

# 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**

**May 2<sup>nd</sup>, 2019**

**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**

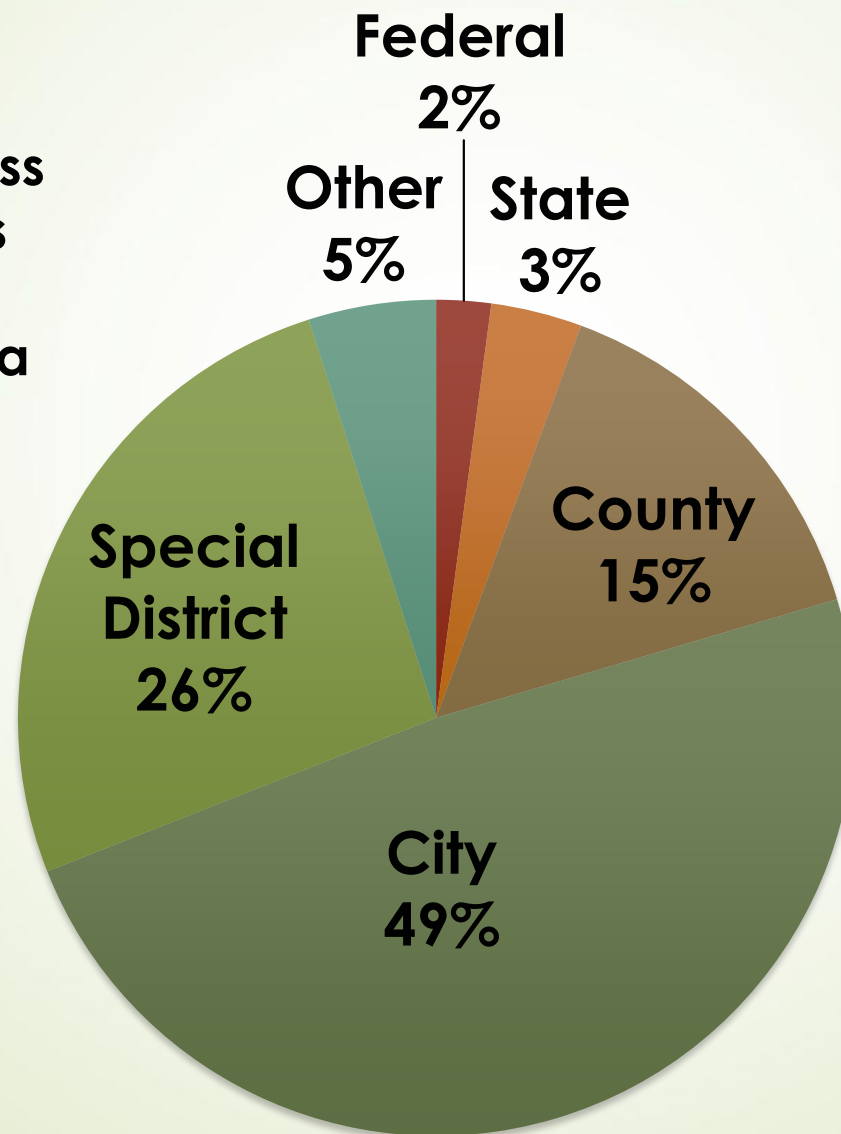


# The Sample: Who Responded

- 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



**Identify specific  
areas in need of  
improvement  
and information  
download**

Figure 1.

