

Succession Planning

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About us



What's ahead

Health & Safety Considerations

Program Considerations

Personnel Considerations



JOE'S RETIREMENT PARTY
and SUCCESSION PLANNING
KICKOFF MEETING

Don't you think
we're cutting it
kinda close?

Assessing your division/department from a health/safety perspective



**NFPA – Fire Department Occupational
Safety, Health and Wellness Program**

CAUTION

**IF YOU THINK
OSHA IS A
SMALL TOWN
IN WISCONSIN,
YOU'RE IN
TROUBLE.**

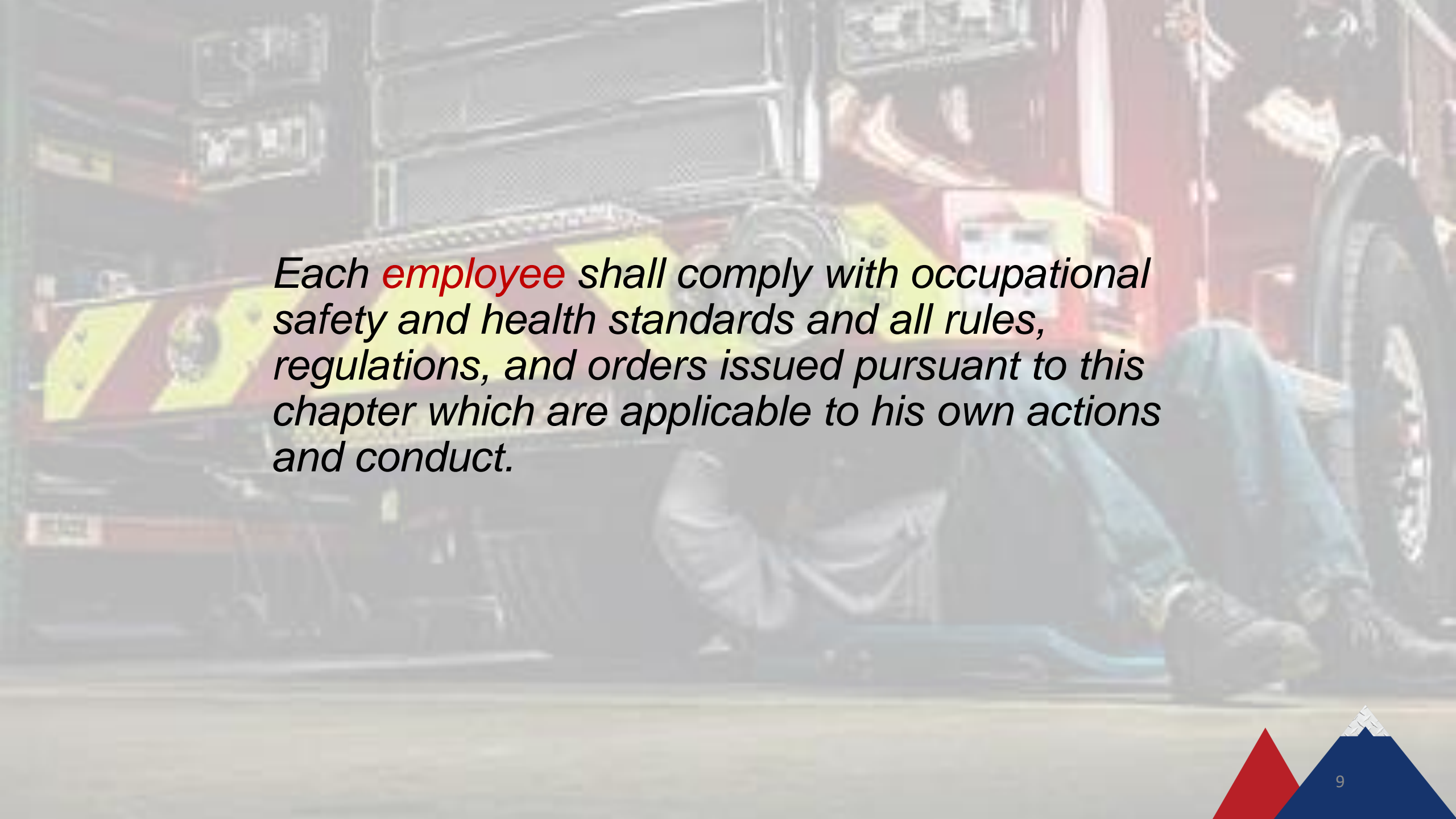
Potential applicable OSHA regulations

- CFR 1910.32 – General requirements for PPE
- CFR 1910.151 – Medical and first aid
- CFR 1910.157 – Fire extinguishers
- CFR 1910.178 - Powered industrial trucks
- CFR 1910.212 – General requirements for all machines
- CFR 1910.241 – General requirements for hand and portable tools and equipment
- CFR 1910.252 – General requirements for welding, cutting and brazing

See the OSHA website for a complete listing of CFR regulations. <https://www.osha.gov/>

Section 5 “Duties” General Duty Clause (*this is OSHA’s silver bullet*)

Each employer – 5a(1) shall furnish to each of his employees employment and a place of employment which are free from recognized hazards that are causing or are likely to cause death or serious physical harm to his employees.



*Each **employee** shall comply with occupational safety and health standards and all rules, regulations, and orders issued pursuant to this chapter which are applicable to his own actions and conduct.*

NFPA 1500 – Standard on Fire
Department Occupational Safety,
Health, and Wellness Program

- Annex B – Evaluation Worksheet



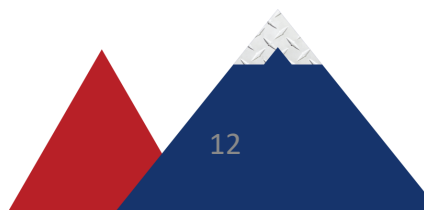
CHAPTER 6 - FIRE APPARATUS, EQUIPMENT AND DRIVER/OPERATORS

6.1 Fire Department Apparatus				
6.1.1	Safety and health concerns related to fire apparatus	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.1.1	Data recorder monitoring/upload SOG	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.2	New fire apparatus meet NFPA 1901	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.3	New wildland apparatus meet NFPA 1906	