

Running Head: EVALUATING THE NEED FOR SUCCESSION PLANNING FOR WINTER
PARK FIRE RESCUE

Evaluating the need for Succession Planning for Winter Park Fire Rescue.

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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 writing of another.

Signed: _____

Abstract

How do you prepare the future leaders of the fire service, without having a plan to identify talented employees and provide education to develop them for future higher level and broader responsibilities? The problem is within the next five years the Winter Park Fire Rescue Department (WPFRD) will experience a sixty percent turnover in its officer corps. The purpose for this research project is to determine strategies and methodologies that will ensure continued organizational success of the department. The descriptive research methodology was used to answer the following questions: a) what is succession planning? b) what are key elements for an effective succession plan? c) what are the benefits of having a succession plan? d) what components should Winter Park Fire Rescue Department use in the development of a succession plan? The research was carried out through an analysis of the literature on succession planning in both the private sector and government agencies, along with interviews of professionals utilizing this type of planning. A questionnaire was developed and distributed internally to capture data on current eligibility and interest in promotions. The results of the research concluded that WPFRD would benefit from succession planning and it is a vital component to a successful organization. This research supports the recommendation to develop a succession plan for WPFRD.

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Evaluating the Need for Succession Planning for Winter Park Fire Rescue.

Introduction

Fire Departments all across the country are facing the same issues of how to replace key personnel with competent and trained individuals. As budgets continue to shrink at alarming rates and costs in all aspects of operations continue to rise, it is important to have funds available for officer development. Succession planning is a process whereby an organization ensures that employees are recruited and developed to fill key roles within the organization. Through a succession planning process, you recruit superior employees, develop the knowledge, skills and abilities to prepare them for promotions into ever more challenging roles.

The problem is within the next five years Winter Park Fire Rescue Department (WPRFD) will experience a sixty percent turnover in its officer corps. The purpose of this Applied Research Project (ARP) is to determine strategies and methodologies that will ensure continued organizational success of the department. This ARP titled “Evaluating the need for succession planning for Winter Park Fire rescue” utilized the descriptive method of research. The research will address the following questions to make a determination: a. what is succession planning? b. what are key elements for an effective succession plan? c. what are the benefits of having a succession plan? d. what components should Winter Park Fire Rescue use in the development of a succession plan?

Background & Significance

The Winter Park Fire Rescue Department is a career department consisting of 75 personnel operating out of three fire stations on a 24 hour on 48 hour off schedule, WPFRD has an established daily staffing level of 23 firefighters that serves a population of 28,498 in approximately nine square miles (Zip Skinny, 2012). Winter Park is a medium size city directly north of the City of Orlando, it was the first planned city in the State of Florida in 1885. According to data retrieved from the Winter Park Emergency Communications Center (Winter Park Communications Center, 2011) as outlined in the activity report for 2011, calls for service totaled 4,191 with 73 percent of those being for Emergency Medical Service (EMS). The WPFRD is a full service Department providing fire suppression and Advance Life Support (ALS) on all apparatus and has medical transport capabilities.

The WPFRD carries an Insurance Service Office (ISO) Public Protection Classification of 2 (Winter Park Fire Rescue, 2011). The WPFRD is internationally accredited by the Commission on Fire Accreditation International (CFAI). The City of Winter Park has an operating budget of \$42,310,909 General Fund FY 2011-2012 based on a millage rate of 4.0923 per thousand dollars of valuation (City of Winter Park, 2012). The annual Fire Department budget for FY 2011-2012 is \$9,334,614.

The problem researched in this ARP is that WPFRD has not identified the true value of a succession plan to prepare for its leadership changes in the near future. This ARP is related to

the Being in Transition: Understanding Change During Midlife and Beyond course work of the National Fire Academy's Executive Fire Officers Program (EFOP), *Executive Leadership* (EL) R-125 (National Fire Academy [NFA], 2011, SM 14-21). One of the United States Fire Administration's operational objectives is to respond appropriately in a timely manner to emerging issues (NFA, 2011, p. II-2).

