JOB SATISFACTION IN THE FIRE SERVICE; THOUGHTS ON PREPARING TOMORROW’S LEADERS

EXECUTIVE LEADERSHIP

By: Rowland Herald
Fire Chief
Clearwater Fire and Rescue
Clearwater, Florida

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ABSTRACT

Recent trends in the public sector fire service seem to indicate an increasing tendency to appoint external applicants to vacant middle-and upper-management positions. While the value of infusing an experienced veteran with fresh perspectives is undisputed, there are also disadvantages to appointing a chief officer who has no history with the organization and the community. The problem and challenge for Clearwater Fire and Rescue is that the number of internal applicants for management and administrative positions is decreasing significantly. Failure to implement a well-defined program to identify tomorrow’s leaders and provide them with leadership training to ensure their success is only one component of the potential solution.

The purpose of this research project was to identify the issues that discourage Department personnel from seeking middle-and upper-management positions in the fire service, and devise a strategy that addresses this concern and prepares tomorrow’s fire service leader for the expected challenges. The action research methodology was utilized and the following research questions were posed:

1. What are the identifiable factors that discourage long-term Department personnel from promoting to management positions?
2. What are the current levels of job satisfaction among fire service managers and administrators?
3. What programs or efforts are currently being used at the local level to develop fire service leaders for the future?
4. What problems can the fire service anticipate from the lack of qualified leadership?

The procedures used to complete this research included a literature review and Internet search that examined the current discussions on job satisfaction and motivation for both the public and the private sectors. A survey was conducted within Pinellas County, Florida, and several public sector fire service organizations nationally in order to elicit objective responses from a wide variety of service providers. Focusing on broad-based job satisfaction, personal interviews were also conducted within the author’s organization with two key individuals functioning in very demanding roles. This provided the author an opportunity to conduct limited participant observation as part of the research.

The results indicated that there are a variety of factors that long-term fire service employees see as obstacles to their success in middle- to upper-level management positions. Changing from shift work to regular hour workweeks and the potential loss of income has an impact on the family as well as the employee. Among these individuals is a fair amount of agreement that the level of accountability for the fire service is increasing and many personnel feel unqualified to tackle the challenge. Many of these veterans have witnessed the failures of those before them, particularly the struggles associated with managing organizational conflict. Many aren’t willing to risk what they feel is an uncertain future for the advancement in rank.
It was recommended that as public safety organizations evolve to meet the needs of the changing community, they must also adopt comprehensive internal processes that prepare employees for the challenges ahead. Tomorrow’s fire service executives have a difficult task before them. They must balance the needs of their three customer groups by determining the types and levels of services the community requires, support their personnel with the necessary training, development, and equipment to complete the mission, and, demonstrate accountability and positive outcomes to the management and electorate of the jurisdiction. They will need to be accomplished in accepted business practices and personnel management. Excellent communication skills are essential. Managing expectations will be key.
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INTRODUCTION

Although empirical evidence is limited, recent trends in the workforce of public sector agencies suggest that more men and women are consciously attempting to limit or alter their time spent at work in order to reduce stress, avoid burnout and achieve better balance in their work and home lives. Unfortunately, these initiatives often take place following the onset of physical ailments, ultimately determined to be caused by long work hours and incredible demands placed on advance-minded men and women in upwardly-mobile careers. The negative consequences to the family can be just as significant. Stephen Hilla, an executive in the technology industry, found that long hours at work also created tension at home. One night his seven-year-old daughter angrily threw her Ken doll in a box and said, “That’s the Dad. He’s always working” (St. Petersburg Times, 1/28/01, p.G-1). Long work hours in the management and administrative levels of the public sector are common. Many public servants readily accept this as a necessary component of their positions. The overall number of individuals willing to make these personal sacrifices in the fire service however, may be declining.

There are compelling reasons for all employers to help employees find balance between their personal and professional lives. When employees feel they are in charge of where their daily responsibilities and career paths are leading them, they bring a level of involvement and added productivity that make job burnout a more remote possibility (Ranstad, 2000, p.50). Today’s fast-paced lifestyle and workplace demands necessitate creative solutions. What can employers and employees learn from each
other to help achieve the necessary balance between work and home life?

Recent trends in the fire service seem to indicate that external applicants are filling an ever-increasing number of middle- and upper-management positions. The problem and challenge for Clearwater Fire and Rescue is that the number of internal applicants for management and administrative positions is decreasing significantly.

The purpose of this research project was to identify the issues that discourage Department personnel from seeking middle- and upper-management positions in the fire service, and devise a strategy that addresses this concern and prepares tomorrow’s fire service leader for the expected challenges. The action research methodology was utilized and the following research questions were posed:

1. What are the identifiable factors that discourage long-term Department personnel from promoting to management positions?
2. What are the current levels of job satisfaction among fire service managers and administrators?
3. What programs or efforts are currently being used at the local level to develop fire service leaders for the future?
4. What problems can the fire service anticipate from the lack of qualified leadership?
BACKGROUND AND SIGNIFICANCE

In many respects, the fire service is guilty of not operating under a more business-like framework. A private-sector organization would certainly not survive for very long without a business plan that included a strategy to address the internal needs of the organization. Clearwater Fire and Rescue has changed significantly over the past few decades without evaluating how that growth impacts the current and future services it provides and, most importantly, the personnel who will provide those services.

Approximately five years ago, the Department found itself in the position of needing to appoint a Deputy Chief, a position directly under the Fire Chief and responsible for emergency and non-emergency operations of the department. The outgoing Deputy Chief was due to retire, as he had accepted a Fire Chief’s position in a neighboring community. The Department was in the midst of a re-engineering effort and had formed an ‘Organizational Development Team’ to devise and implement a strategy to address organizational needs. As this team tackled the issue of establishing minimum requirements for the position, it realized that the commonly-used standards for this position in the fire service industry were likely to exclude virtually every internal applicant who might apply for the position. None of the middle- or senior-level management positions had been very well-defined, and there was no system in place to guide an aspiring employee along a path of development.
The impact to the organization was both immediate and long term. Generally, the organization was seen as stable and providing a good service to the community. Usually, this would seem to favor the appointment of an internal applicant, if they had the skills and vision necessary to move the organization forward. External candidates are usually brought in to effect significant change to dysfunctional processes and this wasn’t deemed to be necessary. As a result, the previous rank and experience requirements were reduced in order to allow for a pool of approximately ten candidates. No external candidates were sought and the City would use a comprehensive assessment process to ensure that the candidates had acquired the minimum skill sets necessary for the selected candidate to succeed in the position.

Additionally, the lack of leadership development programs for the Department also extended throughout the remaining levels of the organization, with potential long-term effects. A look around the surrounding communities indicated that development issues hadn’t received much attention in the recent past and many other departments were experiencing or could expect to experience similar problems in their future. There was already some indication from field personnel that they were unwilling to assume temporary assignments in supervisory roles because they didn’t feel they were adequately prepared for the additional responsibility. Many of the field-level supervisors and chief officers, the logical candidates to move into leadership roles, had been in their positions for many years and expressed no desire to move into an administrative position that removed them from the twenty-four hour shift schedule.
As executive leaders in our communities, fire chiefs have an obligation to determine and implement programs to address the anticipated needs for the future. Inherent in these planning efforts is the fundamental need for the development of personnel who eventually become tomorrow’s leaders. With successful development programs in place, the transition of individuals into and out of key leadership roles should be transparent.

**City of Clearwater**

Originally an agricultural and fishing village, the City of Clearwater, Florida, has grown rapidly both as a tourist destination and as a business center. Clearwater is located on the central west coast of Florida and is one of the largest cities in the rapidly-expanding Tampa Bay area. It is the county seat of Pinellas County, widely regarded as one of the Southeast’s most industrialized counties, focusing on clean, light industry in a semi-tropical environment.

On May 27, 1915, the City of Clearwater was incorporated. The City has a commission/city manager form of government. Over 1600 employees, part-time and full-time, are employed by the City (City of Clearwater, Office of Management and Budget, 2001, p.3).
Clearwater Fire and Rescue

The Clearwater Fire and Rescue Department was founded in 1911. The Department responds to approximately 21,500 calls per year and provides fire protection, fire prevention, emergency medical rescue, emergency management and public education services. The assigned fire protection district is about 42.5 square miles in area and serves a permanent population of 109,000, as well as a seasonal population increase of approximately 35,000. The Department has seven stations strategically located to provide three-to-five minute responses to incidents. The total staff under the Fire Chief’s supervision is 200 and includes a fiscal year 2001/2002 budget of approximately 15.5 million dollars (City of Clearwater, Office of Management and Budget, 2001, p.3).

