Succession Planning within the Union Township Fire Department

Christopher Goessl

Lieutenant

Union Township Fire Department

860 Clough Pike

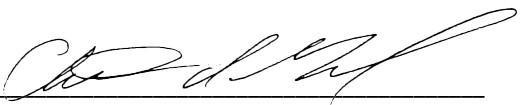Cincinnati, Ohio 45245

Author Note

A proposed research project submitted to the Ohio Fire Executive Program

CERTIFICATION STATEMENT

I hereby certify that the following statements are true:

1.   This paper constitutes my own product, that where the language of others is set forth,

quotation marks so indicate, and that appropriate credit is given where I have used the language,

ideas, expressions, or writings of another.

2.   I have affirmed the use of proper spelling and grammar in this document by using the

spell and grammar check functions of a word processing software program and correcting the

errors as suggested by the program.

Signed: _____

Printed Name: __Christopher I Goessl_____

ABSTRACT

The problem this study investigated is that the Union Township Fire Department (UTFD) has a lack of succession planning. This lack of planning has created a risk of forward progress in current and future departmental projects. This lack of succession planning can create inconsistency with knowing the original goals of a project and project parameters, what has and has not worked previously on those projects, and current objectives that have been established. The purpose of this study is to identify the benefits of succession planning in regards of maintaining consistency within the department. This was be done by using literature review, questionnaire, and educational courses to obtain a better understanding of succession planning. The research reviewed literature from outside of the fire service to get an understanding of what other public service entities do for succession planning. A survey was completed to capture information from fire service agencies that have succession plans. The information obtained from the survey, along with classes and review of established succession plans, assisted in establishing a baseline of information to help formulate a viable succession plan for the Union Township Fire Department.

The department will need to establish a standard operating guideline (SOG) on the creation of succession planning for current projects and, in the future revisions, officer positions. Within this SOG will be the importance to have an incumbent and predecessor named for the project. It is also important to have a review period for the succession plan for the SOG and the project itself. Finally is the importance to have all members of the department on board with the succession plan.

Keywords: Succession Plan, Mentor, Promotional, Fire Department, Fire Agency

TABLE OF CONTENTS

INTRODUCTION

<u>Statement of the Problem</u>

The problem this study investigated is that the Union Township Fire Department (UTFD) has a lack of succession planning that will create a risk of forward progress in current and future departmental projects. This lack of succession planning might create inconsistency with knowing the original goals of a project and project parameters, what has and has not worked previously on those projects, and current objectives that have been established. This issue is currently noticeable in many areas within the department. One such area is the accreditation process. With the loss of the accreditation manager, timelines were not met and additional work needed to be completed. The Commission on Fire Accreditation International (CFAI) has specific deadlines that were unknown or unclear due to the sudden retirement of an assistant chief.

It is also important to look into succession planning as key members of the fire department staff will be retiring in the next 2 to 5 years. Setting up a system to ensure program continuity is paramount so records and tasks will not be lost in downtime of training new personnel for the newly assigned positions.

<u>Purpose of the Study</u>

The purpose of this study is to identify the benefits of succession planning in regards of maintaining consistency within the department. This was done by using literature review, questionnaire, and educational courses to obtain a better understanding of succession planning.

Literature review was done by reading relevant writings / publications on the subjects of succession planning from the fire service and other types of public services. A survey was sent out to fire departments via email and International Fire Chiefs Association forum, both accredited and non-accredited, to see if succession planning is effective within those departments.

A mentoring course presented by the CFAI was taken to identify industry standards on

succession and mentoring within the fire service.

Research Questions

   The research questions this study will investigate are:

1. What is succession planning?

2. Why is succession planning important?

3. What do other fire departments do for succession planning?

4. What are options for UTFD to improve succession planning?

BACKGROUND AND SIGNIFICANCE

   Union Township Fire Department is a full functioning emergency service provider

located in southwest Ohio, just east of Cincinnati. The department operates out of five stations

with 52 uniformed line personnel. UTFD responded to over 7,500 emergency in 2013, with over

12,000 apparatus responses.

