioned that most of the newest positions have been filled by members who have a formal education, whether it's an associate's degree or paramedic training. He agreed that the department currently has a good informal mentoring program in the TSOR position, but expressed a need for a formally written plan. "Once we have that plan in place, it will work hand in hand with the succession plan." As a union member he believed that having certain education requirements in place and supported in the contract, will give union members the opportunity to obtain specific prerequisites and help them to make themselves eligible for taking the lieutenant's exam (Personal communication, August 15, 2012).

Bedford FF/Paramedic Michael Jolin, a current TSOR, stated "As a new TSOR, filling in the officer's role gives you a new perspective on how much you don't know in the fire service. As a department, we need to have a formal career plan as a starter for firefighters to be ready for being a lieutenant. I also believe now that I am a TSOR, a written mentoring plan would be good too. My current lieutenant is doing a great job of mentoring me and sharing his nearly 40 years of experience, but I think we need to have a book/packet in place so as TSORs, we know what is expected of us" (Personnel communication, September 13, 2012).

The literature, survey results and personal interviews offered supporting data on the need for formal mentoring programs as a part of a succession plan. The literature defined a mentoring program and succession plan as well as provided recommendations for the elements within each program. There are currently not many fire and EMS service organizations that have formal mentoring programs or succession plans but there seems to be a universal agreement that they are needed. There are more programs on the national level but the data clearly indicated that there is still a vast need.

Discussion

Within the next three years Bedford Fire Department can potentially experience a 71% percent turnover of its fulltime career officer ranks and a 62% turnover of all officers within the department. In 2013, the Chief, Deputy Chief and Captain along with two of the most senior lieutenants are eligible to retire. The Chief and one lieutenant can retire after April 15th, 2013. The Captain and another lieutenant can retire after July 1st, 2013. The Deputy Chief can retire after September 1st, 2013. This is a combined total of one hundred and forty five years of experience that potentially could walk out the door within the year. Replacement of this significant percentage of the department's most experienced personnel and command staff could have a devastating impact on the operations of BFD. If there are not any internal candidates prepared to fill the positions, the town would look elsewhere but current fire and town administrators prefer to give the opportunities for advancement to those personnel who have time vested in the department and understand the inner workings of the community. There have been instances in the past where people from outside of the department have been hired to fill high level fire administration positions but this experience has left the town and the fire department with concerns about brand new personnel coming in to manage the department.

The words "mentoring" and "succession plan" are usually associated with the private sector or "business world" and are often defined formally within the fire service. The fire service has always had an informal form of mentoring which encouraged the newer members to learn from the more experienced personnel. The idea of a succession plan however, has evolved only in the last twenty years or so as administrators began to realize that the department would run most efficiently if it was managed similar to a typical business. The once universal tradition of promoting based solely on seniority or popularity continues to diminish throughout fire departments nationally.

As the researcher reviewed literature from subject matter experts (Atwood, 2007, Maxwell, 2008, Dahlke, 2012) it was obvious that mentoring is a vital element to a successful succession plan. A formal mentoring program is not typically found in the fire and EMS service. It is the belief of this researcher that mentoring is becoming more accepted and expected as command staff and senior level officers attend succession planning trainings and conferences that speak to the fact that career development and mentoring will benefit an organization in the long term. Paturas (2000) identified that if you establish a good mentoring program, do the right things and follow through, an organization and employees will be rewarded. Survey participants (96.8%) indicated that career development/mentoring program should be a part of the organizations overall succession plan.

Fire chiefs are now viewed as Chief Executive Officers (CEO) of the fire departments. Chiefs are responsible for multi-million dollar budgets the goals and objectives of the organization, government oversight and must maintain quality customer service and satisfaction. Dahlke (2012) stated that one of the reasons for a succession plan is to ensure continuation of competent leadership throughout levels of the organization. Dahlke (2012) and Abrashoff (2012) both expressed the notion that if you don't have a captain of your ship or a leader of your organization, controlling and guiding you into the future, your ship will become rudderless and the organization will not succeed.

The researcher discovered that there are many ways of developing a succession plan for the Bedford Fire Department. Although there are many templates available, there are certain components which should be included in the plan. Dahlke (2012) list seven key characteristics of a successful succession plan.

