A Succession Guide for Operation Chief Officers
Project Overview

- CalChiefs Operations – An idea was shared in 2018
- Research Survey developed, sent and published
- A workshop held in Santa Barbara 2019
- Proposed Table of Contents (drafted)
- Succession Manual for Operation Chief Officers
- Topics
  - Leadership – Command & Control
  - Conflict Management
  - Behavioral Wellness
  - Fire Based EMS Operations
  - Budgets, Data Analysis, Innovations
  - Program/Project Management
Succession Planning for the Next Generation of California Fire Service Operations Chiefs

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Research Brief Presented by:
California Fire Chiefs Association Operations Section Working Group

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LET’S EXPLORE THE RESULTS OF THE RESEARCH SURVEY by CalChiefs Operations Section Workshop
The Sample: Who Responded

- 177 California Fire Chief Officers received survey
- 145 completed surveys
- Representing 93 California Fire Departments
- Respondents: Average 28 years in fire service, 10 years management level operations
SAMPLE CHARACTERISTICS: LEVEL OF GOVERNMENT

Study Aim:
Identify the readiness and preparedness levels of newly promoted California Fire Chief Officers

- City 49%
- Special District 26%
- County 15%
- State 3%
- Other 5%
- Federal 2%

Identify specific areas in need of improvement and information download
Figure 1.

Respondent Preparedness - Command Duties
(n=137)

<table>
<thead>
<tr>
<th>Level of Preparedness</th>
<th># of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Not</td>
<td>0</td>
</tr>
<tr>
<td>2-Slightly</td>
<td>13</td>
</tr>
<tr>
<td>3-Moderately</td>
<td>61</td>
</tr>
<tr>
<td>4-Very</td>
<td>58</td>
</tr>
<tr>
<td>5-Extremely</td>
<td>5</td>
</tr>
</tbody>
</table>
Figure 2.

**Respondent Preparedness - Administrative Duties (n=137)**

- **1-Not**: 5 respondents
- **2-Slightly**: 39 respondents
- **3-Moderately**: 74 respondents
- **4-Very**: 18 respondents
- **5-Extremely**: 1 respondent

The chart shows the distribution of respondents' perceptions of their preparedness for administrative duties, with the majority indicating a moderate level of preparedness.
What is one thing you wish you knew prior to starting in the position?

- **24%** reported needs in human resources and legal issue training, particularly counseling techniques
- **22%** in administrative duties and workload time management
- **18%** relationship building, interpersonal skills, and political skills
- **17%** in budgeting, finance, and cooperative agreements

Those responding (n=143)
Workshop discussions points

- Desire to develop an Ops Succession Manual
- Share experiences, Lessons Learned, Stories and more among participants
- Avoiding – hand grenades, land mines, and snipers
- How to download information - keep relevant
MOTTO

“I don’t know what, I don’t know”

Therefore, let’s share our knowledge and experience to build success
The Reality: Who's the Boss?

- Elected Officials
- Policy
- Vision
- Purpose
- Service
- Chief
- Accountable
- Performance
- Customer
- # of Complaints
Chiefs Officers must take note:

Individuals’ values differ and tend to reflect the societal values of the period in which they grew up.
Chiefs Officer Traits

- Influence – ability to obtain/sustain followers
- Priorities – complete in order of importance
- Integrity – words and deeds match up
- Problem Solving – asking the right questions
- Attitude – an important asset
- People – develop those around you
- Vision – plan the future (experience & wisdom)
Succession is in a T.E.A.M Approach

- **Trust** – cultivating an atmosphere of openness and truth telling.
- **Empathy** – remember when you were there and acknowledge their issues.
- **Accountability** – hold each one accountable as you do yourself.
- **Mentor** – sharing what you know, to develop others by succession training.
Organization Model

- Style
- Structure
- Shared Values
- Systems
- Skills
- Strategy
- Staff
What are management concerns for the future?
Only 4% of problems are known to top managers.

96% of problems are not known to top managers.

9% of problems are known to middle management.

74% of problems are known to supervisors.

100% of problems are known to frontline employees.
What’s next?

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Questions?