This research brief was completed in accordance with the applied research guidelines of the National Fire Academy’s Executive Fire Officer Program. The issue addressed by the research relates specifically to Unit 6 of the Executive Leadership course, titled “Succession/Replacement Planning.” This unit stressed the importance of career path planning as “an organized and systematic way to ensure that employees in a particular organization are capable, competent, and willing to replace and/or succeed to strategic roles within the organization” (Executive Leadership Student Manual, 2000, SM 6-3). The mission of the fire service is evolving to meet ever-changing needs. The problems inherent with implementing change can be especially significant. This
research is completed with the hope of facilitating the on-going needs and evolution of the fire service.

**LITERATURE REVIEW**

A literature review was conducted to identify existing information on the factors contributing to any perceived imbalance between the obligations and conditions in the workplace and their impact on career decisions of fire service personnel. Those sources found to relevant to the research project were summarized and included in this section of the report.

Failure to initiate a deliberate plan of succession for various key leadership roles within fire departments can have significant consequences. The incentive for members of a department to aspire to the top position in the organization is diminishing. Today it’s not uncommon to interview company officers or battalion chiefs and hear that their career goals are to remain at their current level or rise to the rank of an assistant or deputy chief, but not the fire chief. Daniel Laurich describes conditions in the Colorado Springs Fire Department where administrative positions were difficult to fill; turnover was high and morale was low due to the reluctance of department members to accept administrative assignments (1995). Field-level officers from the operations side of the department were uncomfortable moving to the administrative side of operations. Laurich further discovered through a survey that 70% of the respondents might accept a promotion that required a staff assignment, but 49% would not accept a lateral transfer
to a staff assignment. Staff interviews revealed that administrative assignments have a much greater workload than field assignments (Laurich, 1995). Free time is severely restricted and the 40-hour week in reality is more like 60 hours. There is little support for staff programs and limited budgets to accomplish the work. Witnessing the failures of their predecessors makes for a much more difficult job. The productivity expectation of a staff chief officer often exceeds the reality and, associated rewards are few. Coping with office relationships and political concerns often become more of an issue than the work itself. In general, administrative staff positions are seen as being a financial disadvantage (penalty), more stressful and requiring excessive work hours. The excessive work hours also negatively affected the employee’s home life. The resulting imbalance between work and family is frequently cited as the key element of decisions to decline administrative assignments and/or promotions.

Fire Departments in St. Petersburg and Clearwater, Florida, opened difficult-to-fill management positions to lower ranks to increase the pool of eligible candidates, in an attempt at improving the success rate of matching the appropriate individual to the job. St. Petersburg Fire and Rescue has also found it necessary to provide additional staff incentives of 50 cents for hourly employees and additional vacation hours for management employees. The flexibility of this approach has encouraged field personnel to accept a challenge and try staff assignments (Paulsgrove, 1994). However, Chief Paulsgrove believes that the answer doesn’t lie just with the department or with the chief officer.
Because they are fewer in number, staff employees are often under-represented by employee bargaining groups when negotiating benefits. In many cases, we have allowed employee associations to shoulder the entire responsibility of marketing staff incentives. This is a department management issue. Solutions can only be successfully found through the creative leadership and support of fire chiefs in partnership with employee groups (Paulsgrove, 1994, p.7).

Ronnie Coleman, a longtime contributor to fire service education, sees the issue of burnout in the fire service a little differently. Using the analogy of expiration dates for supermarket items, Chief Coleman believes that “we in the fire service have expiration dates too. It’s as if human beings had shelf lives, and when it’s over we call it burnout. Our expiration dates are expressed in attitudes” (Coleman, 1997, p.28). Coleman does make mention that the promotion to the fire chief position is not like any other in the fire service because it has no inherent support mechanism like those found in fire stations. “The day a person becomes a fire chief, he or she gets a brand-spanking-new expiration date that’s got a very definite limit to it. The expiration date for a chief is the day his enemies outnumber his friends” (Coleman, 1997, p.30). The resulting frustration of working within a system that seems to be working against you may be the leading cause of what senior managers in the fire service call burnout and Chief Coleman defines as expiration. If a better understanding of the causes leading to burnout or expiration, coupled with career counseling on how to avoid or deal with the
problem are available, perhaps the fire service can do a better job of attracting and retaining valuable leaders.

Robert DiPoli, Fire Chief for Needham Fire Department, noted in his Executive Fire Officer (EFO) research paper that in the past fire chiefs assumed their new roles and remained in their positions until they chose to retire (1994). Chief DiPoli conducted a survey that revealed a very disturbing trend. Former fire chiefs enjoyed an average tenure of 12 years, while fire chiefs newer to their positions averaged 5.4 years (Dipoli, 1994, p. 14). Chief DiPoli also participated in a special meeting in November of 1993 of the Fire Chiefs Association of Massachusetts for the purpose of fact-finding surveys to hear from members their thoughts on the challenges facing fire chiefs that ultimately end their careers. He described their responses as overwhelmingly honest and most, if not all, responses are still applicable today. The six major reasons contributing to the shortened careers of fire chiefs are:

- Conflict between labor and management
- Conflict (misunderstandings) between the local government and the fire chief
- Media relations
- Private sector conflicts with public safety recommendations
- Family pressures
- Self-inflicted wounds (better termed as career ending moves)

Consistent with other reports on job satisfaction for fire chiefs were two observations: First was recognizing that the position of the fire chief is unique. “It is
sandwiched between the demands of the union, the community and others, while often having no one to turn to for support” (DiPoli, 1994, p.17). Secondly, “competition for promotion often occurs at the expense of relationships and family sacrifice” (DiPoli, 1994, p.19).

The issues of job satisfaction and burnout confronting management employees and employers are not limited to public safety agencies, but widespread across the public and private sectors. The problems they cause are similar across all organizations. Juliet B. Schor, author of the book *The Overworked American*, says that job stress isn’t unique to safety and health professionals. Schor, a Harvard University professor, found that the average American now works 164 more hours a year—equal to a full month on the job—than 20 years ago (Graham, 1997, p.32). If the trend continues two more decades, Schor projects, the average person will work 60 hours a week, up from 47 hours a week now. Many management employees feel that a significant source of workplace stress is the result of long work hours and the organization’s failure to recognize that employees are human and that they will make mistakes. In a survey of personnel responsible for workplace safety, many of the respondents declined to identify themselves. Many of the responses, however, were similar and commonly spoke of their begrudging feelings about the stress of long days, long weeks, and a mountain of No. 1 priorities (Graham, 1997, p.38). Also consistent was the comment, “I spend too many hours at work, which doesn't leave a lot of time for the family. By the time I do have family time, I'm tired” (Graham, 1997, p.38).
The issue of balancing work and family time is of far more concern than many will admit. At least a third of the respondents to recent surveys said they would change jobs to get a better work/family balance, and that finding a good balance is a high priority in their selection of jobs (Moskowitz, 1995, p.1). Unfortunately, such feelings are not talked about openly, especially by men. No one denies that holding onto a job in today’s competitive environment requires significant time and effort, but many do so with the nagging sensation that they’re missing a lot of important moments they should be having at home with their families. Many businesspersons, who now feel better about their family/work balance, counsel that “things don’t change until you feel enough pain” (Moskowitz, 1995, p.1). Fortunately, more and more organization leaders are realizing that too much work can create personal problems in employees’ personal lives that can easily harm on-the-job productivity and effectiveness (BusinessWeek, 1996, p.6).

Organizations are now realizing they’re not just hiring one person, but rather one member of a family institution (Barnett, 1999, p.2). Many employers, such as Nations Bank, “…understand that associates cannot separate their family and workplace responsibilities” (Nations Bank Recruiting, 1999). Demographic and sociological changes in the U.S. workforce, both public and private sectors, over the last 40 years have placed greater emphasis on the need for workplace policies to assist employees in balancing work and family (Saltzstein, Ting, Saltzstein, 2001, p.452). More and more employees are expressing significant to severe stress over workload and worktime pressures and nearly two-thirds of all workers have expressed a preference for
significantly fewer working hours (Brooks, 1999, D-3). The perceived organizational understanding of family responsibilities is one of the best direct predictors of job satisfaction. Employees generally express a much higher level of loyalty to an organization that respects the need to balance work and family pressures. In fact, recruiters say new college graduates increasingly ask about part-time and flextime options (St. Petersburg Times, 01/28/01, p. G-1). However, as study after study has shown, top management and immediate supervisors can and often do undermine official work-family benefit programs by failing to make employees aware of programs or routinely denying requests to utilize programs. Most significantly, employers continue to participate in and support traditional organizational cultures that emphasize and reward the single-minded pursuit of work goals to the exclusion of personal life (Saltzstein, Ting, Saltzstein, 2001, p.464). It is the after hour commitments that intrude on evenings and weekends that seem to generate significant stress for fire officers serving in administrative roles.

