#### PASADENA FIRE DEPARTMENT

Strategic Plan 2005-2020

## Strategic Priority 2 DEVELOP OUR EMPLOYEES AND OUR ORGANIZATION

# Action Item 4 PURSUE SUCCESSION PLANNING



#### PURSUE SUCCESSION PLANNING

For the Fire Department to be successful, it must always be prepared to replace members within its rank structure. Good succession planning will help minimize this impact. The following steps have been identified for this action item:

- REFINE RECURRING SCHEDULES FOR ALL PROMOTIONAL EXAMS.
  - o Firefighter Entry level examinations should be conducted and a certified candidate list established every two years starting in 2007.
    - **2007**
    - **2009**
    - **2011**
  - o Firefighter Lateral Transfer Maintain an open registration list so that candidates are available on a certified list at all times.
    - **2007**
  - o Fire Engineer Promotional process every 2 years.
    - **2007**
    - **2010**
    - **2012**
  - o Fire Captain Promotional process every 2 years.
    - **2008**
    - **2010**
    - **2012**
  - o Fire Battalion Chief Promotional process as needed.
- AGGRESSIVELY ANTICIPATE VACANCIES AND ATTEMPT TO ALWAYS HAVE A CURRENT LIST OF ELIGIBLE INDIVIDUALS AVAILABLE. Provide incentives to attract experienced lateral transfers in the form of sign up compensation bonuses. The attached retirement graphs and matrix are tools that should be utilized to anticipate vacancies that will occur based on age and by rank. The data is dynamic and needs to be updated continuously.

### • WHERE POSSIBLE, SELECT REPLACEMENTS IN ADVANCE OF VACANCIES.

Maintaining active eligible lists by means of consistent scheduling of entry and promotional examinations is the essential to accomplish this.

### • AGGRESSIVELY TRAIN PERSONNEL SO THAT THEY ARE READY TO ASSUME POSITIONS WHEN VACANCIES OCCUR.

Refer to Strategic Priority 2: Develop Our Employees and Our Organization; Action Item 3. Refine Promotional Track Approach and Training.

## • WHERE POSSIBLE, IDENTIFY THE MAXIMUM TENURE OF SPECIALTY ASSIGNMENTS.

Refer to Strategic Priority 2: Develop Our Employees and Our Organization; Action Item 2. Refine Special Assignments Approach and Training.

#### **KEYS TO SUCCESSFUL SUCCESSION PLANNING**

- Identify key leadership criteria:
  - It is essential that our department know what skills and competencies are needed to succeed. As a result, we need to develop an in depth promotional track approach and training.
- Find future leaders/employees and motivate them:
  - Our department must have a system in place for finding outstanding new employees and demonstrating that the Pasadena Fire Department is their future. We must also ensure that promotional employees are trained for leadership positions.
- Create a sense of responsibility within our organization: In order for our employees to succeed, our managers must review, oversee and document their progress.
- Align succession planning with the department culture: *Accountability, Integrity, and Flexibility*. Despite an emphasis on past performance, it is essential to keep our focus on core values. Effective succession planning will require our department to stress these values, whether it's a desire to perform leadership tasks or complete assigned tasks, and weigh them heavily in the overall selection process.
- Measure results and reinforce desired behaviors:

The only way to know if a succession plan is effective is to put systems in place to track results and continuously review the overall effectiveness of the program. Then the department must develop systems, such as bonus-based compensation, training and appropriate assignments, to motivate employees and drive them along desired development paths.

#### RETIREMENT MATRIX (Based on age 55 Retirement)

							5.41	,					
YEAR				Num		Member		ng					I
2007		2			5 Di	id Not R	etire						
2008		2											
2009			•	T	1	1	ı	1		1	T	ı	 14
2010		2											
2011				4									
2012							7						
2013											11		
2014									_				14
2015								8					
2016											11		
2017					5								
2018				4									
2019						6							
2020					5								
2021				4									
2022			3										
2023						6							
2024		2											
2025		2											
2026		2											
2027	0												
2028				4									
2029	1												
2030	1												
2031				4									
2032									9				
2033			3										
2034					5								
2035				4									
2036		2											
2037		2											
2038		2											
2039	1												
2040	1								1				
2041	1								1				

#### RETIREMENT MATRIX BASED ON RANK RETIREMENTS @ AGE 55

YEAR	RANK	Number R	etiring				
PRE 2007	ENG		2	1			
	FF			3			
2007	ВС	1			•		
	ENG.	1					
2008	CAP	1					
	FF	1		_			
2009	ВС		2				_
	CAP					5	
	ENG		2				_
	FF					5	
2010	ENG		2				
2011	AC	1					
	ВС	1					
	ENG	1					
	FF	1					
2012	ВС	1	_	•			
	CAP		2			•	
2010					4	<u> </u>	
2013	CAP					5	
	ENG		2			1	
0044	FF	4			4		
2014	AC	1	_	ī			
	CAP ENG		2				7
	FF				4	1	1
	ГГ				4		
AC	Assistant	Chief	]				
BC	Battalion (						
	ENG Engineer						
	FF Firefighter						
	Jgto.						

Fire Department Classifications	FTE's	Filled FTE's
FIRE CHIEF	1	1
FIRE BUREAU CHIEF	1	1
ASST FIRE BUREAU CHIEF	1	1
ADMIN BATTALION CHIEF	3	3
SHIFT BATTALION CHIEF	3	3
ADMIN CAPTAIN	1	1
TRAINING CAPTAIN	1	1
SHIFT CAPTAIN	30	27
ARSON INVESTIGATOR	1	1
FIRE INSPECTOR	5	5
HAZ MAT SPECIALIST	1	1
HAZ MAT INSPECTOR	1	1
SR PLANS EXAMINER	2	2
EMERGENCY MGMT COORDINATOR	1	1
ENGINEER	30	30
FIREFIGHTER/ FFPM	78	73 Plus 11 REC FF's