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.4	New ambulances meet NFPA 1917	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.4.1	If transporting patients, power cots are utilized	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.4.2	Power cots meet NFPA 1917	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.5	Marine vessels to NFPA 1925	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.6	Tools, equipment and SCBA are properly secured to NFPA 1901, 1906, 1917	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.7	Apparatus refurbished per NFPA 1912	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.8	Fixed wing will have 4-point restraints	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.8.1	Helicopter members are secured if hoisting	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.9	Apparatus have hose storage area with positive means to prevent unintentional hose deployment	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.1.10	Procedure in place for descending aerial	YES <input type="checkbox"/> NO <input type="checkbox"/>		

6.4 Inspection, Maintenance and Repair of Fire Apparatus				
6.4.1	Fire apparatus inspection, maintenance, and repair per NFPA 1911	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.4.2	Pumpers service tested per NFPA 1911	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.4.3	Aerial ladders and elevating platforms tested per NFPA 1911	YES <input type="checkbox"/> NO <input type="checkbox"/>		
6.4.4	Apparatus and equipment disinfected per NFPA 1581	YES <input type="checkbox"/> NO <input type="checkbox"/>		

Other Considerations

- Record keeping
- Injury reporting system in place
- Appropriate PPE available and being used
- Adequate ventilation system in place



Succession Planning

Succession planning is the process of identifying the critical positions within your organization and developing action plans for individuals to assume those positions.





Do you have a multi-year plan in place?

- Does your department have a strategic plan and what role does your division play in it?
- Do you have an annual operations plan evaluation process in place?

What could an annual appraisal consist of?

