



Succession Planning

Who Is Going to Take My Place?



Chuck Wunder MSL, EFO, CFO
Fire Chief
Green Valley Fire District



Objectives

- Define Succession Planning
- Understand Why We Need Succession Planning
- Identify The Opportunities and Challenges Of Succession Planning
- Discuss The Steps In Succession Plan Development
- Review Succession Planning From A Real World Example

So What is Succession Planning?



“The continual business of monitoring and developing internal talent to ensure that employees have the knowledge, skills, and abilities to perform in future leadership roles.”

» Kelvin Cochran

Succession Planning

- **Why Do We Need Succession Planning?**
 - **Mission Statement**
 - **To Provide Proactive Fire And Emergency Services with Compassion, Competence, Character, and Fiscal Responsibility**
 - **Requires Forecasting**
 - **Who is retiring?**
 - **What does growth look like?**
 - **Do we have qualified personnel to meet these needs?**



Succession Planning

- **Why Do We Need Succession Planning?**
 - **Forces Us To Evaluate Our Expectations, Standards, and Competencies**
 - **Experience**
 - **Educational Standards**
 - **Expectations**
 - **Competencies**
 - **What do we want from this position?**
 - » **Accountability**
 - » **Analytical thinking**
 - » **Communication skills**
 - » **Customer service skills**
 - » **Change management skills**



Succession Planning

- **Why Do We Need Succession Planning?**
 - **Competencies cont.**
 - » **Organizational awareness**
 - » **Insight**
 - » **Interpersonal skills**
 - » **Mentoring**
 - » **Political Savvy**
 - » **Strategic thinking**
 - » **Vision**
 - » **Written communication skills**



Succession Planning

- **Why Do We Need Succession Planning?**
 - **Organizational Stagnancy**
 - **Mediocrity becomes accepted**
 - **Good is good enough**
 - **Excuses instead of change**
 - **Clinging to past, even if it holds no value**



Succession Planning

- **Why Do We Need Succession Planning?**
 - **Exercise**
 - **Because “Stuff Happens”**



Succession Planning

- **What Are The Opportunities and Challenges Associated With Succession Planning?**
 - **Opportunities**
 - Well trained and acculturated
 - Consistency and continuity
 - Improved morale
 - Motivated employees
 - Increases qualified personnel



Succession Planning

- **What Are The Opportunities and Challenges Associated With Succession Planning?**
 - **Opportunities Cont.**
 - **Reduce organizational stagnancy**
 - **Attracts future leaders early in their career**
 - **Cost savings**
 - **Seamless/Improved transition from position to position**

Succession Planning

- **What Are The Opportunities and Challenges Associated With Succession Planning?**
 - **Challenges**
 - **Reduced or lacking talent pool**
 - **Significant commitment involved**
 - **Lack of follow through**
 - **Frustration by employees who perceive they have certain positions or promotions**

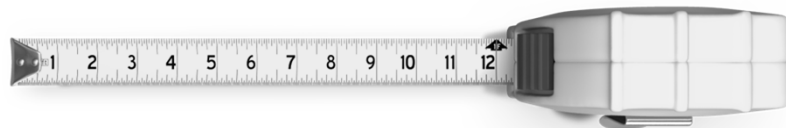
Succession Planning

- **What Are The Opportunities and Challenges Associated With Succession Planning?**
 - **Challenges cont.**
 - **Hard to motivate employees if positions are not available**
 - **Hard to have that difficult conversation**
 - **Requires staff support**
 - **Potential loss of new ideas or perspective**



Succession Development

- **Steps in the process:**
 - **Strategic Analysis**
 - **Analyze future requirements of the job**
 - **Identify long term vision of program**
 - **Connect succession development to values of organization**
 - **Analyze Gaps**
 - **Identify core competencies and technical competency requirements**
 - **Determine current supply and anticipated demand**
 - **Determine talents needed in future**



Core Competencies

- **Accountability-** Assures that effective controls are developed and maintained to ensure the integrity of the District. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.
- **Adaptability/Flexibility-** Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution. Champions new ideas and methods, despite opposition, when the organizational benefits outweigh the costs.
- **Analytical Thinking/Problem Solving-** Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems. Uses sound judgment to generate and evaluate alternatives; makes timely recommendations; clarifies issues; keeps focused on the things that are most important.

Core Competencies

- **Problem Solving-** Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems. Uses sound judgment to generate and evaluate alternatives; makes timely recommendations; clarifies issues; keeps focused on the things that are most important.
- **Change Management-** Balances the requirements of change and continuity, while continually improving all aspects of service delivery within the basic organizational framework; maintaining focus, intensity, and persistence in an environment of competing interests.
- **Political Savvy-** Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational reality; recognizes the impact of alternative courses of action.
- **Resilience-** Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal and work life.

