

Running Head: SUCCESSION MANAGEMENT IN THE NOVATO FIRE DISTRICT

Executive Leadership

Succession Management in the Novato Fire Protection District

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Novato, California

January 2009

Abstract

The purpose of this applied research project is to identify if any, systems, processes, and methods utilized by organizations that narrows the experiential gap between individuals preparing for future positions and those retiring or resigning from fire service organizations.

The problem is that within the Novato Fire Protection District (NFD) there is no succession management program or process that identifies and prepares members of the organization at each level, sworn and non-sworn for career, organizational, and professional development.

Descriptive research methodology was used to answer the following questions: a) what is succession management and what fire service components appear to correlate to such criteria? b) within the definition of “best industry practice” what models and which organizations have proven positive results for succession management? c) what have other organizations done to implement successful organizational succession management programs? and, d) what instruments, programs, or processes have fire departments utilized to plan for and promote Company and Chief Officers? An electronic questionnaire was distributed to fire service agencies to answer these questions as well as personal interviews and literature review.

Results indicated that five out of one hundred and twenty-one agencies have a written succession management plan. Private industries queried through personal interviews revealed most have succession management models and evaluative methodologies integrated into their specific business strategy. Fire service agencies and private corporations can create a distinction between succession planning and succession management.

Recommendations for consideration include but not limited to: a) collaborating via a joint management and labor team assess the organization’s future workforce needs, b) develop and implement a formal succession management program that has support from the executive, command,

and labor levels of the organization, c) deliberately intervene to engage candidates to stretch beyond comfort boundaries, d) incorporate best-practice leadership competencies into its succession management program, and e) establish a program evaluation methodology and schedule that reviews its succession management efforts and effectiveness through performance measures.

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Introduction

Between 2001 and 2002 the Fire Protection District NFPD experienced an exodus of approximately thirty percent of its work force due to implementation of a new retirement benefits program. The problem is that within the NFPD there is no formalized succession management program or process that identifies and prepares members of the organization at each level, sworn and non-sworn for all facets of career, organizational, and professional development.

The purpose of this applied research project is to identify if any, systems, processes, and methods utilized by organizations that narrows the experiential gap between individuals preparing for future positions and those retiring or resigning from fire service organizations. Descriptive research methodology is used to answer the following questions: a) what is succession management and what fire service components appear to correlate to such criteria? b) within the definition of “best industry practice” what models and which organizations have proven positive results for succession management? c) what have other organizations done to implement successful organizational succession management programs? and d) what instruments, programs, or processes have fire departments utilized to plan for and promote Company and Chief Officers?

Background and Significance

The Novato Fire Protection District and the City of Novato are located in Marin County, California. Marin County is one of nine bay area counties linked to San Francisco by the Golden Gate Bridge to the south and to the east bay by the Richmond-San Rafael Bridge. Marin County is bordered on the north and northeast by Sonoma County and on the west by the Pacific Ocean.

The County encompasses approximately 520 square miles and possesses a variety of topography, climate, and vegetation, from the tidal flats of the coastline and bay shores to the slopes of Mt.

Tamalpais; from the dense stands of redwood and pine to the inland grasslands and exposed rocky areas; and the coastal fogs that naturally condition the warm inland temperatures in summer.

The NFD is an independent special district governed by a five member Board of Directors established in 1926. The City of Novato was incorporated in 1964 which is part of the Fire District service area. The District provides all risk emergency response to approximately 62,000 residents covering an area of approximately 71 square miles. The District is bisected by two major highways Highway 101 and Highway 37, has water on two edges of the north and east district boundaries. There are 69 full time career suppression personnel and 19 staff administrative positions (9 of which are safety).

The NFD has five fire stations providing 23 career suppression personnel daily to staff five Type I Engine companies, one Truck Company, and two Advanced Life Support (ALS) paramedic transport units. All of the District Type I Engines are staffed with a minimum of one Captain, and two firefighter/paramedics and are advanced life support capable and equipped. NFD also cross-staffs three Type-III Engines during the California wildfire season. In 2007, NFD responded to 4,700 calls for service.

In 2002, the Novato Fire District Board of Directors negotiated with the Novato Professional Firefighters Association a retirement benefits program that changed its current program formula from 3% at age 55 to 3% at age 50. This change caused a mass exodus of retirement eligible department members. Over the course of approximately three years, more than one-third of the department members retired. In 2005, the Deputy Fire Chief retired and in 2006, the Fire Chief retired. In 2006, the newly appointed fire chief commissioned the Training Division and the Organizational Resources Division to conduct an evaluation of the tenure and experience within the Novato Fire Protection District as a predictor of future retirements, promotions and hiring. That evaluation revealed that over

the course of a ten year period between 2006 and 2016, another thirty-three percent of its members, primarily baby-boomers would retire or be eligible to retire. This future anticipated exodus would create a primarily gen-x organization with limited experience, organizational knowledge, and institutional memory. Without a focused and planned leadership and talent development program in place, the Novato Fire Protection District may need to shift its philosophy from developing and promoting their internal members to a search and recruitment process outside the current talent pool in order to fill a potential leadership gap.

This applied research project is consistent with the United States Fire Administration's (USFA) operational objectives by "responding appropriately in a timely manner to an emerging issue" (NFA EFOP ARSSC, 2005, p.3). Identifying talent development models, processes and key competencies for fire service leaders at the supervisor, manager and executive levels will better prepare fire departments for service delivery in diverse and challenging socio-economic and uncertain times.

This research project is related to the Executive Leadership (EL) course of the Executive Fire Officer Program (EFOP) because it will "prepare senior fire officers in the administrative functions necessary to manage the operational component of a fire department effectively" (NFA Executive Leadership-Student Manual 2007, p. SM 1-3) . This research is intended to provide the Novato Fire Protection District with comprehensive information on available succession management models and processes that may lead to effective and efficient fire service talent identification, development, selection, and placement and diminish the leadership gap created in organizations by employee transfers, resignations and retirements.

Literature Review

In 2006, the Fire Chief of Novato Fire Protection District commissioned the Training and Organization Resources Divisions to conduct an *Evaluation of Tenure and Experience within the*

Novato Fire Protection District (NFPD) as a Predictor of Future Retirements, Promotions, and Hiring, Johnston, K. (2007). The study focused on determining “a profile of tenure evaluated by job classification” in all positions and among all members of the organization. (p.2) The study took further into account the change in retirement system which occurred in 2002 (from 3% @55 to 3% @ age 50 via the Marin County Employee Retirement System).

The results of the Johnston (2007) study indicated that within a ten year period from 2006-2016, nine Chief Officers (out of ten); five Company Officers; four Engineers; and three Firefighter/Paramedics would retire or be eligible to retire from the organization. This number comprises approximately thirty per-cent of the organization.

It was recommended in the study that the data “demonstrate that the identification of personnel and their development, in the command staff should be a priority for the management team of the NFPD for the next two to five years.” (p.10) Due to the relatively young department, it also recommended that experience building opportunities and appropriate development was necessary among Company Officers, Engineers and Firefighter/Paramedics.

The International City/County Managers Association (ICMA) has taken significant interest in succession management and has encouraged local government leaders, city managers and local governments to participate in sharing their success, human capital development, and succession management models through reports, journals and coaching programs. According to an ICMA report Lavigna, R. J. (2006), *Building the Leadership Pipeline*, “This generation – people born between 1946 and 1964 – now accounts for almost 28 percent of our nation’s population. As these workers now begin to retire en masse, the entire nation will face a workforce crisis.” (p.3) The report in addition to providing two distinct approaches for building talent within organizations identifies several key

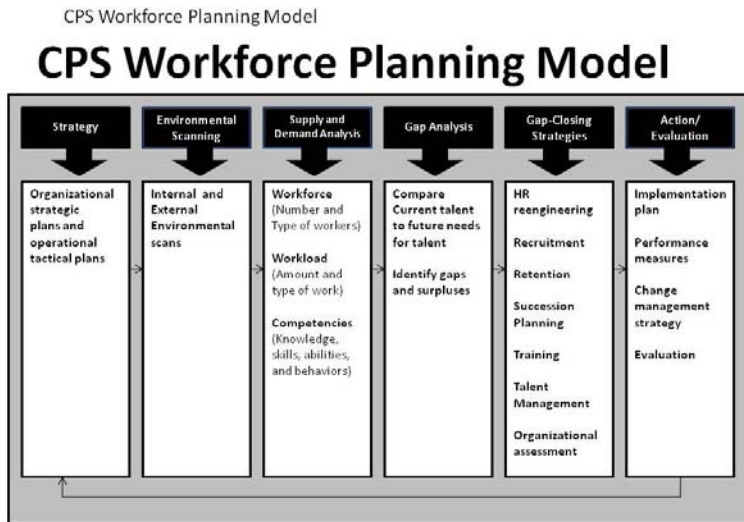
competencies that the author argues are critical to leadership success. According to Lavigna (2006) “of the expert practitioners interviewed, leaders need to master ten key competencies”. These are:

1. Knowledge outside the employee’s own department or functional area.
2. Knowledge and understanding at the enterprise level.
3. A broad network of relationships.
4. Getting things done in government or the organization.
5. Managing change.
6. Managing conflict.
7. Managing public relations.
8. Managing the media.
9. Managing employees, which include influencing, motivating, developing, and retaining talent.
10. Dealing with civic service and personnel policies.

Lavigna (2006) is persistent with his message throughout his published research that “employers must intervene deliberately” to expand their talent pool outside their traditional comfort zones. (p.4). What is revealing is that employees may not necessarily know how to develop as leaders on their own. As such, the aforementioned competencies require the candidate to stretch beyond comfort boundaries, stretching knowledge, understanding, and working relationships, exposing leaders to people and aspects of the organization outside their normal sphere of influence.

Lavigna (2006) has referenced his research as a “Leadership Pipeline – Workforce Planning Model”. (p.12) This approach is an “Integrated Model” versus a “Just in Time (JIT) approach”. (p4)

Figure 1. CPS Workforce Planning Model



Source: Lavigna, R.J. (2006). Building the leadership pipeline. *International City/County Managers Association IQ Report*, 38(2) (2006).

Information detailed in the Lavigna (2006) report is a culmination of over one hundred interviews narrowing the focus to approximately 35 local and state government agencies that had developed and tested succession management programs. *Building the Leadership Pipeline* report highlights fifteen of those agencies pertinent best practices and models.

For example, the City of Roseville, California developed a succession model consisting of leadership competencies that were critical “management dimensions” or program components. (p.6) These dimensions include, “communication, decision making, interpersonal effectiveness, leadership style, administrative effectiveness, flexibility, planning/organization, and developmental orientation. These key competencies created the basis for the City of Roseville’s “Management Development Assessment Center (MDAC)”. (p.6)

The MDAC model consists of six components:

1. A background questionnaire,

2. A personal interview
3. An in-basket exercise
4. A group-interaction activity
5. A team-planning activity, and
6. A Myers Briggs Type Indicator (MBTI) (p.6)

City of Roseville's assessment centers consist of two parts: 1) evaluating a candidate within the defined management dimensions, and 2) Observing behaviors that took place during the MDAC activities and providing the candidates written responses based upon those evaluations. Roseville employees then shared the results of the assessor comments with their direct reports resulting in incorporating many of the recommendations from the assessors to update individual employee development plans.

The National Fire Protection Association (NFPA) is a non-profit organization dedicated to fire protection code and standards development. NFPA Standard 1021, *Fire Officer Professional Qualifications* (2003), is a nationally recognized standard which "define progressive levels of performance required at the various levels of officer responsibility" for fire service professionals. (p.1021-5) The National Professional Qualifications Board, commissioned by the Joint Council of National Fire Service Organizations (JCNFSO) enrolled four subcommittees to develop *Standard 1021* in order to "facilitate the development of nationally applicable performance standards for uniformed fire service personnel. (p.1021-1)

Chapter 7 of *NFPA Standard 1021* outlines the requisite knowledge and skills required for Chief Officer Level IV certification. In order to attain Chief Officer Level IV certification, progressive certification must be attained in all three prior levels: Fire Officer I, II and III. The requisite knowledge

and skills identified with the Standard may also be considered competencies and include but are not limited to:

- Administration, Finance, Communications, Analytical, Information management
- Human resource management
- Inspection and Investigation
- Community and government relations
- Emergency services delivery
- Health and Safety

NFPA Standard 1021 (2003), draws a nexus to succession planning and employee development.

The job performance requirements (JPR's) can be useful in developing a plan for the individual's growth with the organization. The JPR's and the associated requisite knowledge and skills can be used as a guide to determine additional training and education required for the employee to master his or her job profession. Succession planning or career pathing addresses the efficient placement of people into jobs in response to current needs and anticipated future needs. A career development path can be established for targeted individuals to prepare them for growth within the organization (p.1021-15)

The International Fire Chief's Association (IAFC)–Professional Development Committee has also created a nexus between NFPA Standards, accreditation and certification programs, and academia. In a publication by the International Association of Fire Chiefs (2003), *Officer Development Handbook*, a process model was developed for fire service professionals that “incorporate four distinct elements” into the “mapping of one's fire service career development. (p.4) These include: a) education, b)

training, c) experience and, d) self development. These recommendations were initially based on the professional development needs identified by the Wingspread Conference-National Significance to the Fire Problem in the United States in 1966.

Other structured programs that exist that were referenced by the IAFC- Professional Development Committee were the Chief Fire Officer Designation (CFOD) program and the Fire & Emergency Service Self Assessment process. The Center for Public Safety Excellence, Inc. (CPSE) which administers the CFOD program through the Commission on Fire Accreditation International (CFAI), on their website *Commission on Fire Accreditation – frequently asked questions – chief fire officer designation* lists the benefits of their program for senior executive fire officers. These include:

- Promoting excellence within the fire and emergency medical services profession
- Improving professionalism levels among senior fire officers
- Providing a career path for new or prospective chief officers
- Ability to demonstrate superior characteristics attained by CFO's
- Assisting jurisdictional authorities in identifying individuals who possess superior skills, knowledge and abilities prior to the hiring or promotion process
- Establishing benchmarks and core competencies for personnel serving in senior fire officer positions
- Developing and understanding of need for continuing education, training, and skill proficiency (§.2)

The CFOD program identifies twenty-one core competencies that candidates must demonstrate mastery in to achieve successful credentialing and includes cross functional competencies including but

not limited to: administration, human resources, finance, EMS, fire suppression, special operations, governance, risk management, and fire prevention. Through the CFOD application process, candidates and their peer assessors can readily identify professional development gaps that can then be used as the basis for additional training and experiential learning.

According to a reference statement made by Fire Chief Marc Revere, formerly of the Mountain View Fire Department, California, in the Center for Public Safety Excellence, Inc. (2006), *Fire & Emergency Service Self-Assessment Manual*,

Fundamentally, I believe it is essential for a fire chief to personally develop senior staff for succession to top leadership positions.....By far, I believe that the best career development tool for those who aspire to senior leadership positions within the fire service is the IAFC Officer Development Handbook and participation in the Chief Fire Officer designation. (p.1•14)

The CPSE via the CFAI offers a voluntary accreditation process for fire departments. According to the Center for Public Safety Excellence, Inc. (2006), *Fire & Emergency Service Self-Assessment Manual*, the CFAI accreditation process is design to assist fire service agencies, administrators, government and elected officials in evaluating community risks using best-industry practices in order to “provide continuous quality improvement and the enhancement of service delivery to their communities”. (p.1•14) This process requires an agency to specifically evaluate their current business practices and service delivery systems within ten functional categories of the organization. Within each category are criteria and performance indicators that require an applicant agency to specifically provide a description, appraisal, plan, and references specific to the criterion and performance indicator. (pp.2•33-2•34)

Several of the categories within the self-assessment process that apply to this research are

Categories:

- V: Programs
- VII: Human Resources
- VIII: Training and Competency
- IX: Essential Resources (pp.4•82-4•93)

What is essential to accreditation and self assessment is that it implants a process by which an agency can: a) compare what their agency does in relation to the performance indicators, b) measure outcomes, and c) establish benchmarks for intended improvement. Under the leadership of an “accreditation manager” or team leader, self-assessment of the organization is best accomplished when “subordinate officers and personnel ...be given...opportunity to participate in the process”. (p.2•25)
This includes organized labor-union representation.

According to the CFAI, participation in the self-assessment and accreditation process at all levels of the organization is important particularly in evaluating the agency’s current situation and in developing plans for future changes. It not only provides support and ownership of the process, it also provides opportunity for members to stretch and gain knowledge about their organization that they may not otherwise be purview to.

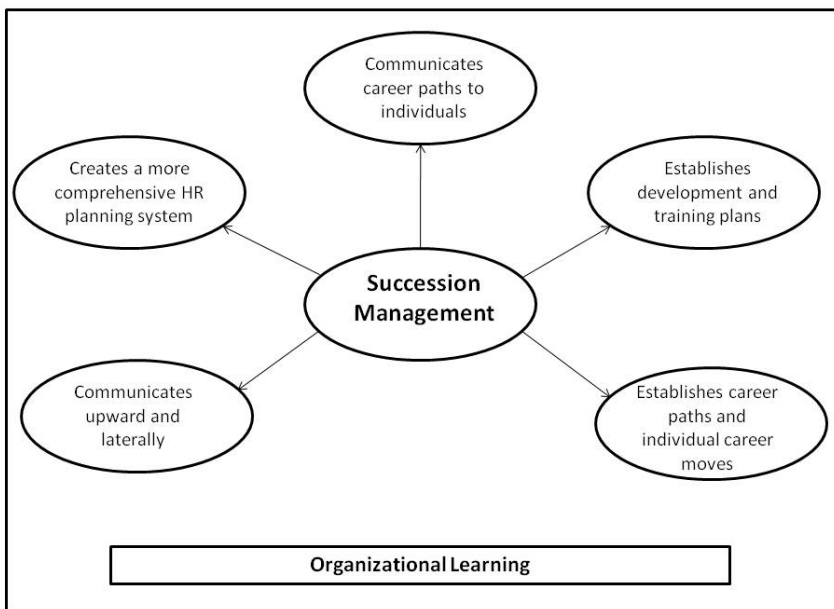
According to a publication by the Nova Scotia Public Service Commission on Innovation & Growth (2005) entitled *Success through People – A Guide to Succession Management*, whatever the succession management model utilized with an organization, it must be a “flexible and adaptable process to be implemented based on your own departments need and culture”. (p.3)

The Nova Scotia Public Service Commission (2005), (NSPSC) creates a distinction between succession management and succession planning. “Succession management is a structured effort by an

organization to ensure continuity in key positions and to retain and develop intellectual knowledge capital”. (p.4) Whereas, succession planning is “any effort designed to ensure the continued effective performance of an organization, department or work group”. (p.4) The NSPSC argues that succession management goes further and is more encompassing than succession planning because it utilizes “A deliberate and systematic effort.....to encourage individual advancement and ensure continuity in key positions, including management, technical, and professional specialist roles.” (p4) The benefits of succession management are inherent in the design of the organizational model and how that model is incorporate into the philosophy and culture of the organization. NSPSC (2005) insists that “by creating an environment for people to develop their skills in preparation for a range of future possibilities, the workplace will be well positioned to face whatever lies ahead”. (p7)

The NSPSC (2005) has created a model for succession management that identifies the benefits of such process with fundamental relevance to organization learning. Through organizational learning, as depicted in the model in Figure 2, succession management is akin to “preserving institutional memory and continuous improvement in individual and organizational effectiveness”. (p7)

Figure 2. Succession Management Outcomes



Source: Nova Scotia Public Service Commission (2005), *Innovation and growth – a guide to succession management*. Nova Scotia Public Service Commission, Halifax, NS. (July 4, 2005).

Other strategies should be explored when personnel recruitment is on a critical path and there are limited talent pools to replace or promote from. In these instances, it is important to think outside as well as inside the organization's boundaries. According to NSPSC, organizations should explore innovative approaches such as:

- Develop temporary or permanent partnerships
- Trade personnel temporarily with other divisions, departments and/or organizations
- Create talent pools, and
- Create “two in the box” positions (i.e. assistant roles) (p.9)

Other strategies to close the timing gap may also include using temporary employees, job sharing, consultants, overtime, job rotation, and use of retirees. Regardless of the strategies considered, high performance talent potential should be based upon the following four key factors:

Values – Future leaders should consistently demonstrate the organizations values.

Learning Ability – Potential involves learning new skills in order to perform in first time situations.

Competencies – Consider those competencies that are required of a level beyond their current role.

Performance – Individuals who are high performers demonstrate good performance across varied assignments. (p.14)

Employees as well as senior leadership have roles and responsibilities in the succession management process. According to NSPSC, the key to the success of any succession management program is having a senior leadership team or committee that is actively engaged in the organizations' process. "This would involve championing the program, working with managers to identify and facilitate development opportunities (both internal and external to the department), and acting as role models, coaching and supporting managers through the process." (p.18)

While senior leadership and management support are essential to the ongoing success of any professional development program, there are roles and responsibilities for employees participating in such a program as well. These responsibilities include but are not limited to: expressing desire, interest and commitment to pursuing new roles; developing and maintaining current career development plans; making an effort to achieve performance goals; being open to feedback including 360° evaluative tools; working with senior management to identify development opportunities; and, taking risks to further develop their skills-set that might not otherwise be made available.

In a Harvard Business Review article authored by Conger, J. & Fulmer, R. (2003), entitled *Developing your Leadership Pipeline*, succession management is dependent on five guidelines which they call "rules" for developing the leadership pipeline. The question these authors pose as the premise and foundation for defining the rules is "What could be more vital to a company's long-term health than the choice and cultivation of its future leaders?" (p.2) According to the authors, by combining the practice of succession planning and leadership development, a long term process can be implemented that will assist in managing an organizations leadership talent pool.

Conger and Fulmer (2003) identified rules for establishing a succession management process "that will build a steady, reliable pipeline of leadership talent" is as follows:

Rule one. Focus on Development – This rule is the foundation on which the other four rules reside. “Succession management must be a flexible system oriented toward developmental activities, not a rigid list of high-potential employees and slots they might fill.” (p.3)

Rule two. Identify Linchpin Positions –

Whereas succession planning generally focuses on a few positions at the very top, leadership development usually begins in middle management. Collapsing the two functions into a single system allows companies to take a long-term view of the process of preparing middle managers, even those below the director level, to become general managers. (p.4)

Rule three. Make it transparent – Conger & Fulmer (2003) stress that succession management and talent development programs must not be kept as management’s best kept secret. From an employee’s perspective, if leaders are not clear on the candidates progress and performance they will continue to repeat past behaviors. Under succession management process rule three, since the employee is participating in a performance measurement environment, there should be no surprises. “A transparent succession management system is not just about being honest. If employees know what they need to do to reach a particular rung on the ladder, they can take the steps to do just that.” (p.6) Transparency also diminishes employee dissatisfaction or frustration as they know where they stand in the leadership development pipeline.

Rule four. Measure progress regularly – This rule is essential to the long term success of any program. Continuous performance measurement is critical. The candidates’ assessment of where they are on the leadership ladder and which jobs they are qualified for at any particular given time are critical. The authors however caution that:

You must make sure that high-potential employees have enough options that they don't grow restless – royal heirs can be expected to show patience in waiting for the throne, but corporate heirs have many other opportunities. Frequent checks throughout the year can reveal potential problems before they flare-up. (p7)

Rule five. Keep it flexible – The authors revealed that their research identified best practices within organizations that implemented “the Japanese notion of *kaizen*” which incorporates continuous improvement in both the processes and content. (pp.8-9) Additionally, it was noted that successful leadership development programs are most effective when they are simple to use, maintain currency, respond to the user's needs and that the “tools and processes provide reliable and current information”. (p.9)

Fulmer R. & Conger J. (2004) also authored a book entitled, *Growing Your Company's Leaders*. The authors conducted research on the topic of succession management systems and how organizations use processes within their own cultures to sustain competitive advantage. This research was conducted through the American Productivity and Quality Center in 2001. The primary research focused on five best practice organizations including: Dell Computer, Eli Lilly and Company, Dow Chemical Company, PanCanadian Petroleum, and Sonoco Products Company.

In another article published by the Pepperdine University Graziado School of Business and Management's – Graziado Business Report authored by Fulmer, R. (2002) entitled *Choosing tomorrow's leaders today - succession planning grooms firms for success*, similar best business practices were offered regarding implementation of a succession management process. Fulmer (2002) suggests that best-practice organizations: a) incorporate linkage between succession planning and business strategy, b) implement succession management on a continuum basis, c) establish leadership

competencies and then identify specific individual development plans based upon a candidates leadership development gaps, d) promote executive education programs in concert with special assignments, and e) develop methods to assess and monitor the succession management process. The author reiterates that the success of talent development models within organizations is to have “senior level support” which appears a common theme among best-practice organizations. (p.3)

Benest, F. (2003) in his published research entitled *Preparing the Next Generation – A Guide for Current and Future Local Government Managers*, investigates and compares succession management models and strategies of local governments. The author extracts key characteristics necessary for aspiring managers and assistants to lead based on success stories from various managers’ perspectives. Benest (2003), from this research developed thirty-nine best practices for preparing future generations. These best practices are grouped into a menu of options that can assist “top executives in local government provide support and a structure for developing talent”. (p.42)

One of the first areas of menu items is that of “Personal Outlook”. (p.42) Executives need to recognize that developing talent development and securing future leaders from within the organization should be a primary responsibility and that if not, succession planning – management will not receive the attention and priority that it deserves. Like other initiatives that are not made a priority, properly funded and supported by the organizations leadership, members of the organization both laterally and vertically will find other planned or crisis initiatives to fill its place. This point is emphasized by understanding that the Chief Executive Officer (CEO) is the iconic role model within an organization. Whether it is supervisor, manager, senior manager, or executive, subordinates in an organization model the behavior observed from their leaders. If top leadership in an organization is modeling behavior that envelopes talent development through best practice succession planning and management, then

members of the organization are not only likely to support it but also participate as candidates of the development pool.

Second on the menu of best practices is in the area of specific practices. Benest (2003) lists specific ways executives can identify and develop the leadership talent pool:

- Articulate to the whole organization, especially to the management team, the need to develop and replace talent as a key organizational challenge
- Identify up-and-comers from throughout the organization
- Devote sufficient time to up-and-comers
- Engage aspiring managers in conversations of substance
- Provide aspiring managers with a broad range of technical assignments
- Assign lead authority in managing special projects
- Provide direct supervisory authority, especially through the positions of acting manager or interim manager
- Put an assistant in charge of agenda planning or budget
- Encourage aspiring managers to complete an MPA or an MBA degree
- Authorize an up-and-comer to trouble shoot and fix an organization problem
- Include the assistant on the executive team (pp.43-45)

Other mechanisms that the author uses to narrow the talent replacement gap are through “Structured Programs”. (p.46) some of these programs include:

- Create a talent pool of management assistants who rotate among various departments

- Assign a team of management assistants from various departments to conduct an ongoing or special project of organizational significance
- Create a leadership academy or a management certificate program for aspiring managers
- Establish a formal succession plan for the organization
- Develop a certain number of assignments in various departments for potential successors (pp.46-48)

In developing a best practices succession plan, Benest (2003) suggests six components for ensuring that ready and able successors are available when senior managers leave or retire. The plan should identify:

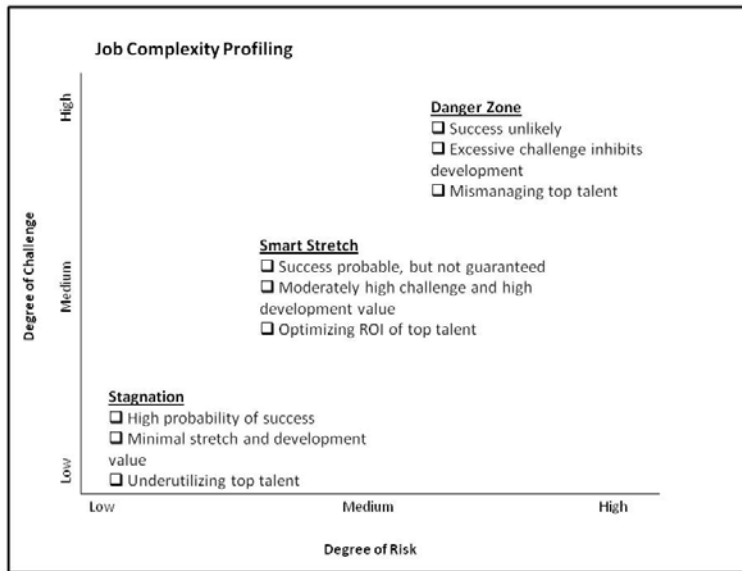
- Key management positions for which internal successors must be groomed
- Knowledge, skills, competencies, and experiences required of successors if they are to move up
- A ladder of succession, including rungs of increasing responsibility and authority
- The specific group of employees to be developed over time
- Mentors who will informally or formally coach the potential successors
- Internal and/or external training, opportunities, and special assignments that will assist in the professional development of each designated employee (p.47)

Ready, D. & Conger, J. (2007) numerate similar succession plan components to those of Fulmer, R. (2002) in an article published by the Harvard School of Business entitled *Make your*

Company a Talent Factory. “Today, demographic shifts – notably the impending retirement of baby boomers – along with changing business conditions...have combined to produce something of a perfect storm”. (p.3). In the final analysis Ready & Conger (2007) suggest that in order for talent development to succeed, it must be a strategic process that is aligned with the business development. The authors compare two talent development processes in Proctor & Gamble and in HSBC Group. In both best-business practices, Ready & Conger (2007) found that although “they approach talent management from slightly different directions, both illustrate the power of a twin focus on functionality and vitality”. (p.3) Functionality refers to the processes, systems and tools that allow an organization to put the right people, with the right skills, in the right job at the appropriate time. Vitality refers to the attitudes and behaviors of those responsible for those processes and includes all members at all levels of an organization. In essence, functionality and vitality of an organizations succession management process will reveal how well an organization can ready their high performance leadership candidates to promote to senior and executive level positions.

This model of functionality and vitality is similar to Conger, J. & Fulmer, R. (2004) findings in Bank of America (B of A). B of A considers individual as well as organizational needs when preparing to promote a member to a new position or role within their organization. The authors report that at B of A, “In addition to what the individuals needs are to develop his or her growth, it considers factors such as job size, scale, scope, as well as department or market conditions, customer demographics, and overall business needs”. (p.85) B of A uses a model described in Figure 3, as a method to evaluate an employee’s readiness to succeed in a new assignment or role.

Figure 3. Job Complexity Profiling at B of A.



Source: Fulmer R. & Conger J. (2004). *Growing Your Company's Leaders*. (p.86)

B of A's *Job Complexity Profiling* illustrates that there are three levels to the degree of success an individual may have depending on the degree of challenge and the degree of risk those being: stagnation, smart stretch, and danger zone. If the degree of challenge and the degree of risk of that assignment to an individual is high, there is excessive stretch of the individual's potential. In this scenario, success would be unlikely and the excessive stretch would diminish development potential. Conversely, if the degree of challenge and the degree of risk of that assignment to an individual is low, there is less stretch of the individual's capacity. In this scenario, success would be also be unlikely and the minimal stretch would diminish talent development. In essence this scenario would be underutilizing the individual's potential or create, "stagnation". The model suggests a "smart stretch" should produce probable success but not guaranteed, and at the same time optimize the return on investment of top talent. (p.86)

Ready, D. & Conger, J. (2007) recommend merging the following in order to create a free-flowing pipeline of current and future leaders:

In building functionality,

- Help people understand your strategic objectives
- Groom people for complex, challenging jobs

In fostering vitality,

- Build commitment to talent development
- Encourage engagement
- Ensure accountability (p.1)

An article by Benest, F. (2008), published by the International City/County Managers Association entitled *Retaining and Growing Talent; Strategies to Create Organizational Stickness*, reveals that it is essential for organizations to develop their own leaders and “accelerate the development of emerging leaders at a time when talent can easily leave”. (p.1) The author uses his own organization, the City of Palo Alto, California as a laboratory for talent retention and development. In 2006, the City of Palo Alto conducted a retirement survey of all employees. The survey results indicated “that 50 percent of all management and professional employees were eligible to retire in three to five years and 35 percent stated that they would in fact retire.” (p.3) To effectively manage this talent gap caused by the mass exodus, the City had to create urgency for professional development and narrowing the candidacy gap in future leaders.

Benest (2008) recommends five strategies for dealing with talent development and retention:

1. Engage the governing board and employees in the talent issue
2. Retool the benefits package to reflect the values of the next generation
3. Fix-up organizational cultures
4. Market culture as a benefit, and

5. Re-recruit employees on a continuous basis (pp.5-7)

According to an Executive Fire Officer Program (EFOP) Applied Research Project Paper (ARP), *Developing Chief Officers within the Santa Rosa Fire Department*, Shubin, W. (2007) revealed that executive fire officer (EFO) mentoring can be an effective tool for talent development. Shubin (2007) conducted research through literature review and surveys vetted within the Santa Rosa Fire Department as well as from ten other fire service agencies. That research revealed that EFO mentoring is an important component missing from many of the department programs that he investigated. Shubin (2007) reported that “this type of program bridges the gap between skills needed for a management role and knowledge required for management activities.” (p.10) The author further indicates that “benefits of an EFO mentoring program are: a) succession planning, b) institutional knowledge transfer, c) improved management skills and capabilities, and d) increased job satisfaction.” (p.10)

Procedures

The Research Method

Descriptive research methodology will be utilized for this applied research project through literary reviews of books, periodicals, journals, reports, internet sites, Executive Fire Officer Program (EFOP) Applied Research Project (ARP) research papers, interviews and questionnaires from fire service and private industry executives.

To answer research question numbers 1 through 4, this author will obtain information through interviews (Appendix A) administered through one-on-one contact with organization representatives of public sector leaders and private sector human resource professionals. Authorization to disclose information, statements, names, dates, time of interview, and agency utilized in this ARP will be obtained by the author and granted by each person interviewed. This is necessary so as to provide the author with points of discussion and comparison relative to findings from the literature review.