   In 2004, UTFD became accredited through CFAI. Since then the department has

recertified 2 times on a 5 year cycle. Since 2004 the department has had the same accreditation

manager to oversee the program and to ensure the documents are completed in a timely manner.

In late 2013 the department's accreditation manager retired and left the accreditation in the hands

of a new manager that had no experience with the accreditation process.

   The lack of a succession plan in place prior to the last accreditation process made it

stressful for the new manager and the other department accreditation team member. There was

miscommunication on what tasks needed to be performed, when documents were due to CFAI,

and what other tasks needed to be performed prior to and after the accreditation peer team completed their assessment.

Another area of concern over the lack of succession planning pertains to the current records management system. The fire department has been using a record management system, Firehouse Software, since 2008. When the system was brought on line, there was no one trained within the department to administer the system. In 2010, the department sent this researcher to obtain the training necessary to ensure proper administration, reports, and upgrades to the system. Upon returning, this researcher decided to start looking for personnel within the department that would have the knowledge and the drive to learn, understand, and to someday take over the system. Unnoticed to the researcher, it was an action of succession planning to make sure that personnel are trained and ready to step in and take control.

During the 2014 Firehouse Training the researcher brought up to the fire department's team that they would need to start looking for people to replace them in the future. When the question was asked by the team members about me looking for my replacement, I stated "I was looking at them." Then the realization of succession planning was something that needed to be researched to ensure that the best practice are being used.

The potential impact this study could have on the Union Township Fire Department is to create a viable succession planning process. This process would first be applied to the accreditation project, but hopefully would be used in other projects within the department. This is particularly important since about thirty percent (30%) of active personnel will be retiring over the next ten years.

LITERATURE REVIEW

In conducting the literature review, it was important to define what succession planning entailed. This in part was to find best practices in a multitude of different professional fields and organizations. By taking an overall look at how other professions viewed succession planning, the pitfalls that occurred, and best industry practices, this researcher intended to see what must occur to establish a succession plan for departmental projects.

Ibarra states that succession planning should be used to "develop and maintain strong leadership and to ensure they address all the competencies required for today's and tomorrow's work environment." (Ibarra, Succession Planning: An Idea Whose Time Has Come, 2005) Using this framework, it is important to see what type of leadership skills are needed to further the department's agenda, specifically looking at accreditation.

Garmin and Glawe defined succession planning as:

a structured process involving the identification and preparation of a potential successor to assume a new role. By "structured"… refer to a process having some reliable structure and/or custom, thereby excluding from the definition the more ad hoc or "just-in-time" identification of successor. (Garman & Glawe, 2004, p. 120)

A couple of researched articles pointed to where succession planning was an integral part of strategic planning. (Fredericksen, 2010) (Kim, 2003) Kim made a stronger case of succession planning on ensuring the right people are trained to seamlessly take the role of the predecessor creating "continuity, prevent transition problems, and reduce incidents of premature promotion."

An interesting point concerns roles within the organization. Franz identifies three critical actors for projects: the incumbent, the predecessor, and the successor. (Franz, 2014) Each of these roles are not necessarily linked through a particular role, but more towards the "knowledge,

skills, and resources" that each can transfer to each other. The role of predecessor is to take the

incumbent's experience and performance in their new role to the next level, while the

incumbent's role is to create the foundation on which the predecessor can build to move the

program forward. Lastly, Franz notes that the successor is the person that would meet the needs

of the program to further build upon the two previous roles.

Succession planning is not just about managerial roles within an organization. It also

needs to look at in the technical roles within the organization. As pointed out by Rothwell and

Poduch, succession planning asks "[w]ho are the key people and what makes them key?"

(Rothwell, 2004, p. 406) They also note that succession planning needs to look across the

organizational board and just not at the top most levels. This is where technical succession plays

into organizations. Technical succession planning means "any effort designed to ensure the

continued effective performance of an organization, division, department, or work group by

making provision for distilling, preserving, maintaining and communicating the fruits of the

organization institutional memory and unique experience over time." (Rothwell, 2004) This

point of technical succession planning will point in the direction of intradepartmental change as

personnel want to keep their projects their own and not ask for assistance from the outside. When

this occurs, the history and scope of the project is lost when that person leaves the organization.