In the book *Leadership on the line, Staying Alive through the Dangers of Leading* by Ronald A Heifetz and Marty Linsky the authors relate the difference between adaptive challenge and a technical challenge and how each should be handled. Common people encounter problems for which they possess the know-how and procedures for solving said problems. These are technical challenges. The problems which cannot be solved with standard operating procedures or authoritative expertise but require experimentation or adjustments in multiple areas within an organization or with new discoveries are adaptive challenges (Heifetz and Linsky, 2002, p.13). Also Heifetz and Linsky point out that "a plan is no more than today's best guess and that tomorrow you discover the unanticipated effects of today's actions and adjust to those unexpected events" (Heifetz and Linsky, 2002, p. 73). Changing from the established norm to a planned process would be an adaptive challenge.

Literature Review

The literature review for this ARP started at the Learning Resource Center (LRC) located the National Fire Academy in Emmitsburg Maryland in October of 2011 and upon returning home this author utilized the local library and libraries of Rollins College. There was also a large utilization of the internet to search for material pertinent to the subject. The analysis of the

literature includes findings from both private and public sectors relative to senior officer development programs and succession planning.

The need to have a plan in place and maintain leadership and officer development programs must be a prerequisite for all effective organizations and high performing corporations. There are nine essential tasks to develop a leadership program: 1) Devise Program Selection Criteria, 2) Define Leadership Competencies, 3) Establish an Application Process 4) Assess Current Leadership Skills, 5) Provide Developmental Activities, 6) Align Structures to Reinforce the Program, 7) Develop Leaders in Context, 8) Plan for the next Generation of Leaders, 9) Evaluate the Leadership Program (Pernick 2002, p. 10-17). One of the definitions of succession planning is the deliberate and systemic effort made by an organization to identify, develop, and retain individuals with a range of leadership competencies who are capable of implementing current and future organizational goals. The focus is on future requirements and providing high potential and high performing employees with developmental skills and experiences that will help them meet the future demands of business (Lieberman, Bruer, & Maki 1996, p. 17).

Succession planning is further described as a process that ensures that internal candidates are available when vacancies occur within the organization. Succession planning is similar to mentoring, however there are two distinct differences: 1) It does not necessarily encompass an interpersonal bond between two people, 2) It is a well defined and funded strategy that focuses primarily on the needs of the organization (Bonczek & Woodward, 2006, p. 32). The top people in an organization tend to be in place until a health issue or accident removes them, if probable successors are identified, it is often only for the top level positions. The conversations are often focused on replacement, not development (Conger & Fulmer 2010).

According to Morris-Lee (2001), succession planning is an issue of leadership development, not management training. Effective succession planning involves getting leaders and potential leaders to stay with their departments, and in doing so develop their leadership skills and long term vision for their departments. Morris-Lee (2001) further states that the characteristics of potential successors include problem analysis, creative thinking, exercising judgment, drive, resilience, and empathy.

In most research, succession planning centers on three main areas. First, it addresses the needs of the organization as senior management ages. It is not unusual for a management team, particularly a CEO, to spend years leading an organization. During that time business practices and procedures become increasingly entrenched and daily issues take precedence (Clifford & Teodosio, 1999). Often the company or organization ignores succession planning and does not have people available who are fully prepared to assume the top positions. Although large organizations are at risk, the problem can prove disastrous at small companies, which often flounder, and sometimes collapse after the founder leaves (Gray, 2001). Many fire departments and businesses having little or no succession planning causes confusion and disarray, when retirement happens to the organizations leader. Nobody is fully prepared to assume the top role.

Second, succession planning helps an organization prepare for an unexpected event. It is often difficult to plan for the unimaginable. Yet, the sudden illness or death of a key executive can reverberate throughout an organization, paralyzing both management and staff and impeding the organizations ability to execute its business plan. Unfortunately, disease, automobile accidents, plane crashes and other disasters are an ongoing reality. Although it is not feasible to plan for every possible scenario and particularly for the loss of several key leaders at the same time, it is entirely realistic to map out a chain of command and understand who will assume

control if and when a key executive is lost (Rothwell 2008, p. 86). World events have illustrated how important succession planning is to a company or organization. When the World Trade Center collapses took place, the New York Fire Department lost many key personnel and many businesses lost key executives, including CEO's and CFO's who were on the planes or in the buildings.

Third, succession planning ensures that the organization has the right personnel to function as efficiently as possible. Many organizations make strategic plans to identify the goals and objectives of their business plans and shape the workforce accordingly. Although executives and senior management play key roles in defining an organization, there is a need for specific skills and competencies throughout the enterprise. Not only does succession planning serve as a way to create an organizational hierarchy, but it can also help organizations conduct an inventory of human capital and better understand gaps. It can also help organizations manage change in a more holistic way (Green, 2009, pg. 32).