Disclosure is necessary in order that others may validate the author's findings so as to provide duplication and follow-up research if warranted. Interview statements can be referenced in Appendix A of this ARP. In addition, an electronic questionnaire instrument entitled *Succession Management Agency Questionnaire* (Appendix B) will be distributed to fire service and private industry executives from around the United States and Canada.

Prior to distribution of the questionnaire, this author convened the input from five California Fire Chiefs in order to validate the instrument. Input was incorporated into the questionnaire as necessary to provide clarity and eliminate ambiguity. The questionnaires were disseminated to fire service and private industry executives through the International Fire Chief's Association, the California Fire Chiefs Association, EFOP alumni, and mailed to selected public and private sector leaders and human resource professionals. Results from the questionnaires are incorporated in Appendix C of this ARP.

In addition to interviews and questionnaire, this author will conduct literary reviews of periodicals, books, journals, obtained from the Dominican University of California, Stanford University, Harvard Business Reviews, and EFOP - ARP's obtained from the National Fire Academy, Learning Resource Center.

Limitations and Assumptions

Agencies that responded to the electronic questionnaire instrument provided similar but not necessarily exact responses. This author interpreted some of the responses and categorized those responses where possible, to find trends and similarities. Due to limited or no contact with the respondents to the questionnaire, this researcher was not able to verify any variations or uncertainties made in the interpretations.

Definition of Terms

Assessment Center - “is a structured process that enables an organization to gather relevant information, under standardized conditions, about a person’s ability to perform a supervisory or management job.” Lavigna, R. J. (2006), *Building the Leadership Pipeline*. (p.7)

Professional Development – “The planned progressive life-long process of education, training, self-development and experience.” International Association of Fire Chiefs (IAFC). (2003). *Officer Development Handbook*. (p.43)

Succession Management - “A deliberate and systematic effort by an organization to encourage individual advancement and ensure continuity in key positions, including management, technical and professional specialist roles.” Nova Scotia Public Service Commission (2005), *Innovation and growth – a guide to succession management*. (p.4)

Succession Planning - “Any effort designed to ensure the continued effective performance of an organization, department or work group by making provision for the development and replacement of key people over time.” Nova Scotia Public Service Commission (2005), *Innovation and growth – a guide to succession management*. (p.4)

Results

To answer research questions number 1 through 4, this author obtained information through interviews (Appendix A) administered one-on-one contact with organization representatives of fire agencies, a published author and former city manager, an executive with Bombardier Aerospace, and with a Stanford University Business School graduate and Sr. Consultant with a human resource firm. In addition, an electronic questionnaire (Appendix B) containing twelve questions one of which provided information on the demographics of the respondents, was distributed to fire service and private industry executives from within the United States and Canada.

1. What is succession management and what fire service components appear to correlate to such criteria?

To answer this research question, data collected from the agency questionnaire-question numbers 4 and 5 (Appendix B) revealed that agencies can identify a distinction between succession planning and succession management. Programs or processes used in succession management from a fire service perspective include but not limited to: the *IAFC Professional Development Guide, NFPA Std. 1021 (2003)*, Civil Service Systems, and the *FESHE* models.

2. Within the definition of “best industry practice” what models and which organizations have proven positive results for succession management?

To answer this research question, information from the literature review revealed several best-practice organizations and models that support and provided examples of succession management.

Some of these best-practice models and organizations include:

- International City/County Managers Association – CPS Workforce Planning model
- Bank of America – Job Complexity Profiling model
- Bombardier Aerospace – Talent Accelerated Pool (TAP) model
- Center for Public Safety Excellence – Commission on Fire Accreditation Chief Fire Officer Designation
- City of Roseville – Assessment Centers and the MDAC model
- International Association of Fire Chiefs – Professional Development Guide
- PanAmerican – Leadership and Management Development model
- National Fire Academy – Executive Fire Officer Program
- National Fire Protection Association – NFPA Standard 1021
- Proctor and Gamble – Functionality and Vitality model

3. What have other organizations done to implement successful organizational succession management programs?

To answer this research question, data collected from agency/organization interviews, the literature, and the questionnaire-question numbers 2, 6, 7 and 8 (Appendix B), revealed that organizations which have identified leadership competencies then outlined and implemented on an continuum basis, specific steps that stretch and grow a leadership candidate, is more likely to succeed in filling or narrowing the talent gap than agencies that do not. Only twelve out of one hundred and twenty-one agencies that responded to the succession management questionnaire – question #2, indicated that they had a written succession plan. Refer to Tables 3 and 4.

4. What instruments, programs, or processes have fire departments utilized to plan for and promote Company and Chief Officers?

To answer this research question, data collected from agency/organization interviews, the literature, and the questionnaire-question numbers , 8 , 9, and 11(Appendix B), were developed to help answer this question. Refer to Tables 4, 6, and 7.

Response summary from the succession management questionnaire resulted in one hundred twenty-one returns with a total of one hundred and thirteen or, 113 percent completing all of the questions.

The introduction to the questionnaire asked respondents to complete demographic information about their organization. Demographic information is presented in Table 1. Raw responses to this request for information are located in Appendices C1-C5.

Table 1. Demographic complexion of the respondent agencies.

Demographic information	Response Percent	Response Count
Respondents name	99.1%	116
Position	99.1%	116
Department name	99.1%	116
Total number of personnel	99.1%	116
Number of Chief Officers	99.1%	116
Number of Company Officers	99.1%	116
Type of Department: Career	76.7%	92
Type of Department: Combination	23.3%	28
Type of Department: Volunteer	0.0%	0
Type of Agency: Municipality	77.5%	93
Type of Agency: County Government	10.0%	12
Type of Agency: State	0.0%	0
Type of Agency: Federal	0.8%	1
Type of Agency: Special District	11.7%	14
Population of jurisdiction	n/a	118

Question #1 asked respondents: In your own words, describe the distinction between “Career Development” and “Professional Development” within your organization. Of the respondents to this question, one hundred fifteen answered the question and six skipped the question. Raw responses to this question can be found in Appendix C-6. Definitions from the respondents to this question varied greatly. Some respondents indicated that there was no distinction and that the two are used

interchangeably. Others, indicated that career development was “training provided by your department to prepare you for the next level” and professional development “is training that you acquire on your own”. A common thread among the responses however revealed that career development was “providing training and education for a specific position” whereas professional development was “keeping current of industry issues and obtaining various executive experiences”. One response that creates the most significant distinction however was “Career development relates more to the technical components and certifications needed for promotion and work improvement. Professional development centers on the acquisition of the skills and abilities necessary to lead and direct members of any organization”.

Question #2 asked respondents: Does your agency have a written “Succession Plan”? Of the respondents to this question, 10.3% (n=12) responded “yes” and 89.7% (n=104) answered “no”. Five (n=5) skipped the question. The raw responses to this question are not provided because it was simply a “yes” or “no” question. This question is significant with respect to how many agencies do not have a succession plan. Of the one hundred sixteen respondents to this question, only twelve (n=12) indicated that they have a written succession plan.

Question #3 asked respondents: In your opinion, what are the top five (5) components of a “Succession Plan”? Of the respondents to this question, one hundred six answered the question and fifteen skipped the question. Raw responses to this question can be found in Appendix C-7. There were five hundred ninety total responses to question #3. Table 2 summarizes the highest ranking component categories.

Table 2. Ranking components of a Succession Plan

Component	Number of responses
Education of higher education	31
Training	25
Mentoring	25
Professional development	22
Develop and/or implement a Plan	17
Experience	13
Clear goal(s)	9

From the responses to question #3, the components of a succession plan revealed similar responses ranking in the following descending order: education, training, mentoring, professional development, develop and/or implement a plan, experience, and clear goals respectively. Other responses were either not similar enough to group or were commentary only in nature.

Question #4 asked respondents: In your own words, describe the distinction between “Succession Planning” and “Succession Management”. Of the respondents to this question, ninety-seven answered the question and twenty-four skipped the question. Raw responses to this question can be found in Appendix C-8. Responses to this question varied greatly. Some responses indicated that “they weren’t sure” others indicated that they seemed “one in the same”. A trend in the many of the responses however, indicated that a succession plan referred to developing a written plan, and that succession management was the execution of that plan. Some examples of responses are as follows:

- “Succession planning is the road map. Succession management is getting the job done.”

- “Succession planning – putting the plan together of how it is going to happen. Succession management – managing the plan to ensure the personnel are meeting the requirements of the plan.”
- “Planning is the process of assembling and creating the elements of the succession plan. Management is the continuous process of monitoring and tweaking the elements to ensure they meet the organizational needs and help meet the goals of the overall plan.”
- “Succession planning takes all of the components and more when evaluating all personnel within an organization. It will allow the management team to match the needs of the department with the skills and abilities of the personnel within the organization. Once these components of the plan are brought to light, the plan can be put together and the process begins. Succession management would be the part of the process that delivers and monitors the plan.”
- “Succession planning is simply a document. Succession management is active direction and control of those employees involved in succession development.”

One of the responses that relates specifically to the literature is: “Succession planning is actually having a live document which addresses the needs of the department, as far as, seeing to it there is a constant flow of information from employee to employee, so that we are not constantly reinventing the wheel. Succession management is simply enacting your plan and ensuring that there is always someone in the pipeline to fill potential vacancies.”

Question #5 asked respondents: Does your agency have a “Succession Management Plan”? If you answered “yes”, within the definition of “best industry practice” what model has your organization used that has produced proven positive succession management results? Of the respondents to this question, 4.3% (n=5) responded “yes” and 95.7% (n=110) answered “no”. Six

(n=6) skipped the question. Raw responses to this question can be found in Appendix C-9. Of the five respondents to this question that indicated that their organization has a succession management plan, only four indicated specific and relevant information. The four responses are as follows:

- “Our succession planning program is brand new and we are just one year into the program. Many of our practices came through direction of the IAFC. We have begun with the Company Officer level first.”
- “We follow the state’s civil service system.”
- “All chief officers are expected to train key personnel to fill in for and eventually replace them after retirement or promotion and produce written documentation of the progress.”
- “We are in the process of trying to develop all of the components as a formal plan, under a new fire chief. We have looked at the FESHE and IAFC models, as well as our own county’s leadership “competencies”, which have been exhaustively researched.”

Question #6 asked respondents: What education, course work, experience and training does your agency require for a Battalion Chief level and above? Of the respondents to this question, one hundred ten answered the question and eleven skipped the question. Raw responses to this question can be found in Appendix C-10. Responses to this question were categorized by various state and national fire service programs and college or higher level education degrees. The results are presented in Table 3.

Table 3. Numbers of required education, course work, experience and training levels for Battalion Chief or higher rank.

NFPA 1021 Fire Officer level programs	College Degree	National Fire Academy Coursework	Executive Fire Officer Program (required-desired)	State Fire Certificate Programs	National Wildfire Coordinating Group	Chief Fire Officer Designation	General Fire/Safety Courses
18	AS-30	4	7	21	1	1	1
	BA/BS-29		4				

Interestingly, eleven respondents indicated that they had no requirements for chief level officers or above. Two respondents specifically indicated that they required “ethics” training. Fifty-nine agencies indicated that they required an AS, BS or BA degree for Battalion Chief rank and above.

Question #7 asked respondents: What instruments, programs or processes has your organization used to plan for and promote Company and Chief Officers? Of the respondents to this question, one hundred five answered the question and sixteen skipped the question. Raw responses to this question can be found in Appendix C-11. Responses to this question were categorized into recognized programs or processes. The number of responses by category is displayed in Table 4.

Table 4. Numbers of required instruments, programs or processes levels to plan for and promote Company and Chief Officers.

Type of instrument, program or process	Number of responses
Assessment Centers	22
Officer Academy	11
Interviews	7
Written Exam	7
In-house Development	7
NFPA 1021	4
National Fire Academy Courses	4
State Certification Programs	4
Civil Service Exams	3
Leadership Institute	1
IFSAC	1

The type of instrument, program or process that scored the highest number of responses was assessment centers and fire officer academies. Next in ranking were interviews, written exams, in-house developed programs and national and state certification programs.

Question #8 asked respondents: What do you do as a top executive in your organization to encourage, mentor, or coach future leaders in your organization? Of the respondents to this question, one hundred one answered the question and twenty skipped the question. Raw responses to this question can be found in Appendix C-12. The responses to this question from the respondents were more passive in nature. The following categories of responses indicate that

respondents were more likely to suggest or encourage rather than engage personally in the development of future leaders in their organizations. Table 5 provides responses by category.

Table 5. Actions taken by top executives in organizations to encourage, coach, and mentor future leaders.

Actions taken	Number of responses
Offer training	10
National Fire academy courses	8
Support Executive Fire Officer Program	4
Provide annual evaluation process	1

Of the agencies that responded to this question, a common recurring comment was that they “lead by example”, “be role models” and “act as an example”.

Question #9 asked respondents: Have you identified future leaders in your organization? If yes, how have you done this? Of the respondents to this question, 72.1% (n=80) responded “yes” and 27.9% (n=31) answered “no”. Ten (n=10) skipped the question. Raw responses to this question can be found in Appendix C-13. One of the remarkable findings from the respondents to this question is that the highest ranking commentary is that leaders from these organizations responded that they only identify leaders “informally with n=13 responses. Table 6 provides responses to the question on “how” they identify future leaders in their organization. One responded specifically indicated that they do not do this.

Table 6. The method in which agencies identify future leaders in their organization.

Method used to identify future leaders	Number of responses
Performance review-evaluations	10
Ambition, knowledge and competence	8
Personal choice	5
Assignments-committees	5
Education/interest and participation in the department	2
Civil service	1

Question #10 asked respondents: What does your organization do to provide future leaders the necessary training and experience required of senior/executive level positions within your organization? Of the respondents to this question, one hundred four answered the question and seventeen skipped the question. Raw responses to this question can be found in Appendix C-14.

As with question #9, the highest ranking commentary is that leaders from these organizations responded that they did nothing with n=31 responses. Educational incentives or reimbursement ranked second providing this type of support with n=23 responses. Support in attending National Fire Academy courses ranked third providing this type of support with n=12 responses. Support in attending Executive Fire Officer Program ranked fourth with n=3 responses. One respondent cited that their “city offers a management academy that allows attendees to network and learn about management roles and responsibilities throughout the city. This is highly encouraged by the executive leaders of the department.”

Question #11 asked respondents: What are the characteristics you feel are important in a manager (Fire Chief)/assistant manager relationship? Of the respondents to this question, ninety-eight answered

the question and twenty-three skipped the question. Raw responses to this question can be found in Appendix C-15. Table 7 provides the ranked responses to this question.

Table 7. Characteristics important in a manager (Fire Chief)/assistant manager relationship.

Important characteristics	Number of responses
Trust	33
Open communication at all levels	30
Honesty	17
Shared vision	13
Integrity	11
Common beliefs	11
Open-willingness to learn	9
Team player	6
Competent leadership skills	5
Listening	5
Positive attitude	4
Loyal	4
Ethical	3
Good decision making skills	3
Good interpersonal relationships	3
Flexibility	3
Accountable	1
Increased responsibilities	1

The highest ranking five characteristics listed by the respondents were “trust” n=33, “open communications at all levels” n=30, “honesty” n=17, “shared vision” n=13, and “integrity” n=11.

Question #12 asked respondents: What tensions have you found to exist in a manager (Fire Chief)/assistant manager relationship? Of the respondents to this question, ninety-eight answered the question and twenty-three skipped the question. Raw responses to this question can be found in Appendix C-16. Of the respondents to this question, n=19 did not know what tensions exist or indicated that none exist. Table 8 provides the responses to the question what tensions exist in the leader – assistance relationship.

Table 8. Tensions between manager (Fire Chief)/assistant manager relationship.

Tension or condition	Numbers of responses
Lack of trust	13
Not focused on same goals/priorities	11
Lack of/poor communication	11
Management/leadership style differences	7
Ego	5
Financial-budgetary	5
Loyalty	3
Embracing change	2
Give and take – being flexible	2
Politics	2

Of the responses, the highest ranking tension was the lack of “trust” n=13. The next top five ranked responses were: “lack of communication” n=11, “not focused on the same goals/priorities” n=11,

management/leadership style differences n=7, “ego” n=5, and “ financial/ budgetary” n=5. Two specific tensions from respondents that need mention are:

- “A lack of loyalty creates mistrust, expectations that are not clearly articulated, personal values and ambitions that are not in line with the organization’s values. Distrust of the other’s intentions.”
- “Lack of common vision. Lack of flexibility in moving from the past toward new ways to reach and test the future leaders.”

Discussion

This author found abundant literature on the subject of succession management and succession planning primarily from authors and practitioners outside the fire service profession. The models, executive level certifications, and credentialing programs that IAFC, NFA, NFPA, and CPSE offer, and utilized by some fire service agencies however limited or voluntary, identify more of the specific knowledge, skill and competency requirements of functional areas within the various levels for senior fire officers and executive level chief officers. It is important to note that while integrating portions or all of the curriculum developed by these fire service organizations and institutions, these same organizations provide little guidance on how to integrate succession planning or management as a continuum process into fire service organizations.

Industry best-practices identified by renowned professors and authors such as Conger & Fulmer (2003) and practitioners such as Benest (2008) through the ICMA, revealed survival tactics and strategies that aided organizations in growing their talent when others were in crisis mode.

It was profoundly evident that talent development and the ability to narrow a diminishing senior manager and executive level talent pool, commitment and inertia for these initiatives must be driven by senior management and at the Board levels. Lavigna (2006) is persistent throughout his published

research that “employers must intervene deliberately” to expand their talent pool outside their traditional comfort zones. (p.4). Otherwise, organizations and their potential candidates will only suggest or informally encourage leadership development and not immerse nor fully support the development processes.

Succession management was defined as “a deliberate and systematic effort by an organization to encourage individual advancement and ensure continuity in key positions, including management, technical and professional specialist roles” by the Nova Scotia Public Service Commission (2005), *Innovation and growth – a guide to succession management*. (p.4) From the responses to questions obtained through this authors succession management inquiry, when asked what does your organization do to provide future leaders the necessary training and experiences required of senior/executive level positions within their organizations, many of the respondents indicated that they only “encourage” or provide development opportunities “informally” through their organization. As with question #9 from the succession management questionnaire, the highest ranking commentary is that leaders from these organizations responded that “they did nothing” with n=31 responses. Educational incentives or reimbursement ranked second providing this type of support with n=23 responses. Support in attending National Fire Academy courses ranked third providing this type of support with n=12 responses. Support in attending Executive Fire Officer Program ranked fourth with n=3 responses. One respondent cited that their “city offers a management academy that allows attendees to network and learn about management roles and responsibilities throughout the city. This is highly encouraged by the executive leaders of the department.”

Second to executive level commitment for initiating and supporting leadership development whatever model is utilized, employees participating in the process must be stretched by assignments outside their normally accustomed and area of functional responsibility. B of A’s *Job Complexity*

Profiling illustrates that there are three levels to the degree of success an individual may have within their given assignment depending on the degree of challenge and the degree of risk. These levels being: stagnation, smart stretch, and danger zone. If the degree of challenge and the degree of risk of that assignment to an individual is high, there becomes what is called excessive stretch of the individual's potential. In this scenario, success would be unlikely and the excessive stretch would diminish development. Conversely, if the degree of challenge and the degree of risk of that assignment to an individual is low, there is less stretch of the individual's capacity. In this scenario, success would be also be unlikely and the minimal stretch would diminish talent development. In essence this scenario would be underutilizing the individual's potential or create, "stagnation". The B of A model suggests a "smart stretch" should produce probable success but not guaranteed, and at the same time optimize the return on investment of top talent. (p.86) This model suggests that employees choosing to participate must be fully engaged with the personal drive and commitment to take a stand in their participation in such processes and programs. It is management's responsibility to ensure that when stretching a leader candidate that the right assignment is given to the right employee. Then, monitor and evaluate that employee's performance through continuous feedback.

Performance evaluation and feedback was a methodology utilized through the City of Roseville, CA assessment center process. City of Roseville's assessment centers consist of two parts: 1) evaluating a candidate within the defined management dimensions, and 2) observing behaviors that took place during the MDAC activities and providing the candidates written responses based upon those evaluations. Roseville employees then shared the results of the assessor comments with their direct reports resulting in incorporating many of the recommendations from the assessors to update individual employee development plans.

Fulmer (2002), Conger (2003), and Johnston (2007) indicated in the literature through their research that the baby boomer generation of leaders facing retirement is significant. In an interview with Mr. Frank Benest, author and former City Manager with the City of Palo Alto, CA, declared on this matter that public organizations are part of the problem. Benest stated that “early retirement schemes are great for individuals but for the organizations it is disastrous.” (Appendix A) Providing extravagant retirement benefits packages basically invites leadership to retire. This is one of the leadership vacuum causes and as such, organizations have not focused on the x-generation of leaders to fill their leadership gap.

Developing this new generation of potential leaders comes with its challenges. For example, in an interview with Fire Chief James Broman, Chairman of the IAFC Professional Development Committee, found that many generation “X” employees are ready and willing to learn however with a caveat and one contrary to that not found in the baby-boomer generation. (Appendix A) Chief Broman stated that “some of it may be a difference in the generations, some generations lend to hear tell me the objective and I will go do it. If I need a degree I will go do it. Today what people are saying is if I have to have it then provide it at no cost, then I will go do it. It all needs to work within my work schedule.” With that said, and according to the interview with Mr. Frank Benest, organizations need to “redefine the role of managers...be encouraging and provide the necessary tools they need to do what it is you are asking of them”.

Ready, D. & Conger, J. (2007) numerate similar succession plan components to those of Fulmer, R. (2002) in an article published by the Harvard School of Business entitled *Make your Company a Talent Factory*. “Today, demographic shifts – notably the impending retirement of baby boomers – along with changing business conditions...have combined to produce something of a perfect

storm”. (p.3). In the final analysis Ready & Conger (2007) suggest that in order for talent development to succeed, it must be a strategic process that is aligned with the business development.

In an interview with executive vice president of Human Resource Division of Bombardier Aerospace, Mr. Marc Plamandon indicated the five top components of a succession management plan should include: “a) clear criteria on roles, b) clear definition of what “potential means”, c) consistent and robust application of selection criteria, d) robust assessment and development of talent, and e) coaching for development.” (Appendix A)

In the interview with Fire Chief James Broman he indicated five top components of a succession management plan should include: “a) clear understanding of what’s needed and expected to do the job, b) finding the right people. Pre-screening identifying people that have the basic construct to make the investment in them, c) commitment from the top to bottom and side to side inherent in the culture to make it work, d) have the resources, time, money or both, and e) “strategic agility” – people that have the ability to make short term operational level decisions within the context of the greater strategic direction and that it will contribute to that rather than being convenient to the moment.” When asked what characteristics he felt are important in an executive – junior executive relationship he stated: “a) trust. If you don’t have trust going both ways it is an ill fated journey, and b) the ability to communicate in a respectful and clear manner is essential.”

In an interview with Mr. Regan Williams, Fire Chief (retired) with the Sunnyvale Department of Public Safety, Sunnyvale, CA, when asked what he considered to be the top five components of a succession plan stated: “a) education, b) specialized training, c) must be written and available, d) includes mandatory and desirable needs for promotion/growth, and e) must include annual reevaluation and or updating.” When asked what characteristics he felt important in a manager/assistant manager

relationship he stated: “a) open communications, b) trust, c) expectations, d) no surprises, and e) regular communication, and again communication.” (Appendix A)

In an interview with Mr. Logan Gaskill, Senior Consultant with Deloitte Consulting and business school graduate from Stanford University stated that the five top components of a successful succession management plan are: “a) transparency, b) adaptability, c) current and future organization charts, d) qualifications for each position, and e) multiple options. When asked what characteristics he felt was important in an executive – junior executive relationship he stated: s) trust, b) openness, c) clear communication of strength and development needs, and d) coaching.” (Appendix A)

A remarkable similarity exists between the agencies that were queried through this author’s electronic succession management instrument and statements provided by those interviewed. Similarities indicated that trust, open communication at all levels, honesty, shared vision and integrity were ranked of highest importance to fire service professionals and those from private industry. Scoring equally as important as integrity was common beliefs. However, only seven of the one hundred twenty-one fire service organizations queried indicated that they have some type of written succession plan.

The NSPSC (2005) created a model for succession management that identifies the benefits of such process with fundamental relevance to organization learning. Through organizational learning, as depicted in the model in Figure 2 succession management is akin to “preserving institutional memory and continuous improvement in individual and organizational effectiveness”. (p7) Other authors also indicated the need for finding and delivering on incentives and benefits that will draw larger candidate pools for leadership positions. Benest (2008) indicated that government is an information service relying on its members to share and impart organization and institutional memory. Without this sharing of institutional memory, organizations will have to find other means to provide leadership including outside recruitment.

Models of organizations that provide best practice succession management processes and programs identified in this research were B of A, NSPSC, PanAmerica, City of Roseville and the City of Palo Alto. Research concluded that if the organizations were not providing its members this opportunity from within, then they could get this from those agencies that do provide progress best practice talent development through effective succession management models.

According to the research conducted by this author, identifying specific leadership competencies and integrating those competencies into the process at every level or position within an organization is essential.

Whatever, process or program is developed and utilized for a best practices organization it must be flexible and must be assessed and evaluated on a continuum. The components of the programs and processes must align with the organizations business strategies and can best be accomplished by incorporating the process through strategic planning.

In the interview with Mr. Frank Benest, author and former City Manager with the City of Palo Alto, CA, this author found there to be “executive level disincentives”. Benest describes these disincentives as causation for the leadership gap at the executive level within organizations. Benest stated that “because we hire firefighters as technicians and they get comfortable with shift work, overtime (pay), and time-off schedules, this is the antithesis of the executive level”. Benest also stated during the interview that the current fire service model “encourages pushing out work and supervising people. The new model should identify, grow, support, and encourage talent through reward and recognition also.” This statement is consistent with the literature and findings from the responses through the succession management questionnaire.

The CPSE which administers the CFOD program through the Commission on Fire Accreditation International (CFAI) lists the benefits of their program for senior executive fire officers.

These include:

- Promoting excellence within the fire and emergency medical services profession
- Improving professionalism levels among senior fire officers
- Providing a career path for new or prospective chief officers
- Ability to demonstrate superior characteristics attained by CFO's
- Assisting jurisdictional authorities in identifying individuals who possess superior skills, knowledge and abilities prior to the hiring or promotion process
- Establishing benchmarks and core competencies for personnel serving in senior fire officer positions
- Developing and understanding of need for continuing education, training, and skill proficiency

The CFOD program identifies twenty-one core competencies that candidates must demonstrate mastery in to achieve successful credentialing and includes cross functional competencies including but not limited to: administration, human resources, finance, EMS, fire suppression, special operations, governance, risk management, and fire prevention. Through the CFOD application process, candidates and their peer assessors can readily identify professional development gaps that can then be used as the basis for additional training or experiential learning.

According to the CFAI, participation in the self-assessment and accreditation process at all levels of the organization is important particularly in evaluating the agency's current situation and in

developing plans for future changes. It not only provides support and ownership of the process, it also provides opportunity for members to stretch and gain knowledge about their organization that they may not otherwise be purview to. This can best be accomplished by developing a team approach that incorporates leaders at all levels of the organization writing and implementing plans through performance indicators in categories and functional areas outside their normal area of responsibility.

In the Harvard Business Review article authored by Conger & Fulmer (2003), succession management is dependent on five guidelines which they call “rules” for developing the leadership pipeline. The question these authors pose as the premise and foundation for defining the rules is “What could be more vital to a company’s long-term health than the choice and cultivation of its future leaders?” (p.2) According to the authors, by combining the practice of succession planning and leadership development, a long term process can be implemented that will assist in managing an organizations leadership talent pool.

Recommendations

The research suggests the following recommendations to help the NFPD formalize a succession management program and process that will prepare members of the organization at each level, sworn and non-sworn for all facets of career, organizational, and professional development.

1. The NFPD collaborating through a joint management and labor team should assess the organization’s future workforce needs vis-à-vis the Districts’ recently developed Community Based Strategic Plan (CBSP) and based upon the skills, knowledge, and competencies required to implement those strategies. The goals and strategies established through the strategic planning process should be incorporated into a comprehensive Human Capital Plan (HCP) as outlined in the NFPD’s CBSP.

2. The NFPD in collaboration with a joint management and labor team should develop and implement a formal recognized succession management program that has support and participation from the executive, command, and labor levels of the organization and one that utilizes best practice models and focuses on talent development and succession planning. This program should be part of the NFPD's HCP.
3. The NFPD executive team should deliberately intervene to engage candidates to stretch beyond comfort boundaries, stretching knowledge, understanding, and working relationships, exposing potential leaders to people and aspects of the organization outside their normal sphere of influence. This intervention should be designed to create organizational depth by developing two or more employees per position. Participation in the CFAI Self Assessment and Accreditation process should be considered as a venue for this initiative.
4. The NFPD should consider incorporating the following best-practice leadership competencies into a succession management program:
 - a. Values and guiding principles of trust, responsibility, accountability and integrity
 - b. Knowledge outside the employee's own primary functional area
 - c. Knowledge and understanding at the enterprise level
 - d. A broad network of relationships both internal and external to the organization
 - e. Getting things done in government or the organization
 - f. Managing change and transformation
 - g. Managing conflict
 - h. Managing public relations
 - i. Managing the media

- j. Managing employees, including influencing, motivating, developing, and retaining talent
 - k. Dealing with civil service laws and regulations, the Firefighters Procedural Bill of Rights (FBOR), and personnel policies
5. The NFPD should consider engaging senior officers as well as tap into the talent pool of retirees and retirement-eligible employees in the process of mentoring, coaching and developing new leaders.
 6. The NFPD should consider modernizing the organizations current Career Development Guide and incorporate nationally recognized standards and programs into its career development criteria including but not limited to: the National Fire Academy - Executive Fire Officer Program; NFPA 1021; Center for Professional Safety and Excellence – Commission on Professional Credentialing Chief Fire Officer Designation Program(s); the International Association of Fire Chiefs – Professional Development Guide; National Fire Academy – Degrees at a Distance Program; and Colleges and Universities.
 7. The NFPD should establish and incorporate a program evaluation methodology and schedule that regularly reviews its succession management efforts and effectiveness through performance measures.

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Appendix A

Interviews

Succession Management

Interview conducted:
November 6, 2008

Mr. James Broman, Fire Chief
Lacy Fire District #3,
Lacy, Washington

Chief Broman is the Fire Chief of the Lacy Fire district and also member and Chair of the International Association of Fire Chiefs – Professional Development Committee. Chief Broman co-authored the *Officer Development Handbook*, published in part by the International Association of Fire Chiefs Foundation (2003). The Lacy Fire District is a special district combination fire department consisting of 86 career and 40 volunteer members serving a jurisdiction population of 76,800.

Chief Broman was asked:

Question:

Describe the distinction between “Career Development” and “Professional Development”.

Response:

Career Development is much narrower than Professional Development. Career Development focuses on knowledge and skills to do a particular job or role in an Organization. Professional Development is much broader than that. It encompasses values and ethics, the ability to communicate vision, assess cultures, and then use that information to effective in the organization. So, Professional Development is much broader than career development.

Question:

Does your organization have a written “Succession Plan”?

Response:

No. When I started on this path as Fire Chief, I thought and believed that I could implement them. What I found was a tremendous amount of inertia, not resistance, people look at it and saying it makes sense however, I don’t have the time and I don’t have the money. People in the organization were saying I don’t see how this will benefit us in the end. I attribute it to the culture of the fire service as more rationale for “not to” than “to do it”. In 2000 or 2001 I introduced it and thought that I would have it in place by 2005. And feel like it is no closer now than in 2005. It is puzzling. Some of it may be a difference in the generations, some generations lend to hear “tell me the objective and I will go do it. If I need a degree I will go do it.” Today what people are saying is, “if I have to have it then provide it and at no cost, then I will go do it. It all needs to work within my work schedule.”

Chief Broman Interview continued.

A succession plan begins with an organizational assessment, where are they in the organization, tenure, length of service, what rank can they hold, what does the pool look like, and what do you need to offer to take the people in that pool to complete readiness.

It is more incremental or gap orientated approach. There is also the question what is the cost of doing it versus the cost of not doing it. If we don't do it and nothing bad happens, it is too easy to conclude that it has no valueor you can say then that is risk management. It is akin to the prevention debate. i.e. engineering, education and enforcement and nothing bad happens.... But if you miss the boat And the organization is faced with a problem what is the cost of then fixing the problem?

Question:

In your opinion, what are the top five (5) components of a "Succession Plan"?

Response:

- a. Clear understanding of what's needed and expected to do the job
- b. Finding the right people. Pre-screening identifying people that have the basic construct to make the investment in them.
- c. Commitment from top to bottom and side to side inherent in the culture to make it work.
- d. Have the resources: time, money or both. If you don't have them it will not work.
- e. "Strategic Agility". People that have the ability to make short term operational level decisions within the context of the greater strategic direction and that it will contribute to that rather than being convenient to the moment.

Question:

Does your organization have a "Succession Management Plan"?

Response:

No have not heard of it.

Question:

What education, course work, experience, and training does your agency require for a Battalion Chief level and above?

Response:

IFSAC FF 1 & 2; Fire Officer 1; 2 years in previous rank

Question:

What instruments, programs, or processes has your organization used to plan for and promote Company and Chief Officers?

Response:

Chief Broman Interview continued.

Question:

What do you do as a top executive in your organization to encourage, mentor, or coach future leaders in your organization?

Response:

Serve as a role model; advocate intelligent leadership; help with problem-solving

Question:

Have you identified future leaders in your organization?

Response:

Not formally. The Battalion Chiefs select subordinate officers to coach and mentor. We provide the time and resources for them to do that.

Question:

What does your organization do to provide future leaders the necessary training and experience required of senior/executive level positions in your organization?

Response:

We provide tuition reimbursement at public school rates. And, provide some guidance in the planning process. We do routinely provide alternative work schedules to accommodate those training. i.e. masters program and make arrangements for the employee to be off certain afternoons.

Question

What are the characteristics you feel are important in a manager (Fire Chief) - assistant manager relationship/partnership?

Response:

Trust! If you don't have trust going both ways it is an ill fated journey. The ability also to communicate in a respectful and clear manner is essential.