1. The succession plan must be linked to the organizations overall strategic plan.

2. The succession plan must be supported by upper management.
3. The plan should be developed by a succession-planning team.
4. Result of an open planning process.
5. The succession plan evolves over time.
6. The succession plan develops talent within the organization.
7. It searches for talent within and outside the organization.

Similar to Dahlke, Atwood (2007) also listed seven core concepts for a successful succession plan.

1. Receive employee buy-in, from top management to the newest person.
2. The plan must be coordinated with the organization's strategic plan.
3. The plan must have a team of representatives from different levels and areas of the organization.
4. The use of a systematic method to identify future leaders and to develop those individuals to assume leadership roles.
5. Plan should be simple and designed to answer the organizations unique needs and goals.
6. The plan should allow for open communications methods and solicit employee input.
7. The plan should include accountability, evaluation, and follow-up measures.

Most successful succession plans share a number of key characteristics, but different organizations have different needs. Fire and EMS services are unique industries and have specific governing agencies which make recommendations that need to be considered when policies and procedures are created. McCabe (2012) noted that a fire department succession plan should include the following elements:

1. Formal mentoring programs

2. Job shadowing
3. Local leadership program within the community
4. National Fire Protection Association 1021, Standard for Fire Officer Professional Qualifications
5. Company Officer (CO) and Chief Fire Officer (CFO) Designation through the Commission on Professional Credentialing
6. National Fire Academy's Executive Fire Officer (EFO) Program

The Bedford Fire Department has the opportunity to be pro-active in the development of a formal mentoring program and a long term succession plan. Members will not only be educated in the importance of career development, mentoring and succession planning, but will also be given guidance on how to successfully move up in the ranks of the organization. By empowering our employees this will allow the organization to remain successful. The information and literature reviewed will assist the researcher and other department members in developing a mentoring program and succession plan for the Bedford Fire Department.

Recommendations

The problem is that the Bedford Fire Department had not prepared for the possible retirement of three command staff officers (chief, deputy chief and captain) and two senior line officers within the next three years. Within the last eighteen months, line personnel and staff officers have recognized the need to have an official mentoring program as a component of a formal succession plan. This plan would assist the organization to be successful in promoting from within the department in the future.

The research within this ARP clearly indicates the benefits to having a formal mentoring program as a part of a succession plan. Like other fire and EMS services in New Hampshire as

well as nationally, Bedford Fire Department acknowledges that there is a need for the development of a formal mentoring program and succession plan and it is the proposal of this researcher that the following recommendations be brought forth to the Chief of the Department for his support and approval.

The first recommendation is for the chief to form a succession plan committee. This committee should be made up with a member of each rank:

- Rookie firefighter: Less than two years (if available)
- Senior firefighter: More than 10 years
- TSOR candidate: (On active Lieutenants Promotional list)
- Union Representative
- Fire Prevention Officer
- Lieutenant
- Deputy Chief (Management)

Second recommendation: Once the committee is created, it should establish the goals and objectives for the organization. Review the department's vision and mission statements and recommend changes as deemed necessary. Become familiar with the Town of Bedford's strategic plan and determine how the fire department fits.

Third recommendation: The committee should research current literature relating to the components of a successful mentoring program and succession plan. This research could include ARPs or other resources.

Fourth recommendation: The committee shall establish the components of a formal mentoring program and succession plan including those recommended elements discovered during research. These programs will be created to encompass all ranks within the department.

Fifth recommendation: Communicate the plan to each member of the department.

Conduct trainings informing members of the overall organizational goal, career development, mentoring program and succession plan

Sixth recommendation: The committee will work within a specified time frame to implement a mentoring program.

Seventh recommendation: Develop an evaluation process available to all members of the department. This evaluation process will keep the succession plan as a continuous working document allowing for change as the department grows.

The fire and EMS industry is changing. Many departments have been comfortable operating the same way for decades. This is an industry deeply entrenched in traditions. As the economy creates economic challenges, departments are forced to reexamine how they operate. It is becoming more common for fire and EMS services to be managed similar to businesses in the private sector. For those agencies that support and guide the education and training of their personnel, they will likely find it easier to adapt in the future and consistently be considered a strong organization.