- Summary of division/dept's purpose
- Significant accomplishments of the past year
- External environmental scan
- Internal environmental scan
- Relevant data/statistics/outputs
- Compliance with applicable regulations/standards
- Overall assessment of division/dept using data, statistics and outputs whenever possible
- Assessment of relevant current policies/SOGs and need for editing them as well as identifying any new ones needed
- Assessment of current fleet
- Assessment of fleet/warehouse facility
- Gap analysis of current (baseline) education/training and desired (benchmark) education/training
- Division/dept strategic issues
- Calendar or fiscal year goals objectives

NFPA®

1910

Standard for
Inspection, Maintenance, Refurbishment,
Testing, Retirement of In-Service
Emergency Vehicles, and Requirements
for Marine Firefighting Vessels

2024

Includes

NFPA 1071 | NFPA 1911 | NFPA 1912 | NFPA 1925



NFPA[®]

1071

**Standard for
Emergency Vehicle Technician
Professional Qualifications**

2020



Succession Planning Steps

Step 01

Identify significant challenges in the next 1-5 years

Step 02

Identify critical positions needed for continuity

Step 03

Identify KSAs that are critical success factors (success profile)

Step 04

Identify high potential employees

Step 05

Capture knowledge before the departure

Step 06

Select individual(s) for the position and implement a shadowing program

Program Assessment

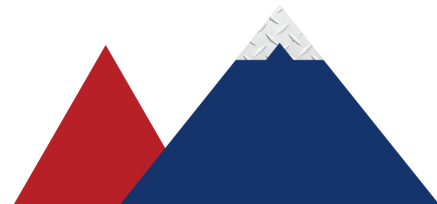
VANCOUVER FIRE RESCUE SERVICES

STRATEGIC PLAN 2019–2021



FDNY apparatus replacement cycle

Apparatus	Cycle in years
2000 gpm pumper	12
High pressure (third stage) pumper	12
Squad pumper	10
100' rear mount aerial	11
100' tractor-drawn aerial	11
75' tower ladder	11
Rescue	5
Hazmat first piece	7
Ambulance	6

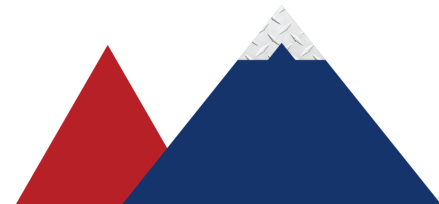


FDNY Procurement Schedule

FDNY SPECIFICATION DEVELOPMENT	180 Days
Includes Fleet Staff & Apparatus Committee Prior to Procurement Process	
Apparatus Procurement	1007 Days
FDNY FLEET/FISCAL PROCUREMENT PROCESS	117
CP Request to Fiscal	2
OMB CP Request Review	45
Citywide Fleet Officer Review	15
Requisition/ Purchase Order Creation	2
Requisition/ Purchase Order to Fiscal	2
Budget Encumbers Funds	6
Fixed Asset Number Request	30
Requisition/Purchase Order to DCAS	15
DCAS PROCUREMENT PROCESS	400 Days
DCAS Prepares and Approves Bid Book	45
Bid Period	60
Release Bid	0
DCAS Notifies Vendors – Advertises in City Record	14
Pre-Bid Meeting	1
Fleet Reviews Specification After Pre-Bid	30
Bid Due	30
FDNY Review Bid for Compliance	14
DCAS Review Bid for Compliance	30
Vendor Protest Review (if applicable)	30
DCAS Compiles Vendor Documentation / Review Responsiveness	30
VENDEX Approval Period	30
VENDEX Entered into MOC System	1
VENDEX Submitted to Inspector General	1
Labor Services Report Submitted to DLS	1
IG and DLS Review Period	45
Registration Package Prepared	7
DCAS ACCO Approves Award	1
Submit to Comptroller – Registration Period	30
CONTRACT REGISTERED	0 Days
VENDOR MANUFACTURING PROCESS	395 Days
Vendor Startup Meetings	30
Manufacturing Process	365
Apparatus Delivered	0
FDNY / DCAS INSPECTION, TESTING AND ACCEPTANCE	45 Days
FDNY APPARATUS TRAINING	45 Days
APPARATUS DELIVERY TO COMPANY	5 Days
Post-Covid Supply Chain/Labor Delays	365 Days