In his research, Rothwell (2008) identified characteristics of an effective succession plan.

They include:

- Focused Attention
- Needs driven with external benchmarking
- Top management participation and support
- Dedicated responsibility
- A systematic approach

- Clarification of high level replacement needs
- A comparison of present performance and future potential
- Specific developmental programs are established and conducted
- Each executive has an obligation to identify and prepare successors
- High potentials work while developing
- Developmental experiences encourage critical questioning
- Developmental programs establish familiarity with who, what, where and why
- Formal mentoring is emphasized
- Succession planning emphasizes qualities necessary to surpass movement to the next higher level job.

Succession planning and management should not be confused with replacement planning, this type of planning in its simplest form is a form of risk management. Succession planning goes beyond simple replacement planning. It is proactive and attempts to ensure the continuity of leadership by cultivating talent from within the organization through planned development activities. This is vitally important for implementing strategic plans (Rothwell, 2008, pg. 7). Some organizations, such as the military, have considerable experience and expertise with succession planning. In the event of a personnel change or a loss, military leadership knows exactly who will take over and what his or her role will be from the newest recruit all of the way up to the commander-in-chief (Thatcher, 2011).

In the fire service however, the opposite is true. Many fire chief's and senior management fail to develop in their successors the high level skills and competencies they will require to run the department (Gardiner, 2010). Too often, these leaders are too absorbed in day-to-day issues and overly focused on short term results or unable to adapt to change. Despite its many advantages, internal selection can also have some drawbacks. While the opportunities for advancement may be motivating to employees who believe they can move up within the organization at a future date, those employees who feel that they have been passed over for promotion are likely to become discouraged and bitter and may choose to leave the organization.

With the economy in recession and with fire departments downsizing or restructuring or even combining services, organizations are faced with the need to rapidly replace top management staff. In increasingly competitive markets within the emergency response industry the workforce requires organizations to have competent and well trained staff who are able to step into new roles at any given point in time (Rothwell, 2008). Many studies have shown that succession planning that is systematic and integrated will allow organizations, both large and small, to recognize the benefits of succession planning for all key positions at every level of the organization.

Procedures

The descriptive method of research was used to answer these research questions: a) what is succession planning? b) what are key elements for an effective succession plan? c) what are the benefits of having a succession plan? d) what components should Winter Park Fire Rescue use in the development of a succession plan? The procedures for conducting this research project focused on evaluating the information found during an extensive review of published material, personal interviews with experts in the field of management and also a lengthy search of material

on the internet, utilizing the Bing and Google search engines with terms such as: Succession Planning, Management Replacement, Retiring Management, which proved quite informative. It was proved by this author that many organizations are struggling with methods of how to replace key staff with competent and well trained personnel.

A review of the available material began at the National Fire Academy Learning Resource Center in Emmitsburg Maryland, while in attendance in October 2011. Upon returning home this author continued to conduct research the University of Central Florida in Orlando and Rollins College located in Winter Park, Florida. Literature was also obtained from the Orange County and Winter Park library systems. Technical reports, articles in magazines, previous Executive Fire Officer Applied Research Projects, and text books were used to gain information regarding this subject matter.

The criterion which was used to help focus on and identify pertinent information for this applied research project had to be relevant to the subject matter and the purpose of the research project. The information that was gathered had to be as fresh and current as possible.

Personal interviews were conducted with experts in the field of management and administration: a personal interview with Brian Dean, a consultant for the Center for Public Safety Excellence, Casselberry, Florida, lasting two hours and also another personal interview with Dr. S. Serto, Steinmetz Professor of Management, Rollins College, Winter Park, Florida lasting one hour and a phone interview with John Schofield, President of Scholfied Group Insurance Company. The input these individuals provided was extremely valuable and provided firsthand perspective from people that currently work in this field. The feedback from these and others allowed the author to evaluate the benefits, limitations and impacts of having a succession plan in place when the department starts losing its officer corps within the next five years.