In summary, virtually all of the literature admittedly reported that both public sector and private sector organizations are struggling with the issues of job satisfaction, burnout, and their potential long-term consequences to services, productivity, and organizational health. There are clear cause and effect relationships to burnout, with one proving to be the largest source of chronic strain: politics and interpersonal relationships, while another area, unfulfilled expectations in one’s career, is also closely associated with burnout (Reichel, 1996, p.30). Concerns for job security, guilt, maintenance of competitive standing, as well as financial security, go a long way in
keeping employees shackled to the belief that they must work harder and longer or else face the consequences. Some organizations are reaping the benefits of long hours of unpaid time and expectations of work to be done at home at the expense of their employee’s mental and physical health. Long-term, this practice results in mediocre performance or worse, an exodus of the most valuable employees (Ferraioli, 2001, p.3). Those left behind are frequently asked to pick up the additional responsibilities, which only adds to their stress and dissatisfaction. Working hard, maintaining your principles, and struggling to provide an emergency service within the competing demands of unions, elected officials, and the community is a daunting task. Factor in the politics, and you’re left with uncertainty at best. Is it any wonder that the administrative staff and field officers in the fire service decline the promotional opportunities to senior management positions? There are, however, many successful and happy fire chiefs across our nation. What’s different about their situations?

PROCEDURES

The goal of this research was, in fact, two-fold. The first goal was to ascertain the motivation, or lack of motivation, for an employee to aspire to an upper-level management position, knowing it entailed significantly longer work hours and responsibility, but only a modest increase in pay and benefits. Secondly, once promoted and settled into a routine that often resulted in working after hours at home, what factors contributed to their overall satisfaction and desire to continue in these positions and career field. The action research methodology guided this project and included a
literature review, personal interviews with local government fire officers, and the use of a survey instrument.

**Literature Review**

Preparing this research brief began with an extensive literature review at the Learning Resource Center at the National Emergency Training Center in June 2001. Additional literature reviews were conducted at the City of Clearwater Public Library in Clearwater, Florida, and the Saint Petersburg College Library, also in Clearwater, Florida, and were completed by October 2001. The review of available literature from these sources included books, journals, newspapers, and available applied research projects. The author also conducted a search for available information on the Internet over a period of time during the months of July and August 2001.

**Personal Interviews**

The research included interviews with two principal Operation Managers associated with the public sector fire and rescue department also employing the author of this research. Specifically, this aspect of the research focused on two key concepts. The first is alienation, or the negative aspects of the work that could contribute to stress, burnout, and job dissatisfaction if not properly managed. The interviews were conducted in order to reveal the positive and negative feelings these employees have experienced in these demanding and highly responsible positions and to learn what
creative measures they’ve taken in order to compensate or balance the remaining aspects of their lives. The second is worker satisfaction and the sense of contentment these employees must feel, even though the work is known to be difficult and involves long hours. Because the author has a long-term working relationship with the two individuals interviewed, some participant observation was included in the analysis. In order to narrow the scope of the interviews and obtain objective responses, the approach to the interviews focused on determining whether upper management employees working in the field of public sector emergency services feel they have achieved a favorable balance between their work and home life. The following interview questions were posed:

1. When considering the significant responsibility to the public represented by your current occupation, what motivated you to seek and subsequently accept this position?
2. How are you able to balance the demands of your position with those of your family and home life?
3. How does your family feel about the demands of your occupation and do you think they feel you’ve achieved a fair balance between work and family?
4. Describe the satisfaction you feel from your current position/occupation.
5. If you could change certain aspects of your work, what would they be?
Survey Instrument

A survey was developed to collect information from various-sized fire and rescue departments throughout Pinellas County and a select few departments nationally of the author’s choosing (see Appendix A). The purpose of the survey was to establish a baseline of comparison to determine the awareness of succession plan issues and to correlate those results with the characteristics of the responding department. Input for the contents of the survey included material currently being used by Clearwater Fire and Rescue in the development of its succession plan. This was primarily derived from an Organizational Capability and Needs Assessment completed previously by this author and Wayne Hanson, Administrative Support Manager to the Fire Chief. Additionally, this is in part a component of a larger effort to outline the Department’s future program plans, as found in its business plan.

The results of the surveys were compiled in a database format that was grouped according to the responses (see Appendix B).

Assumptions

The assumptions used to gather information and determine results are based on the following:

- The literature review was thorough and includes recent and applicable information.
• The experience and credentials of the fire service professionals consulted are undeniably.
• The survey was written to elicit objective responses and limit any subjective influences.
• The conclusions of the author are logical and reasonable.

Limitations

Limitations in the research are the result of the necessity to narrowly define the subject matter, given the limited time constraint of six months. It should be emphasized that the author’s interviews and participant observation took place within a public sector organization and therefore the results may not be representative of private sector organizations.

The accuracy of survey results is also a limiting factor. Although the surveys were sent to the attention of the Fire Chief, persons other than the addressee may have completed them. A few of the returned surveys contained blanks or incomplete responses, which further limits the accuracy of survey results. It was therefore assumed that the requested information was not applicable or not available.
1. What are the identifiable factors that discourage long-term Department personnel from promoting to management positions?

Not every new recruit to the fire service dreams of one day being the fire chief. Many firefighters will rise to certain lower levels in the organization and then spend the remainder of their careers in these positions being the best driver/engineer, company officer, or battalion chief they can be. They may focus their energies on developing other firefighters who aspire to their positions or even higher. There are also significant numbers who have self-imposed a limit on their advancement in the organization and plateau there because of the perceived disadvantages of serving at senior-level or administrative positions. The most common disincentives cited among the rank and file firefighters or lower-level supervisors that discourages their advancement or assignments to administrative positions include:

- Moving from the 24-hour shift schedule to the 40-hour workweek.
- Giving up the hands-on work in the field for office work.
- Senior positions offer only minimal improvements to pay/benefits.
- The strain of labor/management relationships.
- The unwillingness to work in a political environment.
- The perception that because of the demands on these positions there would be less time to spend with families.
- The perception that there is no appreciation for the long hours and self-sacrifice.
- Witnessing the failure of those who have gone before them.
Although not a part of the research, it was notable that there was an obvious predisposition to focus the discussion on the negative aspects of working in these positions. When asked to comment on the positive aspects, the dialogue centered on the self-sacrifice of the work and the unrealized hope that their efforts were making a positive impact on the future of the organization.

2. What are the current levels of job satisfaction among fire service managers and administrators?

Firefighters of any rank are a proud breed; therefore, the frank honesty of the respondents to a few somewhat personal questions is appreciated. One of those questions asked in the survey was specifically designed to determine whether or not a chief officer regretted the decision to move into management/administration. Fifty-three percent of the responses were affirmative, and seemed to corroborate the findings of the Literature Review. Every one of the respondents indicated that the issue of moving away from shift work to a regular workweek was an impediment to recruiting firefighters for future leadership roles. Coincidentally, 53% of the survey respondents also indicated salary and benefit levels are inadequate to attract and retain personnel into the positions. Because the 24-hour shift schedule affords the opportunity to work overtime and/or a second job, many firefighters consider this loss of income a primary concern in developing their career goals and objectives. Although not part of the survey, it was generally agreed that job satisfaction among field-level emergency personnel is higher than that of management and administrative personnel.
When inquiring about their sense of job satisfaction during interviews, two upper-level managers in the author’s workplace revealed strikingly similar perspectives, even though there are substantive differences in age and length of tenure in their respective positions and overall career. When questioned about their motivation in applying for their current positions, both saw the opportunity to effect positive change in the organization, although one also saw the opportunity to leave shift work as a positive. With both managers, the devotion and commitment to serving the needs of public safety was unquestionable. Their sense of satisfaction seems to be incomplete, nevertheless. From an external perspective, the public seems very appreciative in its acknowledgement of the work accomplished and the quality of services provided. The relationships, however, with some personnel internal to the organization are less fulfilling and present a constant challenge. Because both upper managers have been promoted through the organization, they now find themselves managing personnel who were formerly their co-workers. In what may be an attempt to deal with the emotional turmoil of bruised friendships in the workplace, both seem to have stepped back and taken an organizational approach to dealing with workplace conflict. One manager sums it up by stating, “As long as I know that what I’m doing is right for the organization, I’m satisfied.”

3. **What programs or efforts are currently being used at the local level to develop fire service leaders for the future?**

According to the surveys, 75% of the respondents indicated that their departments did not have any published form of a career path manual available.
Although not part of the survey, some of the respondents replied that the organizational structure of their respective departments weren’t complex or large enough to warrant the need for such a document. Under these circumstances, the information that might normally be contained in these manuals was available from published job descriptions or directly from the chief officer.

The surveys were equally split, with 53% of the departments indicating that they had both a plan to develop personnel for upper-level positions, along with a plan to develop field supervisory positions. Of note was the fact that 88% of the respondents indicated that there were significant problems in recruiting personnel into training programs for positions that would remove them from the 24-hour shift schedule.