Fink and Brayman strengthen this by point by providing the following analysis of

succession planning within a school system:

> ...the transition … provides evidence that thoughtful succession plans can really help to
>
> sustain school improvement. They provide considerable lead time, they develop shared
>
> understanding and commitment amount faculty through meaningful communication, and
>
> they harmonize the new principal's inbound knowledge with the outbound knowledge of

the departing principal and his or her concern to maintain and build on what has already

been achieved in the school. (Fink & Brayman, 2006, p. 85)

Even though the fire department is working toward a succession plan for the accreditation

program, it is important to ensure that everyone within the township is aware of the need of the

succession program. The people in charge of making the overall decisions within local

municipalities have "have no previous experience in managing a street department, planning

department, water department, water department or facilities management, yet … have overall

responsibility of all these departments." (Breiten, 2005)

PROCEDURE

The procedure that was used for this research project involved a survey of fire

departments, going to class to learn the importance of mentoring employees, and review of other

department's guidelines on succession.

The survey instrument involved the following questions:

<u>Survey</u>

Demographics

1.   What is the size of the department?

2.   Type of department?

    1.   All career fulltime

    2.   Combination full time and part time

    3.   Combination part time and volunteer

    4.   Part time

       5.   Volunteer

3.   Is the department accredited?

4.   Population of

How Prevalent is Succession Planning?

5.   What describes succession planning within your department?

6.   Does the department have a mentorship program?

7.   Are there educational requirements for certain projects?

       1.   Time on job

8.   How are task specific projects/committees managed outside of rank?

9.   How often is the succession plan evaluated?

10.   Does the succession plan help direct current employees on promotion?

11.   Does the succession plan help the administration / governing body with promotion?

Check sheet for Assessing Agency Technical Succession Planning (Rothwell, 2004)

The following questions were posed by Rothwell and will be used as a starting point in evaluating succession planning for departments that state that they do have a succession plan already in place:

1.   Making the commitment.

2.   Clarifying what work processes are key to the agency's mission

3.   Clarifying who possesses specialized knowledge about the work processes

4.   Clarifying how those work processes are performed by the best, most experienced performers

5.   Capturing and distilling the specialized knowledge about those work processes that is possessed by those possessing specialized knowledge

6.   Considering how to maintain and transmit specialized knowledge and who needs it to

ensure the efficient and effective continuity of operations

7.   Continuously assessing knowledge gaps, evaluating the action strategies taken to address

them, and the results achieved.

This evaluation will help in determining what works for some of the questions, might not

be relevant or even considered in another area. With the answers, the research should be able to

clarify known issues and success with succession planning within the fire service.

Course on Mentoring and Succession Planning

CFAI offers a one day course on succession and mentoring for the department in regards

to accreditation. (Center for Public Safety Excellence, Inc, 2012) During the one day course

there was a review of mentoring and succession planning. The main points brought on from the

course was establishing a protégé / mentor relationship within the department. Discussion ensued

during a session about possibly having a mentor that was outside of the department, at the

battalion level and higher, so that the protégé would be able to have discussions about issues

within their own department without getting backlash from within the protégé's own department.

The biggest conclusion from the course was the importance of establishing a Standard

Operating Procedure (SOP) to start the process, and to revise the SOP over time.

Review, Development, and Implementation of Succession Planning

There will be a need to review current procedures through further documentation review

from department's that have a successful succession planning. This information will be used

toward the development and creation of new guideline of succession planning for the Union

Township Fire Department. Once the document is reviewed and hopefully approved by

administrative personnel, the succession plan will be implemented into the Accreditation

program. When successful, the succession planning process can be implemented into other departmental systems / tasks.

METHOD

A survey was initially conducted by soliciting responses by using email and posting of requests to the Ohio Fire Chiefs Association, International Fire Chiefs, and Center for Public Safety Excellence. A link was provided to a survey that was created by using Google Forms which created a spreadsheet to be later used for analysis.

The initial questions of the survey were to obtain department demographics. Within the first page of the document asked whether the department had a formal succession plan in place. If the respondent answered yes, they were lead to remaining questions about individual succession plans within their department.