Question:

What tensions have you found exist between a manager (Fire Chief) - assistant manager relationship/partnership?

Response:

Being forthright in your discussions. If there is an associate and they are not honest or are just telling me what I want to hear, they believe that I want to hear that a task should be accomplished in a specific way and they say "I want to do that". I would much rather work with someone that says "I don't like doing that because".

When an officer fails to carry out supervisory/leadership responsibilities, I/we confront them to ask for a change in behavior. In order for them to change their

Chief Broman Interview continued.

behavior, they must want to do that. If they say they will change but never do or never even try, we waste time and that damages the work relationship.
Another that will fracture a relationship is not respecting confidentiality.

Additional Comments:

One of the other practical challenges is i.e. fire district where you have a small finance unit and a manager and several employees working for that manager. The Finance Manager is 32 years old and for all intent and purposes will be there for 30 years. If professional development is the culture of the organization and one of the four has no interest but there are three others that are interested, it appears they have nowhere to advance internally. Their options are stopping where they are or going somewhere else. Why should we invest in people if they are going to leave? If you are going to make this a part of the culture and provide opportunity to everybody, you have to be prepared that some will leave. Some may not agree with that.

Through the IAFC what we are focusing on is experience. Kyle Gorman out of Clackamas, Oregon went to training in Minnesota where research was conducted to look at this topic. The conclusion was that 75% of what makes someone successful comes out of their experience. Not out of the routine departmental experience, but rather in a structured growth experience where that really challenges your "strategic agility". This requires the ability to adapt and not just applying a pre digested solution from a text or classroom. There is an element of the professional development process beyond taking classes that is integral to success. Without the opportunity to exercise theory in a real world environment with the opportunity to safely fail is reduces the chance for growth and success.

End of interview.

Taken by:

Forrest M. Craig, MBA, CFO

Division Chief

Novato Fire Protection District

Succession Management

Interview conducted:

December 8, 2008

Mr. Marc Plamandon, Vice President

Human Resource Division

Bombardier Aerospace

Montreal, Canada

Mr. Plamandon is Vice President of the human resources division of the Bombardier Customer Services and Specialized & Amphibious Aircraft business unit for Bombardier Aerospace (BA). BA is a worldwide transportation manufacturing company specializing in light rail, high speed rail, custom and business class aircraft and specialized amphibious firefighting and surveillance aircraft. BA is an international corporation with over 27,000 employees worldwide and approximately 4,300 personnel in his business unit.

Mr. Plamandon was asked:

Question:

Describe the distinction between “Career Development” and “Professional Development”.

Response:

Career development refers to a person’s complete adult “career”; the efforts, work, and expertise, accumulated during a variety of experiences in a particular profession or area of specialization. Career development is driven by the needs and desires of the individual.

Professional development refers to the acquiring of skills, knowledge, and abilities required for maintaining a specific career path. This type of development can be driven by the individual’s needs and desires or by an organization that provides development to the individual so that they can increase their performance or competence in a subject area. Professional development is an enabler to successful career development.

Question:

Does your organization have a written “Succession Plan”?

Response:

Yes – this process is reviewed and revised annually to meet the needs of the organization.

Mr. Marc Plamandon interview continued.

Question:

In your opinion, what are the top five (5) components of a “Succession Plan”?

- a. Clear criteria on roles
- b. Clear definition of what “Potential” means
- c. Consistent and robust application of selection criteria
- d. Robust assessment and development of talent
- e. Coaching for development

Question:

In your words, describe the distinction between “Succession Planning” and “Succession Management”.

Response:

Succession planning is the process of identifying and preparing suitable employees to replace key leaders or fill key roles in the organization. Since this is a complex process, it is often referred to as Succession Management. Many organizations also use the term, “Talent Management” in reference to their succession planning/management process.

Question:

Does your organization have a “Succession Management Plan”?

Response:

No.

Question:

What education, course work, experience, and training does your agency require for senior level managers (VP) and above?

Response:

The credentials required vary depending on the position. However as to the education, generally university degree is required.

Question:

What instruments, programs, or processes has your organization used to plan for and promote senior level managers (VP) and above?

Response:

At the senior level of management one of our instruments is assessment and succession planning. But we also use external hiring.

Mr. Marc Plamandon interview continued.

Question:

What do you do as a top executive in your organization to encourage, mentor, or coach future leaders in your organization?

Response:

One of the tools that we use is called Talent Accelerated Pool (TAP) process to coach our future leaders.

Question:

Have you identified future leaders in your organization? If yes, how have you done this?

Response:

The future leaders are being identified via their Performance Management Process which is a business-driven process that promotes the achievement of performance and development objectives, Succession Planning and Talent Management workshops.

Question:

What does your organization do to provide future leaders the necessary training and experience required of senior/executive level positions in your organization?

Response:

A formal Personal Development Plan is identified and a Psychological Assessment is also conducted.

End of interview.

Taken by:

Forrest M. Craig, MBA, CFO

Division Chief

Novato Fire Protection District

Succession Management

Interview conducted:

December 3, 2008

Mr. Frank Benest, ICMA-CM
Palo Alto, California

Mr. Benest is former city manager of the City of Palo Alto, California and has authored numerous articles and conducted research on the subject of succession management individually and on behalf of the International City Managers Association (ICMA). Mr. Benest co-chairs the California ICMA Coaching Program and is ICMA Senior Advisor on next generation initiatives.

Mr. Benest was asked:

Question:

What did you do as a top executive in your organization to encourage, mentor, or coach future leaders in your organization?

Response:

1. Provide coaching
2. Have development conversations at the executive; senior manager; manager and supervisor levels. Require it as part of the organizational culture.
3. Redefine the role of managers. The current model encourages pushing out work and supervising people. The new model should identify, grow, support, and encourage talent through reward and recognition also.

Question:

What are the characteristics you feel are important in a manager (Fire Chief) - assistant manager relationship/partnership?

Response:

1. Focus on talent development.
2. Be able to ask questions and be supportive
3. Understand the values and goals of the individual with or without those of the organization.
4. Be encouraging and provide the necessary tools they need to do what it is you asking of them.

Question:

What tensions have you found exist between a manager (Fire Chief) - assistant manager relationship/partnership?

Response:

1. The respect-understanding that it is all up to the employee to want to lead.
2. Getting the employee to understand the responsibility they are taking-on and willing to make the commitment.

3. It is the responsibility of the employee to take advantage of the opportunity. It is the organizations' responsibility to provide the support and the resources.

Other comments for consideration:

Early retirement scheme is great for individuals but for the organizations it is disastrous.

Considerations for the future:

Upcoming conferences – opportunities for sharing

What are some of the ways fire departments can take advantage of the Coaching corner through Cal-ICMA?

Look at Coaches corner and find ways that fire service professionals can take advantage of this service.

Consider any contributions as leaders you can suggest to improve participation and the ICMA Coaches Corner program.

How do we begin to redesign the fire service hiring system?

How do we change the entry level profile of the firefighter?

There is a gap of leadership at the executive level because we hire firefighters as technicians. They get comfortable with the shift work. Overtime and time-off schedules are the antitheses of the executive level. These are called “executive level disincentives”.

End of interview.

Taken by:

Forrest M. Craig, MBA, CFO

Division Chief

Novato Fire Protection District

Succession Management

Interview conducted:

December 8, 2008

Mr. Logan Gaskill, Sr. Consultant
Deloitte Consulting
Los Angeles, California

Mr. Logan is a graduate of Stanford University School of Business and is currently a Senior Consultant with Deloitte Consulting Group. Deloitte Consulting is a human capital resource development organization consisting of over 1,000 employees worldwide and approximately 50 personnel in his business unit.

Mr. Logan was asked:

Question:

Describe the distinction between “Career Development” and “Professional Development”.

Response:

Professional development is the process of learning new skills and competencies that can be applied to one’s work. This is the process of becoming a better practitioner in your chosen field.

Career development is a long term view on what you want to do in the future. Career development involves taking a long term view of where you want to be in the future and then building a plan to get there.

Question:

Does your organization have a written “Succession Plan”?

Response:

Not that I have seen. As a professional services firm we have a unique structure where business dictates who gets promoted. In addition, people manage their own clients so there isn’t a straight line chain of command as there is with some other organizations.

Question:

In your opinion, what are the top five (5) components of a “Succession Plan”?

Response:

1. Transparency
2. Adaptability
3. Current and future org charts
4. Qualifications for each position
5. Multiple options

Mr. Logan Gaskil interview continued.

Question:

In your words, describe the distinction between “Succession Planning” and “Succession Management”.

Response:

Succession planning is the activity or creating a plan to be followed by the organization. Succession Management is the execution and maintenance of the plan going forward.

Question:

Does your organization have a “Succession Management Plan”?

Response:

Not that I know of, but I would not be privy to that information.

Question:

What education, course work, experience, and training does your agency require for senior level managers (VP) and above?

Response:

There is new sr. manager training that every sr. manager goes through. It involves client management, project management, and sales training amongst others. I have not been through it so it is hard for me to articulate exactly what that training is.

Question:

What instruments, programs, or processes has your organization used to plan for and promote senior level managers (VP) and above?

Response:

I have no insight into this process as I am not at the VP level within my organization.

Question:

What do you do as a top executive in your organization to encourage, mentor, or coach future leaders in your organization?

Response:

Again, I am not a top executive in my firm so I cannot answer this question.

Mr. Logan Gaskil interview continued.

Question:

What are the characteristics you feel are important in an executive (President Level) – junior executive (V.P.) relationship/partnership?

Response:

1. Trust
2. Openness
3. Clear communication of strength and development needs
4. coaching

End of interview.

Taken by:

Forrest M. Craig, MBA, CFO

Division Chief

Novato Fire Protection District

Succession Management

Interview conducted:

December 8, 2008

Fire Chief Regan Williams (retired)
Sunnyvale Department of Public Safety
Sunnyvale, California

Chief Williams is the Fire Chief (retired) of the Sunnyvale Department of Public Safety. The Sunnyvale Department of Public Safety is a municipal public safety (police and fire) department in the heart of America's technology industries "silicon valley". The Sunnyvale Department of Public Safety consists of 300 career personnel (225 sworn officers) serving a jurisdiction population of 133,000.

Chief Williams was asked:

Question:

In your own words, describe the distinction between "Career Development" and "Professional Development" within your organization.

Response:

For me Career Development is simply related to growth within ones chosen career, advancing through the ranks, learning various jobs within the career. While I put professional development as personal growth, such as learning how to deal with political challenges, personnel problems, the upset employee and or citizen. Learning how to deal with people and or how to lead and supervise.

Question:

Does your organization have a written "Succession Plan"?

Response:

No

Question:

In your opinion, what are the top five (5) components of a "Succession Plan"?

Response:

- a. Education
- b. Specialized training
- c. Must be written and available
- d. Includes mandatory and desirable needs for promotion/growth
- e. Must include annual reevaluation and or updating

Question:

In your words, describe the distinction between "Succession Planning" and "Succession Management".

Chief Regan Williams's interview continued:

Response:

Succession planning is the act of preparing for future opening and needs and putting together a plan of how you will make it happen and what your expectations of future leaders is and will be. Succession Management is the time line of when people will be leaving and trying to anticipate future openings. Then periodically reviewing your success, are you meeting your needs? Are the people being promoted meeting the department's needs? Are they good supervisors and managers, are they what you want and need? Is the workforce diverse and meeting the needs of the community?

Question:

Does your organization have a "Succession Management Plan"?

Response:

No

Question:

What education, course work, experience, and training does your agency require for a Battalion Chief level and above?

Response:

We required a bachelor's degree and experience at lower ranks.

Question:

What instruments, programs, or processes has your organization used to plan for and promote Company and Chief Officers?

Response:

We used an assessment center process, and generally kept it within the department.

Question:

What do you do as a top executive in your organization to encourage, mentor, or coach future leaders in your organization?

Response:

Well remember I am retired and have been for nine plus years. But when I was Chief I tried to allow people an opportunity for growth in specialized assignments and encouraged educational growth. I also tried to have a fair and impartial process and then asked for confidential feedback from various members of the organization including the union president.

Question:

Have you identified future leaders in your organization? If yes, how have you done this?

Chief Regan Williams's interview continued:

Response:

Yes. Employees who are motivated and go that extra mile to do the job and learn become obvious verses, some who do good work but do not want to take on additional roles and or responsibilities. Surprisingly these people sometimes change their minds and go on to become great leaders. Also you quickly recognize the informal leaders and can build on their skills and motivate them to seek greater responsibilities.

Question:

What does your organization do to provide future leaders the necessary training and experience required of senior/executive level positions in your organization?

Response:

We provided educational incentives through both pay and educational reimbursement. And made available specialized training to include leadership and dealing with difficult people and similar courses. And simply encouraged employees to prepare for their future growth and identify what was desirable to be promoted and or obtain specialized assignments.

Question:

What are the characteristics you feel are important in a manager (Fire Chief)/ assistant manager relationship?

Response: Open communication, trust, expectations, no surprises, regular communication, and again communication.

Question:

What tensions have you found exist between a manager (Fire Chief)/ assistant manager relationship?

Response:

Lack of knowledge as to what the FD really does. What do they do with all of their time? On occasion the fire department seems to have a "we and they attitude". We must be part of the City team. Just do not communicate regularly.

End of interview.

Taken by:

Forrest M. Craig, MBA, CFO

Division Chief

Novato Fire Protection District

Appendix B

Succession management agency questionnaire

Executive Leadership Survey

1.

I am completing my fourth and final applied research project for the National Fire Academy's Executive Fire Officer Program – Executive Leadership module. You have been identified as a possible source of information regarding the descriptive research I am conducting around the challenge of succession management within fire service organizations.

The purpose of this applied research project is to identify if any, systems, processes, and methods utilized by organizations that narrows the experiential gap between individuals preparing for future positions and those retiring or resigning from fire service organizations.

Please complete the questionnaire, and return it on or before November 10, 2008.

If you have any questions, please feel free to contact me via email or direct at (415) 878-2603. Thank you.

Sincerely,

Forrest M. Craig, CFO
 Division Chief - Organization Resources and Planning

2.

Please complete the following demographic information:

Respondents Name:

Position:

Telephone:

Email:

Department Name:

Total Number of Personnel:

Number of Chief Officers:

Number of Company Officers:

Type of Department:

- Career
- Combination
- Volunteer

Type of Agency (please select only one):

- Municipality
- County Government
- State
- Federal
- Special District

Executive Leadership Survey

Population of Jurisdiction:

1. In your own words, describe the distinction between "Career Development" and "Professional Development" within in your organization.

2. Does your organization have a written "Succession Plan"?

- a. Yes
 b. No

3. In your opinion, what are the top five(5) components of a "Succession Plan"?

- a.
b.
c.
d.
e.

4. In your own words, describe the distinction between "Succession Planning" and "Succession Management".

5. Does your organization have a Succession Management Plan?

- a. Yes
 b. No

If you answered yes, within the definition of "best industry practice", what model has your organization used that has produced proven positive succession management results?

6. What education, course work, experience, and training does your agency require for a Battalion Chief level and above?

Executive Leadership Survey

7. What instruments, programs, or processes has your organization used to plan for and promote Company and Chief Officers?

8. What do you do as a top executive in your organization to encourage, mentor or coach future leaders in your organization?

9. Have you identified future leaders in your organization?

- a. Yes
- b. No

If yes, how have you done this?

10. What does your organization do to provide future leaders the necessary training and experience required of senior/executive level positions in your organization?

11. What are the characteristics you feel are important in a manager (Fire Chief)/assistant manager relationship?

12. What tensions have you found exist in a manager (Fire Chief)/assistant manager relationship?

3. Thank You!

Thank you for your assistance.

Appendix C-1

Department and Agencies responding to the electronic questionnaire


Displaying 1 - 116 of 116 responses

<< Prev


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Jump To: 1

Go >>

	Comment Text	Response Date
 Find	1. Oklahoma City Fire Department	Tue, 11/11/08 11:26 AM
 Find	2. Sacramento Fire Department	Wed, 11/5/08 10:30 AM
 Find	3. City of Oneonta Fire Department	Tue, 11/4/08 5:28 AM
 Find	4. Shreveport (LA) Fire Department	Mon, 11/3/08 10:39 AM
 Find	5. Bedford County Fire & Rescue	Mon, 11/3/08 6:54 AM
 Find	6. Greeneville (TN) Fire Department	Mon, 11/3/08 6:08 AM
 Find	7. Monroe Fire	Sun, 11/2/08 8:27 AM
 Find	8. Reno Fire Department	Fri, 10/31/08 8:45 PM
 Find	9. Addison Township Fire Department	Fri, 10/31/08 5:14 AM
 Find	10. West Palm Beach Fire Department	Thu, 10/30/08 5:03 PM
 Find	11. Centerville-Osterville-Marstons Mills Fire Rescue and Emergency Services	Thu, 10/30/08 1:58 PM
 Find	12. Fayetteville Fire Department	Thu, 10/30/08 9:21 AM
 Find	13. El Paso Fire Department	Wed, 10/29/08 8:24 PM
 Find	14. Lenexa	Wed, 10/29/08 5:44 AM
 Find	15. St. George Fire Department	Wed, 10/29/08 5:08 AM
 Find	16. Solana Beach Fire Department	Tue, 10/28/08 4:12 PM
 Find	17. Atlanta Fire Rescue Department	Tue, 10/28/08 3:30 PM
 Find	18. Santa Rosa Fire	Tue, 10/28/08 2:20 PM
 Find	19. Johnson City Fire Dept. TN	Tue, 10/28/08 10:36 AM
 Find	20. Rialto Fire Dept.	Tue, 10/28/08 7:06 AM
 Find	21. Monroe Fire Dept	Tue, 10/28/08 5:34 AM
 Find	22. Centerville-Osterville-Marstons Mills Depr. of Fire-Rescue & Emergency Services	Tue, 10/28/08 5:31 AM
 Find	23. Idaho National Laboratory	Tue, 10/28/08 4:24 AM
 Find	24. Midwest City, OK Fire Department	Mon, 10/27/08 5:52 PM
 Find	25. Des Peres Department of Public Safety	Mon, 10/27/08 4:22 PM
 Find	26. Tuscaloosa Fire and Rescue	Mon, 10/27/08 1:36 PM
 Find	27. McHenry Township Fire Protection District	Mon, 10/27/08 12:31 PM
 Find	28. Littleton Fire Rescue	Mon, 10/27/08 11:55 AM

 Find	29. West Allis Fire Department	Mon, 10/27/08 11:31 AM
 Find	30. Akron Fire Department	Mon, 10/27/08 10:43 AM
 Find	31. Lebanon Fire District	Mon, 10/27/08 10:13 AM
 Find	32. City of Yuma Fire Department	Mon, 10/27/08 9:53 AM
 Find	33. Orange County Fire Authority	Mon, 10/27/08 8:57 AM
 Find	34. Payson Fire Department	Mon, 10/27/08 8:33 AM
 Find	35. Vancouver Fire Department	Mon, 10/27/08 8:22 AM
 Find	36. Kent	Mon, 10/27/08 7:58 AM
 Find	37. OFallon Fire Protection District	Mon, 10/27/08 6:40 AM
 Find	38. City of Largo Fire Rescue	Mon, 10/27/08 6:26 AM
 Find	39. Littleton Fire Rescue	Mon, 10/27/08 6:16 AM
 Find	40. Memphis Fire Department	Mon, 10/27/08 6:05 AM
 Find	41. Garden City Fire Dept	Mon, 10/27/08 5:48 AM
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 Find	44. Charlevoix Fire/EMS Department	Mon, 10/27/08 5:29 AM
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 Find	49. Cottleville Fire Protection District	Sun, 10/26/08 11:45 AM
 Find	50. Anne Arundel County Fire Department	Sun, 10/26/08 11:37 AM
 Find	51. Virginia Beach Fire Dept	Sun, 10/26/08 11:32 AM
 Find	52. Honolulu Fire Department	Sun, 10/26/08 9:00 AM
 Find	53. Millbrae	Sun, 10/26/08 8:49 AM
 Find	54. Charlotte Fire Department	Sun, 10/26/08 5:02 AM
 Find	55. Gainesville Fire Rescue	Sun, 10/26/08 4:54 AM
 Find	56. Mobile Fire-Rescue Departemnt	Sat, 10/25/08 7:21 PM
 Find	57. Wayne Township Fire Department	Sat, 10/25/08 7:14 PM
 Find	58. Philadelphia Fire Department	Sat, 10/25/08 12:24 PM
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 Find	61. morrisville fire department	Sat, 10/25/08 6:25 AM
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 Find	66. Loudoun County Department of Fire, Rescue, and Emergency Management	Sat, 10/25/08 2:14 AM
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 Find	83. Flower Mound Fire Department	Fri, 10/24/08 12:58 PM
 Find	84. Colleyville FD	Fri, 10/24/08 12:43 PM
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 Find	87. Frankfort Fire & EMS	Fri, 10/24/08 12:07 PM
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 Find	89. City of Grandview FD	Fri, 10/24/08 12:04 PM

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 Find	97. Flower Mound Fire Department	Fri, 10/24/08 11:20 AM
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 Find	112. West County EMS & Fire Prot. Dist.	Fri, 10/24/08 10:40 AM
 Find	113. Henrico County Division of Fire	Fri, 10/24/08 10:37 AM
 Find	114. South Metro Fire Rescue	Fri, 10/24/08 10:33 AM
 Find	115. West Allis Fire Department	Fri, 10/24/08 10:25 AM
 Find	116. Novato Fire District	Thu, 10/23/08 7:01 PM

250 responses per page 

Appendix C-2

Total number of personnel within department and agencies responding to the
electronic questionnaire-raw data






























Displaying 1 - 116 of 116 responses
































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






















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















Jump To: 1


Go >>

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250 responses per page 

Appendix C-3

Total number of chief officers within department and agencies responding to the
electronic questionnaire-raw data






























Displaying 1 - 116 of 116 responses
































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



















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 Find	65. 8	Sat, 10/25/08 3:48 AM
 Find	66. 20	Sat, 10/25/08 2:14 AM
 Find	67. 1	Fri, 10/24/08 7:59 PM
 Find	68. 6 (1 Chief, 2 AC's, 3 BC's)	Fri, 10/24/08 5:27 PM
 Find	69. 15	Fri, 10/24/08 5:10 PM
 Find	70. 7	Fri, 10/24/08 4:33 PM
 Find	71. 25	Fri, 10/24/08 3:13 PM
 Find	72. 4	Fri, 10/24/08 3:00 PM
 Find	73. 6 + fire chief	Fri, 10/24/08 2:47 PM
 Find	74. 10	Fri, 10/24/08 1:58 PM
 Find	75. 8	Fri, 10/24/08 1:55 PM
 Find	76. 3	Fri, 10/24/08 1:44 PM
 Find	77. 16	Fri, 10/24/08 1:41 PM
 Find	78. 3	Fri, 10/24/08 1:28 PM
 Find	79. 5	Fri, 10/24/08 1:21 PM
 Find	80. 50	Fri, 10/24/08 1:12 PM
 Find	81. 5	Fri, 10/24/08 1:07 PM
 Find	82. 9	Fri, 10/24/08 1:01 PM
 Find	83. 4	Fri, 10/24/08 12:58 PM
 Find	84. 3	Fri, 10/24/08 12:43 PM
 Find	85. 8	Fri, 10/24/08 12:39 PM
 Find	86. 7	Fri, 10/24/08 12:08 PM
 Find	87. 6	Fri, 10/24/08 12:07 PM
 Find	88. 7	Fri, 10/24/08 12:04 PM
 Find	89. 4	Fri, 10/24/08 12:04 PM
 Find	90. 11	Fri, 10/24/08 11:50 AM
 Find	91. 5	Fri, 10/24/08 11:48 AM

 Find	92. 9	Fri, 10/24/08 11:43 AM
 Find	93. 8	Fri, 10/24/08 11:38 AM
 Find	94. 4	Fri, 10/24/08 11:30 AM
 Find	95. 27	Fri, 10/24/08 11:27 AM
 Find	96. 7 (Chief, AC, Fire Marshal, and 4 Bat Chiefs)	Fri, 10/24/08 11:27 AM
 Find	97. 5	Fri, 10/24/08 11:20 AM
 Find	98. 10	Fri, 10/24/08 11:17 AM
 Find	99. 8	Fri, 10/24/08 11:12 AM
 Find	100. 11	Fri, 10/24/08 11:11 AM
 Find	101. 6	Fri, 10/24/08 11:06 AM
 Find	102. 14	Fri, 10/24/08 11:05 AM
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 Find	113. 16	Fri, 10/24/08 10:37 AM
 Find	114. 20	Fri, 10/24/08 10:33 AM
 Find	115. 7	Fri, 10/24/08 10:25 AM
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250 responses per page

Appendix C-4

Total number of company officers within department and agencies responding to the
electronic questionnaire-raw data






























Displaying 1 - 116 of 116 responses
































<< Prev
























Next >>












Jump To: 1

Go >>

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 Find	6. Eight	Mon, 11/3/08 6:08 AM
 Find	7. 18	Sun, 11/2/08 8:27 AM
 Find	8. 69	Fri, 10/31/08 8:45 PM
 Find	9. 6	Fri, 10/31/08 5:14 AM
 Find	10. 43	Thu, 10/30/08 5:03 PM
 Find	11. 16	Thu, 10/30/08 1:58 PM
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 Find	13. 110	Wed, 10/29/08 8:24 PM
 Find	14. 24	Wed, 10/29/08 5:44 AM
 Find	15. 36	Wed, 10/29/08 5:08 AM
 Find	16. 6	Tue, 10/28/08 4:12 PM
 Find	17. 190 (+/-)	Tue, 10/28/08 3:30 PM
 Find	18. 39	Tue, 10/28/08 2:20 PM
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 Find	21. 9	Tue, 10/28/08 5:34 AM
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 Find	23. 12	Tue, 10/28/08 4:24 AM
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 Find	25. 6	Mon, 10/27/08 4:22 PM
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 Find	30. 90	Mon, 10/27/08 10:43 AM
 Find	31. 14	Mon, 10/27/08 10:13 AM
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 Find	35. 38	Mon, 10/27/08 8:22 AM
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 Find	40. 360	Mon, 10/27/08 6:05 AM
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 Find	45. 36	Mon, 10/27/08 5:13 AM
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 Find	88. 12	Fri, 10/24/08 12:04 PM
 Find	89. 9	Fri, 10/24/08 12:04 PM
 Find	90. 42	Fri, 10/24/08 11:50 AM
 Find	91. 15	Fri, 10/24/08 11:48 AM





























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 Find	94.	6	Fri, 10/24/08 11:30 AM
 Find	95.	200	Fri, 10/24/08 11:27 AM
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





















250 responses per page





Appendix C-5




























Total population served by the departments and agencies responding to the
electronic questionnaire-raw data

Displaying 1 - 118 of 118 responses << Prev Next >> Jump To: 1 Go >>

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 Find	3. 14,000 perm. residents / about 30,000 per day pop.	Tue, 11/4/08 5:28 AM
 Find	4. 210,000	Mon, 11/3/08 10:39 AM
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250 responses per page

Appendix C-6

Department and agency raw data responses to electronic questionnaire question #1












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











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












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	Comment Text	Response Date
 Find	1. We post "career development" as continued education... we do not recognize "professional development"	Tue, 11/11/08 11:26 AM
 Find	2. Captains who would like to promote can apply for one of nine Administrative Captain positions as they become available. The position is typically held for two years and is referred to as a "career development" position. In the past, you could not promote to B/C unless you completed your Career Development. We are currently looking at alternative methods for obtaining carer dvlp. credit.	Wed, 11/5/08 10:30 AM
 Find	3. Career development - progress through training requirements of job: Professional Development: those things that expand skill sets beyond the minimum required tasks	Tue, 11/4/08 5:28 AM
 Find	4. I feel the two phrases go hand in hand. A Firefighter can choose a career path in the fire service. The professional development he or she attains through education, experience, and technical skills prepares them in advance to move towards that career goal that they have set. I think as Chief Officers we should encourage, motivate, coach, and lead every department member that we influence to set short and long term goals for thier fire service careers.	Mon, 11/3/08 10:39 AM
 Find	5. Career developmentis geared twords assumption of higher duties specific to this organization, Professional development is more discipline spificic, ie ACLS is PD Officer III is Career Development.	Mon, 11/3/08 6:54 AM
 Find	6. Career Development is the way that you develop all firefighters and includes training that is provided both interdepartmental and training classes offered outside of the the department. Professional Development is the development of officers or potential officers within a department. This is accomplished through advanced management and leadership training and educational opportunities.	Mon, 11/3/08 6:08 AM
 Find	7. Career development is targeted education in your choisen field were as professional development is education that can extend beyond your current field and is more dealing with employee relations.	Sun, 11/2/08 8:27 AM
 Find	8. Career development is what an indivisual studies to be successful in the testing arena. professional is what you learn from others in the same business	Fri, 10/31/08 8:45 PM
 Find	9. I beleive career developement is focused on a persons training/education within the relem of their current career track where as professional developement will entail other avenues that a person may be interested in but may not "directly" impact their career track in the fire service.	Fri, 10/31/08 5:14 AM
 Find	10. Career development is were you want to be. Professional delopment is the steps you take to get there	Thu, 10/30/08 5:03 PM
 Find	11. professional developement refers to guidance given to all members to	Thu, 10/30/08 1:58 PM













	better their careers in a broad sense where as career development looks at the individual and focuses on the individuals preparation for future promotional possibilities.	
 Find	12. For the most part, when personnel within our department speak of career development they are referring to developing themselves for upward mobility through completion of courses (some required through are career dev. program and some optional). During conversations regard professional development the more so are referencing those courses, associations and educational improvements that will help develop them as a leader in the department and service.	Thu, 10/30/08 9:21 AM
 Find	13. Professional development improves the ability to better perform and manage all issues faced administratively and on the field in all positions. Career development encompasses all professional development and preperation for upward mobility in the organization such as mentorship, education.	Wed, 10/29/08 8:24 PM
 Find	14. Career Development - internal to organization. Professional Development - external formal training or educationl.	Wed, 10/29/08 5:44 AM
 Find	15. No Difference	Wed, 10/29/08 5:08 AM
 Find	16. I believe that career development relates to the position, professional development relates more to the employee.	Tue, 10/28/08 4:12 PM
 Find	17. Career development involves long-term goals and aspirations. Professional development focues on various aspects of one's profession but not necessitating advancement.	Tue, 10/28/08 3:30 PM
 Find	18. Career development seems to be what an individual employee might do to develop him or herself in the fire service, while professional development would be what the department puts out as training in order to develop their employees to a current standard/certification.	Tue, 10/28/08 2:20 PM
 Find	19. Career development has been defined as obtaining either Master Firefighter I or Master Firefighter II. Professional Development seems to be defined as the training/certifications obtained during your career. Chief Greene has stated that it is important to prepare yourself for the position in terms of promotional testing.	Tue, 10/28/08 10:36 AM
 Find	20. Professional Development, in my opinion has more to do with formal, non-fire service type education	Tue, 10/28/08 7:06 AM
 Find	21. Career development is the ability to do the necessary work Professional development is the provision of encouragement and training and opportunities to become a leader in the department and the community.	Tue, 10/28/08 5:34 AM
 Find	22. Really, none. Chief is supportive if more professional development for senior officers. Including covering time and costs for the eFO program. The current union contract allows personnel to take 3 college classes to obtain their AS, BS or Masters in EMS, Fire Science, or Public Administration.	Tue, 10/28/08 5:31 AM
 Find	23. Career development is centered on meeting explicit requirements set forth in a position description for current and future posotions.	Tue, 10/28/08 4:24 AM









	Professional development focuses on broadening current areas of expertise.	
 Find	24. Career development prepares one for future positions while professional development develops or enhances someones current position - although they may go hand-in-hand.	Mon, 10/27/08 5:52 PM
 Find	25. If you want to reach a high level of Career Development you usually have to maintain this experience on your own, and in turn it will benefit the organization.	Mon, 10/27/08 4:22 PM
 Find	26. Career development is minimum development for advancement. Professional development is development that aids an individual to move from average to excellent in one's current position and is above the minimum qualifications needed to advance to the next position.	Mon, 10/27/08 1:36 PM
 Find	27. Career development is the series of progressional steps and preperations that one would go through for advancement. Professional development is the acquisition of skill sets and traits necessary for the position being sought.	Mon, 10/27/08 12:31 PM
 Find	28. Career - pointing people in a direction or career path Professional - giving them the knowledge, skills and ability	Mon, 10/27/08 11:55 AM
 Find	29. Career development relates to the indivdual while professional development relates to the whole	Mon, 10/27/08 11:31 AM
 Find	30. Career development refers to preparing yourself for the next rung on your departmental ladder, i.e. promotions. Professional development is training designed to help you better serve your customer base, period. Professional development is needed by everyone in an organization, even those who have no interest in promotions.	Mon, 10/27/08 10:43 AM
 Find	31. Career prepares you for where you want to be and professionsal gets you what you need now to do your job	Mon, 10/27/08 10:13 AM
 Find	32. Our department does not have a distinction.	Mon, 10/27/08 9:53 AM
 Find	33. We have not officially defined this. In my opinion, career development results in professional development. Opportunities you have in your career cause you to learn and develop professional skills that you can utilize in other career opportunities.	Mon, 10/27/08 8:57 AM
 Find	34. Career development would be the necessary internal steps required for promotion within the fire department or agency. Professional development is the optional steps a member may take to improve their knowledge base and education not paid or supported by the fire department.	Mon, 10/27/08 8:33 AM
 Find	35. We do very little of either, unfortunately.	Mon, 10/27/08 8:22 AM
 Find	36. career development encompasses learning to prepare you to be more effective in our vocation. Professional development is training personally tailored to meet your personal professional goals.	Mon, 10/27/08 7:58 AM
 Find	37. At the current time there is no difference and our department is lacking in any devlopment	Mon, 10/27/08 6:40 AM