The actual programs themselves varied in their approach, with the larger departments having a more structured or formal approach to the process. These departments also distinguished their field supervisor programs from the administrative training opportunities and identified specific department programs or processes that they felt provided a trainee with the most appropriate operations or administrative experience. Some of the efforts weren’t very well funded or backed by department administration. In these cases, the division manager or the battalion chiefs were only able to pull personnel off units and provide leadership training if the shift staffing and resources were adequate for the day.
4. **What problems can the fire service anticipate from the lack of qualified leadership?**

The implications of not developing tomorrow’s leaders today can dramatically change the face of management in tomorrow’s fire service. A majority of the surveys indicated that training and education are two of the more important areas in which to focus our efforts for leadership development, yet even those departments with these programs seem to have taken a very narrow-minded approach to solving the problem. Many chief officers today have risen through the ranks primarily because of demonstrated technical competency. The days when the fire chief functioned as the lead firefighter no longer adequately supports the complex organizational needs of today’s fire service. Without an earnest desire to fund and support a leadership program at all levels of the organization, the trend of hiring chief officers from outside the department will continue. This may not necessarily be a negative, but if it becomes the norm, the organization can expect regular periods of turmoil and a disabling fluctuation in the effectiveness of existing and proposed programs as every new manager/administrator learns the intricacies and processes of the new organization. Promoting ill-prepared personnel into these roles just sets them up for disappointment and probable failure, because they won’t have the skills to address the variety of issues suddenly thrust before them. Constant turnover in any organization is unsettling and eventually becomes a problem for the local government or authority. As one survey respondent wrote, “Absent our dedication, private sector leaders could end up leading our organizations.”
The individuals selected for interviews and observation were purposely chosen because they represent both a long-term experienced Assistant Department Director and a newly-appointed Operations Manager with less than one year’s incumbency. Both positions have relatively similar authority and responsibility to the organization. While conducting the case study interviews, both praised the virtues of a lifestyle that balanced their employment obligations with the needs of their families, yet their observed behavior didn’t support these assertions. As salaried employees, their official paid workweek reflects a schedule of 37.5 hours. While no one accepts these positions with the expectation of confining one’s workday to 7.5 hours, there is an accepted, but unspoken, resentment that nine- to twelve-hour days are frequently the norm, in addition to obligations in the evening and on the weekends. When asked what they would change about their work, responses were focused on the lack of control they felt in their work schedule. One respondent stated, “Public service places demands on us that require long hours, abrupt schedule changes, and personal sacrifice. Many times our families end up on the short end of the stick because we must constantly adjust our personal life to accommodate the demands.” When questioned about the types of demands, it wasn’t the public service aspect of the work that frustrated them. It was the tedium of dealing with personnel issues that seemed to consume their emotional energy. Both respondents indicated that a very small percentage of personnel absorbed a disproportionately large percentage of their time. Their biggest fear was that they might take the workplace negativity home.
DISCUSSION

Trends within the upper management positions of the fire service, particularly fire chiefs, tend to reflect the patterns of change seen in the careers of strong mayors and professional city managers (DeSantis and Newell, 1996, p.7). As the norm for these positions continues to reflect requirements for higher education levels and unique skill sets, the persons capable of meeting these requirements are, for the time being, more mobile and less tenured than in the past, and fewer in number.

Managers at middle and lower levels of emergency service organizations also experience similar symptoms of burnout and dissatisfaction that seem to focus on communication, or lack of it, between field operations and administrators. Doug Reichel, Ph.D., in a comprehensive study of burnout among emergency workers, listed the following perceived administrative actions that frustrates workers:

- Unexplained changes in protocols, paperwork, and reporting procedures.
- Failure to acknowledge special accomplishments.
- Ambiguity about evaluation criteria.
- Red tape.
- Pervasive feeling that administrative personnel, rather than supporting field personnel, are more concerned about their own welfare and advancement.
- Perceptions that there are unequal promotion practices, and that career advancement is based on irrelevant factors.
- Feelings that staff personnel want field providers to just do their jobs, and not make waves, ask for changes or make suggestions (1996, p.32).

Once issues like these are perceived as prevalent throughout an organization, it
is logical that the resulting decline in morale and satisfaction will initiate numerous
conflicts between labor and management, which has already been recognized as a
principle source of discontent for upper-level managers.

Many of the results obtained through participant observation and the interviews were consistent with the literature reviewed. Although not as prevalent in the public sector, there are many employer-sponsored programs available to employees that can be used as tools in striking a balance between work and life's competing obligations. Upon closer review, however, the feedback from employees within these organizations indicates they are still clamoring for help, even though the training opportunities and development of time management and coping skills seem to be available (Moskowitz, 1995, p.1). The real cause of this problem can usually be found in one of the following.

To begin with, while upper management may advocate their support for the value of a balanced work and family life, many of them don’t actually live their own lives accordingly. This creates confusion for the mid-level employee working his/her way up the career ladder, because the unspoken message is that the fast track to promotions is to devote yourself and your time unselfishly to the organization. For many lower-level employees, the burden of implementing any worker-friendly program is placed on the mid-level manager. While upper management may sing the praises of their employee-friendly initiatives, many of these new programs do not come with a commensurate level of organizational support and they are subsequently forgotten or discouraged by lower-level managers (Saltzstein, Ting, Saltzstein, 2001, p.464).
The success of these programs is also dependent on the role of the employee. While many employees claim to be struggling to find the time to attend to obligations both within and outside the workplace, many of them don’t seem to be able to find the initiative to help themselves. Working parents readily admit to understanding the importance of quality time spent with developing children. Unfortunately, they have also found a number of convenient excuses to justify their absence from the home (Hochschild, 1997, p.205). Individual needs of the employee vary greatly. Policies that work to improve work-family balance and/or increase job satisfaction for one employee may be of little use, or even counterproductive to employees facing different demands. The single policy or limited set of policies isn’t likely to make much of a difference for public sector managers/administrators given the diverse needs (Saltzstein, Ting, Saltzstein, 2001, p.463).

When discussing career choices with those working in other public sector career fields, it’s apparent that many upper-level administrators are working in disciplines outside their formal training, a path rarely followed or familiar to the fire service. Many of today’s public sector administrators have held a variety of management and leadership positions in differing specialties throughout their work lives. These individuals have progressed in a more deliberate manner that has allowed them to attain the variety of skill sets necessary to insure a reasonable chance of success at increasingly more difficult and responsible positions. Consistent with this approach is the comments of M. Iacona, in his EFO research paper on how fire chiefs positions are filled. He states,
The greatest factor that appears to inhibit the achievement of improved efficiency in the management of the fire service organization is the on-going pattern of choosing its leadership almost universally from career firefighters. There is a sense that this inbreeding or incestuous relationship has stymied the ability of the fire service to recruit and place non-fire service professional in its key leadership roles. The inherent belief that the organization is some type of fraternal order that ‘takes care of its own,’ has in many instances fostered obsolescence (1990, p.12).

In several accounts of the literature were consistent reports of employees citing the need to strike a healthy balance between the obligations and responsibilities of work and those outside the workplace. Unfortunately, many employees only take advantage of the alternatives following a significant emotional event involving their family. There are a variety of opportunities offered by many organizations, which now realize that the long-term costs of replacing and retraining new employees is much greater than the cumulative costs of providing the incentives to retain good employees (BusinessWeek, 1996, p.6). Today it is not uncommon to find flextime, job sharing, shift swaps, telecommuting, and a variety of training or counseling programs offered to employees to help them manage life’s other responsibilities. Probably the most perplexing finding was the limited utilization of some programs by employees who would seem to benefit from them the most.
Locally, the implications for Clearwater Fire and Rescue are just beginning to manifest themselves. The 24/7 responsibility for emergency call-ins is expected and embraced. However, too many requests for community appearances, speaking engagements and evening-hour training programs from upper-level managers will ultimately affect the personal lives and attitudes of those making the sacrifice. During the author’s observance of the upper managers in the workplace, it became evident that these individuals had a strong sense of commitment to the organization and the community it serves. Frequently, these individuals would set aside their own needs or those of their family in order to complete the task at hand. The expectations of the organization have fostered an attitude that seems to demand self sacrifice for those who answer its calling. For now, it also seems that their families have accepted the demands on their time and either make due or don’t speak of their disappointment. Both upper managers had accumulated excessive amounts of leave time that they will probably set aside until retirement. Neither of them speaks as though they expect to be in these positions in three to five years.

In general, it seems that many upper management employees in the public sector do not enjoy a healthy balance between their work and home life. The expectation of lengthy hours in the workplace has been indoctrinated into the culture. While flextime schedules and telecommuting have been introduced into the workplace, these options are not available to upper managers. Long-term consequences of these archaic workplace policies are not fully understood. Recent trends suggest that funding and support for career path development for these positions is declining, while the
number of replacements for upper management positions recruited externally is rising. The internal employees that are sometimes reluctantly recruited blame their circumstance on the “golden handcuffs” of a government pension plan. They feel that once they have reached a certain age and tenure within the organization, it’s too late for them to start over somewhere else. If originally offered a portable pension plan, they might be employed elsewhere today. Otherwise, they endure their remaining time with complacency.