The survey first was reviewed and approved by the researcher's reader. Suggestions were made to improve upon the data to be collected. The survey was then released to Ohio Fire Executive Class 14 students to be reviewed for content, understanding of questions, and time needed to complete the online survey for a 2 week period. The survey was then opened for a two week time frame to the departments to respond.

The information obtained in the demographics section, even if the respondent did not have a succession plan within their department, will be used for analysis. Part of the analysis will be used to see if the ratio of respondents meet other agencies in respect of having to not having succession plans in place.

It was also part of the method to obtain further documentation for department's that had established succession plans to be used as reference materials. This information was used during the discussion phase of the research process.

RESULTS

The survey resulted in 76 respondents of which 12 had an established succession plan in place within their departments. Population coverage of the 12 respondents was as followed: six for population between 10,000 and 49,999, 4 for population between 50,000 and 99,999, and 2 covering a population of 100,000 – 199,999. As compared to other industries in having an established succession plan, around 20%, sixteen percent of survey respondents had established a succession plan.

Department personnel staffing was majority career, 7, with additional 3 departments that responding being career / part-time staffed. The number of uniformed personnel for the departments ranged from 13 to 175, with the mean being 90.5. The departments with similar population coverage and staffing makeup, career, as Union Township Fire Department had a range of 30 to 75, with a mean of 57.5.

Eight of the departments have succession plans that were established within the last 5 years, one volunteer only department indicated their succession plan was established in 1932 with it being reviewed/revision every year. Only 3 other departments indicated an established time frame for review / revision of succession plan.

One question asked how many promotions/hires have been completed since the succession plan was established. Only one department indicated none since their plan was implemented in 2015. In regards to the tuition reimbursement for college, only half of the departments offer some type of reimbursement. Five of the departments conduct an officer candidate school, but only three departments require the course for promotion.

Rank experience / requirements for each supervisory position was consistent throughout. For company officer position the top three responses were: 1) years of experience as firefighter

within the department (91.7%), 2) Fire Officer I certification (75%), and 3) years of experience

in fire service and Associates Degree (58.3%) (Table 2). Shift commander top four responses

were: 1) years of experience as company officer within department (90%), 2) years of experience

in fire service (60%), 3) Fire officer II certification (60%), and 4) Instructor (EMS or Fire) (60%)

(Table 3). Assistant Chief top three responses were: 1) years of experience in fire service

(87.5%), 2) years of experience as shift commander within department (75%), 3) Bachelor

Degree (50%) (Table 4). For Chief of Department the top four responses were: 1) years of

experience in fire service (90%), 2) Bachelor Degree (80%), 3) years of experience as shift

commander within department (50%), and 4) executive fire officer class or similar (50%) (Table

5).

Lastly from the survey portion, there was an opportunity for respondents to state things

the agency would change to improve the plan currently in place. Below were some of responses:

1. Revise plan more often

2. Create our own officer candidate program. We rely on neighboring agencies and they

   don't always reflect our core values

3. Challenge more members to participate.

4. Formalizing the job description/requirements for the executive officer position must

   include higher education.

5. We have an OCS [Officer Candidate School] in planning and is nearing the final stages.

   It however is becoming more cumbersome and subjects are added but not necessarily the

   correct ones or the best use of candidate's time.

The researcher also attended a mentor and succession class that was presented from

Center for Public Safety Excellence. This class offered insight of the importance of having a

succession plan in place within a department. They also reviewed the importance of having a

mentorship program to help develop personnel for promotions. The last part they recommended

was personal credentialing. Credentialing is the aspect of having third party review trainings and

experience and confirm that requirements are met prior to credentialing. Credentialing is another

option that could be looked into for further officer development criteria.

DISCUSSION

The purpose of this study is to identify the benefits of succession planning in regards of

maintaining consistency within the department. A better understanding was obtained by reading

different literatures from sources outside of the fire service to help establish a baseline of what

those industry standards were. The research also entailed looking in to the fire service itself to

see how the fire service compares to other industries by questionnaires and obtaining relevant

documentation of established succession plans.