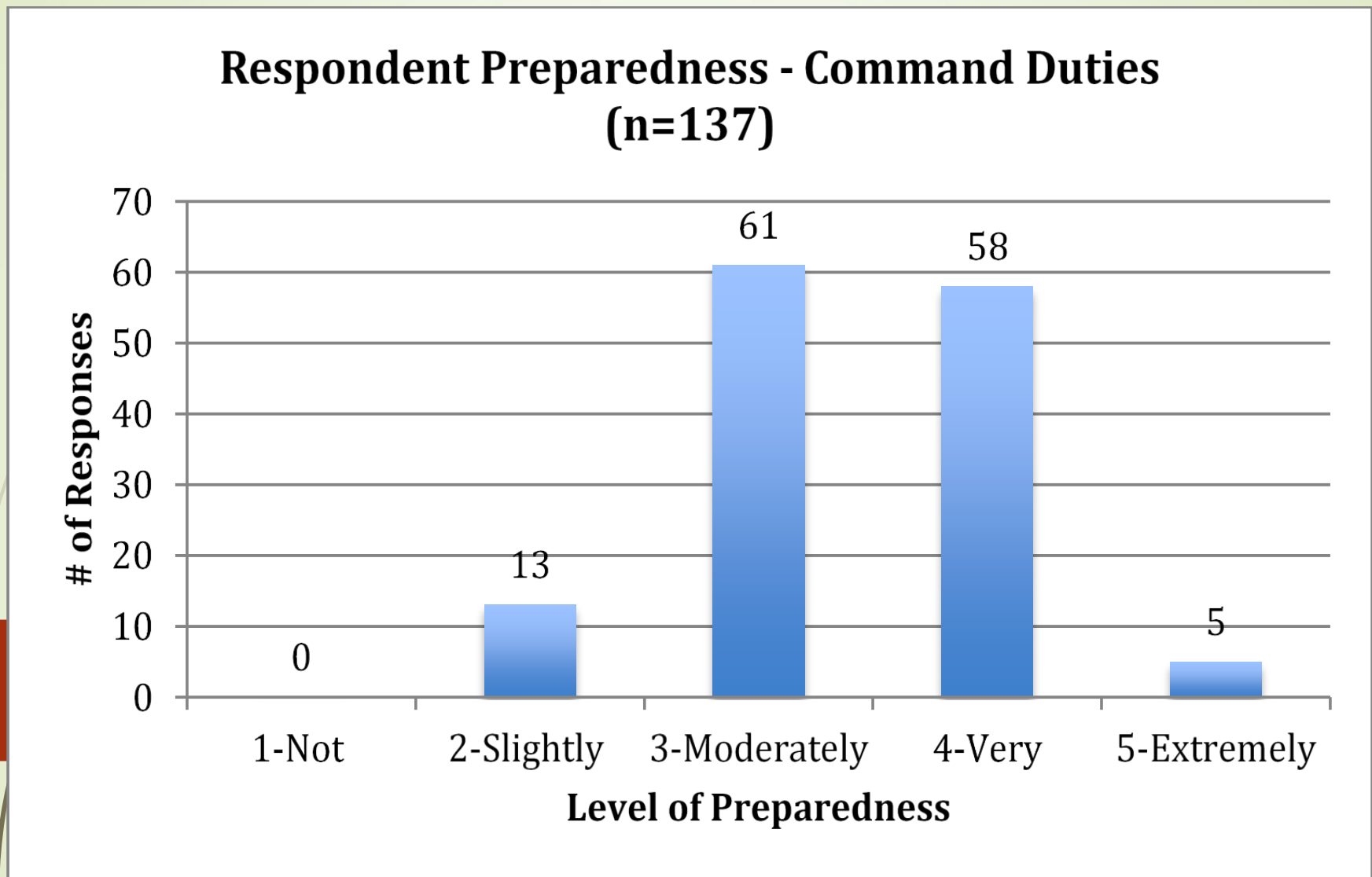