RECOMMENDATIONS

In every part of this country, on a daily basis, there is a very visible battle being fought by fire departments. Fire engines, ladder trucks, and rescue units respond to a variety of emergencies, some more serious than others. The more spectacular of these find their way into the media. There is, however, another battle raging behind the scene that is potentially the most dangerous to the fire service and our communities. The development of tomorrow’s leaders is not optional, but mandatory if the future of the fire service and the safety of our citizens is to be secured. Ironically, someone has to take a leadership role and introduce a broad-based system that recognizes and rewards the necessity of the soft skills of leadership such as human relations, coaching and counseling of personnel, creative problem solving, and collaborative labor-management relations to name a few. Today’s fire service executive should take a queue from the private sector and initiate meaningful change to the programs of personnel development.
Every organization, regardless of size, should develop and implement a succession plan that outlines the future goals and objectives of the department’s internal needs. The continued viability of any organization should not be dependent on one or two key personnel. Included in that effort should be an impartial evaluation of the organization’s current structure and method of conducting training programs. As part of a desire to improve the quality and image of public service you should ask some very difficult questions. How many of your current programs are in place “because we’ve always done it that way.” Are there certain efficiencies or best practices in other departments or the private sector that can be adopted by your organization? Is the fire chief or other chief officer still functioning as the lead firefighter, or is he/she practiced in the budgetary process and able to demonstrate his/her accountability to the elected officials and the community? Present day fire executives can no longer ignore these questions. This forward-thinking approach will allow for change to be managed from within and should include:

- A timely introduction that explains what is being considered and how it will benefit employees, the organization, and the community.
- An understanding of the objectives involved in determining the selected programs, along with any other options considered.
- Input from employees to allow for their buy-in and understanding of the needs.
- Periodic program evaluations to review actual results and any subsequent need to implement any revisions.
For Clearwater Fire and Rescue, the requirement for leadership development has become a priority. Over the next year it will be necessary for Clearwater Fire and Rescue to update its rolling five-year plan strategic plan. Included in this effort for the first time will be the completion of a separate section on succession planning for all levels of employees in the Department. The Department recognizes the need to prepare the future leaders of the fire service to eventually take over not only the key leadership positions, but also the variety of middle management and line supervisor vacancies that will occur. It is necessary to realign the management philosophies of today’s upper level managers and administrators with these newly-identified goals and objectives for personnel. The issue of dissatisfaction among the upper management levels is more widespread in the fire service than many will admit. This trend, however, can be reversed. A review of the components necessary for the successful management of change along with training and experience in the soft skills mentioned above should improve the abilities of most new managers/administrators and hopefully relieve some of their frustration. Finally, although identified repeatedly in the literature, effective communication skills utilized at all levels of an organization are key to any managers success. Although there are many positive benefits associated with recruiting externally for leadership positions, it isn’t always necessary and shouldn’t be the result of inadequate preparation of internal staff.

Further research should be conducted to evaluate the constraints of long-standing tradition on contemporary providers of emergency services. Organizations today should be moving from being rule-driven to customer-service-driven. This
includes our internal customers or employees. If we are truly to become customer-
service-driven, shouldn't we put the internal needs of the organization alongside the
needs of the public we serve? As the fire service continues to take on change and
added responsibilities, is it fair to assume that we can continue to pass these new
responsibilities on to existing personnel without preparing them for it?

Further study is also indicated for managing the expectations of change for long-
standing employees as well as the public. Change in the fire service should be viewed
as evolutionary and innovative. The transition of change, however, is uncomfortable for
most people. The idea of operating a fire department like a business is just as radical a
thought for the employee as it is for the community. Yet, with the demands for new and
improved services, this change may be unavoidable. An understanding of the effective
management of change as it applies to the organizational psyche and culture of all
employees may prove beneficial.

When an organization builds a reputation as a great place to work—one that
satisfies the needs of its employees—the best people will come, they'll stay, and the
organization will succeed. The obligation of today's employees and managers is to
provide leadership and introduce an entirely new set of creative management practices
that emphasize the importance of broad-based employee needs and development.
Today's employees have many opportunities to tailor their workplace responsibilities
into flexible schedules and workplace opportunities that best allow them to meet all their
obligations. Given the overwhelming importance of informal organizational cultures to
work-family relations, meaningful organizational understanding and support in future
years is likely to necessitate new working environments and cultures. Employees may
need guidance and encouragement to move in and out of a variety of formal and
informal working arrangements without penalty to their jobs or standing in the
organization over the course of their careers (Saltzstein, Ting, Saltzstein, 2001, p.464).
The resulting balance and improved skill sets will benefit both the organization and the
employee. Tomorrow’s workplace will by necessity require innovative thinking in order
to meet the ever-changing needs of not only the community, but also the workforce.
This will be particularly challenging for the work force of the fire service.

Finally, we bear the ultimate responsibility for the outcome of ensuring that a
healthy equilibrium is not sacrificed. Only we have the discretionary power to ensure a
balance between our work life and our personal life. Under no circumstances should we
become what we do (Ferraioli, 2001, p.3).
REFERENCES


Chief,

Attached is an easy to complete survey I’m using to gather data to finalize my fourth year Applied Research Project for the Executive Fire Officer Program at the National Fire Academy.

I have been particularly concerned with the difficulty many fire service organizations are having in developing programs to encourage long-term employees to seek the qualifications and apply for leadership roles in their own departments. Please take a few moments and complete the attached survey. If possible, please return your results to me by October 12th. If you’d like a copy of the results, please indicate so in your response. Hopefully, we can identify and address the issues that will affirm the future leadership of the fire service.

If you have any questions at all, please don’t hesitate to contact me at 727-562-4326. If you prefer, you can FAX your results to me at 727-562-4328. Thank-you for your participation!

Sincerely,

Rowland E. Herald
Fire Chief
APPENDIX A (Cont’d)

FIRE DEPARTMENT SURVEY

Demographics/Statistics:

- Name/Location of Organization: _________________________________
- Service Area (in square miles): ________________________________
- Population Served: ________________________________
- Total Department Personnel: ________________________________
- # Stations ________________________________
- Number of:  
  - Engine Co. _____ Minimum Staffing: _____
  - Rescue/Ambulance _____ Minimum Staffing: _____
  - Aerial/Truck Co. _____ Minimum Staffing: _____
  - Squad _____ Minimum Staffing: _____
  - Other: _________ _____ Minimum Staffing: _____
  - _________ _____ Minimum Staffing: _____
  - _________ _____ Minimum Staffing: _____
- Department makeup (Circle one): Career Volunteer Combination
- Budget: FY 2001: ________________ FY 2002: ________________

Personnel Development:

1. Was the current Fire Chief promoted from within the organization?
   YES _____ NO _____

2. If not, were there any internal applicants for the position?
   YES _____ NO _____
3. Does your Department currently have a **published** career path manual (A guide to illustrate the knowledge, skills, abilities, and other characteristics necessary for promotion to the various positions in the organization)?

   YES _____     NO _____

4. Has your Department initiated a deliberate career succession plan to develop existing staff to take over future leadership positions?

   YES _____     NO _____

5. Does your Department have a training program in place to develop personnel to move into or promote to field level positions?

   YES _____     NO _____

6. Is there some reluctance from field personnel to promote into positions of leadership that remove them from shift work?

   YES _____     NO _____

7. Do you feel that the salary/benefit levels in your organization between a senior field position and an entry leadership position are adequate to encourage your field personnel to meet minimum qualifications and apply?

   YES _____     NO _____

8. Are there any non-union leadership personnel in your organization that possibly regret their decision to promote out of their field position?