During the literature review it was pointed out the benefits of having a succession plan

established and followed. As was pointed out throughout the literature review, maintaining a

plan is the major problem. It was pointed out that even though agencies have succession plans in

place, it takes just one incident to destroy years of work. So being able to have a long term

relationship with succession plan is the key to success.

It was also discovered during the questionnaire that there are limitations to developing a

succession plan. In one response it was reported that the departments union would not allow the

creation of the succession plan, while another stated that there are restrictions in place due to

civil service rules. These type of challenges would need to be taken into thought for creating a

sustainable plan.

It is important to note that from the surveys that were only sixteen percent of the respondents actually stated that they have an established succession plan. The information obtained states the majority of the ranks need experience and educational requirement prior to being hired / promoted for position.

A question that was not discussed is the need for professional credentialing for each rank. During the mentor training it was brought to the attention of the class that if an agencies had a skills check sheet for the newly promoted officer to follow, when the sheet is completed that officer would meet the requirements for professional credentialing.

RECOMMENDATION

The literature review, survey, training, and other agencies succession plans have set a course on the need for succession planning within the fire service. By seeing what occurs in other sectors when no plan is available to direct the succession of a project, or agency management, problems will occur and progress would be hindered. So the information gathered can set a course for the process of creating a successful succession plan.

First the department will need to establish a standard operating guideline (SOG) on the creation of succession planning for current projects and, in the future revisions, officer positions. Within this SOG will be the importance to have an incumbent and predecessor named for the project. The project should also list the education, certification, and experience requirements to be considered for that project.

It is very important to have a review period for the succession plan for the SOG and the project itself. The creation of task lists will ensure that the succession plan has clear goals for projects. These tasks list will help with the need to update the educational requirement that is needed for the project will continue grow.

Most importantly is the need to have all members of the department on board with the succession plan. Having agency department heads, union representation, and local governing agency (city or township leaders) involved with the process ensures that the plan will be successful within the agency.

REFERENCES

Breiten, J. L. (2005). Succession Planning (or lack thereof): Could Trump Succeed in the Police Boardroom?

Center for Public Safety Excellence, Inc. (2012). *CPC: Refining Next Gen Leaders: Nurturing Leadership Through Mentoring* (1st ed.). Chantilly.

City of Lompoc. (n.d.). Developmental Succession Plan. City of Lompoc, California.

Fink, D., & Brayman, C. (2006, February). School Leadership Succession and the Challenges of Change. *Educational Administration Quarterly, 42*(1), pp. 62-89. doi:10.177/0013161X05278186

Franz, G. (2014). *An Intergenrational Perspective on Routine Role Succession in Organizations.* Urbana: University of Illinios at Urbana-Champaign.

Fredericksen, E. (2010, April). When the Music Stops: Succession is more than filing seats. *State & Local Government Review, 42*(1), pp. 50-60. doi:10.1177/0160323X10368518

Froelich, K., McKee, G., & Rathge, R. (2011, Fall). Succession Planning in Nonprofit Organizations. *Nonprofit Management & Leadership, 22*(1), pp. 3-20. doi:10.1002/nml

Garman, A. N., & Glawe, J. (2004). Succession Planning. *Consulting Psychology Journal: Practice and Research, 56*(2), pp. 119-128. doi:10.1037/1061-4087.56.2.119

Goodyear Fire Department. (2014, April). Succession Planning 2014-2020. Goodyear, Arizona.

Ibarra, P. (2005, January/February). Succession Planning: An Idea Whose Time Has Come.

    Public Management, pp. 18-24.

Ibarra, P. (2006, August). The Myths and Realities of Succession Planning. *IPMA-HR News*, pp.

    13-14.

Kim, S. (2003, Winter). Linking Employee Assessments to Succession Planning. *Public*

    Personnel Management, 32(4), pp. 533-547.

Kistner, D. T. (2005). *Identifying Succession Plan Criteria for Fire Officers in the Garland Fire*

    Department. National Fire Academy.

Murphy, S. A. (2006). Executive development and succession planning: qualatative evidence.

    Internation Journal of Police Science & Management, 253-265.

Peterson, G. (2006). *Succession Planning for the Roseville Fire Department.* National Fire

    Academy.