 Find	38. Career Development differs in my opinion in that it is the effort to improve the knowledge, skills , and abilities of the personnel. It is the effort to prepare the future leaders of the department. Professional development is the development of the current officers and they efforts to grow their knowledge base to be better prepared to handle the ever changing world of the fire and EMS services.	Mon, 10/27/08 6:26 AM
 Find	39. Career Development encompasses Professional development. The Career path is a combination of formal (college level, State Fire Academy) and informal (certification classes) academic activities. Our organization embraces all levels of acadmeic study and on-the-job-training to prepare for promotion.	Mon, 10/27/08 6:16 AM
 Find	40. The focus for career developmentis is on those KSAs needed for current or progressive future positions while the focus of professional development is on management/leadership KSAs.	Mon, 10/27/08 6:05 AM
 Find	41. We have niether, we try on a case by case bases to develop oour people but as of right now no distinct programs.	Mon, 10/27/08 5:48 AM
 Find	42. Career Development-Charting a career path for the officer to follow in education and professional devepement topics. Professional Development--continuing education	Mon, 10/27/08 5:44 AM
 Find	43. Career is the skills/experience that are specific and applied to ones work. Professional is skills/experience that prepare for challenges of the future.	Mon, 10/27/08 5:40 AM
 Find	44. Initiative left up to individual person, but once interest is revealed, we pay for further college level education	Mon, 10/27/08 5:29 AM
 Find	45. there is no distinction within the organization. Only a handful of members could offer a definition at all.	Mon, 10/27/08 5:13 AM
 Find	46. same	Mon, 10/27/08 5:01 AM
 Find	47. Career development suggests preparing for future promotion, professional development suggests steps taken to excel at current position	Sun, 10/26/08 10:25 PM
 Find	48. Career development is identifying the courses, symposiums that would help you prepare for promotional opportunities. Professional development is classes and the assignment of a mentor that is specific to the position that you have been promoted to.	Sun, 10/26/08 8:47 PM
 Find	49. Career development prepares a path for an individual to move his/her career forward i.e. captain to battalion chief. Professional development is personal and relates more to a personal level of development within a position i.e. a captain taking strategies and tactics.	Sun, 10/26/08 11:45 AM
 Find	50. Career development is training that is provided by your department. Professional Development is training that you acquire on your own to make you more proficient and effective.	Sun, 10/26/08 11:37 AM
 Find	51. I view career development as more job specific to your position. Professional development is concentrated on development of the person which could be development not just for your position	Sun, 10/26/08 11:32 AM









 Find	52. CD - Training for other positions. PD - Non specific administrative, organizational, human behavioral training.	Sun, 10/26/08 9:00 AM
 Find	53. Career development and professional development are synonymous in our organization.	Sun, 10/26/08 8:49 AM
 Find	54. Career development is based upon requirements to take promotional tests. Professional development is left to the individual to map out.	Sun, 10/26/08 5:02 AM
 Find	55. I would define Career Development as developing skills that enhance your abilities for promotion for your career or long term goals. Professional Development is developing skills to retain or increase skills for your current position.	Sun, 10/26/08 4:54 AM
 Find	56. Career Development is learning how to be promotable, Professional Development is learning how to improve individual performance in current rank (more individualized)	Sat, 10/25/08 7:14 PM
 Find	57. Almost the same thing. Career covers your present assignment and future jobs. Professional development is related to your day to day activities.	Sat, 10/25/08 12:24 PM
 Find	58. both terms are interchangeable within our organization	Sat, 10/25/08 9:38 AM
 Find	59. Our organization supports professional development through college tuition assistance. There is not a formal career development plan. This was the topic of my ED paper, it was identified that most staff members had an unofficial mentor of some type.	Sat, 10/25/08 8:19 AM
 Find	60. career development is work related. professional development is personal development	Sat, 10/25/08 6:25 AM
 Find	61. Career Development deals with training and classes needed for promotion. Professional development is extra training, conferences etc that is attended to develop additional skills	Sat, 10/25/08 6:12 AM
 Find	62. Career development is for individuals to better position themselves for promotion opportunities. Professional development is any type of learning opportunity that enhances skills within your current position.	Sat, 10/25/08 6:10 AM
 Find	63. Career development was designed in collaboration with the Local to improve knowledge and education of employees thus allowing them to progress further through the rank structure of the department. Professional development is accomplished at the employees desire for improvement with no impact on the progression through the rank structure.	Sat, 10/25/08 4:51 AM
 Find	64. There is no difference in our department, at this time.	Sat, 10/25/08 3:48 AM
 Find	65. Within the organization, there is really no difference	Sat, 10/25/08 2:14 AM
 Find	66. Since we are a small department I believe that we have a better opportunity to experience career development. As for professional development there are only two individuals currently on staff that have a college degree, myself and one other Lt.	Fri, 10/24/08 7:59 PM
 Find	67. used the same although they aren't	Fri, 10/24/08 5:27 PM

 Find	68. It is the what and why...What we do is put out fires, help injured individuals etc. why we do it is to provide a competent, efficient, talented cast of individuals who understand the value we have in the community hand how to manage that value.	Fri, 10/24/08 5:10 PM
 Find	69. Career Development - the experiences, special trainings, seminars, and conferences that are attended that enhance the experience gained through proactive and value-added contributions to the organization's mission and program goals. Career development means quality time spent in various roles within the organization being challenged to operate outside of your comfort zone. Examples: training officer, fire prevention officer/employee, participating on and/or managing a special team, i.e. hazmat, tech rescue, or other non-emergency divisions; managing EMS operations, managing emergency preparedness, serving as fleet liaison, and/or serving the community in a capacity that enhances your perspective and view of the world. Career development means 15-year employee has 15 progressive years of service and not 1 year repeated 15 times. Professional Development - the academic and/or professional credentials we can acquire through community colleges, universities, or through a defined program of a recognized professional association, including academic certificates. Certainly, any post-high school degrees are considered professional development. Professional development includes the demonstrated aptitudes, skills, and abilities acquired through professional certifications such as CFOD, EFOP, CFPS, any of the fire code certifications. Professional development credentialing include distinguished accomplishments recognized by outside organizations and institutions.	Fri, 10/24/08 4:33 PM
 Find	70. Career Development is training and education towards the goals of the department through promotion and advancement. Professional Development is training and education towards your personal goals.	Fri, 10/24/08 3:14 PM
 Find	71. Career Development would refer to training and other means of improving your ability to function in your current capacity. Professional Development would refer to development that allow you to move to further in your organization or accept new responsibilities beyond your current duties.	Fri, 10/24/08 3:13 PM
 Find	72. Career development involves activities and experiences to make people upwardly mobile, while professional development gives additional tools to improve current job responsibility skills	Fri, 10/24/08 3:00 PM
 Find	73. One speaks to seeking promotion, the second speaks to improving a skill set.	Fri, 10/24/08 2:47 PM
 Find	74. Career development is moving along with certifications and training in your field. Professional development is bettering yourself through higher education, EFOP, and the Harvard Fellowship to move ahead in the the department to higher ranks.	Fri, 10/24/08 1:58 PM
 Find	75. Career development would be more organization driven (i.e. what path to take) vs. Professional Development would be driven by the individual.	Fri, 10/24/08 1:55 PM
 Find	76. All development is done on your own in my department. There is no	Fri, 10/24/08 1:44 PM

	training budget and no incentive to have degree's or certification beyond the basics. As an EFO year two I have had to financially support myself in the program and even take shifts without pay to go to the academy.	
 Find	77. I think career development would deal with preparing for promoting. Professional development to me would be learning for the purpose of being better in the position you already have.	Fri, 10/24/08 1:41 PM
 Find	78. Career development is mentoring an individual to prepare them for leadership. Professional development is continual training to maintain certification and profecencies.	Fri, 10/24/08 1:28 PM
 Find	79. Career Development is tangible, technical, educational path. Professional Development is the result of the previous, less tangible, more leadership.	Fri, 10/24/08 1:21 PM
 Find	80. Career development is attaining rank and position. Professional Development is attaining knowledge and abilities	Fri, 10/24/08 1:12 PM
 Find	81. I believe that professional development is preparing personnel for promotions (to be able to act out of rank or do the job in a promotional capacity). Career Development would be a more overall approach, almost like preparing your future leaders two or three promotions ahead of time.	Fri, 10/24/08 1:07 PM
 Find	82. Career development is used to help members know the needed steps they need to complete in order to be promoted. Professional development definition is not complete for DFD at this time.	Fri, 10/24/08 1:01 PM
 Find	83. We have transitioned to Professional Development by adding emphasis on formal education in business and management as well as career related fire courses.	Fri, 10/24/08 12:58 PM
 Find	84. Career Development relates more to the technical components and certifications needed for promotion and work improvement, Professional Development centers more on the acquisition of the skills and abilities necessary to lead and direct members of any organization.	Fri, 10/24/08 12:43 PM
 Find	85. Progressing through a career via various methods versus a proactive preparation both on the part of the individual and the organization to be ready for the future opportunities.	Fri, 10/24/08 12:39 PM
 Find	86. Career development is training based - i.e. based in today reality , not much abstract thinking. Professional development is more educationally based and involves abstrast thinking.	Fri, 10/24/08 12:08 PM
 Find	87. The two terms may be interchangeable. However, further distinction can be identified. The term "Professional" implies advanced education, licensing, and referenced standards of care. This suggests uniform credentials gained through a plan or regulation. "Career" development could mean anything, e.g., special training, education, and it also would need a plan. The terms as they are perceived in my department are not entirely clear. However, many personnel do consider themselves professional. The development part of the term involves self initiative, and self-discipline. There is no successfully instituted department pplan.	Fri, 10/24/08 12:07 PM
 Find	88. Career Development - a process for advancement within the	Fri, 10/24/08 12:04 PM

	organization (career ladder) Professional Development - a process for advancement within the fire service	
 Find	89. Career development is related to specific steps such as Fire Officer Cert, EFO, etc. Professional development is a combination of experience, training, general learning, etc which makes us well rounded for this industry and others as well.	Fri, 10/24/08 12:04 PM
 Find	90. Career - What the Dept. Provides Professional - What you get on your own	Fri, 10/24/08 11:50 AM
 Find	91. In our department culture most personnel consider career development as something that the department offers within its organization as compared to professional development which is something that an individual finds "on the other side of the fence!"	Fri, 10/24/08 11:48 AM
 Find	92. Career development means strengthening the skills of the employee. Professional development means strengthening the position who ever is in the drivers seat.	Fri, 10/24/08 11:43 AM
 Find	93. We have a career development plan that assist with the educational expectations to be an officer. This is what we call our career development plan. Our professional plan entails working with the current officers and non-officers that are aspiring to promote by allowing them to shadow current positions within the department. The battalion chief level shadows my position as Deputy Chief. invite the BC's to meetings they normally would not attend and involve them in the everyday activities of my position.	Fri, 10/24/08 11:38 AM
 Find	94. Professional Development is a combination of obtaining education, obtaining overall knowledge, and developing strengths in a variety of ways which can make you better at your current job. For a company officer in our organization, it could mean attending company officer development courses, obtaining additional certifications, and interacting with peers in various professional organizations to further knowledge of your job. Career Development is also that, but may include obtaining the required certificates or degrees necessary so you can potentially be a candidate for a position in the next level in your organization. It would also include learning how to handle the responsibilities of those above you in the organization. In our department, it would mean asking for and/or accepting additional responsibilities for projects that are usually handled by the officer above you in rank. It could also mean helping a Division Chief with the projects he is assigned. In addition, it would mean grooming yourself in the form of displaying positive behavior and actions regarding interpersonal relationships, mentoring, etc., to prepare yourself for a higher position.	Fri, 10/24/08 11:30 AM
 Find	95. career development is mostly informal within the organization. There is a company officer class offered once per year within the department. There is normally a one week company officer class for newly promoted lieutenants. Professional development here would apply to anything done outside of the department.	Fri, 10/24/08 11:27 AM
 Find	96. Career development prepares a member for the next level in the	Fri, 10/24/08 11:27 AM

	organization, where professional development is for the position they are currently in.	
 Find	97. I would say that professional development is the larger, higher view and would include career development. As an example, career development might be courses that apply specifically to your position and career ladder while professional development would include broader topics such as leadership.	Fri, 10/24/08 11:20 AM
 Find	98. Career officer training Professional leadership training	Fri, 10/24/08 11:17 AM
 Find	99. Neither exist	Fri, 10/24/08 11:12 AM
 Find	100. In our organization there is neither. Typically a firefighter that wants to prepare themselves to improve professionally will begin taking classes on their own and work with an officer that will take the time to teach and pass on information. We have no requirements to challenge the promotional testing other than being on 5 years.	Fri, 10/24/08 11:11 AM
 Find	101. Career Development is unique in the sense that it establishes a pathway for a person to climb the ladder successfully. Professional Development, on the other hand, is for all personnel as a person may not wish to promote to higher positions but needs to maintain and improve their personal knowledge, skills and abilities.	Fri, 10/24/08 11:06 AM
 Find	102. Career development is preparing (education/training) for the next higher level of rank. Professional development includes obtaining various executive experiences to prepare for the next higher rank/position.	Fri, 10/24/08 11:05 AM
 Find	103. Career development is used as a position description in our department that company officers will hold for 2 years. They oversee projects and are assigned to administrative duties for a two year period. Professional development would be more educational and would be considered classes, networking, workshops, etc. that develop the chief or company officer at skills.	Fri, 10/24/08 11:04 AM
 Find	104. Career is what they are striving to reach pre-set goals lets say for a promotion, professional development is obtaining not only those goals but reaching further in career development to be a pick for possible management succession	Fri, 10/24/08 10:58 AM
 Find	105. Career: Developing skills to enhance your abilities at work. Professional: Developing skills to make yourself more marketable and interested in your job	Fri, 10/24/08 10:54 AM
 Find	106. Career development is preparation for a job or position. Career development is the process of keeping current of industry issues and developments.	Fri, 10/24/08 10:53 AM
 Find	107. Professional development at KCFD is limited to teach people to do their current job. Career development is done very informally and is usually self initiated	Fri, 10/24/08 10:51 AM
 Find	108. Career and professional development have elements common to each. Regardless of the application career or volunteer the "career" of fire fighting requires continued professional development. At the foundation of	Fri, 10/24/08 10:49 AM

	any industry or business a career or calling or hobby requires one to professionally develop their knowledge, skills and abilities.	
 Find	109. Used without distiction.	Fri, 10/24/08 10:47 AM
 Find	110. Career development is utilized to attain an appointed position, professional developepment is utilized to attain a tested position.	Fri, 10/24/08 10:42 AM
 Find	111. Career development is a path or skills required to advance within the department. Professional development is anything that will enhance your ability to perform as an employee.	Fri, 10/24/08 10:41 AM
 Find	112. These are interchangeable.	Fri, 10/24/08 10:40 AM
 Find	113. We have a career development program specifically designed to allow step advancement for firefighters through five ranks of firefighter. This is an alternative to becoming an officer. Professional development relates more to officer education and advancement	Fri, 10/24/08 10:37 AM
 Find	114. Career development prepares personnel for advancement within a division of the department. Professional development prepares personnel for advancement within any organization	Fri, 10/24/08 10:33 AM
 Find	115. Career development is an individual accomplishment while professional development is for all.	Fri, 10/24/08 10:25 AM
		250 responses per page 

Appendix C-7

Department and agency raw data responses to electronic questionnaire question #3






























Displaying 1 - 106 of 106 responses


























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















Next >>

















Jump To: 1

Go >>

	Comment Text	Response Date
 Find	1. Staffing	Tue, 11/11/08 11:26 AM
 Find	2. Professional Development Plan for all employees	Wed, 11/5/08 10:30 AM
 Find	3. continuity of organization core values	Tue, 11/4/08 5:28 AM
 Find	4. Education	Mon, 11/3/08 10:39 AM
 Find	5. Job escription	Mon, 11/3/08 6:54 AM
 Find	6. Identification of future leaders	Mon, 11/3/08 6:08 AM
 Find	7. educational goals	Sun, 11/2/08 8:27 AM
 Find	8. Who should participate	Fri, 10/31/08 8:45 PM
 Find	9. Position requirements	Fri, 10/31/08 5:14 AM
 Find	10. Education	Thu, 10/30/08 5:03 PM
 Find	11. recruiting	Thu, 10/30/08 1:58 PM
 Find	12. career development	Wed, 10/29/08 8:24 PM
 Find	13. Management Buy In	Wed, 10/29/08 5:44 AM
 Find	14. No opinion	Wed, 10/29/08 5:08 AM
 Find	15. Characteristics/traits of our leaders	Tue, 10/28/08 4:12 PM
 Find	16. Choosing a successor	Tue, 10/28/08 3:30 PM
 Find	17. Promote successful job performance	Tue, 10/28/08 2:20 PM
 Find	18. Long Range Planning	Tue, 10/28/08 10:36 AM
 Find	19. Formal education	Tue, 10/28/08 7:06 AM
 Find	20. job description	Tue, 10/28/08 5:34 AM
 Find	21. Preparation for firefighters to company officers.	Tue, 10/28/08 5:31 AM
 Find	22. Identifying target individuals	Tue, 10/28/08 4:24 AM
 Find	23. Current Status of Organization / Personnel	Mon, 10/27/08 5:52 PM
 Find	24. Training	Mon, 10/27/08 4:22 PM
 Find	25. Minimum qualifications for each rank	Mon, 10/27/08 1:36 PM
 Find	26. educational requirements.	Mon, 10/27/08 12:31 PM
 Find	27. officer development	Mon, 10/27/08 11:55 AM
 Find	28. Education	Mon, 10/27/08 11:31 AM
 Find	29. Specific job requirements.	Mon, 10/27/08 10:43 AM

 Find	30. Identify what is required	Mon, 10/27/08 10:13 AM
 Find	31. Educational requirements clearly outlined	Mon, 10/27/08 9:53 AM
 Find	32. First, recognize that you need to do it	Mon, 10/27/08 8:57 AM
 Find	33. Essential positions are identified	Mon, 10/27/08 8:33 AM
 Find	34. Consistent	Mon, 10/27/08 8:22 AM
 Find	35. Expectations	Mon, 10/27/08 7:58 AM
 Find	36. Education	Mon, 10/27/08 6:40 AM
 Find	37. Education	Mon, 10/27/08 6:26 AM
 Find	38. Adoption and adherence to a standard(s)	Mon, 10/27/08 6:16 AM
 Find	39. Orgination chart	Mon, 10/27/08 5:48 AM
 Find	40. growth	Mon, 10/27/08 5:48 AM
 Find	41. Education	Mon, 10/27/08 5:44 AM
 Find	42. Clear Objectives	Mon, 10/27/08 5:40 AM
 Find	43. clarity	Mon, 10/27/08 5:13 AM
 Find	44. things that you need	Mon, 10/27/08 5:01 AM
 Find	45. Identify key personnel that are interested	Sun, 10/26/08 10:25 PM
 Find	46. Clearly defined requirements for promotion	Sun, 10/26/08 11:45 AM
 Find	47. planning for retirements	Sun, 10/26/08 11:37 AM
 Find	48. leadership	Sun, 10/26/08 11:32 AM
 Find	49. Evaluation of the departments future needs	Sun, 10/26/08 8:49 AM
 Find	50. Clear and concise requirements	Sun, 10/26/08 5:02 AM
 Find	51. Career Development	Sat, 10/25/08 7:14 PM
 Find	52. Exposure to different assignments	Sat, 10/25/08 12:24 PM
 Find	53. cont. education	Sat, 10/25/08 9:38 AM
 Find	54. Clear Vision	Sat, 10/25/08 8:19 AM
 Find	55. training	Sat, 10/25/08 6:25 AM
 Find	56. Future vision of the plan	Sat, 10/25/08 6:12 AM
 Find	57. Identify when organizational positons will have vacancies	Sat, 10/25/08 6:10 AM
 Find	58. Experience on the job	Sat, 10/25/08 4:51 AM
 Find	59. Identifying roles and responsibilities for each rank.	Sat, 10/25/08 3:48 AM
 Find	60. Goals	Sat, 10/25/08 2:14 AM

 Find	61. Competent training	Fri, 10/24/08 7:59 PM
 Find	62. having a formalized process	Fri, 10/24/08 5:27 PM
 Find	63. understanding that the job is not just badge it is a commitment	Fri, 10/24/08 5:10 PM
 Find	64. Identifying what service areas require succession planning.	Fri, 10/24/08 4:33 PM
 Find	65. Analysis of the current job description and duties of each position.	Fri, 10/24/08 3:14 PM
 Find	66. Identify the need	Fri, 10/24/08 3:13 PM
 Find	67. Mentoring/Shadowing	Fri, 10/24/08 3:00 PM
 Find	68. It is written	Fri, 10/24/08 2:47 PM
 Find	69. Mentoring perspective leaders	Fri, 10/24/08 1:58 PM
 Find	70. Expectations/Career Development Guide	Fri, 10/24/08 1:55 PM
 Find	71. Process	Fri, 10/24/08 1:44 PM
 Find	72. workable plan	Fri, 10/24/08 1:41 PM
 Find	73. selection	Fri, 10/24/08 1:28 PM
 Find	74. Job Requirements	Fri, 10/24/08 1:21 PM
 Find	75. Forecasting	Fri, 10/24/08 1:12 PM
 Find	76. Preparing individuals for future tasks	Fri, 10/24/08 1:07 PM
 Find	77. Education	Fri, 10/24/08 1:01 PM
 Find	78. Interpersonal Dynamics	Fri, 10/24/08 12:58 PM
 Find	79. Clear Goals	Fri, 10/24/08 12:43 PM
 Find	80. multi-rank education	Fri, 10/24/08 12:39 PM
 Find	81. ID leaders moving on within the next 3 - 5 years	Fri, 10/24/08 12:08 PM
 Find	82. establish criteria for positions	Fri, 10/24/08 12:07 PM
 Find	83. Career Development Plan	Fri, 10/24/08 12:04 PM
 Find	84. Identify need	Fri, 10/24/08 11:50 AM
 Find	85. Keep track of potential upcoming retirement dates	Fri, 10/24/08 11:43 AM
 Find	86. Promoting the concept	Fri, 10/24/08 11:38 AM
 Find	87. Administrative knowledge of the concept	Fri, 10/24/08 11:30 AM
 Find	88. On the Job Training	Fri, 10/24/08 11:27 AM
 Find	89. An articulated goal statement for succession planning.	Fri, 10/24/08 11:20 AM
 Find	90. evaluating the organization	Fri, 10/24/08 11:17 AM
 Find	91. Fire chief not interested	Fri, 10/24/08 11:12 AM

 Find	92. Requirments educationally to prepare the personnel	Fri, 10/24/08 11:11 AM
 Find	93. Required qualifications and certifications	Fri, 10/24/08 11:06 AM
 Find	94. Experience	Fri, 10/24/08 11:05 AM
 Find	95. Identification of minimum qualifications for positions	Fri, 10/24/08 11:04 AM
 Find	96. mentoring	Fri, 10/24/08 10:58 AM
 Find	97. identify the need	Fri, 10/24/08 10:54 AM
 Find	98. Education.	Fri, 10/24/08 10:53 AM
 Find	99. line of authority	Fri, 10/24/08 10:51 AM
 Find	100. Career parth outlining career development opportunities	Fri, 10/24/08 10:49 AM
 Find	101. Identify At Risk Positions	Fri, 10/24/08 10:47 AM
 Find	102. having several individuals with equal or higher education than the sitting Chief	Fri, 10/24/08 10:42 AM
 Find	103. Education	Fri, 10/24/08 10:41 AM
 Find	104. defining expectation	Fri, 10/24/08 10:40 AM
 Find	105. A formalized mentoring program (in the works)	Fri, 10/24/08 10:37 AM
 Find	106. Job enhancement	Fri, 10/24/08 10:33 AM
		250 responses per page 














Displaying 1 - 105 of 105 responses
































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













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







Jump To: 1

Go >>

	Comment Text	Response Date
 Find	1. Training	Tue, 11/11/08 11:26 AM
 Find	2. Career Development Tracks	Wed, 11/5/08 10:30 AM
 Find	3. education / professional development	Tue, 11/4/08 5:28 AM
 Find	4. Training	Mon, 11/3/08 10:39 AM
 Find	5. Position Expectation from above & below	Mon, 11/3/08 6:54 AM
 Find	6. Willingness of members to develop for future leadership roles	Mon, 11/3/08 6:08 AM
 Find	7. promotional process and its rank steps	Sun, 11/2/08 8:27 AM
 Find	8. what the program can offer	Fri, 10/31/08 8:45 PM
 Find	9. Fully describing the "pool" the replacements will be chosen from	Fri, 10/31/08 5:14 AM
 Find	10. Community Involvement	Thu, 10/30/08 5:03 PM
 Find	11. mentoring	Thu, 10/30/08 1:58 PM
 Find	12. professional development	Wed, 10/29/08 8:24 PM
 Find	13. Demographic Analysis of Needs	Wed, 10/29/08 5:44 AM
 Find	14. Training for the next step	Tue, 10/28/08 4:12 PM
 Find	15. Training a successor	Tue, 10/28/08 3:30 PM
 Find	16. Maintain effective operation of City-wide or departmental programs	Tue, 10/28/08 2:20 PM
 Find	17. Community Risk Reduction	Tue, 10/28/08 10:36 AM
 Find	18. Certifications and Qualifications	Tue, 10/28/08 7:06 AM
 Find	19. inclusion on current events	Tue, 10/28/08 5:34 AM
 Find	20. Company officer development and continuing education	Tue, 10/28/08 5:31 AM
 Find	21. Establishing clear progression pathways	Tue, 10/28/08 4:24 AM
 Find	22. Future Status of Organization / Personnel	Mon, 10/27/08 5:52 PM
 Find	23. Experience	Mon, 10/27/08 4:22 PM
 Find	24. Effective promotional system	Mon, 10/27/08 1:36 PM
 Find	25. "experience" requirements.	Mon, 10/27/08 12:31 PM
 Find	26. professional development	Mon, 10/27/08 11:55 AM
 Find	27. Written Policies	Mon, 10/27/08 11:31 AM
 Find	28. The opportunity to attend training in order to meet the specific job requirements.	Mon, 10/27/08 10:43 AM

 Find	29. Who can do the job?	Mon, 10/27/08 10:13 AM
 Find	30. Leadership supportive of outside educational opportunities	Mon, 10/27/08 9:53 AM
 Find	31. Identify priority areas	Mon, 10/27/08 8:57 AM
 Find	32. Current members in identified positions	Mon, 10/27/08 8:33 AM
 Find	33. Fair	Mon, 10/27/08 8:22 AM
 Find	34. Goals	Mon, 10/27/08 7:58 AM
 Find	35. Training	Mon, 10/27/08 6:40 AM
 Find	36. Experience	Mon, 10/27/08 6:26 AM
 Find	37. Clear, outlined pathway to succession	Mon, 10/27/08 6:16 AM
 Find	38. promotional procedures	Mon, 10/27/08 5:48 AM
 Find	39. structured	Mon, 10/27/08 5:48 AM
 Find	40. Preparation	Mon, 10/27/08 5:44 AM
 Find	41. Reasonable/achievable goals	Mon, 10/27/08 5:40 AM
 Find	42. measurable	Mon, 10/27/08 5:13 AM
 Find	43. ID who can provide	Mon, 10/27/08 5:01 AM
 Find	44. Begin OJT with them for the position	Sun, 10/26/08 10:25 PM
 Find	45. Mentorship program	Sun, 10/26/08 11:45 AM
 Find	46. planning for future expansion (new shifts/stations)	Sun, 10/26/08 11:37 AM
 Find	47. position development	Sun, 10/26/08 11:32 AM
 Find	48. Evaluation of personnel in relationship to future needs of the department.	Sun, 10/26/08 8:49 AM
 Find	49. Open to all	Sun, 10/26/08 5:02 AM
 Find	50. Planning	Sat, 10/25/08 7:14 PM
 Find	51. Experience	Sat, 10/25/08 12:24 PM
 Find	52. cont. training	Sat, 10/25/08 9:38 AM
 Find	53. Sequential steps to obtain completion	Sat, 10/25/08 8:19 AM
 Find	54. experience	Sat, 10/25/08 6:25 AM
 Find	55. Develop strategies to reach the plan	Sat, 10/25/08 6:12 AM
 Find	56. Identify key prerequisites for potential replacements	Sat, 10/25/08 6:10 AM
 Find	57. Best qualified for the position	Sat, 10/25/08 4:51 AM
 Find	58. Identifying gaps between each rank.	Sat, 10/25/08 3:48 AM
 Find	59. Timelines	Sat, 10/25/08 2:14 AM

 Find	60. Qualified individuals	Fri, 10/24/08 7:59 PM
 Find	61. determine needs	Fri, 10/24/08 5:27 PM
 Find	62. taking every opportunity as if it was a test of your ability	Fri, 10/24/08 5:10 PM
 Find	63. Establishing the needs of the organization from both a career and professional development perspective.	Fri, 10/24/08 4:33 PM
 Find	64. Projected revisions of job description and duties of each position.	Fri, 10/24/08 3:14 PM
 Find	65. Develop a plan	Fri, 10/24/08 3:13 PM
 Find	66. Training	Fri, 10/24/08 3:00 PM
 Find	67. It is not limited to specific persons	Fri, 10/24/08 2:47 PM
 Find	68. Promoting higher education to all officers	Fri, 10/24/08 1:58 PM
 Find	69. Testing Requirements by Position	Fri, 10/24/08 1:55 PM
 Find	70. Education	Fri, 10/24/08 1:44 PM
 Find	71. communication	Fri, 10/24/08 1:41 PM
 Find	72. followership	Fri, 10/24/08 1:28 PM
 Find	73. Clear path on how to get there	Fri, 10/24/08 1:21 PM
 Find	74. professional development	Fri, 10/24/08 1:12 PM
 Find	75. Preparing individuals for management roles	Fri, 10/24/08 1:07 PM
 Find	76. Experience	Fri, 10/24/08 1:01 PM
 Find	77. KSA's	Fri, 10/24/08 12:58 PM
 Find	78. Distinct Requirements	Fri, 10/24/08 12:43 PM
 Find	79. support of higher education	Fri, 10/24/08 12:39 PM
 Find	80. ID those likly to succed them (gene pool - hard but not impossible in Union environment, which we are)	Fri, 10/24/08 12:08 PM
 Find	81. establish critieria for participants	Fri, 10/24/08 12:07 PM
 Find	82. Career Ladder (tells us how to go from FF to Fire Chief)	Fri, 10/24/08 12:04 PM
 Find	83. Identify how program will be used	Fri, 10/24/08 11:50 AM
 Find	84. Proactively train multiple replacements through job sharing	Fri, 10/24/08 11:43 AM
 Find	85. Determine which skills are needed in your current role.	Fri, 10/24/08 11:38 AM
 Find	86. Buy in from most members of the organization	Fri, 10/24/08 11:30 AM
 Find	87. Specific training	Fri, 10/24/08 11:27 AM
 Find	88. Targeted objectives to achieve the goal in "a".	Fri, 10/24/08 11:20 AM
 Find	89. skills and knowledge of the personnel	Fri, 10/24/08 11:17 AM

 Find	90. Union opposed to it	Fri, 10/24/08 11:12 AM
 Find	91. Experience requirements on the positions in the department	Fri, 10/24/08 11:11 AM
 Find	92. Desired qualifications and certifications	Fri, 10/24/08 11:06 AM
 Find	93. Formal college education	Fri, 10/24/08 11:05 AM
 Find	94. Identification of educational tracks to meet those mq's	Fri, 10/24/08 11:04 AM
 Find	95. setting goals or standards	Fri, 10/24/08 10:58 AM
 Find	96. work with stakeholders	Fri, 10/24/08 10:54 AM
 Find	97. Industry issues.	Fri, 10/24/08 10:53 AM
 Find	98. legitimate authority	Fri, 10/24/08 10:51 AM
 Find	99. Demonstration of the need for a concise written succession plan	Fri, 10/24/08 10:49 AM
 Find	100. Recruitment - Selection - Placement	Fri, 10/24/08 10:47 AM
 Find	101. having several individuals with equal or higher certifications than the sitting Chief	Fri, 10/24/08 10:42 AM
 Find	102. Experience	Fri, 10/24/08 10:41 AM
 Find	103. defines progression/steps for advancement	Fri, 10/24/08 10:40 AM
 Find	104. Officer continuing education program	Fri, 10/24/08 10:37 AM
 Find	105. Job rotation	Fri, 10/24/08 10:33 AM
250 responses per page 		

























Displaying 1 - 101 of 101 responses































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





















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Jump To: 1

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	Comment Text	Response Date
 Find	1. Education	Tue, 11/11/08 11:26 AM
 Find	2. Exposure to various divisions within the Department	Wed, 11/5/08 10:30 AM
 Find	3. qualifications / certifications	Tue, 11/4/08 5:28 AM
 Find	4. Experience	Mon, 11/3/08 10:39 AM
 Find	5. Documentation of functions, so much is kept in the mind of the incumbent.	Mon, 11/3/08 6:54 AM
 Find	6. Education and training in appropriate steps along the promotional ladder	Mon, 11/3/08 6:08 AM
 Find	7. experience but not always tied to years of service	Sun, 11/2/08 8:27 AM
 Find	8. what the expectations will be	Fri, 10/31/08 8:45 PM
 Find	9. If internal, educate & train potential replacements	Fri, 10/31/08 5:14 AM
 Find	10. Mentoring	Thu, 10/30/08 5:03 PM
 Find	11. career development suport	Thu, 10/30/08 1:58 PM
 Find	12. a written succession plan	Wed, 10/29/08 8:24 PM
 Find	13. Mentoring	Wed, 10/29/08 5:44 AM
 Find	14. Clear path for success	Tue, 10/28/08 4:12 PM
 Find	15. Determine Time-table for transition	Tue, 10/28/08 3:30 PM
 Find	16. Improve job performance	Tue, 10/28/08 2:20 PM
 Find	17. Job Shadowing	Tue, 10/28/08 10:36 AM
 Find	18. In service training	Tue, 10/28/08 7:06 AM
 Find	19. briefings with staff	Tue, 10/28/08 5:34 AM
 Find	20. Company officer development becoming more professional development	Tue, 10/28/08 5:31 AM
 Find	21. Promotion boards/interview panels	Tue, 10/28/08 4:24 AM
 Find	22. Financial Situation	Mon, 10/27/08 5:52 PM
 Find	23. Policy and Procedure Knowledge	Mon, 10/27/08 4:22 PM
 Find	24. Career development opportunities	Mon, 10/27/08 1:36 PM
 Find	25. identification of potential candidates.	Mon, 10/27/08 12:31 PM
 Find	26. mission and vison clearly outlined	Mon, 10/27/08 11:55 AM
 Find	27. Implementation	Mon, 10/27/08 11:31 AM
 Find	28. Extra credit on promotional exams for specialized training.	Mon, 10/27/08 10:43 AM