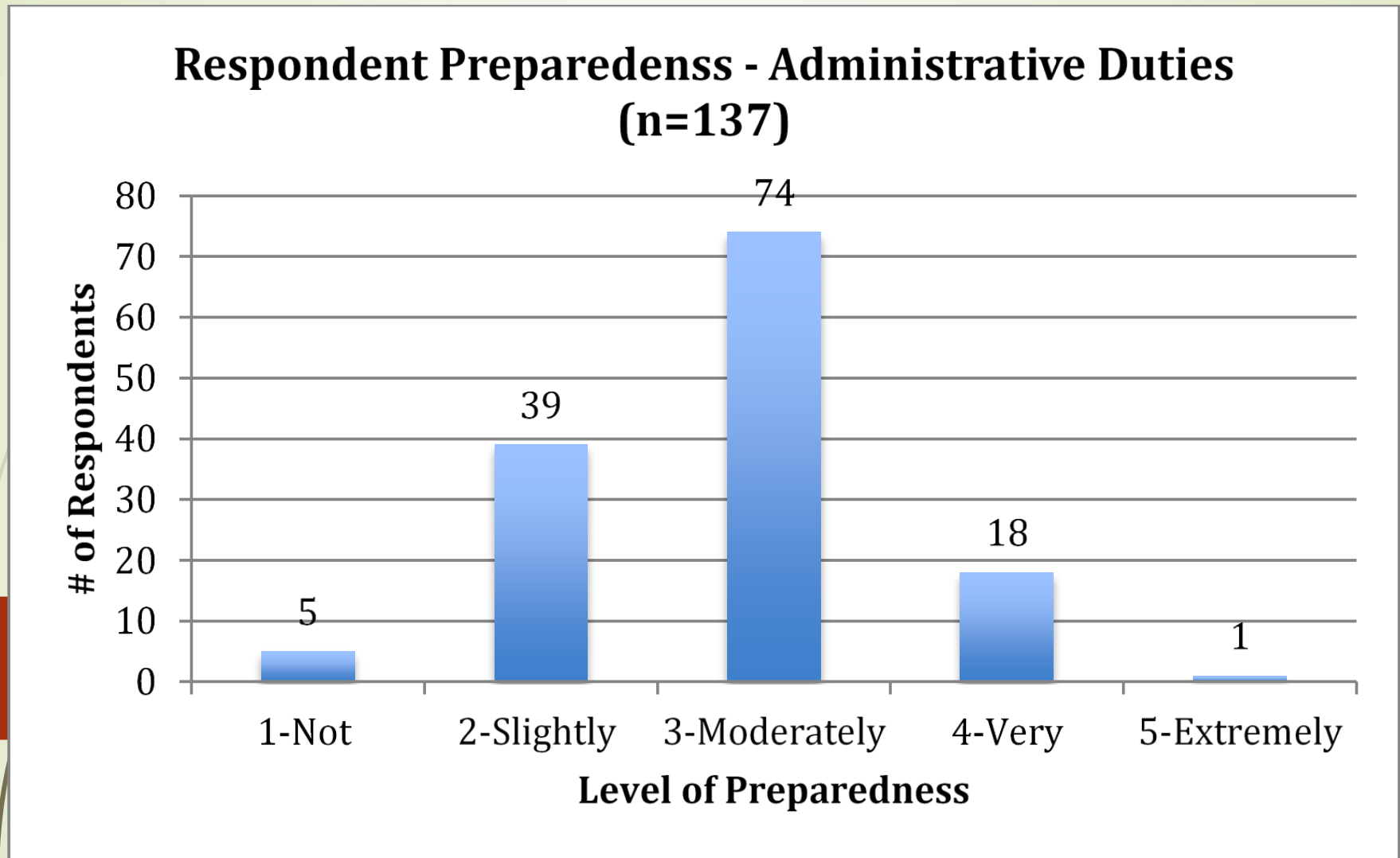