Succession Development

- **Steps in the process:**
 - **Identify talent pools and create depth chart**
 - **Identify talent with competencies from multiple levels within the organization**
 - **Key Leader Model**
 - **Readily identify these individuals**
 - **Develop and implement succession strategies**
 - **Board**
 - **Labor**
 - **Staff**
 - **Monitor and evaluate**

Rules to Follow

- **Keep It Simple**
- **Be Honest and Realistic**
- **Communicate Frequently**
- **Regularly Update Your Depth Chart or Talent Pool**



Succession Planning

- **Practical Application**
 - **Strategic Analysis**
 - Analyze future requirements of the job
 - Long term vision of program
 - Connect succession planning to organizational values



Succession Planning

- **Practical Application**
 - **Analyze The Gap**
 - Identify core competencies and technical competency requirements
 - Determine current supply and demand
 - Determine talent needs in the future



2010 Promotional Matrix Battalion Chief

- Associates Degree in Fire Science, plus seven years of fire/emergency medical experience, including five years as a Fire Captain; or Bachelor's Degree in Fire Science, Public or Business Administration or other related field, plus five years of fire/emergency medical experience, including three years as a Fire Captain
- Valid Arizona Driver's License
- Arizona Firefighter I and II certification or NFPA 1001 equivalent
- Arizona Emergency Medical Technician or National Registry Emergency Medical Technician Certification
- Completion of NIMS certifications (IS-100, IS-200, IS 300, IS-400, IS-700 and IS-800
- Completion of Incident Safety Officer certification 16 hours
- Completion of Fire Instructor 1 Instructor Methodology Course NFPA 1041
- Completion of Leadership I, II, and III series or equivalent
- Completion of 72 credit hours towards Bachelor Degree. Bachelors Degree required within 2 yrs of assuming position
- Speak, read, and write the English language
- Meet GVFD physical standards
- Meet insurability requirements of the District's insurance carrier

2012 Promotional Matrix Battalion Chief

- Ten(10 years of experience in fire/emergency services with a minimum of five (5) years as a Fire Captain
- Valid Arizona Driver's License
- Arizona Firefighter I and II certification or NFPA 1001 equivalent
- Arizona Emergency Medical Technician or National Registry Emergency Medical Technician Certification
- Completion of NIMS certifications (IS-100, IS-200, IS 300, IS-400, IS-700 and IS-800
- Completion of Incident Safety Officer certification 16 hours
- Completion of Fire Instructor 1 Instructor Methodology Course NFPA 1041
- Completion of Leadership I, II, and III series or equivalent
- Bachelors Degree in Fire Science, Public or Business Administration or other related field
- Preference points given for National Fire Academy course work, Executive Fire Officer Credential, Chief Fire Officer Certification, and/or Master's Degree in Fire Science, Public or Business Administration or equivalent
- Speak, read, and write the English language
- Meet GVFD physical standards
- Meet insurability requirements of the District's insurance carrier



2010 Promotional Matrix Captain

- **Minimum Qualifications Captain**
- Five years of experience in fire/emergency services
- Valid Arizona Driver's License
- Arizona Firefighter I and II certification of NFPA 1001 equivalent
- Arizona Emergency Medical Technician or National Registry Emergency Medical Technician
- Completion of NIMS certifications (IS-100, IS-200, IS 300, IS-400, IS-700 and IS-800)
- Completion of Incident Safety Officer certification 16 hours.
- Completion of Fire Instructor 1 Instructor Methodology Course NFPA 1041
- Completion of Leadership I, II, and III series or equivalent
- Associates Degree in Fire Science or approved equivalent
- Speak, read, and write the English language
- Meet GVFD physical standards
- Meet insurability requirements of the District's insurance carrier



2015 Promotional Matrix Captain

Minimum Qualifications - Captain

- Five(5) years of experience in fire/emergency services in a like or similar department (as determined by the Fire Chief)
- Completion of NIMS certifications (IS-100, IS-200, IS-300, IS-400, IS-700 and IS-800)
- Current and Successfully Completed GVFD Promotional Passport
 - Dynamic Leadership
 - Strategy and Tactics
 - Administrative Functions of the Company Officer
 - Instructional Methodologies
 - Acting Shifts (30 shifts)
- Completion of Incident Safety Officer Certification - 16 hours
- Associates Degree in Fire Science or approved equivalent
- Meets proficiency requirements.
- Recommendation of Company Officer and Battalion Chief
- Must maintain all GVFD Fire Suppression Employee Standards
 - Speak, read, and write the English language
 - Valid Arizona Driver's License
 - Arizona Firefighter I and II certification of NFPA 1001 equivalent
 - Arizona Emergency Medical Technician or National Registry Emergency Medical Technician
 - Meet GVFD physical standards
 - Meet insurability requirements of the District's insurance carrier

Succession Planning

- Practical Application
 - Identify talent pools and create depth chart
 - Identify talent with competencies from multiple levels within the organization
 - Key Leader Model
 - » Self Identify
 - » Verify
 - » Monitor and evaluate

The Green Valley Fire District is working on developing a succession planning process for our Fire District. While there are various components of this process, one of the most important is identifying individuals who are interested in moving up the career ladder and possess the skills sets to do so.