   YES _____     NO _____

9. What are the top two characteristics of a successful fire service leader?

   __________________________________________
   __________________________________________

10. What is the one improvement a public sector fire service organization could make to encourage development of future fire service leaders?
### Appendix B

<table>
<thead>
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<th>Ques. 3</th>
<th>Ques. 4</th>
<th>Ques. 5</th>
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<td>Comprehensive leadership development program</td>
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Appendix C

FIRE & RESCUE
SUCCESSION PLANNING TABLES

FOR

MENTORING, TRAINING, AND
QUALIFICATION REQUIREMENTS
## Succession Planning Table for Each Position

<table>
<thead>
<tr>
<th>Position</th>
<th>Qualifications</th>
<th>TIS/TIG</th>
<th>Characteristics</th>
<th>Mentoring</th>
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</table>
| Probationary Firefighter | - Oral/Written Comm skills  
- Fitness  
- Knowledge of Mech/Hydro Tools  
- Knowledge of Principles of Auto Equip Ops  
- Learn & Apply Fire fighting & Related Skills  
- EMT Certification  
- Possess Class "D" w/"E"  
- High School Equivalency min. |                |                                                                                              | - Follow Basic FF Manuals (Red Books)  
- Modernize/Update basic skills/knowledge assessment  
- Formal probationary training program to be developed by Training Div.  
- Specialty teams familiarization  
- "Clwtr" specific methodology  
- Study Std Doc's:  
  --IAFF Contract  
  --SOGs  
  --PBMP, etc  
- Dev Std Trg Record that follows Trainee  
- Assigned Trainers (ID Senior Mentors for Preceptors and model after EMS program) | |
| FF to D/O         | **All of FF Qual’s Plus:**  
- Considerable Knowledge of Hydraulics  
- Understand Fire Stream Principles & Ops  
- Pump Operators Course | 1 Year with CFR | - Demonstrate initiative  
- Maintain Trg Records  
- Complete Driver’s Manual:  
  --Skill/Knowledge Assessment  
  --Task req’s  
  --Unit specific  
- Assessed via Cklst & checked off by Officer  
- Mentored by D/O Preceptor | |
| Paramedic         | **All of FF Qual’s Plus:**  
- Paramedic Certification | 1 Year with CFR | - Composed  
- Ability to learn  
- Good interpersonal skills | - Minimum T & E requirements  
- Med Dir. Approval |
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<th>Qualifications</th>
<th>TIS/TIG</th>
<th>Characteristics</th>
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<tr>
<td><strong>Lead Medic</strong></td>
<td>All of PM Qual's Plus: - Pinellas County PM Cert.</td>
<td>3 Years with CFR and 1 Year as assigned Paramedic</td>
<td>- Composed</td>
<td>- Minimum T &amp; E requirements</td>
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<td></td>
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<td></td>
<td>- Ability to learn</td>
<td>- Med Dir. Approval</td>
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<td></td>
<td>- Good interpersonal skills</td>
<td>- Interview skills</td>
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<td></td>
<td>- Demonstrated leadership initiative</td>
<td>- Mentoring by Rescue Lt. and BC/DC</td>
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<td></td>
<td></td>
<td></td>
<td>- Supervisor recommendations</td>
<td></td>
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<tr>
<td><strong>FF to Fire Lt</strong></td>
<td>All of FF Qual's Plus: - Eligible for D/O Testing - Preparing for Lt Eligibility - Mentor Recommendation</td>
<td>Min. 1 Year with CFR before eligible to act. Min. 4 Year with CFR before eligible to test</td>
<td>- Good interpersonal skills</td>
<td>- &quot;Act&quot; w/Lt on unit</td>
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<td></td>
<td></td>
<td></td>
<td>- Demonstrates interest</td>
<td>- Lt Trains/Reviews</td>
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<td></td>
<td></td>
<td></td>
<td>- Leadership initiative</td>
<td>- Ck off Skills Qual</td>
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<td>- Supervisor recommendations</td>
<td>- Demonstrated teaching skills thru in-house or better class instruction.</td>
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<td></td>
<td>- Successful completion of Officer Training Program</td>
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<tr>
<td><strong>Probation Fire Lt</strong></td>
<td>Successful completion of six month probation</td>
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<td>Position</td>
<td>Qualifications</td>
<td>TIS/TIG</td>
<td>Characteristics</td>
<td>Mentoring</td>
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<tr>
<td>Fire LT</td>
<td><strong>All of FF Qual's Plus:</strong></td>
<td>4 Years</td>
<td>- Composed</td>
<td>- Assigned Special duties/projects with DC/BC oversight</td>
</tr>
<tr>
<td></td>
<td>- Considerable knowledge of Dept Rules, Policies &amp; Regulations</td>
<td>with CFR</td>
<td>- Ability to Learn</td>
<td>- Contined Fire Training/Chklist</td>
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<tr>
<td></td>
<td>- Considerable Knowledge of Modern Firefighting, Rescue, HAZMAT, Fire Tactics, and</td>
<td></td>
<td>- Strong interpersonal skills</td>
<td>- Train on innovation updates</td>
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<tr>
<td></td>
<td>Alarm/Detection Systems</td>
<td></td>
<td>- Demonstrated leadership qualities</td>
<td>- DC/BC Skill Trg</td>
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<td></td>
<td>- Ability to Develop &amp; Conduct Training Programs</td>
<td></td>
<td>- Analytical Abilities</td>
<td>- Maintain 1st Respn area knowldg/plans</td>
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<tr>
<td></td>
<td>- Considerable Knowledge of Care, Maintenance, &amp; Ops of Fire Apparatus &amp; Equip</td>
<td></td>
<td>- Good motivational skills</td>
<td>- Community Relations</td>
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<td></td>
<td>- Considerable Knowledge of City Lay-out, Water Distrib &amp; Hydrant Systems, and</td>
<td></td>
<td>- Good employee counseling skills and successful utilization of City's Performance and Behavior Management Program</td>
<td>- Teach/Counseling of personnel</td>
</tr>
<tr>
<td></td>
<td>Local Fire Hazards</td>
<td></td>
<td>(PBMP)</td>
<td>- Oral/Written Comm</td>
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<tr>
<td></td>
<td>- Ability to Locate &amp; Diagnose Existing &amp; Potentially Hazardous Conditions in</td>
<td></td>
<td>- Recruiting</td>
<td>- Recruiting</td>
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<td>Bldgs/Installments</td>
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<td>- Motivation skills</td>
<td>- Motivation skills</td>
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<td></td>
<td>- Considerable Knowledge of Principles/Theories of Hydraulics</td>
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<td></td>
<td>- Knowledge of Supervisory Principles/Practices &amp; of Personnel Administration</td>
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<td></td>
<td>- Ability to Plan, Assign, Supervise &amp; Direct the Work of FF’s</td>
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<td>- Completion of Required Five Officership Courses:</td>
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<td>-- FS Instructor/How to Teach</td>
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<td>-- Comp Ldrshp/Mgt/Officer</td>
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<td>-- Fire Tactics/Strategy I and II</td>
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<td>-- Private Protection Systems</td>
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<td>-- Hazardous Materials I</td>
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<td>- FL StateOfficer’s Certificate</td>
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<tr>
<td>Lt Rescue</td>
<td><strong>All Fire Lt. Qualities plus:</strong></td>
<td>- 4 Years</td>
<td>- Composed</td>
<td>All Fire Lt. areas plus:</td>
</tr>
<tr>
<td></td>
<td>- Considerable Knowledge of Fire fighting, EMT &amp; Rescue Methods, Tactics &amp;</td>
<td>with CFR</td>
<td>- Ability to learn</td>
<td>- Advanced EMS certifications (ACLS, BTLS, PALS)</td>
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<td>Procedures</td>
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<td>- Works well w/others</td>
<td>- Demonstrated administrative skills</td>
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<td></td>
<td>- Considerable Knowledge of State &amp; Federal Laws Relating to PM Functions,</td>
<td></td>
<td>- Exhibits leadership qualities</td>
<td>- Special Project experience</td>
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<td></td>
<td>Control of Drugs, Narcotics, Intravenous Solutions, &amp; Related Emer Medical Equip</td>
<td></td>
<td>- Analytical Abilities</td>
<td>- DC/BC and Rescue Lt mentoring</td>
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<td>- High School Equivalent</td>
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<td>- Effective</td>
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<td>- Certified State FF &amp; PM</td>
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<td>- Communicator</td>
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<td>- Ability to Develop &amp; Conduct EMS related Training Programs</td>
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<td>- Highly skilled EMS clinician</td>
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<td>- Successful utilization of City’s Performance and Behavior Management Program</td>
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<td>Position</td>
<td>Qualifications</td>
<td>TIS/TIG</td>
<td>Characteristics</td>
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<tr>
<td>District Chief</td>
<td>All Fire Lt. Qualities plus: -Thorough knowledge of emergency management methods, principles, practices, procedures, and techniques. -Thorough knowledge of modern firefighting, Incident Command, E.O.C., EMS, rescue apparatus and equipment. -Considerable knowledge of emergency medical procedures, fire prevention methods and procedures, management practices and personnel administration. -Considerable knowledge of the layout of the City, water distribution, fire hydrant systems, and local fire hazards. -Ability to command, supervise, evaluate, &amp; instruct subordinates in firefighting, emergency medical incidents, and related emergency management activities. -Ability to develop and maintain effective working relationships with employees, City officials, and the general public, and to deal with public relations effectively, courteously, and tactfully -AA in Fire Admin, including Crses in Mgt, Leadership, Budgeting, Tactics, Building Codes, &amp; other -Permanent Clwr Fire Lt Status</td>
<td>5 Years as CFR Fire or EMS Lt</td>
<td>Fire Lt. skills plus: - Composed - Ability to learn - Strong interpersonal skills - Exhibited leadership skills - Analytical abilities - Crisis management skills - Effective communicator - Special project skills on short-term projects - Demonstrated or documented administrative skills. - Field-level written communication skills - Demonstrated ability to both counsel and motivate employees - Demonstrated ability to effectively use City’s Performance and Behavior Management Program (PBMP)</td>