Figure 2.





## 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**



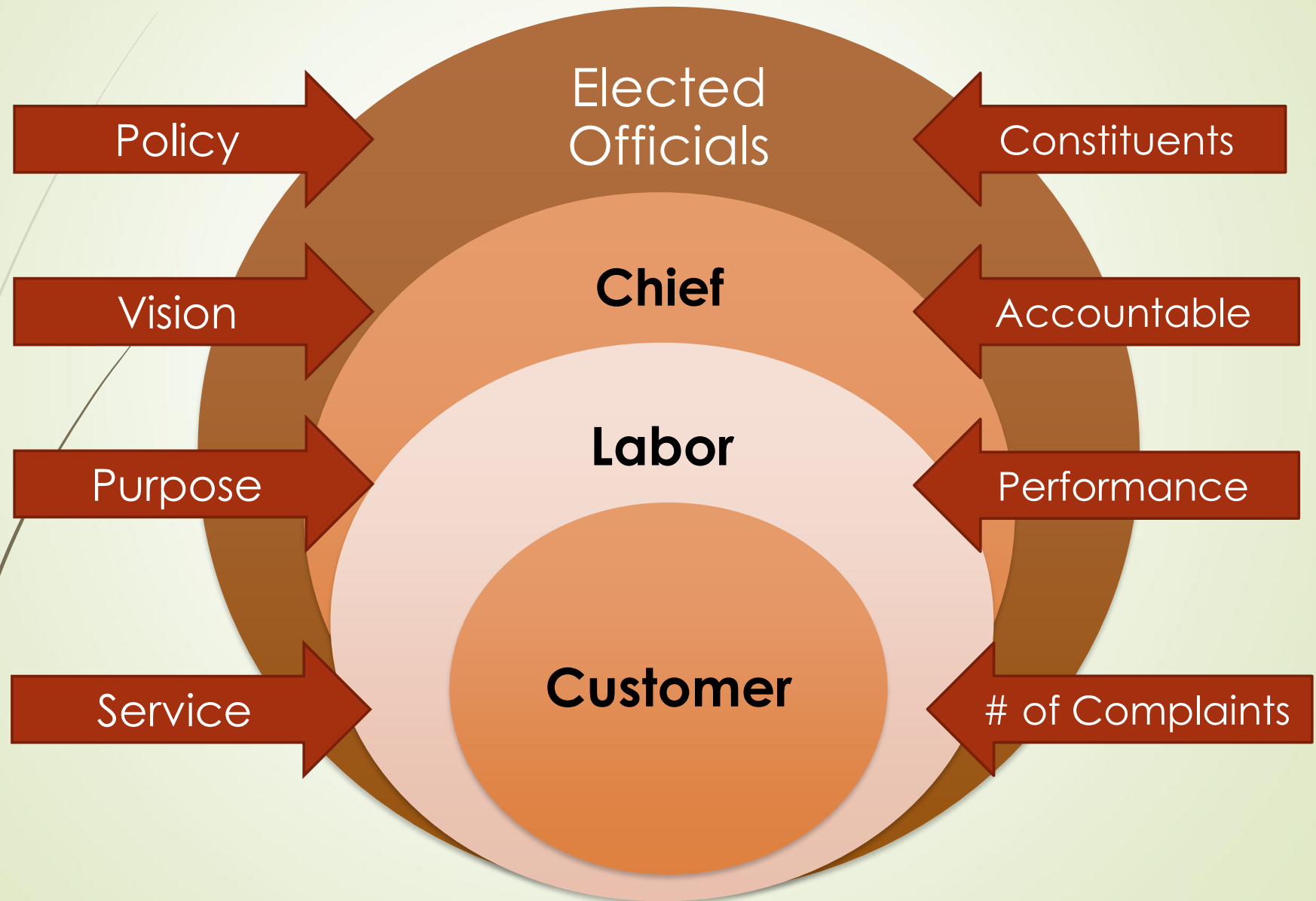
# **MOTTO**

**“I don’t know what, I don’t  
know”**

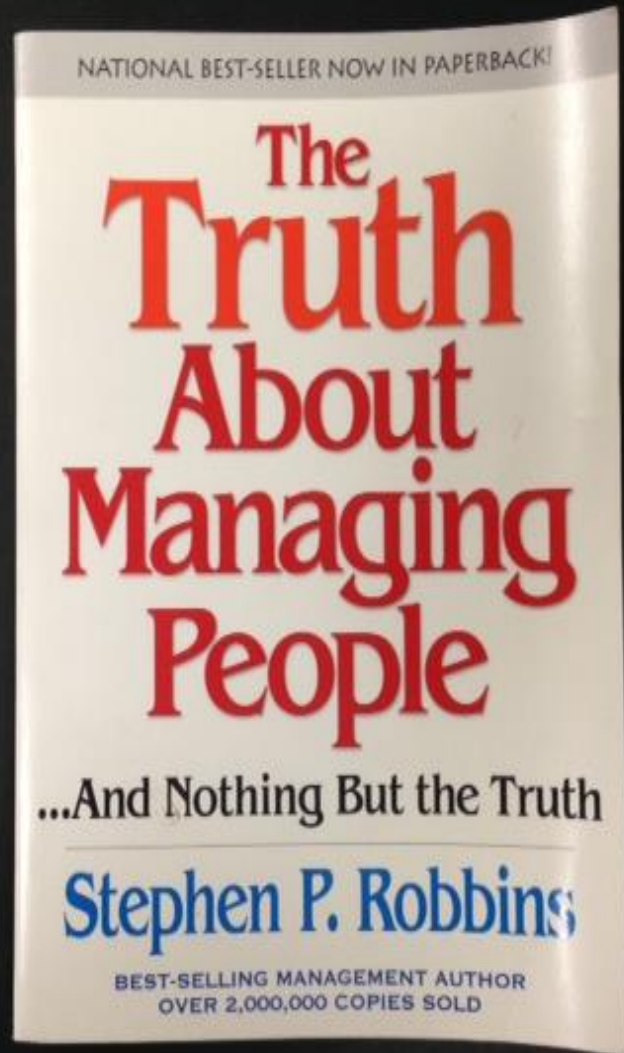
**Therefore, let’s share our  
knowledge and experience  
to build success**