The Fire Chief has directed Company Officers and Battalion Chiefs to meet with all of their direct subordinates and review our promotional matrix and job descriptions with each of their employees to ensure that everyone understands the minimum job requirements for respective positions.

Your supervisor will go through these requirements in detail and then ask that each of you give some consideration to your career plans. Please understand that by checking a box does not guarantee some sort of promotion, nor does it obligate you to seek out that position. It simply lets the leadership in our organization know who is interested in what positions and how to more effectively allocate resources towards training personnel for these positions. In addition, not checking a box does not mean that you cannot change your mind about your career plan in the future. We would like to use this tool annually to ensure that we are keeping up with everyone's career pathing.

In the next 24 months I am interested and would be eligible for the following positions or qualifications:

Please circle all that apply.

- ⬇ Paramedic
- ⬇ Hazmat Technician
- ⬇ Technical Rescue Technician
- ⬇ Wildland Firefighter
- ⬇ Engineer
- ⬇ Fire Captain
- ⬇ Battalion Chief
- ⬇ Division Chief
- ⬇ Assistant Chief
- ⬇ Fire Chief

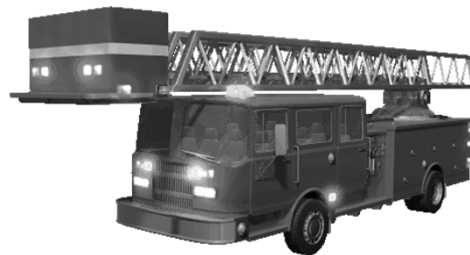
Succession Planning

- Practical Application
 - Develop and implement succession strategies
 - Board
 - Labor
 - Staff



Succession Planning

- Practical Application
 - Acting Roles
 - Passport Program
 - Promotional Process Integration
 - Mentoring



Succession Development

- Steps in the process:
 - Identify talent pools and create depth chart
 - Identify talent with competencies from multiple levels within the organization
 - Readily identify these individuals after assessment
 - Develop and implement succession strategies
 - Board
 - Labor
 - Staff
 - Monitor and evaluate

2015 Promotional Matrix Captain

Minimum Qualifications - Captain

- Five(5) years of experience in fire/emergency services in a like or similar department (as determined by the Fire Chief)
- Completion of NIMS certifications (IS-100, IS-200, IS-300, IS-400, IS-700 and IS-800)
- Current and Successfully Completed GVFD Promotional Passport
 - Dynamic Leadership
 - Strategy and Tactics
 - Administrative Functions of the Company Officer
 - Instructional Methodologies
 - Acting Shifts (30 shifts)
- Completion of Incident Safety Officer Certification - 16 hours
- Associates Degree in Fire Science or approved equivalent
- Meets proficiency requirements.
- Recommendation of Company Officer and Battalion Chief
- Must maintain all GVFD Fire Suppression Employee Standards
 - Speak, read, and write the English language
 - Valid Arizona Driver's License
 - Arizona Firefighter I and II certification of NFPA 1001 equivalent
 - Arizona Emergency Medical Technician or National Registry Emergency Medical Technician
 - Meet GVFD physical standards
 - Meet insurability requirements of the District's insurance carrier

Succession Planning

- Lessons Learned
 - Communicate, communicate, communicate
 - Document, document, document
 - Don't be afraid to have the tough conversation



Succession Planning

- Work In Progress
 - Mentoring
 - Link between didactic and practical
 - Incorporating into strategic plan
 - Quantifying and evaluating acting role

Succession Planning

- Transitioning to Fire Chief
 - Involve the Board
 - Give ample time in acting role, at least a year
 - Make sure to include Admin roles in responsibilities
 - Budget transition. Have Acting Chief complete an entire budget before transitioning
 - Information Technology is its own animal. Where are all the back ups and what are the passwords

Succession Planning

- Transitioning to Fire Chief
 - Change management strategies for transition
 - Take on “worldwide tour.” Important to build relationships and introduce connections
 - Offer opinions, but be ready to let go
 - Celebrate the transition

Succession Planning References

Adams, S. (2012). *Why promoting from within usually beats hiring from outside*. Forbes. Retrieved from:
<http://www.forbes.com/sites/susanadams/2012/04/05/why-promoting-from-within-usually-beats-hiring-from-outside/>

Cochran, K. (2007). *Planning for succession* [PowerPoint slides]. Retrieved from National Fire Protection Association Web site: <http://www.nfpa.org>

Prziborowski, S. (2013). *Succession planning 101: Are we doing the best we can for our personnel?* Fire Engineering. Retrieved from
<http://www.fireengineering.com/articles/print/volume-166/issue-3/features/succession-planning-101-are-we-doing-the-best-we-can-for-our-per.html>



Contact

Chuck Wunder
cwunder@gvfire.org
520-625-9400