An internal questionnaire was developed to survey the current members of Winter Park Fire Rescue and gauge what importance and or desire the members placed on the development of a succession planning program. Members were to indicate their current rank and years of experience and which division they belonged to, so the data could be analyzed for any trends which might appear. Members were also asked their highest level of education, as well as to describe what they believed should be the minimum level of education for each officer rank. They were then asked if you could achieve any rank on the department, which rank would they desire and what rank do you think you will achieve during your career? The members were also asked, if do not want to seek promotion, explain why. The members were also asked, which professional classes should be completed for each rank and why. The last two questions the members answered, they were to indicate on a scale of one to five, with one being no benefit and five being a great benefit, whether they thought succession planning would benefit them personally or the department.

The questionnaire was distributed to all members of Winter Park Fire Rescue while they were on duty and collected by the Duty Chief. The letter of explanation can be found in Appendix A and the questionnaire can be found in Appendix B.

The questionnaire was completed by 65 of the 75 members of the department, this represents a 90% participation rate. All participants were directed not to include any personally identifiable information, so the input would be anonymous. The questionnaire results can be found in Appendix C.

All members were given the letter of explanation and some verbal instruction by the Duty Chief on how to complete the questionnaire, it is assumed that all of the members answered the questions honestly and accurately. The purpose of the research was explained in detail by the

Duty Chief. This author believes that a healthy sampling of the department was collected and yielded accurate data pertinent to Winter Park Fire Rescue

The research project was limited by the amount of time the researcher had available to conduct research and collect data. The analysis of the literature revealed that there is a great deal of information available through various sources, the best being the internet but also the professionals in the field, which made it difficult to decide which evaluation would be best.

Results

The descriptive research method was used for this project. This author found adequate information to answer each of the identified research questions. The results from the internal questionnaire can be found in Appendix C.

The first question was, what is succession planning? In regards to this question, the research revealed that succession planning is a critical part of the human resources planning process. Human resources planning, is the process of having the right number of employees in the right positions in the organization at the time they are needed, with the proper skill sets (Ross, 2008, p. 38). When key employees leave an organization, it may not survive if a succession plan is not in place. Select private businesses were found to be very successful in succession planning. Big corporations have an understanding of succession planning and how important it is to the organization. This type of understanding will have favorable outcomes for their future. These businesses have planning sessions that focus on understanding the dimensions of succession planning for their customers and the importance of having a workforce that represents these values and beliefs for a thriving organization and leadership to carry them into the future.

Succession planning is aimed at promoting individuals within the organization and thus makes use of internal selection. Internal selection, as opposed to hiring employees from outside of the organization, has a number of benefits and drawbacks. With internal selection, the organization is aware of current employees' skills and abilities, and therefore is often better able to predict future performance than when hiring from the outside. Internal selection is often motivating to others in the organization, opportunities for advancement may encourage employees to perform at a high level (Healthfield, 2010, p. 33).

The second research question was, what are key elements for an effective succession plan? Changes in leadership at multi-levels, is inevitable for all organizations and can be challenging to manage, if not prepared. A succession plan is a tool to help an organization prepare for planned or the unplanned absence of leadership. One of the key elements of a successful succession plan is a strategic, systemic and deliberate effort to develop competencies in potential leaders, through purposed learning experiences such as targeted rotations and educational training in order to fill upper management positions without favoritism (Rothwell, 2008).

Key elements to many succession plans in the fire service involve standards and guidelines that are recommended for officer development:

- National Fire Academy Executive Fire Officer Program
- National Fire Protection Association 1021, Standard for Fire Officer Professional Qualifications
- Formal mentoring programs
- Chief Fire Officer and Company Officer Designation through the Center for Public Safety Excellence

- Job shadowing programs
- Local leadership program involvement in the community
- Having degree standards for Chief level officers

“The key element for a succession plan is an intelligent development process for officers and leaders, whether in your organization or within our professional associations”

(Killen, 2006).

The third research question was, what are the benefits of having a succession plan? Succession planning can have a significant effect on retention. When a plan is in place, the organization is prepared to fill the void that is left when someone leaves. This will help to stabilize the organization, protecting it from a major shake-up (Roy, 2006).

Many fire service organizations throughout the country rely on the formal education process as part of their officer development programs. Many fire service organizations choose to use some level of formal education as the gatekeeper for promotional examinations. Formal education is considered by many fire departments to be a part of a minimum competency that is required for middle management and above. Having higher level learning brings many skills such as better writing, communication, reading and math and this makes for better rounded officers.