 Find	29. What are the characteristics of the person needed?	Mon, 10/27/08 10:13 AM
 Find	30. Funding for personnel to attend conferences and courses	Mon, 10/27/08 9:53 AM
 Find	31. Develop a plan for providing it	Mon, 10/27/08 8:57 AM
 Find	32. Members next in line learning identified positions	Mon, 10/27/08 8:33 AM
 Find	33. Anticipates future growth	Mon, 10/27/08 8:22 AM
 Find	34. Mentoring	Mon, 10/27/08 7:58 AM
 Find	35. Mentoring	Mon, 10/27/08 6:40 AM
 Find	36. Desire	Mon, 10/27/08 6:26 AM
 Find	37. Sucession plan also includes the departments "business" plan	Mon, 10/27/08 6:16 AM
 Find	38. officer development	Mon, 10/27/08 5:48 AM
 Find	39. oportunity	Mon, 10/27/08 5:48 AM
 Find	40. Organization	Mon, 10/27/08 5:44 AM
 Find	41. Organizational support from top to bottom	Mon, 10/27/08 5:40 AM
 Find	42. fairness	Mon, 10/27/08 5:13 AM
 Find	43. short term goals	Mon, 10/27/08 5:01 AM
 Find	44. Mentoring/coaching component	Sun, 10/26/08 10:25 PM
 Find	45. Higher education	Sun, 10/26/08 11:45 AM
 Find	46. planning to fill vacancies from untimely injury/deaths	Sun, 10/26/08 11:37 AM
 Find	47. mentoring	Sun, 10/26/08 11:32 AM
 Find	48. Outline the requirements and skills necessary for personnel to be considered to fill vital roles within the organization.	Sun, 10/26/08 8:49 AM
 Find	49. Responsive to changing needs	Sun, 10/26/08 5:02 AM
 Find	50. Mentoring	Sat, 10/25/08 7:14 PM
 Find	51. Training	Sat, 10/25/08 12:24 PM
 Find	52. ksa's	Sat, 10/25/08 9:38 AM
 Find	53. Comminucated to the entire organization	Sat, 10/25/08 8:19 AM
 Find	54. career ladder	Sat, 10/25/08 6:25 AM
 Find	55. Identify individuals with natural of potential KSA's	Sat, 10/25/08 6:12 AM
 Find	56. Identify path to achieve prerequisites	Sat, 10/25/08 6:10 AM
 Find	57. Educational background comensurate to the position	Sat, 10/25/08 4:51 AM
 Find	58. Determining the education and training needed to close the gaps.	Sat, 10/25/08 3:48 AM

 Find	59. Planning	Sat, 10/25/08 2:14 AM
 Find	60. Incentives for advancement	Fri, 10/24/08 7:59 PM
 Find	61. determine talent	Fri, 10/24/08 5:27 PM
 Find	62. committing to fromal levels of education, ie:bachelors and masters degrees	Fri, 10/24/08 5:10 PM
 Find	63. Identifying who in the organization meets this criteria.	Fri, 10/24/08 4:33 PM
 Find	64. Analysis and time frame of retirement or advancement of each position.	Fri, 10/24/08 3:14 PM
 Find	65. Manage the plan	Fri, 10/24/08 3:13 PM
 Find	66. Motivation	Fri, 10/24/08 3:00 PM
 Find	67. It is objective	Fri, 10/24/08 2:47 PM
 Find	68. Making it a requirement for Assistant, Deputy and Chiefs of departments to have finished the EFOP	Fri, 10/24/08 1:58 PM
 Find	69. Training Plan/taskbooks by position	Fri, 10/24/08 1:55 PM
 Find	70. Political correctness	Fri, 10/24/08 1:44 PM
 Find	71. willingness of both sides to cooperate	Fri, 10/24/08 1:41 PM
 Find	72. leadership	Fri, 10/24/08 1:28 PM
 Find	73. Administrative staff has a clear direction	Fri, 10/24/08 1:21 PM
 Find	74. Not letting people act out of rank unless they are actually promotable	Fri, 10/24/08 1:07 PM
 Find	75. Training	Fri, 10/24/08 1:01 PM
 Find	76. Mentoring	Fri, 10/24/08 12:58 PM
 Find	77. Availability of Mentors	Fri, 10/24/08 12:43 PM
 Find	78. clear expectations	Fri, 10/24/08 12:39 PM
 Find	79. Review key expectations of the position(s)	Fri, 10/24/08 12:08 PM
 Find	80. establish a planning cycle	Fri, 10/24/08 12:07 PM
 Find	81. Methods to gain outside experience to reduce "inbreeding"	Fri, 10/24/08 12:04 PM
 Find	82. Identify components of program	Fri, 10/24/08 11:50 AM
 Find	83. perform a job task analysis and determine if there is more than one person who can do each and every task.	Fri, 10/24/08 11:43 AM
 Find	84. Let the successor know he or she has been identified for the management track.	Fri, 10/24/08 11:38 AM
 Find	85. Specific targets of responsibility for each level of officer	Fri, 10/24/08 11:30 AM
 Find	86. Education	Fri, 10/24/08 11:27 AM
 Find	87. A strategy to identify specific skill sets and attributes for all positions in	Fri, 10/24/08 11:20 AM

	the organization.	
 Find	88. Culture of the organazation	Fri, 10/24/08 11:17 AM
 Find	89. Fear of an unknown process	Fri, 10/24/08 11:12 AM
 Find	90. Mentoring with different parts of the organization	Fri, 10/24/08 11:11 AM
 Find	91. Clear promotional guidelines	Fri, 10/24/08 11:06 AM
 Find	92. Technical Training	Fri, 10/24/08 11:05 AM
 Find	93. Identification of personnel who would like to promote or enhance their abilities	Fri, 10/24/08 11:04 AM
 Find	94. having an established plan	Fri, 10/24/08 10:58 AM
 Find	95. develop a plan	Fri, 10/24/08 10:54 AM
 Find	96. Human resource management.	Fri, 10/24/08 10:53 AM
 Find	97. Training & Development	Fri, 10/24/08 10:47 AM
 Find	98. having several individuals with equal or higher professional relationships than the sitting Chief	Fri, 10/24/08 10:42 AM
 Find	99. Job shadowing	Fri, 10/24/08 10:41 AM
 Find	100. Training programs to prepare people for the next rank	Fri, 10/24/08 10:37 AM
 Find	101. Skills enrichment	Fri, 10/24/08 10:33 AM
		250 responses per page 





























Displaying 1 - 92 of 92 responses




















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

























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	Comment Text	Response Date
 Find	1. Equipment	Tue, 11/11/08 11:26 AM
 Find	2. Education	Wed, 11/5/08 10:30 AM
 Find	3. Self-development	Mon, 11/3/08 10:39 AM
 Find	4. Systemwide understanding of the plan	Mon, 11/3/08 6:54 AM
 Find	5. appropriate testing for promotional levels	Mon, 11/3/08 6:08 AM
 Find	6. service history	Sun, 11/2/08 8:27 AM
 Find	7. How long will the program last	Fri, 10/31/08 8:45 PM
 Find	8. Mentor the replacement pool and have them shadow current leaders	Fri, 10/31/08 5:14 AM
 Find	9. Professional development	Thu, 10/30/08 5:03 PM
 Find	10. coaching	Thu, 10/30/08 1:58 PM
 Find	11. cross training at all levels, focus on leadership levels	Wed, 10/29/08 8:24 PM
 Find	12. Strategic Planning	Wed, 10/29/08 5:44 AM
 Find	13. Identifying a need	Tue, 10/28/08 4:12 PM
 Find	14. Educate Retiree on various programs and plans	Tue, 10/28/08 3:30 PM
 Find	15. Prepare employees for assuming increased responsibilities	Tue, 10/28/08 2:20 PM
 Find	16. Training	Tue, 10/28/08 10:36 AM
 Find	17. Experience	Tue, 10/28/08 7:06 AM
 Find	18. training	Tue, 10/28/08 5:34 AM
 Find	19. Professional development - preparing those to take over command of the department	Tue, 10/28/08 5:31 AM
 Find	20. Clear communication of needs/expectations	Tue, 10/28/08 4:24 AM
 Find	21. Opportunities for Development Available	Mon, 10/27/08 5:52 PM
 Find	22. Professional development opportunities	Mon, 10/27/08 1:36 PM
 Find	23. gap analysis.	Mon, 10/27/08 12:31 PM
 Find	24. support and encouragement	Mon, 10/27/08 11:55 AM
 Find	25. Mentoring	Mon, 10/27/08 11:31 AM
 Find	26. An opportunity to work with individuals who are planning to retire for 3-6 months before they leave.	Mon, 10/27/08 10:43 AM
 Find	27. What do they have now and what do they need?	Mon, 10/27/08 10:13 AM
 Find	28. Mentorship of younger staff	Mon, 10/27/08 9:53 AM

 Find	29. Select individuals in your department who will benefit from it	Mon, 10/27/08 8:57 AM
 Find	30. Required knowledge, skills, and abilities for identified positions	Mon, 10/27/08 8:33 AM
 Find	31. Realistic	Mon, 10/27/08 8:22 AM
 Find	32. Evaluation	Mon, 10/27/08 7:58 AM
 Find	33. Apprenticeship	Mon, 10/27/08 6:40 AM
 Find	34. Morale	Mon, 10/27/08 6:26 AM
 Find	35. Identification of future department goals (master plan)	Mon, 10/27/08 6:16 AM
 Find	36. recrute academy	Mon, 10/27/08 5:48 AM
 Find	37. various levels	Mon, 10/27/08 5:48 AM
 Find	38. Teamwork	Mon, 10/27/08 5:44 AM
 Find	39. Flexible plan that can change as the needs of the organization change	Mon, 10/27/08 5:40 AM
 Find	40. adapability	Mon, 10/27/08 5:13 AM
 Find	41. long term goals	Mon, 10/27/08 5:01 AM
 Find	42. Must begin with entry level up to fire chief	Sun, 10/26/08 10:25 PM
 Find	43. Leadership/officer training	Sun, 10/26/08 11:45 AM
 Find	44. promotional process	Sun, 10/26/08 11:37 AM
 Find	45. Resource availability to assist personnel in their efforts to fullfill the requirements and gain the experience necessary to be considered for future advancement.	Sun, 10/26/08 8:49 AM
 Find	46. Professional Development	Sat, 10/25/08 7:14 PM
 Find	47. Education	Sat, 10/25/08 12:24 PM
 Find	48. leadership	Sat, 10/25/08 9:38 AM
 Find	49. Leadership, leadership, leadership	Sat, 10/25/08 8:19 AM
 Find	50. set goals	Sat, 10/25/08 6:25 AM
 Find	51. Place those individuals in increasing levels of responsibility	Sat, 10/25/08 6:12 AM
 Find	52. Identify personnel to place into group of potential replacements	Sat, 10/25/08 6:10 AM
 Find	53. Wide range of knowledge of the department	Sat, 10/25/08 4:51 AM
 Find	54. Upper level retirement	Fri, 10/24/08 7:59 PM
 Find	55. monitoring the programs success a you go along	Fri, 10/24/08 5:27 PM
 Find	56. continuing to gain education through problem management at a lever above your current one	Fri, 10/24/08 5:10 PM
 Find	57. Identifying what it will take to get others to an acceptable level of consideration as succession candidates.	Fri, 10/24/08 4:33 PM

 Find	58. Determine if current training and education levels meet the need of current positions in the future.	Fri, 10/24/08 3:14 PM
 Find	59. Evaluate effectiveness through pre-determined criteria	Fri, 10/24/08 3:13 PM
 Find	60. Education	Fri, 10/24/08 3:00 PM
 Find	61. Updated periodically	Fri, 10/24/08 2:47 PM
 Find	62. Sending perspective leaders to see how other departments function	Fri, 10/24/08 1:58 PM
 Find	63. Supporting policies (education assistance, etc.)	Fri, 10/24/08 1:55 PM
 Find	64. timeliness	Fri, 10/24/08 1:44 PM
 Find	65. buy in by administration	Fri, 10/24/08 1:41 PM
 Find	66. training	Fri, 10/24/08 1:28 PM
 Find	67. Organization understands direction	Fri, 10/24/08 1:21 PM
 Find	68. Should involve more than just fireground tactics and basics	Fri, 10/24/08 1:07 PM
 Find	69. Leadership Abilities	Fri, 10/24/08 12:58 PM
 Find	70. Willingness on the part of the learner	Fri, 10/24/08 12:43 PM
 Find	71. clear job roles	Fri, 10/24/08 12:39 PM
 Find	72. Create a tailored training plan for each potential candidate (we did this with a task book)	Fri, 10/24/08 12:08 PM
 Find	73. Establish evaluation scope	Fri, 10/24/08 12:07 PM
 Find	74. Professional Development (general learning and experience)	Fri, 10/24/08 12:04 PM
 Find	75. Identify "top performers" for promotion consideration	Fri, 10/24/08 11:50 AM
 Find	76. Pre fund redundancy systems of task performance (ie plan to pay two people to do one job for regularly scheduled training.	Fri, 10/24/08 11:43 AM
 Find	77. Invite the successor to shadow you on the job for several days.	Fri, 10/24/08 11:38 AM
 Find	78. Clear guidelines as to what is required to advance educationally	Fri, 10/24/08 11:30 AM
 Find	79. Empowerment / decision making ability	Fri, 10/24/08 11:27 AM
 Find	80. A plan to identify talent at every level in the organization, including talent outside their current position.	Fri, 10/24/08 11:20 AM
 Find	81. Culture of the community	Fri, 10/24/08 11:17 AM
 Find	82. Create buyin and interest in long term success of the department	Fri, 10/24/08 11:11 AM
 Find	83. Succession Plan Process	Fri, 10/24/08 11:05 AM
 Find	84. Allow personnel mentoring or job familiarity for position they are attempting to obtain	Fri, 10/24/08 11:04 AM
 Find	85. practicing that plan	Fri, 10/24/08 10:58 AM

 Find	86. implement the plan	Fri, 10/24/08 10:54 AM
 Find	87. Ability to interact and manage people.	Fri, 10/24/08 10:53 AM
 Find	88. Performance Appraisals	Fri, 10/24/08 10:47 AM
 Find	89. Written Plan	Fri, 10/24/08 10:42 AM
 Find	90. Recruitment	Fri, 10/24/08 10:41 AM
 Find	91. Educational programs to challenge people from the comfort zone	Fri, 10/24/08 10:37 AM
 Find	92. Skills development	Fri, 10/24/08 10:33 AM

250 responses per page 




























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




















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




















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	Comment Text	Response Date
 Find	1. Promotion	Tue, 11/11/08 11:26 AM
 Find	2. Mentoring	Wed, 11/5/08 10:30 AM
 Find	3. Mentoring	Mon, 11/3/08 10:39 AM
 Find	4. Gov acceptance of the plan, it should not change based on who is in office	Mon, 11/3/08 6:54 AM
 Find	5. appropriate opportunities for members to succeed within their roles	Mon, 11/3/08 6:08 AM
 Find	6. how the program will affect the department in the long term	Fri, 10/31/08 8:45 PM
 Find	7. offer all of the training that the pool of replacements may need	Fri, 10/31/08 5:14 AM
 Find	8. Persona growth	Thu, 10/30/08 5:03 PM
 Find	9. assisting with the transition	Thu, 10/30/08 1:58 PM
 Find	10. mentorship program	Wed, 10/29/08 8:24 PM
 Find	11. Professional Development Resources	Wed, 10/29/08 5:44 AM
 Find	12. Transition Sucessor into position	Tue, 10/28/08 3:30 PM
 Find	13. Provide employees an opportunity for self-development	Tue, 10/28/08 2:20 PM
 Find	14. Personnel Management/Study	Tue, 10/28/08 10:36 AM
 Find	15. Ability	Tue, 10/28/08 7:06 AM
 Find	16. evaluations	Tue, 10/28/08 5:34 AM
 Find	17. Continued professional development by involvement in management decisions such as apratus specifications, budget planning, and other administrative areas.	Tue, 10/28/08 5:31 AM
 Find	18. Consistency of application	Tue, 10/28/08 4:24 AM
 Find	19. Oppurtunities for Development Needed	Mon, 10/27/08 5:52 PM
 Find	20. Mentoring	Mon, 10/27/08 1:36 PM
 Find	21. transitional path guidelines and training opportunities	Mon, 10/27/08 12:31 PM
 Find	22. financial support	Mon, 10/27/08 11:55 AM
 Find	23. Continuing Education	Mon, 10/27/08 11:31 AM
 Find	24. A regular promotional testing time table.	Mon, 10/27/08 10:43 AM
 Find	25. What time frame do I have to get it done?	Mon, 10/27/08 10:13 AM
 Find	26. equal opportunity for all interested	Mon, 10/27/08 9:53 AM
 Find	27. Make sure it happens!!!	Mon, 10/27/08 8:57 AM

 Find	28. An action plan on what will happen if an essential position is vacated suddenly	Mon, 10/27/08 8:33 AM
 Find	29. Credible (Has buy-in at all levels)	Mon, 10/27/08 8:22 AM
 Find	30. Coaching	Mon, 10/27/08 7:58 AM
 Find	31. Feedback	Mon, 10/27/08 6:40 AM
 Find	32. Community involvement	Mon, 10/27/08 6:26 AM
 Find	33. Early identification of those employees who look "promising" for promotion	Mon, 10/27/08 6:16 AM
 Find	34. employee input	Mon, 10/27/08 5:48 AM
 Find	35. open to all employees	Mon, 10/27/08 5:48 AM
 Find	36. Planning	Mon, 10/27/08 5:44 AM
 Find	37. Defined timeline that is achievable and rewarded	Mon, 10/27/08 5:40 AM
 Find	38. Outline expectations up front, hold people accountable	Sun, 10/26/08 10:25 PM
 Find	39. Support for the program throughout organization	Sun, 10/26/08 11:45 AM
 Find	40. hiring (bumpdown)	Sun, 10/26/08 11:37 AM
 Find	41. Plan and evaluation process to make sure that succession is successful.	Sun, 10/26/08 8:49 AM
 Find	42. Management/Leadership Training	Sat, 10/25/08 7:14 PM
 Find	43. Mentoring	Sat, 10/25/08 12:24 PM
 Find	44. vision	Sat, 10/25/08 9:38 AM
 Find	45. Desired behaviors, education, and certification	Sat, 10/25/08 8:19 AM
 Find	46. tracking and empowerment	Sat, 10/25/08 6:25 AM
 Find	47. Tutor and mold as needed.	Sat, 10/25/08 6:12 AM
 Find	48. Ability to communicate with a diverse group of people both within the department, the public and the government of the city	Sat, 10/25/08 4:51 AM
 Find	49. Successful recruitment of new firefighters	Fri, 10/24/08 7:59 PM
 Find	50. be open to recommendations, don't be stagnant	Fri, 10/24/08 5:27 PM
 Find	51. continuing to bring new ideas and concepts to the organization	Fri, 10/24/08 5:10 PM
 Find	52. Committing to a programmed approach, structuring it, communicating it, and implementing it.	Fri, 10/24/08 4:33 PM
 Find	53. Determine and modify if required the advancement process to promote the most qualified and dedicated person and not the most senior person.	Fri, 10/24/08 3:14 PM
 Find	54. Adjust efforts to improve based on evaluation	Fri, 10/24/08 3:13 PM
 Find	55. Practical Experiences	Fri, 10/24/08 3:00 PM
 Find	56. Known to all in the organization	Fri, 10/24/08 2:47 PM

 Find	57. To keep it up to date	Fri, 10/24/08 1:58 PM
 Find	58. Recruitment practices supporting org. needs	Fri, 10/24/08 1:55 PM
 Find	59. fairness	Fri, 10/24/08 1:44 PM
 Find	60. goals	Fri, 10/24/08 1:41 PM
 Find	61. coaching	Fri, 10/24/08 1:28 PM
 Find	62. Never be left without a potential replacement on any administrative level	Fri, 10/24/08 1:21 PM
 Find	63. Needs to be reevaluated as the fire service changes	Fri, 10/24/08 1:07 PM
 Find	64. Demonstrable succession "steps"	Fri, 10/24/08 12:58 PM
 Find	65. Support from above	Fri, 10/24/08 12:43 PM
 Find	66. consistent reward for those who follow org goals and vision	Fri, 10/24/08 12:39 PM
 Find	67. Assist candidates in obtaining education/training by mentoring and motivating	Fri, 10/24/08 12:08 PM
 Find	68. establish a need; define the w,w,w,w,w of the need	Fri, 10/24/08 12:07 PM
 Find	69. Commitment at the policy making level	Fri, 10/24/08 12:04 PM
 Find	70. Implement program steps	Fri, 10/24/08 11:50 AM
 Find	71. create a support structure at the city managers level	Fri, 10/24/08 11:43 AM
 Find	72. Finding the right person to be mentored for a leadership role is essential.	Fri, 10/24/08 11:38 AM
 Find	73. Specific guideline as to what is expected in behavior and actions to advance	Fri, 10/24/08 11:30 AM
 Find	74. peer assessment	Fri, 10/24/08 11:27 AM
 Find	75. Buy-in at every level and administration that walks the talk regarding your plan.	Fri, 10/24/08 11:20 AM
 Find	76. political culture	Fri, 10/24/08 11:17 AM
 Find	77. Work with Union and create a partnership to build on the succession plan.	Fri, 10/24/08 11:11 AM
 Find	78. Give quality feedback on deficiencies so they can continue to train.	Fri, 10/24/08 11:04 AM
 Find	79. following a set or accepted standard	Fri, 10/24/08 10:58 AM
 Find	80. evaluate results	Fri, 10/24/08 10:54 AM
 Find	81. Person matching the position.	Fri, 10/24/08 10:53 AM
 Find	82. Retention & Labor Market Strategies	Fri, 10/24/08 10:47 AM
 Find	83. Elected official and senior management approval	Fri, 10/24/08 10:42 AM
 Find	84. Mentoring	Fri, 10/24/08 10:41 AM
 Find	85. Ability to serve in "precepting" or "internship" positions	Fri, 10/24/08 10:37 AM

 Find	86. Meaningful evaluations	Fri, 10/24/08 10:33 AM
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Appendix C-8

Department and agency raw data responses to electronic questionnaire question #4















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











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













	Comment Text	Response Date
 Find	1. "Succession planning" is the road map "Succession management" is getting the job done	Tue, 11/11/08 11:26 AM
 Find	2. Succession Planning is a written document to follow. Succession Management would include a process where individuals are identified as possibilities for promotion and then mentored.	Wed, 11/5/08 10:30 AM
 Find	3. Planning: Process of logically transitioning from one administration to another in a seamless manner with qualified, professional staff. Management: Process of implementing planning process.	Tue, 11/4/08 5:28 AM
 Find	4. Planning would be the "flow chart" or "path" developed, written down, and understood to help a person achieve their career goals. Succession Management would be the supervisors hands on coaching, mentoring, directing, and providing the department member with the tools and avenues to attain those components identified in the plan.	Mon, 11/3/08 10:39 AM
 Find	5. Planning is the process prior to the event as in question #3. The management is all of these items in operation during the succession and prior.	Mon, 11/3/08 6:54 AM
 Find	6. Succession Planning is developing a plan to provide adequate management and leadership training to personnel that are willing and have the KSA's to be future leaders of the department. Succession management is simply how the plan is managed and what processes are in place to determine the future leaders.	Mon, 11/3/08 6:08 AM
 Find	7. Succession planning is the model of how we will complete succession planning and training. Succession management is the process of developing managers and effective skill sets	Fri, 10/31/08 8:45 PM
 Find	8. Planning is setting up the program management is doing it!	Fri, 10/31/08 5:14 AM
 Find	9. Succession planning is identifying future leaders. Succession management is mentoring their growth	Thu, 10/30/08 5:03 PM
 Find	10. succession planning means to look ahead and prepare for the future whereas succession management means to assist with the actual succession process.	Thu, 10/30/08 1:58 PM
 Find	11. Succession planning refers	Thu, 10/30/08 9:21 AM
 Find	12. Succession planning should provide seamless replacement the leadership of department and divisions within department Succession management focuses on education and training	Wed, 10/29/08 8:24 PM
 Find	13. Succession Planning - career development within ranks. Succession Management - professional development and formal appointments.	Wed, 10/29/08 5:44 AM
 Find	14. A succession plan is the approach that is used to deal with an upcoming challenge to the department. Succession management is how the plan is implemented.	Tue, 10/28/08 4:12 PM







 Find	15. Planning is exactly that...management deals with the execution of the succession plan	Tue, 10/28/08 3:30 PM
 Find	16. Succession Planning seems to be a formal process, where Succession Management appears to be informal.	Tue, 10/28/08 2:20 PM
 Find	17. Succession planning is the training in preparing departmental members to be assigned to the next promotional level. One always wants to leave the organization in a better shape than when he/she was hired. Succession management is the execution of the planning process to implement officer and positional enhancement, quality, and productivity.	Tue, 10/28/08 10:36 AM
 Find	18. Succession Planning is preparing personnel to replace existing personnel when vacancies development	Tue, 10/28/08 7:06 AM
 Find	19. Planning involves development of what and how you want the process to occur Management is making of the process work	Tue, 10/28/08 5:34 AM
 Find	20. Succession planning is a formal - almost chain-of-command - type of pla. Succession Management is to ensure the plan is followed and encourage participation.	Tue, 10/28/08 5:31 AM
 Find	21. Planning focuses on developing the process; management focuses on maintaining it.	Tue, 10/28/08 4:24 AM
 Find	22. Unsure	Mon, 10/27/08 5:52 PM
 Find	23. Succession Planning is taking the step as a leader to plan for the future putting ego's aside to assure the department will have the right person to lead the department against future challenges. Succession management is the ability for the Chief to assure that the management philosophy is one that will allow succession planning through out the organization. This means preparing employees for being first line officers, and up the chain of command.	Mon, 10/27/08 4:22 PM
 Find	24. I haven't thought of this distinction before, but my impression would be succession planning is implementing a plan to replace individuals and succession management is overseeing the plan so individuals are ready to meet the needs that arise from attrition.	Mon, 10/27/08 1:36 PM
 Find	25. I think they're the same	Mon, 10/27/08 12:31 PM
 Find	26. not sureseem one in the same	Mon, 10/27/08 11:55 AM
 Find	27. Planning is for future events while management is what you are doing now	Mon, 10/27/08 11:31 AM
 Find	28. Succession planning is actually having a live document which addresses the needs of the department, as far as, seeing to it that there is a constant flow of information from employee to employee, so that we are not constantly reinventing the wheel. Succession Management is simply inacting your plan and ensuring that there is always someone in the pipeline to fill potential vacancies.	Mon, 10/27/08 10:43 AM
 Find	29. Planning is the map to where you want to go, management is actually getting there	Mon, 10/27/08 10:13 AM

 Find	30. Planning is long term, management is short term	Mon, 10/27/08 9:53 AM
 Find	31. Planning is making a plan to provide it, and management mean making sure that it is happening	Mon, 10/27/08 8:57 AM
 Find	32. Planning is probably a pro-active approach while the management sounds more like managing the situation or crisis created after an essetnial position has been unexpectedly (or not) vacated.	Mon, 10/27/08 8:33 AM
 Find	33. Planning provides a track or framework for folks to follow- Management implies that it governs the actual procersss as folks are promoted	Mon, 10/27/08 8:22 AM
 Find	34. Oone is forward thinking the other is reactionary	Mon, 10/27/08 6:40 AM
 Find	35. The planning involves the process of determining what your organization needs to do to prepare the future leaders. Management involves the actual process of support and training of the personnel.	Mon, 10/27/08 6:26 AM
 Find	36. Planning is using the necessary tools to insure that the sucesion plan is dynamic and meets department needs. Management is the oversight of the plan.	Mon, 10/27/08 6:16 AM
 Find	37. Succession planning involves strategic positioning and equipping of individuals while succession management is simply the process.	Mon, 10/27/08 6:05 AM
 Find	38. Planning is the outline on what is to happen, management in the deleivery or that plan	Mon, 10/27/08 5:48 AM
 Find	39. Succession Plannning--putting the plan together of how it is going to happen. Succession Management--managing the plan and ensuring the personnel are meeting the requirements of the plan.	Mon, 10/27/08 5:44 AM
 Find	40. Succession Planning is a written plan to fill important organizational needs/vacancies. Succession management is personnel development stratagies.	Mon, 10/27/08 5:40 AM
 Find	41. I think management takes place once a plan has been implemented.	Mon, 10/27/08 5:13 AM
 Find	42. planning is the process the employee and supervisor Leadership is involved in the succession management	Mon, 10/27/08 5:01 AM
 Find	43. SP is the mentoring/coaching prior to promotion, SM is facilitating the ones doing the SP	Sun, 10/26/08 10:25 PM
 Find	44. Succession planning prepares a template for both personnel and the organization to follow. Succession management is managing the plan for the success of the program and personnel.	Sun, 10/26/08 11:45 AM
 Find	45. sucesion planning is an actual plan that addresses personnel vacancies. Succession management is the actual use of the plan and relayted activities that are used to implement a sucesion plan.	Sun, 10/26/08 11:37 AM
 Find	46. Sussession Planning takes all the componenets and more written about in question three when evaluating all personnel within an orgainzation. It will allow the management team to match the needs of the department with the skills and abilities of the personnel within the orgainzation. Once these components of the plan are brought to light, the plan can be put together and the process begins. Succession management would be the part of the	Sun, 10/26/08 8:49 AM

	process that delivers and monitors the plan.	
 Find	47. Planning is done before a program is in place. Management is done after a program is in place in order to ensure that the intent of the program is upheld.	Sun, 10/26/08 5:02 AM
 Find	48. Succession Planning is providing a format for Succession within the department. Succession management involves the people and how succession will take place.	Sat, 10/25/08 7:14 PM
 Find	49. Succession planning is preparing a person to take their bosses job. Succession Management?	Sat, 10/25/08 12:24 PM
 Find	50. both terms are interchangeable within our organization	Sat, 10/25/08 9:38 AM
 Find	51. Planning is the function of having a program to prepare the future leadership of the organization; management is the "tactics" of delivering the program and preparing the future leadership.	Sat, 10/25/08 8:19 AM
 Find	52. management is a bad word	Sat, 10/25/08 6:25 AM
 Find	53. Succession planning is planning for the future. Succession Management is managing individuals to obtain the plan	Sat, 10/25/08 6:12 AM
 Find	54. Planning is to formalize how succession will unfold. Management is the step by step process that follows the plan.	Sat, 10/25/08 6:10 AM
 Find	55. Succession planning is designed to develop employees for further advancement through the department. Succession management is the ability of the upper ranks of the department to assist with the development of employees for their own advancement through the ranks of the department-a mentoring program if you will.	Sat, 10/25/08 4:51 AM
 Find	56. ????????	Sat, 10/25/08 2:14 AM
 Find	57. planning is the development of training personnel for when a high level position becomes available. management is doing it for a particular person to assume a high level job	Fri, 10/24/08 5:27 PM
 Find	58. Succession planning is laying out a program that will give you the SKAs to succeed in you chosen field. Succession management actualy placing that plan into action..achieving the steps.	Fri, 10/24/08 5:10 PM
 Find	59. Succession Planning is a management process of planning. This process accomplishes the objectives in question #3. A plan must be executable. A plan without execution is a dream. Succession planning should result in a defined succession program. The program must be officially recognized within the organization. The program is administered by someone with sufficient organizational authority to drive its effectiveness. Succession Management is managing the succession program and fulfilling the goals of the program.	Fri, 10/24/08 4:33 PM
 Find	60. Succession Planning is a comprehensive career development plan based on long term goals promote the most dedicated & qualified individual. Succession Management is promoting the next person in line without a comprehensive career development plan.	Fri, 10/24/08 3:14 PM