Reeves, T. Z. (2010, April). Mentoring Programs in Succession Planning. *State & Local*

    Government Review, 42(1), pp. 61-66.

Rothwell, W. J. (2004, Winter). Introducing Technical (Not Managerial) Succession Planning.

    Public Personnel Managment, 33(4), pp. 405-419.

Schmalzried, H., & Fallon, L. (2007, June). Succession Planning for Local Health Department

    Top Executives: Reducing Risk to Communities. *Journal of Community Health, 32*(3), pp.

    169-180. doi:10.1007/s10900-006-9044-2

APPENDIX 1: Survey Questions

<u>**Questions Posed in Research Study**</u>

1.   What is succession planning?

2.   Why is succession planning important?

3.   What do other departments do for succession planning? Is there a difference between

        accredited and non-accredited agencies?

4.   What are options for UTFD to improve succession planning?

<u>**Questionnaire**</u>

Demographic

1.   Population size

2.   Current Size (Including line and staff personnel)

3.   Department Makeup (Check all that Apply)

    1.   Career

    2.   Part-Time

    3.   Volunteer

4.   Does your department have a formal succession plan? (If answer is no, will go to closing

        question #2)

    1.   Yes

    2.   No

5.   Is the fire department an accredited agency?

    1.   Yes

    2.   No

Current Succession Plan Questions

The following questions pertain to your current succession plan and updates to those plans.

1.   What year was your departments succession plan established?

2.   When was the succession plan last revised?

3.   Is there an established time frame between revisions/review of the succession plan? If so how often:

4.   How many promotions / hires have been completed since the succession plan was established?

5.   Does your department reimburse for college? If so is there a limit on the reimbursements:

6.   Does your department conduct an officer candidate school?

7.   Is the candidate school required for promotion?

8.   Does your department offer a protégé / mentor program? If so, how many years has the program been successful:

9.   Since having the succession plan in place, is there one thing that you would change to improve the process. Please explain the issue:

10.   Does your succession plan have required certifications/degrees/experience for each promotional position? (Goes to next section)

Rank Requirements Questions

For each of the following check the requirements for testing / promotion to the rank indicated. There is an Understanding that every department has different names for the positions. Please use best judgement on positions.

1.   Company Officer (Lieutenant / Captain)

      1.   Require years of experience in fire service

      2.   Require years of experience as Firefighter within the department

      3.   Fire Officer I Certification

      4.   Associates Degree

      5.   Bachelor's Degree

      6.   Pump Operator certification

      7.   Aerial Operator Certification

      8.   Instructor (EMS or Fire)

      9.   Fire Safety Inspector

      10.   Fire Investigator

      11.   Credit for time in service with any degree

      12.   Other

2.   Shift Commander (Captain / Battalion Chief)

      1.   Require years of experience in fire service

      2.   Require years of experience as Company Officer within department

      3.   Fire Officer II Certification

      4.   Associates Degree

      5.   Bachelor Degree

      6.   Pump Operator certification

      7.   Aerial Operator Certification

      8.   Instructor (EMS or Fire)

      9.   Fire Safety Inspector

        10.   Fire Investigator

        11.   Credit for time in service with any degree

        12.   Other

3.   Assistant Chief / Deputy Chief

        1.   Require years of experience in fire service

        2.   Require years of experience as Shift Commander within department

        3.   Fire Officer III Certification

        4.   Associates Degree

        5.   Bachelor Degree

        6.   Master Degree

        7.   Pump Operator certification

        8.   Aerial Operator Certification

        9.   Instructor (EMS or Fire)

        10.   Fire Safety Inspector

        11.   Fire Investigator

        12.   Credit for time in service with any degree

        13.   Other

4.   Chief of Department

        1.   Require years of experience in fire service

        2.   Require years of experience as Shift Commander within department

        3.   Fire Officer IV Certification

        4.   Executive Fire Officers Class or similar

        5.   Associates Degree

6.   Bachelor Degree

7.   Master Degree

8.   Doctoral Degree

9.   Pump Operator certification

10.   Aerial Operator Certification

11.   Instructor (EMS or Fire)

12.   Fire Safety Inspector

13.   Fire Investigator

14.   Credit for time in service with any degree

15.   Other

Closing Questions #1

1.   Current Rank within the department

   1.   Company Officer

   2.   Shift Commander

   3.   Assistant Chief

   4.   Chief of Department

2.   Can you be contacted for further questions about succession planning?

   1.   Yes

   2.   No

3.   Would you like to obtain a copy of the research project after completion?

   1.   Yes

   2.   No

Closing Questions #2

The questions answered that you already answered does not meet the criteria for taking the entire survey. The information will be used as part of the final analysis of the departments succession planning.