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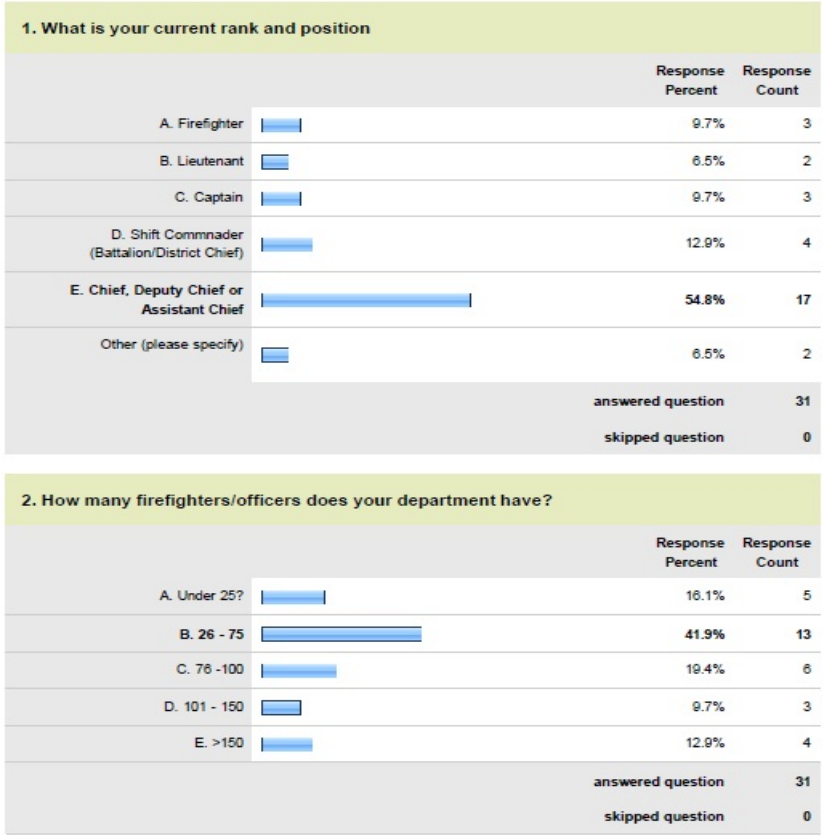
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Appendix A: Survey

Mentoring and Succession Planning





3. What is the current make up of your department?

	Response Percent	Response Count
A. Volunteer	0.0%	0
B. Combination	45.2%	14
C. Career	51.6%	16
D. Paid-on-Call	3.2%	1
Other (please specify)	0.0%	0
answered question		31
skipped question		0






4. Does your organization use a formal mentoring/career program/plan for Firefighters/Paramedics/Engineers?

	Response Percent	Response Count
A. Yes	19.4%	6
B. No	80.6%	25
C. Not sure	0.0%	0
answered question		31
skipped question		0

5. Does your organization use a formal mentoring/career program/plan for mid-level fire officers (Acting Lieutenants, Lieutenants, Captains, Shift Commanders)?

	Response Percent	Response Count
A. Yes 	16.1%	5
B. No 	83.9%	26
C. Not Sure	0.0%	0
answered question		31
skipped question		0

6. Does your organization currently use "Mentors"?

	Response Percent	Response Count
A. Fire 	16.1%	5
B. EMS 	9.7%	3
C. Both A and B 	22.6%	7
D. No 	51.6%	16
Other (please specify) 	3.2%	1
answered question		31
skipped question		0

7. When does your mentoring program begin?




	Response Percent	Response Count
A. Firefighter to Engineer	76.9%	10
B. Engineer to Lieutenant	15.4%	2
C. Lieutenant to Captain	0.0%	0
D. Captain to Chief Officer	7.7%	1
answered question		13
skipped question		18

8. Do you believe that a mentoring/career program/plan should be part of the organizations Succession Plan?

	Response Percent	Response Count
A. Yes	96.8%	30
B. No	3.2%	1
answered question		31
skipped question		0

9. Does your organization have a long range Succession Plan?

	Response Percent	Response Count
A. Yes	12.9%	4
B. No	80.6%	25
C. Not Sure	6.5%	2
answered question		31
skipped question		0

10. Do believe that an organization with a mentoring/career plan can have a successful long range Succession Plan?			
		Response Percent	Response Count
A. Yes		90.3%	28
B. No		3.2%	1
C. Not Sure		6.5%	2
Other (please specify)		0.0%	0
answered question			31
skipped question			0