 Find	61. Succession Planning involves identifying the needs of the department and addressing how to meet those need based on the departments current resources. Succession Management would be the active process of implementing the pre-determined plan.	Fri, 10/24/08 3:13 PM
 Find	62. Planning could be viewed as individual focused, while management takes an organizational view of preparing new leaders	Fri, 10/24/08 3:00 PM
 Find	63. One speaks to the process and the second speaks to the controls on the process.	Fri, 10/24/08 2:47 PM
 Find	64. Succession planning is planning for the future, to enable the department to mentor future leaders. Succession Management is making sure you have people that can manage the day to day operations for the department.	Fri, 10/24/08 1:58 PM
 Find	65. Planning is preparing the process before it happens Management is during the event.	Fri, 10/24/08 1:44 PM
 Find	66. Planning to me is setting the course or goals. Management would be providing guidance one the plan has started.	Fri, 10/24/08 1:41 PM
 Find	67. Planning you prepare a plan and walk the individual down that path. Management you merely are handsoff and assist when needed.	Fri, 10/24/08 1:28 PM
 Find	68. Succesion planning is the way to get there. Management is putting in the right people	Fri, 10/24/08 1:21 PM
 Find	69. Planning comes before managment. Managment means administiring the plan.	Fri, 10/24/08 1:12 PM
 Find	70. Succession planning would be a systematic foundation for what an employee needs to do to prepare for a promotion. Succession management would be the responsibility of that persons supervisors in making sure that they are fully capable at the end of the plan.	Fri, 10/24/08 1:07 PM
 Find	71. Planning is the "steps" required to move up in an organization, management is developing the interpersonal skills as well as KSA's of individuals to prepare for their succession in the organization.	Fri, 10/24/08 12:58 PM
 Find	72. Proactive versus reactive	Fri, 10/24/08 12:39 PM
 Find	73. Planning and actually doing.	Fri, 10/24/08 12:08 PM
 Find	74. Management would include the day to day control and coordination of the plan. The planning would be a strategic plan component, a cycle, to identify criteria, need, and evaluate; then change, if necessary, and document the plan again.	Fri, 10/24/08 12:07 PM
 Find	75. Succession plan - a written document describing the process of preparing individuals for certain roles within the organization Succession Management - overseeing the process of preparing individuals for certain roles within the organization	Fri, 10/24/08 12:04 PM
 Find	76. Planning is what you should do, management is what we try to do	Fri, 10/24/08 11:50 AM
 Find	77. Succession Planning is more of an action or series of one time occurences. Succession Management would envolve evaluation and	Fri, 10/24/08 11:43 AM

	possible changes to the plan.	
 Find	78. Succession management would be finding a successor to replace a management position where as succession planning is for any position throughout the organization	Fri, 10/24/08 11:38 AM
 Find	79. I believe planning is strategy and management can be tactical. There can be great plans, but management actually takes it further, by such things as making sure employees take courses that they need, and make sure there is funding for what you are expecting of them. Also, making sure that authoritative figures all buy in to help those who wish to exceed. Getting that buy in would also be management, and not just planning.	Fri, 10/24/08 11:30 AM
 Find	80. I think that succession planning is having a process in place to train new leaders. Management would be letting the process work and tweaking it where necessary.	Fri, 10/24/08 11:27 AM
 Find	81. Succession planning is a formalized plan (agreement) between an or group that creates a roadmap for a specific position in the organization. Succession management is administering and managing the process.	Fri, 10/24/08 11:27 AM
 Find	82. Planning is the goal setting, objective articulation, processes and procedures to identify talent, etc. Succession management includes the practices of using those goals, objectives, processes.	Fri, 10/24/08 11:20 AM
 Find	83. Planning is direction, management is getting there	Fri, 10/24/08 11:17 AM
 Find	84. Planning would indicate an effort being made to prepare the new person for the challenges ahead. Management would indicate a lack of the same and simply dealing with the vacancy when it occurs.	Fri, 10/24/08 11:12 AM
 Find	85. Planning is preparing for the succession (long term goals) and managment is taking care of the personnel and the program in place to achieve the goals of the succession.	Fri, 10/24/08 11:11 AM
 Find	86. Succession Planning refers to establishing processes in which a department wishes vacancies be filled. Succession Management is ensuring the plan is carried out according to policy and processes.	Fri, 10/24/08 11:06 AM
 Find	87. Planning is the process of assembling and creating the elements of the succession plan. Management is the continuous process of monitoring and tweaking the elements to ensure they meet the organizational needs and help meet the goals of the overall plan.	Fri, 10/24/08 11:05 AM
 Find	88. Succession planning is the process that an employee undergoes to prepare to succeed positions. It would entail identifying the position, training and educating, testing, giving feedback. Succession management would be identifying the needs within the organization to produce those training and educational opportunites, job shadows, mentoring, etc, to enhance the workforce.	Fri, 10/24/08 11:04 AM
 Find	89. they would seem the same to me	Fri, 10/24/08 10:58 AM
 Find	90. planning: developing a plan for the future management: managing the process of the plan	Fri, 10/24/08 10:54 AM
 Find	91. I don't know enough about these terms	Fri, 10/24/08 10:51 AM

 Find	92. succession planning creates a level playing field and equal opportunity for each participant. Management of the plan is an essential element to promote and provide for the following of the plan.	Fri, 10/24/08 10:49 AM
 Find	93. One is the the plan the other is the execution of the plan	Fri, 10/24/08 10:47 AM
 Find	94. planning is more conceptual and management is more practical	Fri, 10/24/08 10:42 AM
 Find	95. Succession planning is a system that provides a pool of future leaders. Succession management is the overseeing of the succession plan.	Fri, 10/24/08 10:41 AM
 Find	96. Planning involves creating a plan for succession management, which involves the five things written above. Management means following the plan.	Fri, 10/24/08 10:37 AM
 Find	97. Succession planning is simply a document. Succession management is active direction and control of those employees involved in succession development	Fri, 10/24/08 10:33 AM

250 responses per page

Appendix C-9

Department and agency raw data responses to electronic questionnaire question #5

Displaying 1 - 7 of 7 responses

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Find	Comment Text	Response Date
Find	1. Our succession planning program is brand new and we are just one year into the program. Many of our practices came through direction of the IAFC. We have begun with Company officer level first.	Mon, 11/3/08 10:39 AM
Find	2. We follow the state's civil service policy	Wed, 10/29/08 5:08 AM
Find	3. not yet postive	Mon, 10/27/08 5:01 AM
Find	4. All chief officers are expected to train key personnel to fill in for and eventually replace them after retirement or promotion and produce written documentation of the progress	Sun, 10/26/08 10:25 PM
Find	5. Not written down. We are working off of a spoken one.	Fri, 10/24/08 12:08 PM
Find	6. The succession planning in our department covers every position with the exception of teh entry level firefighter.	Fri, 10/24/08 11:38 AM
Find	7. We are in the process of trying to develop all the above as a formal plan, under a new fire chief. We have looked at FESHE and IAFC models, as well as our own county's leadership "competencies," which have been exhaustively researched.	Fri, 10/24/08 10:37 AM

10 responses per page

Appendix C-10

Department and agency raw data responses to electronic questionnaire question #6














Displaying 1 - 110 of 110 responses





















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	Comment Text	Response Date
 Find	1. 60 hours towards a degree... no degree required	Tue, 11/11/08 11:26 AM
 Find	2. Currently only a Fire Science Voc. Ed. Certificate. We are in the process of redoing our minimum quals in all promotional positions with a 4 year degree and Calif. State Fire Marshal Chief Officer certification being phased in as the mim. qual.	Wed, 11/5/08 10:30 AM
 Find	3. NYS Fire Officer I and II ICS through I-300 at least AAS degree EFOP perfered	Tue, 11/4/08 5:28 AM
 Find	4. Fire Officer III Leading Change (NFA) IT applications and Database Management Strategic Planning and Deployment Planning Organizational Mgt college level courses are suggested such as Principles of Mgt., Leadership, Risk Mgt., Advanced Fire Administration, and Professional Ethics	Mon, 11/3/08 10:39 AM
 Find	5. Subject matter KSA. No degree requirement.	Mon, 11/3/08 6:54 AM
 Find	6. NFA attendance minimum of every three years Promotional assessment centers based on job duties	Mon, 11/3/08 6:08 AM
 Find	7. We are currently working on this, however: it starts with a 2 year degree, Firefighter 2, EMT, Haz-mat teck, NFA leadership	Sun, 11/2/08 8:27 AM
 Find	8. equivelent to two years of college classes or fire science degree	Fri, 10/31/08 8:45 PM
 Find	9. Our command structure goes from captain to Asst. Chief, an Asst. Chief is required to have FOIII (the highest level of officer training aval. in MI) and 3 years as a Captian	Fri, 10/31/08 5:14 AM
 Find	10. Currently employed as a West Palm Beach Fire Rescue firefighter with twelve (12) years of fire operations experience including four (4) years supervisor experience, and two (2) years as a West Palm Beach Fire Rescue Department Captain in the Operations Division. Bachelor's degree from an accredited college with a major in Fire Science, Emergency Services, or related field, or any equivalent combination of training and experience. This position requires State of Florida firefighter, State of Florida EMT and CPR certification. Employee must not have been suspended, for disciplinary reasons, within the last two (2) years A valid Florida driver's license is required, and must have completed an approved emergency vehicle operator's course (EVOC). Must not, within the last three years, have been convicted of reckless driving or driving under the influence of alcohol or controlled substances and have not had a driver's license suspended under the point system provided for in Chapter 322, Florida Statues.	Thu, 10/30/08 5:03 PM
 Find	11. Associates degree.	Thu, 10/30/08 1:58 PM
 Find	12. 8 years experience and 2.5 years minimum at captain level. no educational requirement	Wed, 10/29/08 8:24 PM
 Find	13. Bachelors Degree NFA EFO	Wed, 10/29/08 5:44 AM




 Find	14. College Degree and 3 years as a district chief	Wed, 10/29/08 5:08 AM
 Find	15. Bachelor's Degree	Tue, 10/28/08 4:12 PM
 Find	16. Safety Officer and Leadership courses	Tue, 10/28/08 3:30 PM
 Find	17. Capt. for 4 years AS Degree or equivalent Fire Officer Certification	Tue, 10/28/08 2:20 PM
 Find	18. High School Diploma. Our Battalion Chief is considered the Captain's position. The qualifications are situationally based on each Captain's promotional test and process.	Tue, 10/28/08 10:36 AM
 Find	19. AA degree; STL, California	Tue, 10/28/08 7:06 AM
 Find	20. FFII Paramedic	Tue, 10/28/08 5:34 AM
 Find	21. N/A - our department has no BC's	Tue, 10/28/08 5:31 AM
 Find	22. Bachelors degree, advance degree preferred or 11 years experieinced in lieu of education. Fire Officer II, II , IV as appropriate.	Tue, 10/28/08 4:24 AM
 Find	23. 9 Years of Experience, Rank of Captain for two years, Instructor I	Mon, 10/27/08 5:52 PM
 Find	24. A competitive promotional process, but you do receive extra points for a Bachelor Degree or above. At this level the employees are appointed to this position.	Mon, 10/27/08 4:22 PM
 Find	25. Bachelor's or Associate's Degree in Fire Science preferred, 1 year as Captain with Tuscaloosa, Fire Fighter I & II, Fire Instructor II, Fire Officer II, and 3 of the following: Inspector I, II or III, Fire Investigator, Safety Officer, Fire Officer III or IV, Fire Instructor III, Paramedic or Hazmat Tech. Finally, a valid driver's license.	Mon, 10/27/08 1:36 PM
 Find	26. 5 yrs. experience and State Fire Officer I	Mon, 10/27/08 12:31 PM
 Find	27. years on the job College degree	Mon, 10/27/08 11:55 AM
 Find	28. Upper degree work (generally Bachelor's degree, but Associate's Degree acceptable), work as a Captain. Training of supervisory certificate through local govt training group.	Mon, 10/27/08 11:31 AM
 Find	29. Associates degree; NFPA fire officer I; Instructor I; 10 years of experience; NFPA - Haz Mat Ops, awareness, on scene IC;	Mon, 10/27/08 10:13 AM
 Find	30. Associates Degree minimum, Captain for at least 1 year	Mon, 10/27/08 9:53 AM
 Find	31. Currently none however there is now a strong effort by the chief officer's association to require an Associates Degree	Mon, 10/27/08 8:57 AM
 Find	32. High School education, 80-hour battalion chief academy and at least 8 years experience.	Mon, 10/27/08 8:33 AM
 Find	33. We use a close analog of the NFPA Company Officer Step program. Captains who are Step III or higher are eligible to act as BCs (after an evaluation program is completed), and can also test for the position. Once promoted, there are currently no education requirements above those for eligible Captains. A Bachelor's degree is likely to be a requirement for BCs in the near future.	Mon, 10/27/08 8:22 AM


 Find	34. AA degree, NFA, at least nine years employment, passing grade on exam.	Mon, 10/27/08 7:58 AM
 Find	35. HS diploma, 5 years as a captain	Mon, 10/27/08 6:40 AM
 Find	36. Although unwritten, the Chief has made it known that a minimum of an associates degree is required for BC and Bachelor's degree for above BC. In the future it will be a written requirement. The EFO program will also be required for above BC.	Mon, 10/27/08 6:26 AM
 Find	37. We do not have BC. Captain is the highest (line officer) rank. Currently we are working to improve upon the educational criteria.	Mon, 10/27/08 6:16 AM
 Find	38. No educational requirements. Eight years of experience. 6 four hour professional development courses. No continuing education requirements.	Mon, 10/27/08 6:05 AM
 Find	39. HS, Associate, Fire Officer I and II	Mon, 10/27/08 5:48 AM
 Find	40. nfa, education - higher, state certifications, state technical advisory training	Mon, 10/27/08 5:48 AM
 Find	41. associates degree—10 years experience	Mon, 10/27/08 5:44 AM
 Find	42. Associates degree or higher. Minimum 2 years experience as a Line Officer (Lieutenant)	Mon, 10/27/08 5:40 AM
 Find	43. Company Officer II	Mon, 10/27/08 5:29 AM
 Find	44. more than 5 years on .	Mon, 10/27/08 5:13 AM
 Find	45. AS Degree	Mon, 10/27/08 5:01 AM
 Find	46. FO 1 & 2, instructor 2, 5 years as captain	Sun, 10/26/08 10:25 PM
 Find	47. We do not currently have B/Cs but are developing requirements.	Sun, 10/26/08 11:45 AM
 Find	48. AA degree, National/State Certification as a Fire Officer-III, 10 years experience, two of which must have been as a Captain.	Sun, 10/26/08 11:37 AM
 Find	49. BS degree, career path training i.e. certain state and national classes for position, 2 years as a captain	Sun, 10/26/08 11:32 AM
 Find	50. AA degree, Fire Officer, Chief Officer within three years of job appointment. Experience: at least three years at Captain.	Sun, 10/26/08 8:49 AM
 Find	51. Bachelors degree plus in house Officers Candidate School (OCS) II certification.	Sun, 10/26/08 5:02 AM
 Find	52. State Certified Paramedic. 4 year degree encouraged but not required. EFO completion is tied to a \$4000 per year certification pay.	Sun, 10/26/08 4:54 AM
 Find	53. Promotion Process not unlike that of Lt or Capt. but includes some budget and SOG test questions. 5 yrs as a Captain.	Sat, 10/25/08 7:14 PM
 Find	54. None.	Sat, 10/25/08 12:24 PM
 Find	55. BC requires AAS degree, 15 yrs service, 5yrs as Capt, ECA cert., Asst. Chief requires AAS, BS preferred, 15yrs service, 5 yrs as Capt., Paramedic cert, Fire Chief is an appointed position and ksa's vary	Sat, 10/25/08 9:38 AM

 Find	56. Fire Officer II, no educational requirement.	Sat, 10/25/08 8:19 AM
 Find	57. 2 year degree, management courses, state certifications	Sat, 10/25/08 6:25 AM
 Find	58. Currently, some mandatory management and tactics classes. By 2013, Associates degree.	Sat, 10/25/08 6:12 AM
 Find	59. 60 hours of college credit or an Associates degree.	Sat, 10/25/08 4:51 AM
 Find	60. Bachelors degree, at least 4 years as a company officer, Fire Instructor 3, recommended EFO participation	Sat, 10/25/08 3:48 AM
 Find	61. Fire Officer 3, Instructor 2, 7 years of experience with 4 of those years at a company officer rank	Sat, 10/25/08 2:14 AM
 Find	62. Don't have BC level however our Captain level would be comparable to BC level in larger departments. Requirements: Fire Officer 1 & 2, 7 years firefighting experience, EMT, and a combination of several other state certifications such as inspector, investigator, and instructor	Fri, 10/24/08 7:59 PM
 Find	63. Lt. for 4 years or Capt. for 2 Assoc. Degree or 60 hours of college 12 years with dept.	Fri, 10/24/08 5:27 PM
 Find	64. Bachelor Degree will allow you to take the BC's exam four years sooner, and each officer above that is required to have a BS in a fire or management related field	Fri, 10/24/08 5:10 PM
 Find	65. EDUCATION AND EXPERIENCE Bachelor's Degree required. Should the successful candidate not have a Bachelor's Degree, he/she will be required to sign a Performance Contract guaranteeing that he/she will obtain a Bachelor's Degree within four years of their start date in this position. Failure to obtain a Bachelor's Degree in the time specified will result in disciplinary action, up to and including termination. Must be certified to the Hazmat Operations level. Certification as an Incident Safety Officer is preferred. Two (2) years current experience in the rank of Fire Captain or equivalent Administrative Captain position and a minimum of nine years service with the Westminster Fire Department is required. Must show proficiency in incident command and be ICS 300 certified or have department approved equivalent. OTHER NECESSARY SPECIAL REQUIREMENTS Must be certified in the current Fire Code and maintain certification. Newly promoted Battalion Chiefs will be required to initiate pursuit of the National Fire Academy Executive Fire Officer Certification within 24 months of appointment. Pursuit of State Fire Officer III certification is preferred upon promotion. Driving is essential to this position; failure to maintain a valid Colorado Driver's License and safe driving record will result in termination.	Fri, 10/24/08 4:33 PM
 Find	66. All line ranks above a captain require a minimum of an associate degree in Fire Science Technology, public Administration, EMS or any bachelor degree with specified work experience .for each level.	Fri, 10/24/08 3:14 PM
 Find	67. Professional Qualification Fire Officer III 2 years experience as a Fire Captain Minimum Class D Drivers License ALS Credentials for Assignments in Emergency Medical Services	Fri, 10/24/08 3:13 PM
 Find	68. BS, 2 years in next lower rank	Fri, 10/24/08 3:00 PM

 Find	69. 4 years as an Nbfd fire captain and a CA state certified fire officer certificate.	Fri, 10/24/08 2:47 PM
 Find	70. Three years as a Captain And meet all the requirements of being a Captain Have successful evaluations	Fri, 10/24/08 1:58 PM
 Find	71. BA/BS Certified Chief Officer 3 years as company officer	Fri, 10/24/08 1:55 PM
 Find	72. None	Fri, 10/24/08 1:44 PM
 Find	73. on paper it says you must have a bachelors but they do not enforce.	Fri, 10/24/08 1:41 PM
 Find	74. No Battalion Officers	Fri, 10/24/08 1:28 PM
 Find	75. Associates in related field	Fri, 10/24/08 1:21 PM
 Find	76. Associates degree and pro-board FOII	Fri, 10/24/08 1:12 PM
 Find	77. Must have California State Fire Marshal Fire Officer certificate (requirement for Captain) plus 4 additional courses that are part of the CSFM Chief Officer certificate tract.	Fri, 10/24/08 1:07 PM
 Find	78. No education requirements with the exception of a high school diploma or GED. Certifications include Fire Instructor I, Fire Officer II, & Fire Inspector I. Currently you need 6 years of service with the department and 3 years as a captain before being eligible for promotion to battalion chief.	Fri, 10/24/08 1:01 PM
 Find	79. Bachelor's Degree in a management, business or personnel field. Fire Officer I & II, State Certifications at a Master level, NIMS 100, 200, 300, 400, 700, Paramedic level training, EFO recommended but not required at the Battalion Level.	Fri, 10/24/08 12:58 PM
 Find	80. N/A	Fri, 10/24/08 12:43 PM
 Find	81. Batt Chief/Deputy Chief is: Min of BS, Wisconsin Fire Officer, Completion of Supervisor training in drug awareness Fire Chief is Masters plus the above	Fri, 10/24/08 12:39 PM
 Find	82. <input type="checkbox"/> High School diploma or equivalent (GED) <input type="checkbox"/> 5 years firefighting/EMT Intermediate or higher and supervisory experience <input type="checkbox"/> Last 3 years as Captain, Training Captain, or equivalent in ALS system <input type="checkbox"/> Fire Officer 2 Task Book complete <input type="checkbox"/> N.F.P.A. Fire Officer 2 certification <input type="checkbox"/> Firefighter 2 current certification <input type="checkbox"/> EMT Intermediate current certification <input type="checkbox"/> Fire Instructor 2 <input type="checkbox"/> Current CPR card <input type="checkbox"/> Class B/F driver's license with DMV print out <input type="checkbox"/> Haz Mat IC certification <input type="checkbox"/> Current NWCG Wildland Red Card <input type="checkbox"/> Rope Rescue Operations level certification	Fri, 10/24/08 12:08 PM
 Find	83. Per the current job description. I do not have it with me.	Fri, 10/24/08 12:07 PM
 Find	84. High school diploma or GED, minimum 5 years in the our fire department or 5 years in another career department with State firefighter certifications, EMT and Level II fire inspector	Fri, 10/24/08 12:04 PM
 Find	85. Assoc Degree BC Bachelor Degree DC	Fri, 10/24/08 12:04 PM
 Find	86. Bachelors degree	Fri, 10/24/08 11:50 AM

 Find	87. Five years as a line officer. Fire Officer II.	Fri, 10/24/08 11:48 AM
 Find	88. 10 years on the department (reduced by one with a college degree) multiple fire related college courses. Some personnel management courses.	Fri, 10/24/08 11:43 AM
 Find	89. 4 year degree, EFO graduate, CFOD	Fri, 10/24/08 11:38 AM
 Find	90. State Certified Fire Officer II and 10 years of experience.	Fri, 10/24/08 11:30 AM
 Find	91. None, the department has recently instituted a development plan post promotion. For BC's the process takes a year, for captains 9 months and lieutenants 6 months.	Fri, 10/24/08 11:27 AM
 Find	92. Union agreed to either AA/AS or Fire Officer II (Ilsac)	Fri, 10/24/08 11:27 AM
 Find	93. Will soon be a Bachelors' degree (we phased this in over several years) with paramedic, EFO completion or participation preferred. Depending on the specific position, there may be other requirements such as Master FF or EMS Coordinator or Investigator (for Fire Marshal).	Fri, 10/24/08 11:20 AM
 Find	94. None	Fri, 10/24/08 11:17 AM
 Find	95. 2 years as a Captain top out on promotional test no educational requirement no course work requirement no certification requirement	Fri, 10/24/08 11:12 AM
 Find	96. Basic firefighter requirements only	Fri, 10/24/08 11:11 AM
 Find	97. Must have been a company officer for at least two years. Bachelor's degree in fire science or closely related field. NIMS 100, 200, 300 and 400. NFA 1021. 1033, 1041 and 1035 or equivalent Desired Leadership Development Series--National Fire Academy	Fri, 10/24/08 11:06 AM
 Find	98. Officer candidates are now required to obtain NFPA Fire Officer 3 certification prior to testing for BC. No formal education is required. A captain has to be in rank for 2-3 years to be able to test for BC .	Fri, 10/24/08 11:05 AM
 Find	99. To test for BC, you have to be at the rank of captain for 5 years and hold an Fire Science certificate from a junior college.	Fri, 10/24/08 11:04 AM
 Find	100. AS in fire science	Fri, 10/24/08 10:58 AM
 Find	101. BC: FF2, driver/operator, EMT-B, Associate degree DC & up: same plus work to complete the EFO Program	Fri, 10/24/08 10:54 AM
 Find	102. Minimum of an Associates degree and certain certifications.	Fri, 10/24/08 10:53 AM
 Find	103. none is required	Fri, 10/24/08 10:51 AM
 Find	104. Rank does not exist in our organizaiton	Fri, 10/24/08 10:49 AM
 Find	105. Bachelors Degree, EFO Program, KS Certified Manager Program, ICS 400, etc	Fri, 10/24/08 10:47 AM
 Find	106. None	Fri, 10/24/08 10:42 AM
 Find	107. BC - None AC - Associates DC - Bachelors FC - Bachelors w/Master or EFO preferred	Fri, 10/24/08 10:41 AM

 Find	108. 12 years with department; Associate degree; Fire Officer I & II; all NIMS classes	Fri, 10/24/08 10:40 AM
 Find	109. Officer I and II Instructor II Achieve completion of 18 items from a list of 30 possible career enriching activities Can bypass the above with an approved bachelors degree Serve as firefighter for minimum 5 years, lieutenant minimum 3 years, Captain minimum 3 years	Fri, 10/24/08 10:37 AM
 Find	110. Bachelor in managment related field Fire Officer certification Fire Instructor certification	Fri, 10/24/08 10:33 AM

250 responses per page 

Appendix C-11

Department and agency raw data responses to electronic questionnaire question #7























Displaying 1 - 105 of 105 responses























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	Comment Text	Response Date
 Find	1. The top 15 (captains) or 25 (drivers) names are placed on a list and attend a one week academy for the position to be promoted to.	Tue, 11/11/08 11:26 AM
 Find	2. Not much... Just a bibliography and a test process that included a written and assessment center.	Wed, 11/5/08 10:30 AM
 Find	3. Interviews	Tue, 11/4/08 5:28 AM
 Find	4. Fire Officer II MCTO and MCI PIO Fire Investigator I Public Educator I Leadership I, II, III (NFA)	Mon, 11/3/08 10:39 AM
 Find	5. Officer I-II-III-IV etc and the NFA Leadership series	Mon, 11/3/08 6:54 AM
 Find	6. Officer I-IV classes and certification testing Promotional assessment centers based on job duties	Mon, 11/3/08 6:08 AM
 Find	7. an assesment center that is based upon the persons reactions during a fire scene and interview process, education, and service history.	Sun, 11/2/08 8:27 AM
 Find	8. Assessment center testing	Fri, 10/31/08 8:45 PM
 Find	9. The company officer promotional program consists of meeting basic requierments for the position, a written test, oral interview board, performance review and a final interview with the Chief & Township supervisor.	Fri, 10/31/08 5:14 AM
 Find	10. assessment center process	Thu, 10/30/08 5:03 PM
 Find	11. tests, assessment centers, teaching scenarios, command scenarios.	Thu, 10/30/08 1:58 PM
 Find	12. competitive written promo exam only for company officer. SAA for chief officers plus assessment center (50% each)	Wed, 10/29/08 8:24 PM
 Find	13. Lieutenant Program - Not permanent appointment. Captain mentoring process.	Wed, 10/29/08 5:44 AM
 Find	14. seniority list as well as civil service rules regarding promotions.	Wed, 10/29/08 5:08 AM
 Find	15. We widely use the California State Fire Training system as our baseline.	Tue, 10/28/08 4:12 PM
 Find	16. Acting positions (AC, ABC, etc.) Each employee must get their education off-duty on their own time.	Tue, 10/28/08 2:20 PM
 Find	17. The promotional test in itself.	Tue, 10/28/08 10:36 AM
 Find	18. Certified Company Officer program Certified Chief Officer program	Tue, 10/28/08 7:06 AM
 Find	19. Assessment Center	Tue, 10/28/08 5:34 AM
 Find	20. Testing, oral exam. psych, review board for company officers. There is no plan for Chief Officers.	Tue, 10/28/08 5:31 AM
 Find	21. Internally developed process	Tue, 10/28/08 4:24 AM
 Find	22. None, other than basic promotional systems	Mon, 10/27/08 5:52 PM






 Find	23. A competitive promotional process that encompasses fire management, employee management, and law enforcement. This is in the form of a comprehensive written test and oral interview.	Mon, 10/27/08 4:22 PM
 Find	24. Written exam and assessment center combination, Rule of 5 is then used for a promotional review panel and a Chief's recommendation. Personnel board then promotes from the rule of 5.	Mon, 10/27/08 1:36 PM
 Find	25. Application, Interview, and (simulator) testing process.	Mon, 10/27/08 12:31 PM
 Find	26. none to very little	Mon, 10/27/08 11:55 AM
 Find	27. Quarterly Officer Development Meetings, weekly Policy review, annual evaluations	Mon, 10/27/08 11:31 AM
 Find	28. Preparation classes and coursework to get them what they need. Relaxed the school leave program to give them time to get classes.	Mon, 10/27/08 10:13 AM
 Find	29. Captain's and BC Academies Cadre training	Mon, 10/27/08 9:53 AM
 Find	30. Leadership Institute provided in-house. It is a one year program. Chief officers are encourage to attend the EFO Program at the NFA and the majority of ours have completed the program.	Mon, 10/27/08 8:57 AM
 Find	31. Assessment centers, promotional skill sign-off packets, and captain/BC academies.	Mon, 10/27/08 8:33 AM
 Find	32. See #6 above (Co. Officer Step Program)	Mon, 10/27/08 8:22 AM
 Find	33. Assessment centers, rule of one.	Mon, 10/27/08 7:58 AM
 Find	34. None	Mon, 10/27/08 6:40 AM
 Find	35. written testing, tactical and practical scenarios of fire ground and personnel management, computer skills, teaching exercises and interviews	Mon, 10/27/08 6:26 AM
 Find	36. Fully paid tuition reimbursement to all college and certification classes. Mileage reimbursement, book reimbursement.	Mon, 10/27/08 6:16 AM
 Find	37. An approved promotional exam with no educational, interview, or work performance considerations - the highest score wins.	Mon, 10/27/08 6:05 AM
 Find	38. Achieve IFSAC certifications through Company Officer	Mon, 10/27/08 5:44 AM
 Find	39. Tuition reimbursement, bi-annual testing process (that includes an assessment process) Up-to-date requirement of promoted positions.	Mon, 10/27/08 5:40 AM
 Find	40. none	Mon, 10/27/08 5:13 AM
 Find	41. OCS	Mon, 10/27/08 5:01 AM
 Find	42. FO and instructor courses. Many have taken the NFA courses for officer development	Sun, 10/26/08 10:25 PM
 Find	43. We just implemented a new captains promotional process and developed new requirements. For captain we used a written test, oral panel interview, table top.	Sun, 10/26/08 11:45 AM
 Find	44. none.....	Sun, 10/26/08 11:37 AM


 Find	45. Career path classes, Assoc. degree or BS degree, time in service, assessment center, officer academy (2 weeks)	Sun, 10/26/08 11:32 AM
 Find	46. Testing process consists of an assessment center. We promote education in an effort to raise the bar academically from an AA to a BA.	Sun, 10/26/08 8:49 AM
 Find	47. In house OCS I and II program for Captain then BC consisting of college level classes. AAS degree is required for the Capt. process and BS degree is required for the BC process. For promotions there is a written test with a cut off score to compete in an assessment center then a Chief's interview.	Sun, 10/26/08 5:02 AM
 Find	48. Company Officers must be CO certified by the State of Florida all Company Officers are trained to Chief Officer level by the Chief Officers. All officers are promoted by using assessment center testing.	Sun, 10/26/08 4:54 AM
 Find	49. none to plan. To promote have a process for all levels that includes educational requirements, written testing over hydraulics, building construction decisionmaking, interpersonal dynamics and scenario for tactical objectives	Sat, 10/25/08 7:14 PM
 Find	50. In house officer development course.	Sat, 10/25/08 12:24 PM
 Find	51. We developed an in-house Capt. mentoring program to assist Engineers prepare for the next level such as report writing, command and control, etc.	Sat, 10/25/08 9:38 AM
 Find	52. As a result of my last ARP, we have instituted an officer development program held once a quarter. Attendance in optional.	Sat, 10/25/08 8:19 AM
 Find	53. work in progress	Sat, 10/25/08 6:25 AM
 Find	54. Leadership instiute, officer forums, inhouse career ladder classes	Sat, 10/25/08 6:12 AM
 Find	55. Currently working on a workbook which assists the individuals with gaining knowledge and skills allowing them to become Fire Officer certified.	Sat, 10/25/08 4:51 AM
 Find	56. Company officer prep school	Sat, 10/25/08 3:48 AM
 Find	57. In-Basket & performance assessments coupled with interviews	Sat, 10/25/08 2:14 AM
 Find	58. Just what they have done in the past, however with a few changes to keep up with the new standards	Fri, 10/24/08 7:59 PM
 Find	59. Testing process, assessment center, interview process, nat'l profession development model per nfa	Fri, 10/24/08 5:27 PM
 Find	60. Officer candidate schools for CO's that include 12 college credit hours.	Fri, 10/24/08 5:10 PM
 Find	61. We have a SOG that spells out the required criteria for each position. Up to this year we have been utilizing employment contracts to ensure personnel are adhering to the SOG critieria and making progress toward fulfilling the SOG requirements. In 2009, we will require adherence to the basic SOG qualifications for each position. We will drop use of the employment contracts. We also conduct a company officer development program. We're beginning our 2nd program this month. Each program	Fri, 10/24/08 4:33 PM

	has 15 candidates comprising both Lts. and potential candidates. To date there have been no Captains applying for the program. We also offer through the City tuition assistance for college courses.	
 Find	62. 1. Promotional Exams 2. Educational requirements for each rank 3. Certification requirements for each rank 4. Time in rank requirements for each promotion 5. Physical for each promotion.	Fri, 10/24/08 3:14 PM
 Find	63. Training Opportunities through the training academy to reach certifications. Skills check list if personnel are interested in "acting" in the capacity of an officer prior to promotion.	Fri, 10/24/08 3:13 PM
 Find	64. Mentoring program for company and chief officers, participation in assessment centers, promote education and pay for it.	Fri, 10/24/08 3:00 PM
 Find	65. Nothing.	Fri, 10/24/08 2:47 PM
 Find	66. Testing that involves an outside agency written test, an oral questioning, and an inbox practical.	Fri, 10/24/08 1:58 PM
 Find	67. Career Development Guide Education Assistance Policy	Fri, 10/24/08 1:55 PM
 Find	68. None	Fri, 10/24/08 1:44 PM
 Find	69. none	Fri, 10/24/08 1:41 PM
 Find	70. Company Officer academy. Leadership 180 and 280 NWCG Classes. Testing and assesment centers	Fri, 10/24/08 1:28 PM
 Find	71. Continuing education Command training EFO Officers Academy	Fri, 10/24/08 1:21 PM
 Find	72. Officer Candidate School for perspective Lieutenants	Fri, 10/24/08 1:12 PM
 Find	73. We have a task book that must be completed for an individual to act out of rank. This is the entirety of our succession planning. This task book includes the coursework listed in Question 6.	Fri, 10/24/08 1:07 PM
 Find	74. Officer development course was developed a number of years ago, but needs to be revamped. promotion follows the career sog.	Fri, 10/24/08 1:01 PM
 Find	75. Published requirements then offer ample opportunity to obtain training and education in house as well as an educational incentive program for college level courses.	Fri, 10/24/08 12:58 PM
 Find	76. Internal process consisting of a written test, management scenario, tactical scenario, resume evaluation, panel interview, and a chief's interview.	Fri, 10/24/08 12:43 PM
 Find	77. Contractually-based process for CO's with senoirity, written, education, interview panel, sick leave Chiefs are assessment centers	Fri, 10/24/08 12:39 PM
 Find	78. Mentoring key leaders within our organization Developing criteria for the positions and then hosting local training for those requirements Assessment center process for the examination	Fri, 10/24/08 12:08 PM
 Find	79. Self-study; voluntary participation in out of department National Fire Academy classes; also, voluntary college degree support through City.	Fri, 10/24/08 12:07 PM
 Find	80. none	Fri, 10/24/08 12:04 PM

 Find	81. Unobstructed access to training and limitless opportunity to train above the personnel's level of operation.	Fri, 10/24/08 12:04 PM
 Find	82. Written, assesment center	Fri, 10/24/08 11:50 AM
 Find	83. Testing and promotional assessment center through captain. Interview and essay for positions above.	Fri, 10/24/08 11:43 AM
 Find	84. Our department developed an officer development program for our department	Fri, 10/24/08 11:38 AM
 Find	85. Nothing formal. We promote all sorts of training and require very basic officer training locally.	Fri, 10/24/08 11:30 AM
 Find	86. except for the company officer class offered there is nothing formal, informally higher ranks will mentor lower ranks particularly around promotional exams.	Fri, 10/24/08 11:27 AM
 Find	87. We are working on an Officer Development program in hopes of moving to a succession planning model. Program would be based of Fire Officer 1 with "the Edmonds Way" intertwined.	Fri, 10/24/08 11:27 AM
 Find	88. Self developed. We hope to use an assessment center for the next round.	Fri, 10/24/08 11:20 AM
 Find	89. An evaluation of the individual by his peers and superiors	Fri, 10/24/08 11:17 AM
 Find	90. None	Fri, 10/24/08 11:12 AM
 Find	91. Seniority only. You have to take the initiative in your own hands.	Fri, 10/24/08 11:11 AM
 Find	92. We have developed a Career Development Pathway tool that allows any member of the department to track all of their training and experience to any position within the department.	Fri, 10/24/08 11:06 AM
 Find	93. Our promotion system is a replacement only process wherein personnel are promoted to fill a vacancy as they occur. There is not for thought as to which specialty positions will need to be filled in the future. Such as Training Chief, ARFF Chief, Prevention Chief, etc. Anyone can be assigned to those positions with very minimal NFPA training and zero college education.	Fri, 10/24/08 11:05 AM
 Find	94. Continuous annual training is made available or announced by the division of training. Once the employee is successful in passing the promotional test, they will go to an academy for 2-3 weeks to obtain additional training.	Fri, 10/24/08 11:04 AM
 Find	95. none really in place just meet minimum standards set by administration	Fri, 10/24/08 10:58 AM
 Find	96. There is no formal process	Fri, 10/24/08 10:54 AM
 Find	97. Assessment centers.	Fri, 10/24/08 10:53 AM
 Find	98. comprehensive assessment centers	Fri, 10/24/08 10:51 AM
 Find	99. No written procedure	Fri, 10/24/08 10:49 AM
 Find	100. Fire Officer Academy and the recent addition of a developmental position for the LFD called "Fire Lieutenant". This is an official	Fri, 10/24/08 10:47 AM

professional development position that is used to give formal authority to our "Interim Officers".