Effective succession planning can assure that Winter Park Fire Rescue has highly qualified individuals in all positions and that members of the organization are ready for new leadership roles as the need arises. “Successful leaders articulate a vision for the future, develop a consensus regarding that vision, and facilitate the development of shared goals and objectives” (Fleming, 2008, p. 38). These goals and objectives should be expressed in a manner which results in buy-in from fire department personnel. Fire

department personnel who recognize that while attaining these goals and objectives for their department, it will also help them achieve their own personal and professional goals.

The fourth question was, what components should Winter Park Fire Rescue use in the development of a succession plan? Successful planning is a careful and intentional process. If everyone understands the process of which they are a part of and their role in it, they will feel comfortable and can focus on the success of the organization. One key component to planning is to identify service needs, this includes current and future priorities for the organization. Then identify critical positions and high potential employees. Four key elements to include in developing a succession plan should be education, training and experience, interpersonal skills and integrity. This was found to be in many of the plans this author examined.

There are many criteria and tasks which will need to be completed to develop a succession plan:

- Establish an application process
- Devise program criteria
- Define leadership competencies
- Assess current leadership skills
- Provide developmental activities
- Align structures to reinforce the program
- Develop leaders in context
- Plan for the next generation of leaders
- Evaluate the leadership development program

It is important to be clear about what standards and competencies will be used when measuring and rewarding personnel (Conger and Fulmer, 2010, p. 13) came up with the following list of best practices in succession planning:

- Systems that are simple and easy to use
- Developmentally orientated
- Actively involve the top player in the organization
- Effective at spotting gaps in talent and at identifying linchpin positions
- Succession planning still does the job of monitoring the succession process, enabling the company to make certain that the right people are moving into the right jobs at the right times and that gaps are being spotted early
- Built around continual reinvention

Planning and having a successful strategic plan in place and having succession planning as a component appear to be important factors and should be utilized.

Discussion

The City of Winter Park was incorporated in 1887 and has had a dedicated Fire Department in place since April 15, 1900. The residents demand a high level of service and a highly qualified firefighter to deliver that service. The literature and research support that succession planning is a key element that the department should implement in order to maintain its high standards.

Having a plan in place will help to ensure continued value and vision, effective organizations do not wait for the future, they create it. This is only accomplished by investing a large amount of time, thoughts and planning (Hardy, 2004).

The Chief of Departments role has become that of the “Chief Executive Officer” (CEO). “Modern fire executives are given multi-million dollar budgets, performance targets, quality assurance goals, government oversight, and a multitude of other things that go along with running our business. Being held to high standards and being expected to perform along with MBA’s at city hall, the EFO of today and the future needs to be ready to face these challenges” (Gates, 2011, p. 104).

Mentoring alone is not enough to fulfill the role of succession planning. While mentoring is a piece of succession planning, it is based on an interrelationship between people. Succession planning addresses the larger picture of how the organization will be best served (Conger & Fulmer, 2010).

Although the Winter Park Fire Rescue does not have a succession plan in place, the department has done some things that will help facilitate the process in the future:

- Holds an all officers meeting twice a year at which time officer development classes are held
- Motivational speakers are brought in twice a year to speak on leadership
- Younger officers are brought off shift and assigned TDY to the Administration Division for special projects

Development should not be focused on training and education alone, what is needed are people that are willing to make personal and professional commitments that are needed to make the organization a success (Fleming, 2008)

A large portion of the department participated in the questionnaire that was sent out to all stations, ninety percent. The largest proportion of those who completed the questionnaire were firefighters. They are the members that will have the greatest opportunity to be influenced by a succession plan. The majority of members completing the questionnaire have at least some college, with only a third of those having completed a degree, more of the younger firefighters are entering the fire service with degree's in hand than in the past. When asked what level of education people believed should be required for officer level positions, most respondents did not want to see the level increase. A large portion of the members saw themselves at a Lieutenant or higher position, this author believes this is a positive endorsement for the departments future, these members clearly recognize the value of officer development. When asked what classes should be included, there were significant differences between officers and firefighters. This reinforces the need to have a plan which is simple, clear and well communicated.

This author discovered that there are better ways of developing our members than what is in place at the moment. Although there are many different templates out there for succession planning, there are recommended components and characteristics that should be included in the plan. This information has been gathered and will assist this author and other members of the department in developing a succession plan.