<td>- Special Projects and Administrative assignments with Deputy Chief of Ops oversight - Mentoring by Deputy Chief and Asst. Chief of Operations for tactical and administrative skills - Development of internal and external relationships to Fire Department. - Basic level budget experience - Basic level payroll experience - Managing employee and community conflict</td>
</tr>
<tr>
<td>Fire Training Coordinator</td>
<td>Fire Lt qualities plus: - Considerable knowledge of the principles &amp; practices of teaching adult learners. -Considerable understanding of Firefighting and emergency medical procedures relevant to first responders. - Ability to coordinate &amp; administer training programs</td>
<td>Same as Fire Lt.</td>
<td>- Effective oral &amp; written communicator - Ability to teach/train - Strong interpersonal skills - Exhibited leadership initiative - Strong motivational and counseling skills - Demonstrated skill as an accomplished</td>
<td>- Identification of qualified/interested personnel - Provide educational and experience opportunities - Mentoring by Asst. Chief of Training. - Admin skills/exp. - Obtain skill sets necessary for</td>
</tr>
<tr>
<td>Position</td>
<td>Qualifications</td>
<td>TIS/TIG</td>
<td>Characteristics</td>
<td>Mentoring</td>
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</tbody>
</table>
| Fire Assistant                 | - Considerable knowledge of the principles & practices of teaching adult learners.  | - 8 Years as Clwtr FF & 2 years as an officer. | - Effective Communicator  
- Composed  
- Ability to Learn  
- Demonstrated leadership qualities  
- Analytical skills  
- Ability to effectively manage long-term projects  
- Effective written, oral, and verbal presentation skills  
- Ability to effectively manage conflict and crisis situations  
- Strong interpersonal skills  
- Exhibited leadership qualities  
- Strong motivational and counseling skills  
- Ability to effectively interact with community and organizations outside the Department | - Special projects and Administrative assignments under direction of Deputy Chief.  
- Mentoring by Deputy Chief of Ops and Deputy Chief of Administration on:  
--development of internal and external relationships to organizations and personnel outside Fire Department.  
- Basic/moderate level budget experience  
- Basic/moderate level payroll experience  
- Ongoing development of skills for managing employee and community conflict  
- Training and experience in public speaking and presentations  
- Labor/management negotiation skills |
| Chief/Training                 | - Thorough understanding of Firefighting and emergency Medical procedures  
- Ability to develop training programs and meet identified training needs.  
- Ability to present materials clearly & concisely, prepare and maintain records & write reports, and to conduct training programs and needs analysis  
- Ability to evaluate training effectiveness  
- Ability to develop and maintain effective working relationships with employees, City officials, and the general public, and to deal with public relations effectively, courteously, and tactfully.  
- State EMT & Firefighter Certificate  
- Class "D" with "E" License  
- State "Basic Instructor" Certification  
- Bachelor's Degree in related area  
- Documented teaching experience | company officer | delivering hands-on training programs  
- Basic level written curriculum development skills |
<table>
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<tr>
<th>Position</th>
<th>Qualifications</th>
<th>TIS/TIG</th>
<th>Characteristics</th>
<th>Mentoring</th>
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</thead>
</table>
| Fire Assistant Chief/ EMS| - Thorough knowledge of Fire Department policies, rules, & regulations  
- Thorough knowledge of modern techniques involved in emergency medical service, accident scene management, & medical procedures  
- Knowledge of management principles & practices, including budgeting & personnel Mgt  
- Ability to direct firefighting and emergency medical activities of a broad scope and complexity.  
- Knowledge of training practices  
- Knowledge of principles & techniques of supervision  
- Ability to prepare and maintain records, conduct analysis, and write reports.  
- Ability to command emergency medical scenes in a calm & professional manner  
- Ability to direct emergency medical activities in a broad scope & complexity  
- Ability to prepare & maintain records, reports & analyses concerning the Emergency Medical System  
- Ability to establish & maintain effective working relationships with subordinate & superior personnel  
- Ability to develop and maintain effective working relationships with employees, City officials, and the general public, and to deal with public relations effectively, courteously, and tactfully.  
- State/County EMT & State Firefighter Certificate  
- Class "D" with "E" License  
- Bachelor's Degree  
- FL State/Pinellas County Paramedic certification | -6 Years in Fire Service  
- 4 Years as a Cert Paramedic  
-3 Years experience in supervisor capacity | - Effective Communicator  
- Composed  
- Ability to Learn  
- Demonstrated leadership qualities  
- Analytical skills  
- Ability to effectively manage long-term projects  
- Effective written, oral, and verbal presentation skills  
- Ability to effectively manage conflict and crisis situations  
- Strong interpersonal skills  
- Exhibited leadership qualities  
- Strong motivational and counseling skills  
- Ability to effectively interact with community and organizations outside the Department | - Special projects and Administrative assignments under direction of Deputy Chief.  
- Mentoring by Deputy Chief of Ops and Deputy Chief of Administration on:  
--development of internal and external relationships of organizations and personnel outside Fire Department.  
- Basic/moderate level budget experience  
- Basic/moderate level payroll experience  
- Ongoing development of skills for managing employee and community conflict  
- Training and experience in public speaking and presentations  
- Labor/management negotiation skills |
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<th>Position</th>
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<th>TIS/TIG</th>
<th>Characteristics</th>
<th>Mentoring</th>
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</table>
| Fire Assistant Chief/Operations | - Thorough knowledge of firefighting methods & tactics of fire defense, incident command, and of fire apparatus, equip, and hydraulics.  
- Thorough knowledge of fire department rules, regulations, and policies.  
- Ability to direct firefighting, incident command, EMS, and rescue activities of broad scope and complexity.  
- Ability to prepare and maintain records, conduct analysis, and write reports.  
- Ability to develop and maintain effective working relationships with employees, City officials, and the general public, and to deal with public relations effectively, courteously, and tactfully.  
- Ability to plan and implement long-range projects for facility renovation & construction, apparatus replacement & refurb, and equipment enhancement & replacement.  
- Thorough knowledge of apparatus operation & capability  
- Ability to plan, organize & direct apparatus maintenance activities  
- Bachelor's degree in related area  
- State Firefighter Certification.  
- Valid Florida Class "D" Driver License with "E" endorsement | Five years experience as a Fire Lieutenant or above or an equivalent combination | - Effective Communicator  
- Composed  
- Ability to Learn  
- Demonstrated leadership qualities  
- Analytical skills  
- Ability to effectively manage long-term projects  
- Effective written, oral, and verbal presentation skills  
- Ability to effectively manage conflict and crisis situations  
- Strong interpersonal skills  
- Strong motivational and counseling skills  
- Ability to effectively interact with community and organizations outside the Department | Special projects and Administrative assignments under direction of Deputy Chief.  
- Mentoring by Deputy Chief of Ops and Deputy Chief of Administration on:  
--development of internal and external relationships of organizations and personnel outside Fire Department.  
- Basic/moderate level budget experience  
- Basic/moderate level payroll experience  
- Ongoing development of skills for managing employee and community conflict  
- Training and experience in public speaking and presentations  
- Labor/management negotiation skills |
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| Fire Assistant Chief/ Fire Marshal | - Thorough knowledge of the modern techniques of fire prevention, inspection methods, fire hazards, and methods of eliminating hazards, and of ordinances and laws regarding fire prevention and fire safety.  
  - Thorough knowledge of building construction & materials as related to fire prevention and fire safety.  
  - Thorough knowledge of Emergency Mgt & planning  
  - Knowledge of fire department rules, regulations, standard operating procedures and policies.  
  - Ability to read and interpret plans and blueprints  
  - Ability to prepare and maintain adequate records, conduct analysis, and write comprehensive reports.  
  - Ability to develop and maintain effective working relationships with employees, City officials, and the general public, and to deal with public relations effectively, courteously, and tactfully.  
  - Bachelor’s degree in related area  
  - State Firefighter Certification  
  - Possession of a valid State of Florida Fire Safety Inspector Certification with Inspector Instructor certification.  
  - Emergency Management experience and Cause and Origin experience preferred.  
  - Possession of a valid State of Florida Class "D" Driver License | 4 Years in Code Enforcement or 6 Years with CFR including 2 years with supervisory or company officer experience | - Effective and composed communicator  
  - Ability to Learn  
  - Demonstrated leadership qualities  
  - Analytical skills  
  - Ability to effectively manage long-term projects  
  - Effective written, oral, and verbal presentation skills  
  - Ability to effectively manage conflict and crisis situations  
  - Strong interpersonal skills  
  - Strong motivational and counseling skills  
  - Ability to effectively interact with community and organizations outside the Department  
  - Experienced ability to apply intent of life-safety requirements in a diplomatic yet decisive manner. | - Special projects and Administrative assignments under direction of Deputy Chief of Administration  
  - Mentoring by Deputy Chief of Administration on:  
  - Development of internal and external relationships of organizations and personnel outside Fire Department.  
  - Basic/moderate level budget experience  
  - Basic/moderate level payroll experience  
  - Ongoing development of skills for managing employee and community conflict  
  - Training and experience in public speaking and presentations  
  - Labor/management negotiation skills  