 Find	101. None	Fri, 10/24/08 10:42 AM
 Find	102. We are in the process of developing a leadership program for new officers, but mostly we use state programs, NFA courses, etc..	Fri, 10/24/08 10:41 AM
 Find	103. It has been somewhat loose; our goal is to have a succession plan for 2010.	Fri, 10/24/08 10:40 AM
 Find	104. we use the same promotion process for the past 30 years, relies on civil service exam and assessment center	Fri, 10/24/08 10:37 AM
 Find	105. Internal Officer's Academy	Fri, 10/24/08 10:33 AM

250 responses per page 

Appendix C-12

Department and agency raw data responses to electronic questionnaire question #8

















Displaying 1 - 101 of 101 responses





















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









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	Comment Text	Response Date
 Find	1. I assign a senior firefighter to mentor the new recruit, senior officer to show the driver the ropes, etc.	Tue, 11/11/08 11:26 AM
 Find	2. Working on a new process that will address just that.	Wed, 11/5/08 10:30 AM
 Find	3. encourage and promote Professional development training: Provide formal instruction through NYS OFPC	Tue, 11/4/08 5:28 AM
 Find	4. I try to take every opportunity to ensure all of our members that they can go anywhere in their fire service career. I try to provide them with the tools and education and training opportunities to prepare themselves for the career that they desire.	Mon, 11/3/08 10:39 AM
 Find	5. Offer numerous F&R and general Gov educational opportunities.	Mon, 11/3/08 6:54 AM
 Find	6. We reveiw all muility company responcees as a shift enorder to reinforce positives and correct any mistakes. I also encourage them to continue their education.	Sun, 11/2/08 8:27 AM
 Find	7. I have developed programs, study plans, career tracks, and education tracks to help personnel develop their leaqdership abilities	Fri, 10/31/08 8:45 PM
 Find	8. Career and professional development is a portion of each CO's yearly performance review. I also pay for nearly all for an officers or members fire/ems development and we offer a tuition reimbursement program	Fri, 10/31/08 5:14 AM
 Find	9. Guide employee by example and providing insight no tends and managing diverse work groups.	Thu, 10/30/08 5:03 PM
 Find	10. I use the annual review to tell folks what I think would help them acheive the next step in their careers.	Thu, 10/30/08 1:58 PM
 Find	11. focus on providing cross training opportunities and utilize and inclusive participative leadership style. informal mentoring also since there is no formal succession plan	Wed, 10/29/08 8:24 PM
 Find	12. Participation in decision making and opportunity to complete higher level assignments (i.e.,daily duties)	Wed, 10/29/08 5:44 AM
 Find	13. not as much as should be done	Wed, 10/29/08 5:08 AM
 Find	14. Create a positive work environment where positive influences are maxlmized and negative influences are isolated. Reinforce good behavior in future leaders and have them work closely with positive role models.	Tue, 10/28/08 4:12 PM
 Find	15. As an EMS Manager I pass along responsibility to other paramedics. Get them involoved is issues such as RFP processes, council agenda items, EMS inventory research, etc.	Tue, 10/28/08 2:20 PM
 Find	16. I attempt to instruct those with the desire to obtain promotions explanations of how I acheived my goals to date through discussion and duties that I perform. I also encourage education and training and try to match up interests with to job duties and classisfications.	Tue, 10/28/08 10:36 AM

 Find	17. I encourage formal education, Chief Officer Cert; EFO, technical certs	Tue, 10/28/08 7:06 AM
 Find	18. I have encouraged future candidates to take courses at the NFA - and the success rate of those who have is proof that it provides a great step forward in development of our leadership	Tue, 10/28/08 5:34 AM
 Find	19. As a senior officer I try to empower people to make decisions prior to my arrival.	Tue, 10/28/08 5:31 AM
 Find	20. Allow those under my command to informally and formally learn and perform my job.	Mon, 10/27/08 5:52 PM
 Find	21. I encourage employees to take every opportunity to advance their education, and will conduct extra training as much as needed.	Mon, 10/27/08 4:22 PM
 Find	22. Invest time communicating organization's values specifically with the Captains and Battalion Chiefs. Encourage training and education. Offer input and recommendations concerning career development.	Mon, 10/27/08 1:36 PM
 Find	23. not enough.	Mon, 10/27/08 12:31 PM
 Find	24. direct them to NFA for training	Mon, 10/27/08 11:55 AM
 Find	25. Emphasize education and increased responsibilities	Mon, 10/27/08 11:31 AM
 Find	26. We are making efforts to prepare them for higher levels. We encourage them to take advantage of classes. We talk with the up and coming to get them motivated to move up.	Mon, 10/27/08 10:13 AM
 Find	27. Mentor those that show interest, provide educational opportunities through the budget and allow for all to apply, encourage NFA participation	Mon, 10/27/08 9:53 AM
 Find	28. I look for, and provide opportunities for my subordinates to attend classes, as well as gain incident management experience.	Mon, 10/27/08 8:57 AM
 Find	29. (1) Try to set a good example and (2) promote free flow of information to and from future leaders so they can make the best decisions possible.	Mon, 10/27/08 8:33 AM
 Find	30. One-on-one mentoring of prospective BCs, as well as on-going training of Captains.	Mon, 10/27/08 8:22 AM
 Find	31. I have not been able to due to resistance form the Chief Officers. I have been told that education is a waste of time.	Mon, 10/27/08 6:40 AM
 Find	32. Lead by example in continuing my education working on MPA and EFO. Discuss with personnel on regular basis the importance of preparing oneself early in their careers, as you never know when opportunities will arise and preparation is key to be ready to respond when called upon.	Mon, 10/27/08 6:26 AM
 Find	33. Everything and anything I can.	Mon, 10/27/08 6:16 AM
 Find	34. I encourage individuals to take advantage of outside educational and professional development opportunities as much as possible. This is due to the limited internal availability of such.	Mon, 10/27/08 6:05 AM
 Find	35. Right now simply trying to get the org. organized.	Mon, 10/27/08 5:48 AM
 Find	36. We have a step up program for when people are off but have not	Mon, 10/27/08 5:44 AM

	explored other options.	
 Find	37. To further their education in people skills. This is the most import part of upper management in the fire service.	Mon, 10/27/08 5:40 AM
 Find	38. Give them the opportunity to lead, evaluate their progree, and further opportunity to lead again	Mon, 10/27/08 5:29 AM
 Find	39. teach. offer opportunity to attend NFA etc. tell them they have potential	Mon, 10/27/08 5:13 AM
 Find	40. na	Mon, 10/27/08 5:01 AM
 Find	41. Encourage them to pursue additional educational goals, discuss leadership issues with them regularly, schedule them to work at rank above often	Sun, 10/26/08 10:25 PM
 Find	42. I encourage enrollment in degree programs at the community college and univeristy. We bring in and promote state certification classes for officer, instructor etc. We're working with the current captains encouraging them to mentor up and coming personnel and encourage those wanting to be future officers to ask their captains for help. We provide leadership classes from outside instructors on an annual bases i.e. Buddy to boss, It's your District, etc.	Sun, 10/26/08 11:45 AM
 Find	43. our top executives currently encourage professional development during informal mentoring/coaching.	Sun, 10/26/08 11:37 AM
 Find	44. career plans for subordinates, development training	Sun, 10/26/08 11:32 AM
 Find	45. I encourage all personnel to have a five year career plan that outlines their education from both an academic and professional perspective.	Sun, 10/26/08 8:49 AM
 Find	46. Incourage them to go to school.	Sun, 10/26/08 5:02 AM
 Find	47. See above.	Sun, 10/26/08 4:54 AM
 Find	48. I am not a top executive	Sat, 10/25/08 7:14 PM
 Find	49. Promote education, training and NFA opportunities.	Sat, 10/25/08 12:24 PM
 Find	50. Get them involved in in-house committees that allow them to share their expertise and leadership leading to empowerment of future career development	Sat, 10/25/08 9:38 AM
 Find	51. Model desired beahaviors, period. try to do the right thing, continue education and training, and encourage others to take advantage of programs available to them.	Sat, 10/25/08 8:19 AM
 Find	52. Lead by example	Sat, 10/25/08 6:25 AM
 Find	53. Demonstrate and explain the department's strategic plan.	Sat, 10/25/08 6:12 AM
 Find	54. Assist employees at all levels with their own development to include the assistance of their own career devlopment plan in specific areas related to the position desired.	Sat, 10/25/08 4:51 AM
 Find	55. Train everyone. Have everyone prepared to assume your roles as if they will have that position in the future.	Sat, 10/25/08 2:14 AM

 Find	56. Just keep training the lower individuals to take over my position when I RETIRE!!	Fri, 10/24/08 7:59 PM
 Find	57. continually encourage personnel to determine their own goals for the future (short, medium, long) and how best to go about achieving them based on our professional development guide, state standards and ever changing and constantly evolving national standards. in other words, don't look at long range goals based on today's standard. look further ahead and where the direction is headed. if the nfa begins and initiative, it will eventually trickle to the states. if you start early, you will be there before it arrives and put you that much further ahead of the curve.	Fri, 10/24/08 5:27 PM
 Find	58. GO TO SCHOOL! get your education, and consider seriously education beyond a bachelor degree. Seize any opportunity to function or be a part of the next level either through acting in capacity, or taking on projects.	Fri, 10/24/08 5:10 PM
 Find	59. Fully support and drive the professional standards SOG. I'm completing my Master's and also beginning work on my final EFOP project. I'm attempting to lead by example. Walk the talk. I encourage everyone to go to college, attend conferences, and continually seek professional certifications. During our performance appraisal processes, I identify the employee's goals and career hopes, dreams and wishes. Collectively, we layout and agree upon an action plan that will assist in getting them there.	Fri, 10/24/08 4:33 PM
 Find	60. Promote and encourage training and education levels that meets the need the organization and each employee. Assist by providing funding to pay for higher education of the employees. Encourage training such as the NFA EFO or other leadership programs.	Fri, 10/24/08 3:14 PM
 Find	61. Attempt to monitor and provide personnel with career opportunities to enhance their development. I encourage junior personnel to invest time in their subordinates and provide cards, letters, as a means of acknowledging and encouraging personnel that have the knowledge, skills, and abilities to be an officer.	Fri, 10/24/08 3:13 PM
 Find	62. See above	Fri, 10/24/08 3:00 PM
 Find	63. I utilize every opportunity to help to develop all persons that I work with.	Fri, 10/24/08 2:47 PM
 Find	64. I give them my time, and show them that they can accomplish anything they set their mind to do! I share experiences, help them with class work and help them see their strengths and strengthen their weak areas.	Fri, 10/24/08 1:58 PM
 Find	65. Act as an example	Fri, 10/24/08 1:44 PM
 Find	66. Mainly try to provide a role model.	Fri, 10/24/08 1:41 PM
 Find	67. Discuss the decisions one on one and encourage them to take more ownership and action when possible i.e discipline, conflict resolution, budgeting.	Fri, 10/24/08 1:28 PM
 Find	68. Education opportunities Leadership skills	Fri, 10/24/08 1:21 PM
 Find	69. Encourage employees to seek training opportunities	Fri, 10/24/08 1:12 PM

 Find	70. I try to "coach" those individual that work for me that I think have the quailities necessary for future promotion. Those that don't yet have the qualities, I make sure they know their deficiencies and what they need to do to improve.	Fri, 10/24/08 1:07 PM
 Find	71. Encourage them to seek out higher education opportunities.	Fri, 10/24/08 1:01 PM
 Find	72. In addition to training and education, assignment of leadership tasks with the responsibility to see them through.	Fri, 10/24/08 12:58 PM
 Find	73. All the above listed items.	Fri, 10/24/08 12:43 PM
 Find	74. Do as much as I can to show them how things work and explain where we need to go. I never say no when people want to know more	Fri, 10/24/08 12:39 PM
 Find	75. Communicate iwth them, discuss the potential for them and the organization, get them excited in their current role and future role.	Fri, 10/24/08 12:08 PM
 Find	76. Identify, support, delegate, resist tendency to take over too much control of a delegated or assigned task/project, listen, offer constructive criticism, be honest	Fri, 10/24/08 12:07 PM
 Find	77. I encourage higher education (AA/AS, BS/BA degrees); NFA curriculums, EFOP	Fri, 10/24/08 12:04 PM
 Find	78. Select potential leaders to act when I ma off, provide them with realistic and achievable objectives while they are in, and discuss thier time acting when I return.	Fri, 10/24/08 11:50 AM
 Find	79. As a graduate of the EFOP and as coordinator of the Maine State Weekend, I have become an ambassador of the NFA. I also encourage attendance at county and state fire training programs. (the other side of the fence).	Fri, 10/24/08 11:48 AM
 Find	80. We as asministrative executives promote an atmosphere that values education. We support College and technical training with educational funding which include books and travel.	Fri, 10/24/08 11:43 AM
 Find	81. Explain the benefits of assisting the public and the influence you can have on others as a leader in an organization providing you have the communities best interest at heart.	Fri, 10/24/08 11:38 AM
 Find	82. Promoting education is the highest. I strongly encourage officers to take specific courses and attend specific seminars. If it appears real appropriate, I actually copy the flyers and give each officer a personal copy, while discussing the opportunities at officer's meetings.	Fri, 10/24/08 11:30 AM
 Find	83. I encourage people that I would like to see promote up by helping them with their exam preparations.	Fri, 10/24/08 11:27 AM
 Find	84. Formal documentation in out Appraisal Process. Informally in discussion with the members (coaching and mentoring). I also keep my door open for consult on more difficult subjects if the officer needs it.	Fri, 10/24/08 11:27 AM
 Find	85. I forward them articles of interest; have subscribed them to EMS management journals; include them in discussions regarding budget, purchasing, training, regional planning; encourage training such as at the NFA in EMS tract as well as EFO.	Fri, 10/24/08 11:20 AM

 Find	86. There are several of us who encourage the younger personnel to go to school, Nat'l Fire Academy, etc.	Fri, 10/24/08 11:12 AM
 Find	87. Definitely! It is the only way that we have to provide the leadership for the future and pass on valuable information and who how they can make a difference.	Fri, 10/24/08 11:11 AM
 Find	88. I push self-development, I encourage to stay focused, I enquire regularly as to their needs, I challenge them in their growth and standby when they may feel that they aren't willing or feel that they are not able to keep moving.	Fri, 10/24/08 11:06 AM
 Find	89. As a company officer, I encourage my firefighters to seek NFPA officer training above their rank, college education, and obtain experience in a variety of areas within the fire-EMS service (Suppression, Training, Prevention, EMS, Pub-ED, Haz-Mat, Tech. Rescue). I try to encourage them to be a well rounded officer.	Fri, 10/24/08 11:05 AM
 Find	90. One on one conversations about what classes or goals individuals have are often discussed.	Fri, 10/24/08 11:04 AM
 Find	91. try and let them learn on their own and offer coaching or guidance as to the possible pitfalls that could exist	Fri, 10/24/08 10:58 AM
 Find	92. Provide opportunities & guidance, personal encouragement & direction	Fri, 10/24/08 10:54 AM
 Find	93. Promote training and education.	Fri, 10/24/08 10:53 AM
 Find	94. I coach, encourage and direct people who initiate or others that I see have potential to educational opportunities	Fri, 10/24/08 10:51 AM
 Find	95. Promote training and the educational component of professional development	Fri, 10/24/08 10:49 AM
 Find	96. At the top levels, programs become important! Educational reimbursement program, annual Captains Leadership Summitt, Committee work etc.	Fri, 10/24/08 10:47 AM
 Find	97. Lead by example	Fri, 10/24/08 10:42 AM
 Find	98. We provide quarterly leadership development sessions for all chief officers. Also, we have a strong tuition advancement program for those seeking to further their education. Finally, we encourage and support additional leadership training through the state, NFA, and EMI.	Fri, 10/24/08 10:41 AM
 Find	99. Personal meeting with those employees who wish to excel/improve themselves.	Fri, 10/24/08 10:40 AM
 Find	100. I am not a top executive. However, I do serve as the chairman of our new professional development committee, which is trying to institute some of the things you refer to above.	Fri, 10/24/08 10:37 AM
 Find	101. Motive them to aspire to a higher rank and provide mentoring in the form of individual coaching	Fri, 10/24/08 10:33 AM

250 responses per page

Appendix C-13

Department and agency raw data responses to electronic questionnaire question #9





















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













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














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Jump To: 1







Go >>

	Comment Text	Response Date
 Find	1. I get to personally choice the "ride-out" officer who takes my place when I am on scheduled leave... preparing him/her for the postion of chief officer	Tue, 11/11/08 11:26 AM
 Find	2. It's very loose and consist of conversations about performance, attitude, professionalism, etc.	Wed, 11/5/08 10:30 AM
 Find	3. Civil Service testing Interviews applications	Tue, 11/4/08 5:28 AM
 Find	4. They typically rise to the top by their own abilities. They are self motivated and have a desire in their heart to serve the citizens and the membership of the department.	Mon, 11/3/08 10:39 AM
 Find	5. staff assignments	Mon, 11/3/08 6:54 AM
 Find	6. Through the use of committees for issues such as uniforms, standard operating guidelines, ISO compliance, communications issues, etc. The use of the committees gives members some responsibilites that they would not have otherwise, which lets one see how the responsibility is handled.	Mon, 11/3/08 6:08 AM
 Find	7. By dicussing it among the current chief officers	Fri, 10/31/08 8:45 PM
 Find	8. Job observance and performance reviews	Fri, 10/31/08 5:14 AM
 Find	9. Personnal observation, employee interaction, scene management, confilct resolution, trust and integrity	Thu, 10/30/08 5:03 PM
 Find	10. Watching performance, management skills and how they continue to improve and update their skills. Also how they handle people.	Thu, 10/30/08 1:58 PM
 Find	11. the most active and involved members that posses a passion and positive attitude. They compete for promotion as per exam identified above.	Wed, 10/29/08 8:24 PM
 Find	12. Lieutenant process Interim shift commanders	Wed, 10/29/08 5:44 AM
 Find	13. job performance and motivation	Wed, 10/29/08 5:08 AM
 Find	14. Informal process using conversations with peers and supervisors.	Tue, 10/28/08 4:12 PM
 Find	15. Motivated employees have been relatively easy to identify. It does take awhile to figure out whether they are leaders or not. I have found that most motivated veterans (15+ years) who have leadership qualities also have the support from line personnel.	Tue, 10/28/08 2:20 PM
 Find	16. Because of Union opposition, we have stopped doing this. It creates huge problems	Tue, 10/28/08 7:06 AM
 Find	17. Those who step forward and actively work on projects of interest to themselves - without extra pay.	Tue, 10/28/08 5:34 AM
 Find	18. Education, interest and participation in the department.	Tue, 10/28/08 5:31 AM
 Find	19. Annual review of performance	Tue, 10/28/08 4:24 AM
 Find	20. I attempt to motivate them, suggest courses, and place them in acting	Mon, 10/27/08 4:22 PM

	supervisory position to gain valuable experience.	
 Find	21. Personal observation, performance evaluations, training records	Mon, 10/27/08 1:36 PM
 Find	22. My personal experience with them	Mon, 10/27/08 11:55 AM
 Find	23. Looked at those with not only the knowledge level, but the individual drive for completion of a project.	Mon, 10/27/08 11:31 AM
 Find	24. Ambition, knowledge, competence, what they have now as compared to what we need, respected.	Mon, 10/27/08 10:13 AM
 Find	25. Look for self starters, self motivated individuals and coach them.	Mon, 10/27/08 9:53 AM
 Find	26. Not formally, but informally, yes.	Mon, 10/27/08 8:57 AM
 Find	27. Informal process based on known KSAs of various members.	Mon, 10/27/08 8:33 AM
 Find	28. No formal system for this	Mon, 10/27/08 8:22 AM
 Find	29. observation of individual performance, personal behaviors, work practices, team performance.	Mon, 10/27/08 7:58 AM
 Find	30. Through personal observation and conversations. I need to stay on top of this for future advancement.	Mon, 10/27/08 6:40 AM
 Find	31. observation of individuals in how they deal with others, and how the challenge themselves in education as well as specific areas of fire services such as technical rescue, hazmat, strategic planning committes, community involvement etc.	Mon, 10/27/08 6:26 AM
 Find	32. By performance and expressed interests. However, this is of no value due to the current promotional structure.	Mon, 10/27/08 6:05 AM
 Find	33. Personally	Mon, 10/27/08 5:48 AM
 Find	34. During assement process that identifies behaviors that are desirable for leadership roles. Feedback from current officers.	Mon, 10/27/08 5:40 AM
 Find	35. during recruit academy, Chief Officers look for new firefighters who show more initiative....work harder, natural leaders	Mon, 10/27/08 5:13 AM
 Find	36. na	Mon, 10/27/08 5:01 AM
 Find	37. survey everyone on the shift, provide them with additional training and experience when possible	Sun, 10/26/08 10:25 PM
 Find	38. Based on verified performance and witnessed leadership along with acitve participation within the district.	Sun, 10/26/08 11:45 AM
 Find	39. Based upon academic and professional experience.	Sun, 10/26/08 8:49 AM
 Find	40. Personal intuition with the persons attitude and work history.	Sun, 10/26/08 5:02 AM
 Find	41. By identifying shining stars in our organization.	Sun, 10/26/08 4:54 AM
 Find	42. Personal observation.	Sat, 10/25/08 12:24 PM
 Find	43. Identify individuals that demonstrate the initiative to further their education, departmental involvement in solving issues, mentor and role	Sat, 10/25/08 9:38 AM

	model for other members and their peers	
 Find	44. performance	Sat, 10/25/08 6:25 AM
 Find	45. Job performance, observation of needed KSA's, coaching and mentoring.	Sat, 10/25/08 6:12 AM
 Find	46. This has been done through the identification of exceptional employees demonstrating a desire for advancement and the willingness to work both on and off the job to accomplish their career goals.	Sat, 10/25/08 4:51 AM
 Find	47. i haven't, they have. their actions do all the talking. my job is to help those who have the potential to believe in themselves and their ability enough to become that person. not everyone wants or has to strive to be the king.	Fri, 10/24/08 5:27 PM
 Find	48. by there commitment to making themselves better	Fri, 10/24/08 5:10 PM
 Find	49. Subjectively, by attitude, performance, voluntary adherence to the pro. dev. SOG, etc. We do not do so formally. A quality succession program should be capable of giving some guidance and assistance through the use of various personality testing instruments, i.e. MBTI, DiSC, etc. Caution though, as these are often interpretative and subject to pigeon-holing individuals.	Fri, 10/24/08 4:33 PM
 Find	50. Gut feeling based upon commitment, dedication, integrity, motivation, evaluations, competence, attitude and how they act under stress.	Fri, 10/24/08 3:14 PM
 Find	51. Primarily based on performance and the amount of effort an individual is willing to put forth to accomplish the departments goals. Occasionally, I will have someone, who will show interest that I have not previously acknowledged and I provide career counseling and encourage them to work with and model effective officers in our organization.	Fri, 10/24/08 3:13 PM
 Find	52. performance evaluations, observation, education, job placement	Fri, 10/24/08 3:00 PM
 Find	53. Informally. As the training chief I often interact with people who are contributors to the organization. I do all that I can to help and encourage the development of these people.	Fri, 10/24/08 2:47 PM
 Find	54. I have done this by watching them during emergency operations, during public speaking events, through class work, through evaluations and through word of mouth from other officers.	Fri, 10/24/08 1:58 PM
 Find	55. job performance	Fri, 10/24/08 1:41 PM
 Find	56. Motivation Interpersonnal skills Education and Training Time in career	Fri, 10/24/08 1:21 PM
 Find	57. Enchourage and mentor employee's that seek leadership	Fri, 10/24/08 1:12 PM
 Find	58. Those that I feel go beyond what is normally required in the succession planning, because I don't feel our planning goes deep enough.	Fri, 10/24/08 1:07 PM
 Find	59. The folks that have stepped up and achieved more through self-motivation vresus "the FD has to provide it for me" attitude.	Fri, 10/24/08 12:58 PM
 Find	60. After people set themselves apart as go-getters they are offered other opportunities for success. We will also send out classes of interest to see who responds or shows initiative. Those who help themselves are assisted	Fri, 10/24/08 12:39 PM

	in any way possible.	
 Find	61. Informally through special projects and attitude towards success.	Fri, 10/24/08 12:08 PM
 Find	62. Leaders possess initiative, follow-through, a work ethic, they are accountable, and have a great degree of character.	Fri, 10/24/08 12:07 PM
 Find	63. Recognized their commitment and dedication based on their actions	Fri, 10/24/08 12:04 PM
 Find	64. Individual evaluation based on experience with individuals	Fri, 10/24/08 11:50 AM
 Find	65. Motivation/Attitude/Involvement/Willingness to mentor	Fri, 10/24/08 11:48 AM
 Find	66. not formally, but you can often tell who may be a candidate through their actions and or stated ambitions.	Fri, 10/24/08 11:43 AM
 Find	67. By observation of their participation within the department by serving as leaders on committies and what they have given back to the department.	Fri, 10/24/08 11:38 AM
 Find	68. Informally and subjectively	Fri, 10/24/08 11:30 AM
 Find	69. Informally, I believe you can spot potential leaders by the work they have done coming up in the organization.	Fri, 10/24/08 11:27 AM
 Find	70. INformally, its not secret who should be officers. Its the paradigm shift needed to get them promoted that I am working on!	Fri, 10/24/08 11:27 AM
 Find	71. I would say the department has not done this formally; however I have personally identified specific individuals that I try to mentor related to EMS management succession.	Fri, 10/24/08 11:20 AM
 Find	72. Working with them, watching them grow professionally, encourage and promote educational oportunities	Fri, 10/24/08 11:17 AM
 Find	73. There are certain ones that stand out as prime candidates, but nothing can be done to "bring them along" so to speak. Often times they are criticized for being overacheivers if they let it be known they are working toward such a goal.	Fri, 10/24/08 11:12 AM
 Find	74. Working with directly and seeing the vision and motivation that they possess.	Fri, 10/24/08 11:11 AM
 Find	75. Through observation and regular communications with them.	Fri, 10/24/08 11:06 AM
 Find	76. I look for personnel who show initiative and take responsibility for their own professional development beyond what the department offers.	Fri, 10/24/08 11:05 AM
 Find	77. Personal observation, testing interest & abilities by assigning progressively more complicated tasks, listening to employees.	Fri, 10/24/08 10:54 AM
 Find	78. Informal conversation coupled with educational components a manager should possess.	Fri, 10/24/08 10:53 AM
 Find	79. WE have rank ordered promtional list for every rank except Chief.	Fri, 10/24/08 10:51 AM
 Find	80. Not formally	Fri, 10/24/08 10:49 AM
 Find	81. Formally through the Fire Lieutenant position. Informally, with every hiring process we try to look beyond the position we are filling.	Fri, 10/24/08 10:47 AM
		

 Find	82. Informally by observation and tracking education levels.	Fri, 10/24/08 10:42 AM
 Find	83. Through promotion and dialogue with those that aspire to higher positions.	Fri, 10/24/08 10:41 AM
 Find	84. Personal observations; mentoring; coaching.	Fri, 10/24/08 10:40 AM
 Find	85. Good impression, leadership skills, adherence to values, education, technical competence	Fri, 10/24/08 10:37 AM
 Find	86. Approached them about seeking higher positions and provided support	Fri, 10/24/08 10:33 AM
250 responses per page 		

Appendix C-14

Department and agency raw data responses to electronic questionnaire question #10






















Displaying 1 - 104 of 104 responses



























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Jump To: 1

















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	Comment Text	Response Date
 Find	1. Required fire service training... nothing special	Tue, 11/11/08 11:26 AM
 Find	2. Education reimbursement up to \$1500.00 per year.	Wed, 11/5/08 10:30 AM
 Find	3. cover cost and stipends cover most shifts	Tue, 11/4/08 5:28 AM
 Find	4. The same educational and training opportunities as listed above. The city also offers tuition reimbursement for those seeking a four year or post graduate degree.	Mon, 11/3/08 10:39 AM
 Find	5. Tuition support. NFA attendance.	Mon, 11/3/08 6:54 AM
 Find	6. Opportunites for training and the empowerment to perform in the roles in which they are placed.	Mon, 11/3/08 6:08 AM
 Find	7. nothing as a organization	Sun, 11/2/08 8:27 AM
 Find	8. We have a training and mentoring program for Battalion Chief candidates	Fri, 10/31/08 8:45 PM
 Find	9. Same as #8	Fri, 10/31/08 5:14 AM
 Find	10. Nothing	Thu, 10/30/08 5:03 PM
 Find	11. pays for 3 college classes per year, small stipend for degrees.	Thu, 10/30/08 1:58 PM
 Find	12. not much. our chief officers are self motivated. the department peovides a caring attitude. the budget is extremely tight. looing at ways out training academy can provide leadership classes internally starting with the lower level positions on up	Wed, 10/29/08 8:24 PM
 Find	13. Nothing formal	Wed, 10/29/08 5:44 AM
 Find	14. allow them to attend classed through the fire academy and other schools of learning	Wed, 10/29/08 5:08 AM
 Find	15. Make training available and convenient. Ultimately it has to come from the individual.	Tue, 10/28/08 4:12 PM
 Find	16. Leadership 1,2, 3	Tue, 10/28/08 3:30 PM
 Find	17. Officer's Academy for all Fire Captains and BC's. Promote the NFA. Occasionally send employees to conferences.	Tue, 10/28/08 2:20 PM
 Find	18. We do very little and do not have a formal plan. We fail our members and citizens in this area.	Tue, 10/28/08 10:36 AM
 Find	19. Education incentive; encouragement for formal education, EFO etc.	Tue, 10/28/08 7:06 AM
 Find	20. Request they attend schools and the NFA in any courses that interest themselves.	Tue, 10/28/08 5:34 AM
 Find	21. The union contract calls for three colege classes per year to be paid for by the department. Support seminars such as the Abbotville Command traning class.	Tue, 10/28/08 5:31 AM