# The Reality: Who's the Boss?



# 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

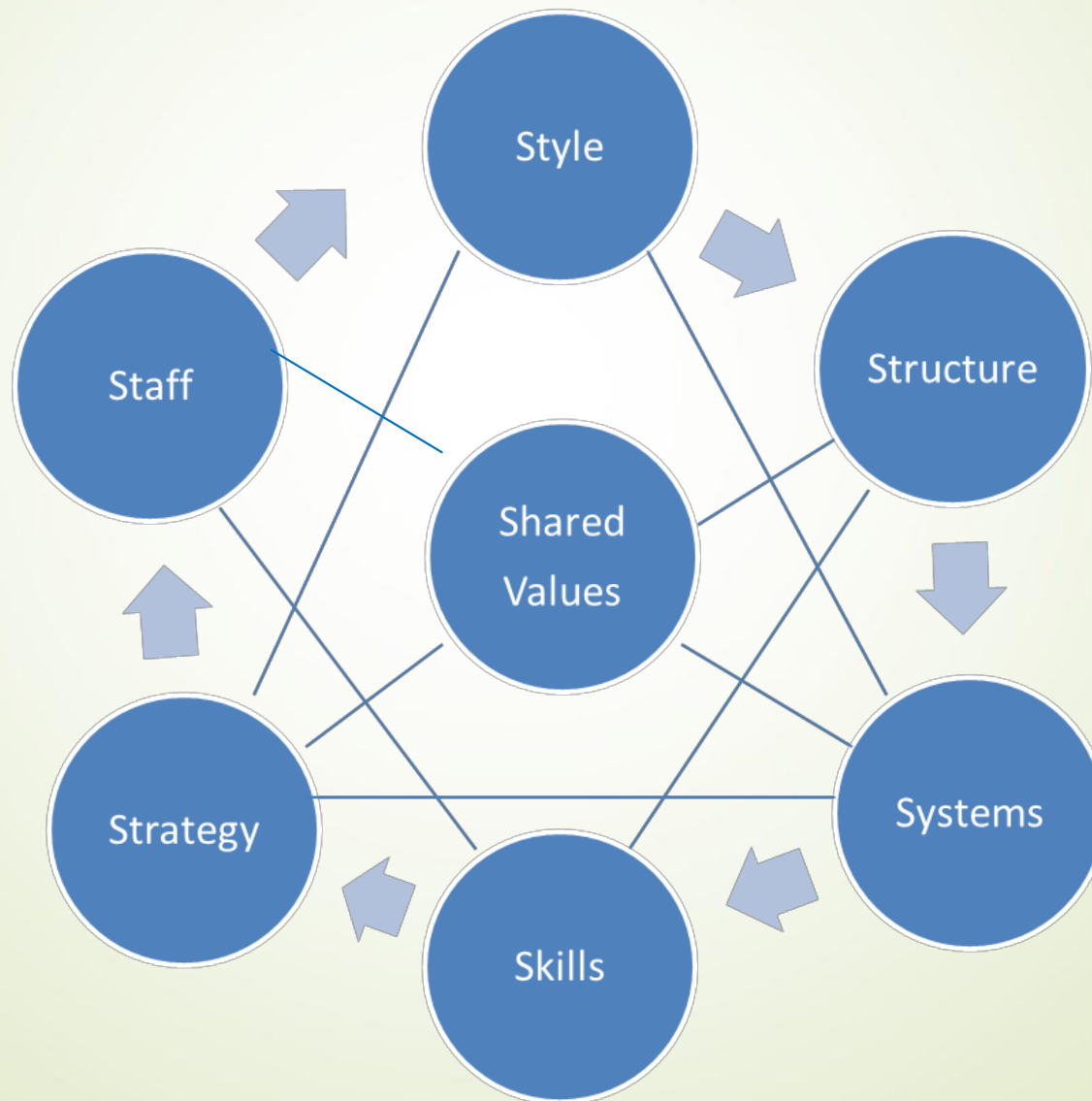
- **Influence** – ability to obtain/sustain followers
- **Priorities** – complete in order of importance
- **Integrity** – words and deeds match up
- **Problem Solving** – asking the right questions
- **Attitude** – an important asset
- **People** – develop those around you
- **Vision** – plan the future (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