Just a few more questions to answer and you are done!

1.   Current Rank within the department

    1.   Company Officer

    2.   Shift Commander

    3.   Assistant Chief

    4.   Chief of Department

2.   Can you be contacted for further questions about succession planning?

    1.   Yes

    2.   No

3.   Would you like to obtain a copy of the research project after completion?

    1.   Yes

    2.   No

Contact Information

4.   Name

5.   Address

6.   City

7.   State

8.   Zip

9.   Contact Number

10.   Email

Closing

        Thank you for participating in my research project for the Ohio Fire Executive

Course

APPENDIX 2: Survey Results

The survey results will be available via google documents via the website link:

https://goo.gl/ItCOa1

TABLES

Table *1*

Population being served by agency surveyed – All respondents

Population Size	Total Surveyed	Surveyed with Succession Plan
< 10,000	5	-
10,000 - 49,999	39	6
50,000 - 99,999	17	4
100,000 - 199,999	8	2
200,000 - 499,999	3	-
> 1 Million	2	-

Table 2

Does the department have an established succession plan in place?

Established Succession Plan	Count	Percentage
Yes	12	16.2%
No	62	83.8%

Table *3*

Company Officer Experience & Educational Requirements

Requirement	Responses	Response%
Years of experience as Firefighter within the department	11	91.70%
Fire Officer I Certification	9	75%
Years of experience in fire service	7	58.30%
Associates Degree	7	58.30%
Instructor (EMS or Fire)	6	50%
Pump Operator certification	5	41.70%
Fire Safety Inspector	3	25%
Aerial Operator Certification	2	16.70%
Credit for time in service with any degree	2	16.70%
Other	2	16.70%
Fire Investigator	1	8.30%
Bachelor's Degree	0	0%

Table 4

Shift Commander Experience & Educational Requirements

Requirement	Responses	Response%
Years of experience as Company Officer within department	9	90%
Years of experience in fire service	6	60%
Fire Officer II Certification	6	60%
Instructor (EMS or Fire)	6	60%
Bachelor Degree	5	50%
Fire Safety Inspector	4	40%
Pump Operator certification	3	30%
Other	3	30%
Associates Degree	2	20%
Aerial Operator Certification	2	20%
Credit for time in service with any degree	2	20%
Fire Investigator	1	10%

Table 5

Assistant Chief Experience & Educational Requirements

Requirement	Response	Response%
Years of experience in fire service	7	87.50%
Years of experience as Shift Commander within department	6	75%
Bachelor Degree	4	50%
Pump Operator certification	3	37.50%
Instructor (EMS or Fire)	3	37.50%
Other	3	37.50%
Associates Degree	2	25%
Aerial Operator Certification	2	25%
Fire Safety Inspector	2	25%
Fire Officer III Certification	1	12.50%
Credit for time in service with any degree	1	12.50%
Master Degree	0	0%
Fire Investigator	0	0%

Table 6

Chief of Department Experience & Education Requirements

Requirement	Response	Response%
Years of experience in fire service	9	90%
Bachelor Degree	8	80%
Years of experience as Shift Commander within department	5	50%
Executive Fire Officers Class or similar	5	50%
Fire Officer IV Certification	3	30%
Master Degree	2	20%
Pump Operator certification	2	20%
Instructor (EMS or Fire)	2	20%
Fire Safety Inspector	2	20%
Credit for time in service with any degree	2	20%
Associates Degree	1	10%
Aerial Operator Certification	1	10%
Fire Investigator	1	10%
Other	1	10%
Doctoral Degree	0	0%