 Find	22. Opportunities throughout the company through special assignments	Tue, 10/28/08 4:24 AM
 Find	23. Informal oppurtunities.	Mon, 10/27/08 5:52 PM
 Find	24. Allow for the attendance at schools, seminars, and extra responsibilities through out the department.	Mon, 10/27/08 4:22 PM
 Find	25. Provide opportunities for training, pay for training, adjust work schedule to allow for training, allow Swap Time for obtaining degrees,	Mon, 10/27/08 1:36 PM
 Find	26. Pay educational expenses.	Mon, 10/27/08 12:31 PM
 Find	27. nothing, get it on your own	Mon, 10/27/08 11:55 AM
 Find	28. Discussion of responsibility through officer development meetings.	Mon, 10/27/08 11:31 AM
 Find	29. We pay for some of the school and give them the time to go.	Mon, 10/27/08 10:13 AM
 Find	30. Budget funding for classes and conferences. Allow college attendance on duty, tuition assistance program, allow for NFA attendance	Mon, 10/27/08 9:53 AM
 Find	31. Looks for and provides opportunities for growth	Mon, 10/27/08 8:57 AM
 Find	32. Supports members attending the NFA and EFO programs. Everything else in on the member's own initiative.	Mon, 10/27/08 8:33 AM
 Find	33. Nothing at present	Mon, 10/27/08 8:22 AM
 Find	34. Provide opportunities to everyone to become credentialed. Provide tuition money, time off, etc.	Mon, 10/27/08 7:58 AM
 Find	35. Nothing	Mon, 10/27/08 6:40 AM
 Find	36. support NFA course attendance (actually mandatory for officers annually) \$2,500 per year tuition for all personnel.	Mon, 10/27/08 6:26 AM
 Find	37. Provide free educatiobal training	Mon, 10/27/08 6:16 AM
 Find	38. A variation of a mentoring program has just been initiated.	Mon, 10/27/08 6:05 AM
 Find	39. Make the training available to all personnel and encourage and support them to participate and give them plenty of time for completion before putting them into the role.	Mon, 10/27/08 5:44 AM
 Find	40. City level leadership training, department sponsored training, tution reimbursement for college level coursework.	Mon, 10/27/08 5:40 AM
 Find	41. Pay tuition and books, and adjust schedule for higher education, as long as the training is job related (with a liber interpretation)	Mon, 10/27/08 5:29 AM
 Find	42. nothing	Mon, 10/27/08 5:13 AM
 Find	43. na	Mon, 10/27/08 5:01 AM
 Find	44. Mentoring only	Sun, 10/26/08 10:25 PM
 Find	45. All that was stated in question 8 along with acting captain opportunities.	Sun, 10/26/08 11:45 AM
 Find	46. informal coaching mentoring	Sun, 10/26/08 11:37 AM
 Find	47. We provide funding for certification courses and tuition reimbursement	Sun, 10/26/08 8:49 AM

	for academic course work. We mentor internally and provide guidance to our people about the process.	
 Find	48. Pay for college.	Sun, 10/26/08 5:02 AM
 Find	49. Give them time off for this type of training.	Sun, 10/26/08 4:54 AM
 Find	50. limited availability to outside education little to no mentoring	Sat, 10/25/08 7:14 PM
 Find	51. Tuition reimbursment.	Sat, 10/25/08 12:24 PM
 Find	52. not much	Sat, 10/25/08 9:38 AM
 Find	53. nothing at this time	Sat, 10/25/08 8:19 AM
 Find	54. provide training	Sat, 10/25/08 6:25 AM
 Find	55. Temporary assingments.	Sat, 10/25/08 6:12 AM
 Find	56. Nothing. It is all left up to each individual.	Sat, 10/25/08 6:10 AM
 Find	57. Nothing!	Sat, 10/25/08 4:51 AM
 Find	58. Nothing really. INdependent stuff only	Sat, 10/25/08 2:14 AM
 Find	59. Training seminars, college courses	Fri, 10/24/08 7:59 PM
 Find	60. continually encourage and promote personnel to train for these areas. in doing so, our chief officers have proven their success by using the same programs. ones like efo and the like.	Fri, 10/24/08 5:27 PM
 Find	61. With budget issues most out of organizational training has been curtailed, however they are encouraged to seek opportunities throughthe NFA or other organizations	Fri, 10/24/08 5:10 PM
 Find	62. Strong encourage to attend NFA, college level courses, and seek professional certification/credentialling. We allow company officers to manage programs often limited to chief officers. Examples: all apparatus purchases and special team leaders.	Fri, 10/24/08 4:33 PM
 Find	63. Provide funding and time while on duty for the training and experance.	Fri, 10/24/08 3:14 PM
 Find	64. None	Fri, 10/24/08 3:13 PM
 Find	65. see above	Fri, 10/24/08 3:00 PM
 Find	66. Nothing.	Fri, 10/24/08 2:47 PM
 Find	67. My organization basicly guides the future leaders through learning from a week at a nearby department doing a ride along, on the job training and promoting taking further education.	Fri, 10/24/08 1:58 PM
 Find	68. Education Assistance Policy Clear testing requirements	Fri, 10/24/08 1:55 PM
 Find	69. Nothing	Fri, 10/24/08 1:44 PM
 Find	70. gives dto to individuals attending classes	Fri, 10/24/08 1:41 PM
 Find	71. Classroom training and some temporary assignments when possible.	Fri, 10/24/08 1:28 PM

 Find	72. Tuition reimbursement NFA opportunities	Fri, 10/24/08 1:21 PM
 Find	73. Must get it on their own	Fri, 10/24/08 1:12 PM
 Find	74. We have a tuition reimbursement program to pay personnel back for their coursework, but we don't actively offer the coursework ourselves. We don't have any in house executive level training program.	Fri, 10/24/08 1:07 PM
 Find	75. N/A	Fri, 10/24/08 1:01 PM
 Find	76. Make training and education programs available both in house and outside the department.	Fri, 10/24/08 12:58 PM
 Find	77. Support as above. A True BC Training Program is now underway from my last ARP	Fri, 10/24/08 12:39 PM
 Find	78. Request that every officer attend the NFA every other year, promote open/honest communications, host local classes (i.e. Graham, Mittendorf, etc) Assigning special projects	Fri, 10/24/08 12:08 PM
 Find	79. I offer a vision and try to market the benefits of academic achievement. The organization offers outside training through the NFA, EMI, seminars, and conferences. The first step that I think the organization has accomplished is that the attitude toward "officer" has changed to a positive one. However, there is no accepted, supported organized department plan for senior/executives other than supporting tuition for college study.	Fri, 10/24/08 12:07 PM
 Find	80. Not much other than encourage them to continue educate and learn	Fri, 10/24/08 12:04 PM
 Find	81. 0	Fri, 10/24/08 11:50 AM
 Find	82. As stated earlier I encourage outside education opportunities.	Fri, 10/24/08 11:48 AM
 Find	83. There exists a career ladder path through educational and experiential benchmarks on the way from probationary firefighter to Battalion Chief. There is no training or plan of action in place for administrative, life safety, training, or operational Chief Positions.	Fri, 10/24/08 11:43 AM
 Find	84. Allows them the opportunity to frequent the National Fire Academy and other schools for excellent learning	Fri, 10/24/08 11:38 AM
 Find	85. We provide most education when they want something. Also, our company officers have to complete one shift a month as the department Duty Officer.	Fri, 10/24/08 11:30 AM
 Find	86. For senior level positions shadowing is encouraged and acting in those positions.	Fri, 10/24/08 11:27 AM
 Find	87. Right now, we mainly encourage them. Guidance through our Appraisal Process. Currently, very informal.	Fri, 10/24/08 11:27 AM
 Find	88. We provide some training here (ie Fire Officer I, II etc.); we have tuition reimbursement although it's not used that much; we encourage attendance at the NFA/NETC courses.	Fri, 10/24/08 11:20 AM
 Find	89. Pay for appropriate classes	Fri, 10/24/08 11:17 AM

 Find	90. Absolutely nothing! Well we will pay for classes and give them time off, but it is up to the individual to decide when and if they are interested.	Fri, 10/24/08 11:12 AM
 Find	91. Very little. Nothing is required.	Fri, 10/24/08 11:11 AM
 Find	92. We are limited to the extent to which we can provide the training. It almost becomes a personal responsibility to fulfil their own personal mission. Recently our economy has become depressed further than it had been and it does not leave funds available for providing training outside of the organization. The problem is not in the cost of tuition and books it is more in the cost of overtime.	Fri, 10/24/08 11:06 AM
 Find	93. Nothing. personnel are allowed to attend officer classes on their own time with no compensation. College tuition is allowed up to the masters degree level.	Fri, 10/24/08 11:05 AM
 Find	94. The city offers a management academy that allows attendees to network and learn about management roles and responsibilities throughout the city. This is highly encouraged by the executive leaders of the department.	Fri, 10/24/08 11:04 AM
 Find	95. Nothing really	Fri, 10/24/08 10:58 AM
 Find	96. Nothing formally	Fri, 10/24/08 10:54 AM
 Find	97. Time, the avenue to progress, understanding of management practices.	Fri, 10/24/08 10:53 AM
 Find	98. Nothing formally or structured	Fri, 10/24/08 10:49 AM
 Find	99. Beyond educational assistance and performance planning input we try to provide a variety of training topics and experiences	Fri, 10/24/08 10:47 AM
 Find	100. Support the application and attendance to EFOP	Fri, 10/24/08 10:42 AM
 Find	101. We encourage and support higher education and programs such as the EFOP.	Fri, 10/24/08 10:41 AM
 Find	102. Tuition & books are paid 100%	Fri, 10/24/08 10:40 AM
 Find	103. None - they have to seek it out on their own	Fri, 10/24/08 10:37 AM
 Find	104. Provide expectations in education and personal development. Provide tuition assistance \$4,000/yr	Fri, 10/24/08 10:33 AM
		250 responses per page 

Appendix C-15

Department and agency raw data responses to electronic questionnaire question #11

























Displaying 1 - 98 of 98 responses





















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Next >>




















Jump To: 1



















Go >>

	Comment Text	Response Date
 Find	1. Open communications at all levels	Tue, 11/11/08 11:26 AM
 Find	2. Listening, communication, honesty, trust.	Wed, 11/5/08 10:30 AM
 Find	3. trust honesty flexibility	Tue, 11/4/08 5:28 AM
 Find	4. Integrity, loyalty, servant attitude, positive attitude, effective listener, and good decision making skills	Mon, 11/3/08 10:39 AM
 Find	5. Openness, mentoring, patience, allowing them to do it their way versus yours when possible.	Mon, 11/3/08 6:54 AM
 Find	6. Honesty Open line of communications	Mon, 11/3/08 6:08 AM
 Find	7. open commutations	Sun, 11/2/08 8:27 AM
 Find	8. Honesty, integrity, leadership abilities, managment philosophies, strong sense of wanting to lead, ability to provide direction, great attitude, willingness to learn, let other make you successful	Fri, 10/31/08 8:45 PM
 Find	9. Open communications, trust and honesty	Fri, 10/31/08 5:14 AM
 Find	10. Mutual trust, integrity, Common belief, shared vision	Thu, 10/30/08 5:03 PM
 Find	11. comunication and consensus.	Thu, 10/30/08 1:58 PM
 Find	12. expert in the field of fire and leadership.inperpersonal skills, value the employee. decisive, professionalism aand integrity	Wed, 10/29/08 8:24 PM
 Find	13. Increase responsibilities to enhance understanding of different roles.	Wed, 10/29/08 5:44 AM
 Find	14. loyalty and trust as well as the ability to effectively do the job.	Wed, 10/29/08 5:08 AM
 Find	15. Trust and respect.	Tue, 10/28/08 4:12 PM
 Find	16. methodical in his leadership style	Tue, 10/28/08 3:30 PM
 Find	17. To be honest, trustworthy and available. To work hard to improve the current conditions of the fire service so we can better serve the public.	Tue, 10/28/08 2:20 PM
 Find	18. Listening traits, empowering departmental members, ability to conduct and analyze needs assessments, planning, communal involvement	Tue, 10/28/08 10:36 AM
 Find	19. Commitment to learning; multi-disciplined; flexible; firm but fair	Tue, 10/28/08 7:06 AM
 Find	20. Trust, Communications - both written and oral, Conflict resolution/diffusion	Tue, 10/28/08 5:34 AM
 Find	21. A team approach.	Tue, 10/28/08 5:31 AM
 Find	22. Communication, clear expectations, and the motivation to place all ego's aside for what is the best for the organization. As administrators the decisions we make affect the entire organization.	Mon, 10/27/08 4:22 PM
 Find	23. Integrety, trust, openness/communication, loyalty, dedication, commitment	Mon, 10/27/08 1:36 PM
 Find	24. Development of standards, mentoring, gap analysis, accountability,	Mon, 10/27/08 12:31 PM

	evaluation, delegation, support, and the allowing for provision of failure in conjunction with learning.	
 Find	25. leadership qualities good management skills	Mon, 10/27/08 11:55 AM
 Find	26. Ability to discuss all options to an issue	Mon, 10/27/08 11:31 AM
 Find	27. TRUST - I have to be able to trust the people who work for me. Competence - they need an ability to get things done, complete jobs and do them right the first time. RESPECT - the person needs to have respect for superior, superior needs to have respect for the subordinate, and the people that work for the manager must respect them.	Mon, 10/27/08 10:13 AM
 Find	28. communication, trust	Mon, 10/27/08 9:53 AM
 Find	29. They need to be willing to pass on their knowledge and not be threatened by subordinates having knowledge and information.	Mon, 10/27/08 8:57 AM
 Find	30. Team-based approach, collaborative attitude, no micro-management, just free flow of information.	Mon, 10/27/08 8:33 AM
 Find	31. No experience with this	Mon, 10/27/08 8:22 AM
 Find	32. Trust, strong ethics, honesty. Good communication skills.	Mon, 10/27/08 7:58 AM
 Find	33. Communication and open management	Mon, 10/27/08 6:40 AM
 Find	34. Common view of the future of the fire service and commitment to leaving the next command staff better prepared to move forward and deal with changing environments.	Mon, 10/27/08 6:26 AM
 Find	35. Good people skills. Education, experience, able to think on his/her feet. good grasp of municipal finance system. Well networked withing the fire, municipal and legislative families	Mon, 10/27/08 6:16 AM
 Find	36. Each needs to understand the others roles and responsibilities.	Mon, 10/27/08 6:05 AM
 Find	37. communication, trust,	Mon, 10/27/08 5:48 AM
 Find	38. honesty integrity open communication	Mon, 10/27/08 5:44 AM
 Find	39. Good communications!	Mon, 10/27/08 5:40 AM
 Find	40. Must be able to communicate with each other...may not always "get along", but they MUST be able to communicate	Mon, 10/27/08 5:29 AM
 Find	41. courage. intelligence. honesty.	Mon, 10/27/08 5:13 AM
 Find	42. Trust and honesty, servant leadership attitude without excessive ego, focus on organization not individual	Sun, 10/26/08 10:25 PM
 Find	43. Communications, visibility, even tempered, openness	Sun, 10/26/08 11:45 AM
 Find	44. that the manager or Chief be willing and able to pass on all of the organizational knowledge possible. However, there are some CEO's that are old dogs with no new information. sometimes it is better for them to just get out of the way and let a fresh, new, effective leader start from scratch and move the organization forward.	Sun, 10/26/08 11:37 AM

 Find	45. Good personal relationship skills - the ability to build and foster a relationship that takes into consideration each person's needs and responsibilities.	Sun, 10/26/08 8:49 AM
 Find	46. I am not at that level so I do not know.	Sun, 10/26/08 5:02 AM
 Find	47. Honesty, trust and character	Sun, 10/26/08 4:54 AM
 Find	48. Honest. Open,	Sat, 10/25/08 12:24 PM
 Find	49. mutual respect in management styles, ideas, and leadership for departmental direction towards success	Sat, 10/25/08 9:38 AM
 Find	50. Excellent understanding of the organizational vision. Critically important to have open and honest communication.	Sat, 10/25/08 8:19 AM
 Find	51. consistency	Sat, 10/25/08 6:25 AM
 Find	52. Truth, trust, respect and honesty	Sat, 10/25/08 6:12 AM
 Find	53. Trust, effective communications, clear lines of responsibility and authority.	Sat, 10/25/08 6:10 AM
 Find	54. A Fire Chief should be the biggest encourager of higher education and support any program or opportunity an employee wishes to attend to further the educational process thus allowing the department as a whole to become better educated and utilize this education to assist the Fire Chief with attaining the goals and objectives set by the Chief of the Department.	Sat, 10/25/08 4:51 AM
 Find	55. N/A	Fri, 10/24/08 7:59 PM
 Find	56. while not a characteristic, a college education is essential. it doesn't guarantee anything but it certainly helps to promote a much better rounded individual. People skills, managerial skills, hard working, lead by example, can do attitude, strong personality but yet approachable, must be a good listener and did i say people skills.....lastly, doesn't believe they have to have all the answers. to be the head person, you don't have to have all the answers, you just have to know how to obtain them!!!	Fri, 10/24/08 5:27 PM
 Find	57. An understanding that each has a job to do and that they have respect for each other. also the ability to communicate and actively work together to achieve mutual goals.	Fri, 10/24/08 5:10 PM
 Find	58. Integrity. Trust. Community-focused. Ethical. Continual learners. Empowering. Risk takers. Logical. Strategic thinkers. Strategic actors. Supportive. Coaches. Teachers.	Fri, 10/24/08 4:33 PM
 Find	59. Both should have commitment, dedication, integrity, positive motivation, competence, attitude, fairness, willingness to help each other and all others succeed.	Fri, 10/24/08 3:14 PM
 Find	60. Honesty Integrity Openess (new ideas) Organized Good at Time Management	Fri, 10/24/08 3:13 PM
 Find	61. trust, competence, communication ability, interpersonal skills, ability to see a larger picture	Fri, 10/24/08 3:00 PM
 Find	62. It all starts with trust. Understanding, knowledge, insight are important as well.	Fri, 10/24/08 2:47 PM

 Find	63. A Chief must be able to communicate well with thte assistant manager. The Chief has to be able to achieve a win win situation for each on issues. The Chief must understand the position of the assistant manager as the assistant manager must understand the position of the Chief. By working as a team much can be accomplished.	Fri, 10/24/08 1:58 PM
 Find	64. Trust, openness, Loyalty	Fri, 10/24/08 1:44 PM
 Find	65. Leadership qualities, honesty, fairness, professionalism.	Fri, 10/24/08 1:41 PM
 Find	66. open communications and understanding to disagree but present a unified front. Compassion for people and the organization.	Fri, 10/24/08 1:28 PM
 Find	67. Qualifications Interpersonnel relationships Trust True character	Fri, 10/24/08 1:21 PM
 Find	68. ?	Fri, 10/24/08 1:12 PM
 Find	69. The most important thing is to have a relationship where the fire chief is surrounded with knowledgeable people (sometimes that means more than him/her) and those people need to have the ability to express themselves with an open dialogue. There is no place for a "yes man" in this type of relationship.	Fri, 10/24/08 1:07 PM
 Find	70. Good communications skills; lead by example; time management; get out from behind the desk and visit people.	Fri, 10/24/08 1:01 PM
 Find	71. Appropriate KSA's for fire and emergency service provision, interpersonal dynamics to be able to interact with both employees and the political structure of the city.	Fri, 10/24/08 12:58 PM
 Find	72. Political savvy Formal Education Interpersonal Ability Trust Integrity Adaptability	Fri, 10/24/08 12:39 PM
 Find	73. Communications Loyalty Ability to speak freely without concern when alone - but have only one voice when with others Dependability	Fri, 10/24/08 12:08 PM
 Find	74. Trust; respect; credibility; patience	Fri, 10/24/08 12:04 PM
 Find	75. Trust, Honesty, Lead by Example (good example)	Fri, 10/24/08 11:50 AM
 Find	76. Sharerd vision and the ability to agree to disagree behind closed doors and to "never" show that disagreement on the floor.	Fri, 10/24/08 11:48 AM
 Find	77. Cooperative shared vision delegation authority Mutual Respect	Fri, 10/24/08 11:43 AM
 Find	78. One of trustworthyness and respect for both positions. Open communications and agreement to disagree.	Fri, 10/24/08 11:38 AM
 Find	79. Sharing the same values regarding work ethic. Sharing the same views of "professionalism" and growth. Ability to openly discuss and debate various personnel matters and department direction without holding a grudge or letting things linger. Keeping an even keel temper-wise on most issues. Don't have an assistant who is too easy to blame the boss when there is an unpopular administrative decision made.	Fri, 10/24/08 11:30 AM
 Find	80. open, encouraging of subordinates, truthful	Fri, 10/24/08 11:27 AM
 Find	81. Trust, open communciation, the ability to disuss the tough topics without	Fri, 10/24/08 11:27 AM

	taking it personal.	
 Find	82. Honest communications; clarity of vision and mission; advocacy; integrity.	Fri, 10/24/08 11:20 AM
 Find	83. There needs to be a fair amount of education provided on both sides. Understanding the mission and values embraced by both.	Fri, 10/24/08 11:17 AM
 Find	84. Openness, willing to work together, shared vision, and due to our current situation, I feel mutual support is absolutely critical.	Fri, 10/24/08 11:12 AM
 Find	85. Cooperation and teamwork, visionary, progressive.	Fri, 10/24/08 11:11 AM
 Find	86. Excellent Communication skills. Not necessarily in talking but in listening. Excellent organizational skills. Competent in skills.	Fri, 10/24/08 11:06 AM
 Find	87. Trust, communication, integrity, motivation	Fri, 10/24/08 11:05 AM
 Find	88. A broad based understanding of local government processes. Ability to prioritize and the ability and strength to deal with people respectfully but with honest and tactful discussions.	Fri, 10/24/08 11:04 AM
 Find	89. To be a great mentor, a good listener, and be willing to show the prospective candidates the +'s or -'s of doing something that way	Fri, 10/24/08 10:58 AM
 Find	90. Communication, trust & respect; ability to disagree in private but be united in public	Fri, 10/24/08 10:54 AM
 Find	91. Trust and shared vision.	Fri, 10/24/08 10:53 AM
 Find	92. Vision, integrity, leadership quality and communication skills written and ora.	Fri, 10/24/08 10:49 AM
 Find	93. Competence, trust, shared values, shared work ethic, shared vision!	Fri, 10/24/08 10:47 AM
 Find	94. Diverse management styles.	Fri, 10/24/08 10:42 AM
 Find	95. Teamwork, commitment, honesty, and focused goals.	Fri, 10/24/08 10:41 AM
 Find	96. Understanding & cooperation; flexibility	Fri, 10/24/08 10:40 AM
 Find	97. Honesty Respect Commitment to the same mission	Fri, 10/24/08 10:37 AM
 Find	98. Trust, mentoring, empowerment	Fri, 10/24/08 10:33 AM
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Appendix C-16

Department and agency raw data responses to electronic questionnaire question #12





















Displaying 1 - 98 of 98 responses
























<< Prev




















Next >>




















Jump To: 1


















Go >>

	Comment Text	Response Date
 Find	1. Peer pressure...	Tue, 11/11/08 11:26 AM
 Find	2. ?	Wed, 11/5/08 10:30 AM
 Find	3. Union influence / manipulation weight of 5th horn in political and non-traditional fire circumstances - "don't know how heavy it is until you wear one".	Tue, 11/4/08 5:28 AM
 Find	4. Self-serving attitude, repetitive autocratic leadership, political pressures from city administration that affect department operations and assignments	Mon, 11/3/08 10:39 AM
 Find	5. Unwillingness to accept responsibility and step up. Pushing unpleasant duties and decisions up the chain.	Mon, 11/3/08 6:54 AM
 Find	6. Allowance of circumvention of the Chain of Command Lack of understanding of the operations of the department	Mon, 11/3/08 6:08 AM
 Find	7. a full understanding of what time restraints the crews are under and their work load	Sun, 11/2/08 8:27 AM
 Find	8. The managers attitude towards the fire service and budget issues. Lack of positive direction provided by either the manager and/or fire chief.	Fri, 10/31/08 8:45 PM
 Find	9. N/A to my organization	Fri, 10/31/08 5:14 AM
 Find	10. lack of trust, misrepresentation, half truths, not completing agreed upon goals	Thu, 10/30/08 5:03 PM
 Find	11. Both want to be Chief but only one can be.	Thu, 10/30/08 1:58 PM
 Find	12. not being visible to members of the department and community. Must sell the department to city management, public, employees and the rest of the city departments. must be a good politician	Wed, 10/29/08 8:24 PM
 Find	13. Time management Competing priorities	Wed, 10/29/08 5:44 AM
 Find	14. na	Wed, 10/29/08 5:08 AM
 Find	15. Where trust and respect are not present, all other activities become incredibly hard. I don't have any idea how to build trust and respect when they are not there.	Tue, 10/28/08 4:12 PM
 Find	16. a successful relationship includes an exchange. The give/take concept.	Tue, 10/28/08 3:30 PM
 Find	17. I find there to be a huge communication gap between SFRD managers. Often times Labor will find things out prior to the mid managers due the executive management not communicating with their managers. There is a large disconnect with our management team.	Tue, 10/28/08 2:20 PM
 Find	18. Managing in a whirlwind atmosphere without planning instruments.	Tue, 10/28/08 10:36 AM
 Find	19. Collateral political damage created by inflexible management decisions	Tue, 10/28/08 7:06 AM
 Find	20. When input is not allowed in a process - it becomes hard to buy in and support	Tue, 10/28/08 5:34 AM

 Find	21. Frustration. Though the Chief and I have become friends over the years it seems he still has a trust issue when it comes to budget planning.	Tue, 10/28/08 5:31 AM
 Find	22. Ego's, and the disorganization that has everyone pulling in different directions. Not a clear communication path, and the ability for everyone to support the ideas of the organization.	Mon, 10/27/08 4:22 PM
 Find	23. A lack of loyalty creates mistrust, expectations that are not clearly articulated, personal values and ambitions that are not in line with the organization's values, Distrust of the other's intentions	Mon, 10/27/08 1:36 PM
 Find	24. everyone thinks their boss is an idiot - but you have to find the positive in everyone.	Mon, 10/27/08 12:31 PM
 Find	25. ??	Mon, 10/27/08 11:55 AM
 Find	26. the shedding of old position responsibilities and mentoring those that will step into that position.	Mon, 10/27/08 11:31 AM
 Find	27. Not always seeing eye to eye on issues. Differing ideas of how to complete projects. Differing ideas of who is best for the job.	Mon, 10/27/08 10:13 AM
 Find	28. lack of above	Mon, 10/27/08 9:53 AM
 Find	29. None	Mon, 10/27/08 8:57 AM
 Find	30. Tendency for the fire chief to micro-manage delegated tasks.	Mon, 10/27/08 8:33 AM
 Find	31. Unknown	Mon, 10/27/08 8:22 AM
 Find	32. Lack of trust, poor ethics, dishonesty, poor communication	Mon, 10/27/08 7:58 AM
 Find	33. The current upper level managers are in the positions because they have been here the longest and they fight anyone trying to advance themselves.	Mon, 10/27/08 6:40 AM
 Find	34. Lack of common vision. Lack of flexibility in moving from the past toward new ways to reach and test the future leaders.	Mon, 10/27/08 6:26 AM
 Find	35. No real tensions. Sometimes a little frustration because one cannot move as quickly as desired.	Mon, 10/27/08 6:16 AM
 Find	36. Most are financial based due to not understanding the resource needs of the organization.	Mon, 10/27/08 6:05 AM
 Find	37. boss feels threatened by junior guy	Mon, 10/27/08 5:48 AM
 Find	38. political objectives tasks that are not typical for fire service operations	Mon, 10/27/08 5:44 AM
 Find	39. No with the current leaders, past leaders had communication issues	Mon, 10/27/08 5:40 AM
 Find	40. ego.	Mon, 10/27/08 5:13 AM
 Find	41. Micromanagement or laissez faire (both extremes) Conflicting goals (city vs. dept)	Sun, 10/26/08 10:25 PM
 Find	42. Lack of communications, hot headed, failure to work together for the common good, allowing the chain of command to be circumvented	Sun, 10/26/08 11:45 AM
 Find	43. none	Sun, 10/26/08 11:37 AM
	44. None	Sun, 10/26/08 8:49 AM

 Find		
 Find	45. I am not at that level so I do not know.	Sun, 10/26/08 5:02 AM
 Find	46. Differing views on issues.	Sun, 10/26/08 4:54 AM
 Find	47. feel threatened by new ideas or those that they didnt think of	Sat, 10/25/08 7:14 PM
 Find	48. Politics.	Sat, 10/25/08 12:24 PM
 Find	49. lack of communication, trust, and increased micromangement	Sat, 10/25/08 9:38 AM
 Find	50. In our organization the Chief is the administrative chief and our Deputy is the operations chief. In reality, the Deputy is so overloaded with administrative work, the shift Chiefs run the department.	Sat, 10/25/08 8:19 AM
 Find	51. none yet	Sat, 10/25/08 6:25 AM
 Find	52. If there is not a plan and no idea of sucesion planning, then anxiety and lack of trust.	Sat, 10/25/08 6:12 AM
 Find	53. Egos, poor communications, competition.	Sat, 10/25/08 6:10 AM
 Find	54. The City Manager is very high on higher education, but it appears as though the Fire Chief does not place as high a value on education as does the City Manager.	Sat, 10/25/08 4:51 AM
 Find	55. ??????????????????????????????	Sat, 10/25/08 2:14 AM
 Find	56. N/A	Fri, 10/24/08 7:59 PM
 Find	57. first, most tensions are generated from a lack of communication between the two which caused them to not be on the same page. seen it in many organizations. most of the time it is a result of one feeling threatened. communication will fix it!!	Fri, 10/24/08 5:27 PM
 Find	58. BUDGET! we have a job to do and we need the fiscal support...The managers have a responsibility to keep all departments and must balance needs.	Fri, 10/24/08 5:10 PM
 Find	59. Lack of trust between them. Poor communications between them. Micro-managing. Failure to keep asst. mgr. informed, of the good and the bad stuff. Failure of the asst. mgr. to appreciate getting both good and bad news. (Read the book "Naming Elephants"). Listening and hearing. Developing and following a plan to achieve defined organizational objectives, if they are defined. Allowing each other to make a mistake once in a while. And coming to each other's aid when it happens. Have some fun..... we're doing good things for people in our communities and our organizations.	Fri, 10/24/08 4:33 PM
 Find	60. Management style conflict, conflict between assistant managers and disagreement of interpretation of rules, regulations, ideas and personality conflicts.	Fri, 10/24/08 3:14 PM
 Find	61. Not understanding the external influences that impact the decisions of the Fire Chief. Lack of effective communication from the top down.	Fri, 10/24/08 3:13 PM
 Find	62. lack of some of the items in 11 above	Fri, 10/24/08 3:00 PM

 Find	63. If there is not the necessary level of trust then the performance of the team suffers. Most firefighters want to be led and many want some degree of autonomy. It truly takes a talented individual to have the proper mixture to keep people motivated and manage the jealousy that can arise between colleagues.	Fri, 10/24/08 2:47 PM
 Find	64. The assistant manager and our Chief work well together, each understands the others position and they work toward a win win situation as much as possible.	Fri, 10/24/08 1:58 PM
 Find	65. Tust Openess Loyaly	Fri, 10/24/08 1:44 PM
 Find	66. na	Fri, 10/24/08 1:41 PM
 Find	67. Not communicating and disappointment in the moral and ethical choices of the other party.	Fri, 10/24/08 1:28 PM
 Find	68. Difference of opinion/not really an issue	Fri, 10/24/08 1:21 PM
 Find	69. ?	Fri, 10/24/08 1:12 PM
 Find	70. If the fire chief has ego/inferiority issues, and there is a "yes man" present, the fire chief tends to ignore the dissenting points of view in favor of the one that always agrees with him. This can cause poor decision making and divisive relationships with the others in the relationship.	Fri, 10/24/08 1:07 PM
 Find	71. Communication, follow-through, etc	Fri, 10/24/08 1:01 PM
 Find	72. I am very fortunate that I have a good relationship with the Chief. He allows significant independent action as well as the authority to carry out projects and departmental development. No micro management.	Fri, 10/24/08 12:58 PM
 Find	73. When the above don't jive together	Fri, 10/24/08 12:39 PM
 Find	74. Lack of trust Inability to maintain work schedule	Fri, 10/24/08 12:08 PM
 Find	75. impatience; sometimes the focus is not the same or priorities are not the same	Fri, 10/24/08 12:04 PM
 Find	76. Lack of trust	Fri, 10/24/08 11:50 AM
 Find	77. Our fire chief was appointed 3 weeks ago. So far so good! (still on his honeymoon)	Fri, 10/24/08 11:48 AM
 Find	78. none	Fri, 10/24/08 11:43 AM
 Find	79. Differences in personality traits can create tension. As an example, an assistant who quickly feels threatened when the manager questions a decision or thought process. An assistant who reacts much differently to a crises than the manager. Once person feels the other is overreacting, and the other feels that he may not care. Managers or assistants who feel they need to consistently prove themselves to the other. Managers or assistants who are complainers, when the other one isn't.	Fri, 10/24/08 11:30 AM
 Find	80. Lack of information, ie keeping the assistant in the dark.	Fri, 10/24/08 11:27 AM
 Find	81. Two different leadership styles. Chief is the authoritarian that leads by fear and intimidation where the AC is more inclusive / team building	Fri, 10/24/08 11:27 AM

	approach.	
 Find	82. Lack of advocacy when the going gets really tough. Less than optimal communications.	Fri, 10/24/08 11:20 AM
 Find	83. None	Fri, 10/24/08 11:17 AM
 Find	84. If the top two are not on the same page, it can create such havoc that nothing gets accomplished and the organization as a whole drifts aimlessly. Some of us in admin refer to it as management by accident.	Fri, 10/24/08 11:12 AM
 Find	85. Have not seen many other than differences of priorities.	Fri, 10/24/08 11:11 AM
 Find	86. Sometimes there is the feeling that the assistant manager might be gunning for the managers position. Sometimes conflict arises when the manager's skills and the assistant manager's skills are not viewed in a complementary way.	Fri, 10/24/08 11:06 AM
 Find	87. Lower ranking personnel obtaining higher levels of training and education than the chiefs have, causes resentment towards the lower ranking members.	Fri, 10/24/08 11:05 AM
 Find	88. The expectations from being a sound, fiscally responsible manager through in the city, Vs. being a leader of fire fighters.	Fri, 10/24/08 11:04 AM
 Find	89. Fire Chief being paranoid someone is trying to get his job	Fri, 10/24/08 10:58 AM
 Find	90. None really	Fri, 10/24/08 10:54 AM
 Find	91. Hierarchy.	Fri, 10/24/08 10:53 AM
 Find	92. The usual threat to the leader issues	Fri, 10/24/08 10:49 AM
 Find	93. Tension is not always a bad thing. Some of the best organizations have a little tension all the time.	Fri, 10/24/08 10:47 AM
 Find	94. If they hate each other, the entire department suffers. If they have a healthy professional relationship, the department prospers.	Fri, 10/24/08 10:42 AM
 Find	95. Lack of committment and confucion on goals and expectations.	Fri, 10/24/08 10:41 AM
 Find	96. Personalities	Fri, 10/24/08 10:40 AM
 Find	97. I cannot answer this one, I am not a fire chief Good luck!	Fri, 10/24/08 10:37 AM
 Find	98. Lack of trust, lack of empowerment	Fri, 10/24/08 10:33 AM
250 responses per page 