**What are  
management  
concerns for  
the future?**



## FIREFIGHTER PARAMEDIC

EXTINGUISHES HOUSE FIRES	TREATS SEVERE HIGH BLOOD PRESSURE
STABILIZES ACCIDENT VICTIMS	STABILIZES RESPIRATORY PROBLEMS
RESPONDS TO PLANE CRASHES	ADMINISTERS LIFE SAVING MEDICATIONS
PERFORMS SEARCH AND RESCUE	PERFORMS ENDOTRACHEAL INTUBATIONS
RESPONDS TO CAR ACCIDENTS	SAVES DIABETICS IN DIABETIC COMAS
PASSIONATE ABOUT HELPING PEOPLE	TREATS BONE FRACTURES
CARES ABOUT HIS COMMUNITY	PERFORMS CRICOTHYROTOMIES
MAINTAINS THE FIRE STATION	TREATS DEHYDRATION
REMOVES PEOPLE FROM STALLED ELEVATORS	DELIVERS BABIES
MAINTAINS FIRE HYDRANTS	TREATS SEIZURES
RESCUE DIVER	STARTS INTRAVENOUS LINES
LOVES HIS JOB	TAKES PATIENTS TO HOSPITAL
MAINTAINS THE FIRE TRUCK	ADMINISTERS OXYGEN THERAPY
SECURES FUEL SPILLS	TAKES BLOOD PRESSURES
EXTINGUISHES HIGH RISE FIRES	TREATS DRUG OVERDOSES
STOPS GAS LEAKS	TREATS STROKES
VENTILATES STRUCTURES	PERFORMS CPR
SECURES DOWNED POWER LINES	TREATS HYPOTHERMIA
RESPONDS TO BOMB THREATS	USES DEFIBRILLATOR
EXTRICATES TRAPPED VICTIMS WITH JAWS OF LIFE	TREATS HEAT STROKES
STABILIZES HAZ-MAT INCIDENTS	TREATS ALL TRAUMA
FORCIBLE ENTRY	TREATS BURNS
TEACHES KIDS ABOUT FIRE SAFETY	TREATS ALLERGIC REACTIONS
EXTINGUISHES CAR FIRES	TREATS ASTHMA ATTACKS
RISKS HIS LIFE TO SAVE OTHERS	TREATS CARDIAC ARRHYTHMIAS
	TREATS HEART ATTACKS