  - Experience in code interpretation and presentation.  
  - Significant experience in written application and interpretation of life-safety codes and City Ordinances.  
  - Experience in extracurricular training and development for subordinates. |
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<th>Characteristics</th>
<th>Mentoring</th>
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<tr>
<td>Deputy Fire Chief/</td>
<td>- Thorough knowledge of the principles and practices of modern firefighting,</td>
<td>5 years in rank of Battalion Chief, District Chief, Assistant Chief or equivalent in the fire service. An equivalent combinatio of the above will also be considered.</td>
<td>- Effective and composed communicator</td>
<td>- Special projects and Administrative assignments under direction of Deputy Chief of Administration or Fire Chief</td>
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<tr>
<td>Operations</td>
<td>hazardous materials mitigation, rescue, EMS, prevention, fire department training, administration and organization.</td>
<td></td>
<td>- Demonstrated leadership qualities suitable for a paramilitary organization</td>
<td>- Specialized mentoring by Deputy Chief of Administration or Fire Chief</td>
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<td></td>
<td>- Thorough knowledge of firefighting methods &amp; tactics of fire defense, and</td>
<td></td>
<td>- Analytical skills</td>
<td>--development of internal and external relationships of organizations and personnel outside Fire Department.</td>
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<td></td>
<td>apparatus, equipment &amp; hydraulics</td>
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<td>- Ability to effectively manage short and long-term projects</td>
<td>- Advanced level budget experience</td>
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<td>- Thorough knowledge of departmental rules, regulations, and policies.</td>
<td></td>
<td>- Effective written, oral, and verbal presentation skills</td>
<td>- Advanced level payroll experience</td>
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<td>- Thorough knowledge of management and human resources administration.</td>
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<td>- Ability to effectively manage conflict and crisis situations</td>
<td>- Ongoing development of skills for managing employee and community conflict</td>
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<td>- Ability to assume Incident Command and oversee EMS, EOC, Suppression and</td>
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<td>- Strong interpersonal skills</td>
<td>- Training and experience in public speaking and presentations</td>
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<td></td>
<td>Training operations.</td>
<td></td>
<td>- Strong motivational and counseling skills</td>
<td>- Labor/management negotiation skills and labor agreement interpretation</td>
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<td>- Ability to prepare and maintain records, conduct analysis, and write reports.</td>
<td></td>
<td>- Ability to effectively interact with community and organizations outside the Department</td>
<td>- Advanced understanding of Human Resource processes</td>
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<td>- Ability to develop and maintain effective working relationships with</td>
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<td>- Ability to demonstrate an awareness of political sensitivities</td>
<td>- Development experience in extracurricular training and development for subordinates</td>
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<td>employees, City officials, and the general public, and to deal with public</td>
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<td>- Demonstrated collaborative and creative problem solving skills</td>
<td>- NFA EFO program participation</td>
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<td>relations effectively, courteously, and tactfully</td>
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<td>- Self starter with strong work ethic and initiative</td>
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<td>- Ability to direct fire service activities of broad scope and complexity</td>
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<td>- Demonstrated ability to manage large-scale emergency incidents</td>
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<td></td>
<td>- Bachelor’s degree in Fire Administration or related field</td>
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<td>- Possession of a valid State of Florida Firefighter Certification</td>
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<td>- Possession of a valid State of Florida Class “D” Driver License</td>
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<td>Position</td>
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<td>TIS/TIG</td>
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| Deputy Fire Chief/ Administration | - Thorough knowledge of the principles and practices of modern firefighting, hazardous materials mitigation, rescue, EMS, prevention, fire department training, administration and organization.  
- Thorough knowledge of firefighting methods & tactics of fire defense, and apparatus, equipment & hydraulics  
- Thorough knowledge of departmental rules, regulations, and policies.  
- Thorough knowledge of management and human resources administration.  
- Ability to assume Incident Command and oversee EMS, EOC, Suppression and Training operations.  
- Ability to prepare and maintain records, conduct analysis, and write reports.  
- Ability to develop and maintain effective working relationships with employees, City officials, and the general public, and to deal with public relations effectively, courtesy, and tactfully  
- Ability to direct fire service activities of broad scope and complexity  
  - Bachelor’s degree in Fire Administration or related field  
  - Possession of a valid State of Florida Firefighter Certification  
  - Possession of a valid State of Florida Class “D” Driver License | 5 years in rank of Battalion Chief, District Chief, Assistant Chief or equivalent in the fire service. An equivalent combination of the above will also be considered. | - Ability to substitute for Fire Chief as needed  
- Demonstrated ability to manage support components of an emergency service provider  
- Effective and composed communicator  
- Demonstrated leadership qualities suitable for a paramilitary organization  
- Analytical skills  
- Ability to effectively manage short and long-term projects  
- Effective written, oral, and verbal presentation skills  
- Ability to effectively manage conflict and crisis situations  
- Strong interpersonal skills  
- Strong motivational and counseling skills  
- Ability to effectively interact with community and organizations outside the Department  
- Ability to demonstrate an awareness of political sensitivities  
- Demonstrated collaborative and creative problem solving skills  
- Self starter with strong work ethic and initiative | Special projects and Administrative assignments under direction of Fire Chief  
- Specialized mentoring by Fire Chief on:  
  -- Development of internal and external relationships of organizations and personnel outside Fire Department.  
  - Advanced level budget experience  
  - Advanced level payroll experience  
  - Ongoing development of skills for managing employee and community conflict  
  - Training and experience in public speaking and presentations  
  - Labor/management negotiation skills and labor agreement interpretation  
  - Advanced understanding of Human Resource processes  
  - Development experience in extracurricular training and development for subordinates  
  - NFA EFO program participation  
  - Grant writing experience  
  - Experience and understanding of purchasing process |
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<th>TIS/TIG</th>
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<th>Mentoring</th>
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</table>
| Fire Chief | - Thorough knowledge of the principles and practices of modern fire administration, organization, and operations.  
- Thorough knowledge of principles & practices of modern firefighting, EMS, hazardous materials, confined space procedures, Emergency Mgt, and fire prevention  
- Thorough knowledge of firefighting methods & tactics of fire defense, fire equipment, & Emergency Management activities  
- Thorough knowledge of management, human resources administration, & fiscal mgt.  
- Considerable knowledge of municipal government and the relationships between Fire Department & other governmental agencies.  
- Ability to organize and direct Fire Department and emergency activities of broad scope and complexity.  
- Ability to prepare and maintain records, conduct analysis, and write reports.  
- Ability to develop and maintain effective working relationships with employees, City officials, other Fire agencies, and the general public, and to deal effectively, courteously, and tactfully with public relations  
- Ability to direct fire service activities of broad scope & complexity  
- Bachelor’s degree in Fire Administration or related area  
- Possession of a State of Florida Firefighter Certification along with some EMS experience.  
- Possession of a valid State of Florida Class “D” Driver License | Ten years experience in the fire service at a responsible command level. | - Ability to substitute for Deputy Chiefs as needed  
- Demonstrated ability to manage emergency and non-emergency components of emergency service provider  
- Effective and composed communicator  
- Demonstrated leadership qualities suitable for a paramilitary organization with multiple organized labor units  
- Analytical skills  
- Ability to effectively manage short and long-term projects  
- Effective written, oral, and verbal presentation skills  
- Ability to effectively manage conflict and crisis situations  
- Strong interpersonal skills  
- Strong motivational and counseling skills  
- Strong skills and abilities to effectively interact with community and organizations outside the Department  
- Ability to demonstrate an awareness and effectively manage areas of political sensitivity  
- Demonstrated collaborative and creative problem solving skills  
- Self starter with strong work ethic and initiative  
- Competent, confident decision-maker | - Experience in external governmental and agency relationships  
- Study local codes and ordinances  
- Advanced level budget experience  
- Advanced level payroll experience  
- Experience and understanding of purchasing process  
- Ongoing development of skills for managing employee and community conflict  
- Training and experience in public speaking and presentations  
- Labor/management negotiation skills and labor agreement interpretation  
- Advanced understanding of Human Resource processes  
- Development experience in extracurricular training and development for subordinates  
- NFA EFO program participation  
- Graduate level education on organizational behavior and public administration  
- Active participation in local, state, and national Fire Chief organizations |