Winter Park Fire Rescue has the opportunity to remain progressive and develop and implement a succession plan, the members will not only be educated in the importance of succession planning, but also give them a guide on how to climb in the organization and be successful, while also helping the organization remain successful.

Recommendations

The problem is within the next five years Winter Park Fire Rescue will experience a sixty percent turnover in its officer corps. The purpose for this Applied Research Project (ARP) is to determine strategies and methodologies that will ensure continued organizational success of the department. The research conducted for this ARP clearly demonstrates the need to have a succession plan in place before key vacancies occur.

Based on research conducted and analysis of the results, the following recommendations are suggested to assist with the development and implementation of a succession plan for Winter Park Fire Rescue.

1. A committee should be formed by the Fire Chief, to develop a succession plan with buy-in from each rank, along with labor and Human Resource.
2. Gain support from current chief officers and the Human Resource Department to enhance the educational opportunities available.
3. A thorough review of the departments strategic plan and incorporate any changes into the long-term goals
4. A review of the departments organizational chart to ensure it is the right size.

5. Develop a succession plan that is simple and pertinent to the organization and focuses on education and training.
6. Hold training sessions to inform the members on the importance of succession planning and the positive changes it will bring.
7. Implementation process
8. Develop an evaluation process to keep the succession plan relevant to the organization.

All of the recommendations involve a degree of change to this organization that is going to involve more research and education to make this succession plan a success.

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APPENDIX A

Winter Park Fire Rescue

Memorandum

12-01

To: Fire Department

From: Deputy Chief Pat McCabe

Date: January 9, 2012

Subject: Succession Planning Questionnaire

As many of you know I am currently enrolled in the Executive Fire Officer Program at the National Fire Academy. I have just completed the last class, Executive Leadership. I am required to complete an Applied Research Project as part of the coursework. The research I am doing is developing a succession plan for our department. Succession planning is a proactive way to ensure our organization is ready when the next wave of retirements hit.

Part of this research involves what you think the needs of our organization will be in the future and what kind of leaders you want to see. You will be receiving a questionnaire to fill out, please give your best thoughts and do not put your name on it, this will be anonymous. The Duty Chief will pick them up by January 27, 2012. Thank You in Advance.

APPENDIX B

Feedback Instrument

Succession Planning Questionnaire

This questionnaire is part of an Applied Research Project for the National Fire Academy's Executive Fire Officer Program. Please take a few moments to complete it.

Rank and Position: _____

Years of service: _____

Highest level of your education: _____

1. Do you think a degree should be required for promotion? Yes No
2. What should the minimum level of education be for an officer? AA/AS BS MA
3. What rank do you see yourself achieving during your career?
4. If you do not want to be promoted, why not? _____
5. What classes should be mandatory for promotion?
6. Do you think a succession plan would benefit you personally?
Circle one, No Benefit 1 2 3 4 5 Great Benefit
7. Do you think a succession plan would benefit the department?
Circle one, No Benefit 1 2 3 4 5 Great Benefit

Please return the completed questionnaire to Deputy Chief Pat McCabe by January 27, 2012

Thank You.

Your help in completing this questionnaire will provide helpful data in making a meaningful change Winter Park Fire Rescue. If you have any questions, please contact me at 407-599-3606.

APPENDIX C

Questionnaire Results

1. Rank and Position:

Firefighter	39
Engineer	8
Lieutenant	10
Captain	3
Chief Officer	5

2. Years of Service:

Averaged: 12 years

From 1.5 years to 35 years

3. Highest level of your education:

High school	11
Partial College	34
AA/AS	12
BS	8
MA	0

4. Do you think a degree should be required for promotion:

Yes	32
No	33

5. What should the minimum level of education be for an officer:

AA/AS	49
BS	16
MA	0

6. What rank do you see yourself achieving during your career:

Engineer	11
Lieutenant	31
Captain	6
Chief Officer	13

7. If you do not want to be promoted, why not:

Did not want the responsibility

Did not want to change hours

Did not want to deal with politicians

Does not like school

8. What classes should be mandatory for promotion:

Incident Command

NIMS

Interpersonal Dynamics

Writing courses

Computer courses

Command and Control

Pump Operations

Haz-Mat

Driver Operator

9. Do you think a succession plan would benefit you personally:

Great Benefit 46

No Benefit 19

10. Do you think a succession plan would benefit the department:

Great Benefit 56

No Benefit 9