GIVES PEOPLE HOPE

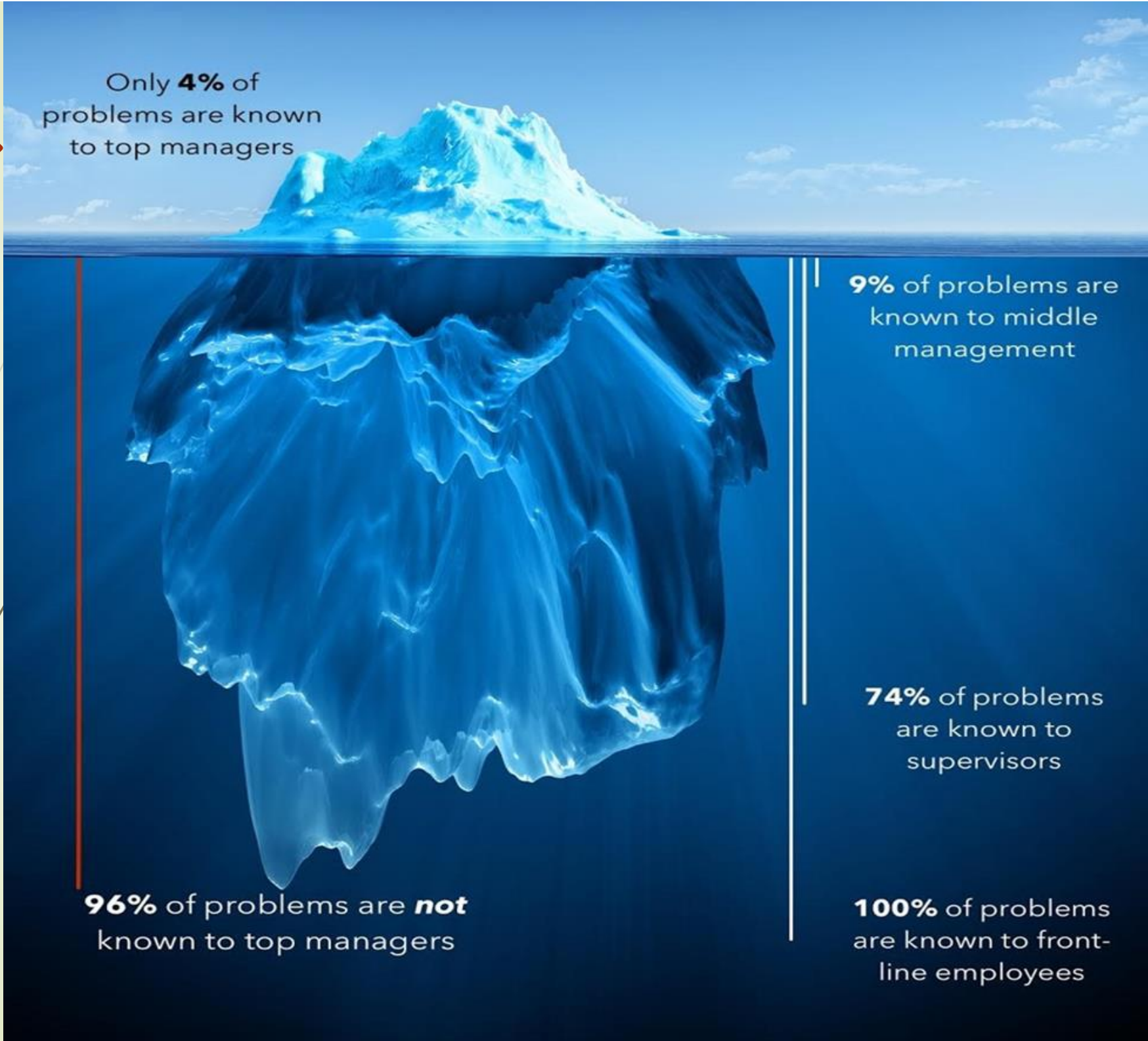
**ALWAYS READY, PROUD TO SERVE**

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Only **4%** of  
problems are known  
to top managers

The image features a large iceberg floating in a blue ocean under a clear sky. The tip of the iceberg, representing 4% of the total volume, is above the water line. The vast majority of the iceberg, representing 96% of the volume, is submerged below the water line. The water surface is marked by a horizontal line. To the left of the iceberg, a vertical red line extends from the water surface down to the bottom of the frame. To the right, a vertical white line extends from the water surface down to the bottom of the frame. The background on the left side of the slide is a light beige color with some faint, thin, brown lines.

**9%** of problems are  
known to middle  
management

**74%** of problems  
are known to  
supervisors

**96%** of problems are **not**  
known to top managers

**100%** of problems  
are known to front-  
line employees



# What's next?



University of California, Santa Barbara



# Questions?