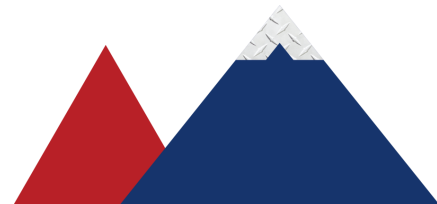
Total Apparatus Purchase Timeframe

1372 Days Almost 4 y



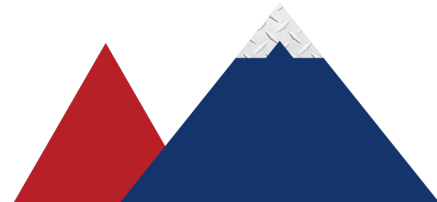
Personnel issues related to succession planning

- How to overcome high number of retirement eligible members (what worked for us).
- Hiring idiosyncrasies as compared to Vancouver and other departments.
- Challenges of cultural and generational differences in employees.
- How do we develop employees to grow, advance and someday backfill us. The succession plan
- The “smart guy” vs the “willing guy”.
- Apparatus specification committee (feeds succession plan).



Personnel issues related to succession planning (con't)

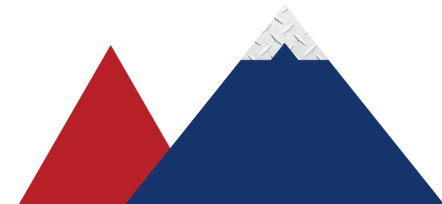
- Transition plan, keep updated.
- 25-year (strategic) plan
- Training vs certification. Vendor-led training vs EVT certs
- Fire/Incident response as a training method for techs. Let them see the result of their work.
- The value of inspection trips as a training method.
- Cool things that we do. Ladder swaps, blacksmith, machine shop fab.



VFRS Apparatus Replacement Program

Engineer	UsingDept	NewUnitNum	OldUnitNum	Summary of Existing Unit	ClassDesc	Customer Priority Level:	Notes:	Forecasted Replacement Year	ICE or EV
Lingzhi	VFRS - FIRE PREVENTION	D9216	C9216	2012-FORD-FIESTA	AUTO, PASSENGER, SUB-COMPACT	1	Prevention	2024	EV
Lingzhi	VFRS - FIRE PREVENTION	D9266	C9266	2012-FORD-FIESTA	AUTO, PASSENGER, SUB-COMPACT	1	Prevention	2025	EV
Lingzhi	VFRS - FIRE PREVENTION	D9278	C9278	2013-MITSUBISHI-I MIEV	AUTO, PASSENGER, SUB-COMPACT, ELEC	1	Pool	2027	EV
Lingzhi	VFRS - FIRE PREVENTION	E9291	D9291	2019-TOYOTA-HIGHLANDER	TRUCK, SUV, COMPACT, HYBRID ELEC	0	Herbet	2027	ICE
Lingzhi	VFRS - FLEET MAINTENANCE	D9293	C9293	2014-DODGE-GRAND CARAVAN	VAN, MIN, 7 PASSENGER	2	Recruitment	2026	ICE
Lingzhi	VFRS - FLEET MAINTENANCE	B9333	A9333	2009-DOOSAN-G25P-5	FORKLIFT, LIGHT, PROPANE	0	Fleet	2027	EV
Lingzhi	VFRS - RESCUE AND SAFETY	D9198	C9198	2015-SPARTAN-GLADIATOR	TRUCK, FIRE, AERIAL, 105 FT LADDER, 2200 GPM	0	L2	2027	ICE
Lingzhi	VFRS - RESCUE AND SAFETY	D9158	C9158	2015-SPARTAN-GLADIATOR	TRUCK, FIRE, PUMPER, RESCUE, 2200 GPM	0	RE15	2027	ICE
Lingzhi	VFRS - SUPPRESSION	C9175	B9175	2007-SMEAL-SIRIUS	TRUCK, FIRE, AERIAL, 125 FT LADDER	1	L7	2024	ICE

Estimated Cost	Estimated Cost - ICE	Estimated Cost - EV	Existing Unit PurchaseCost	Parking Location	ExpectedLife	CatClasses	In Climate Emergency plan	Net Neutral Cost
\$29,850	\$29,850	\$29,850	\$17,927	FIRE PUBLIC SAFETY UNIT (1353 CHESS ST)	10	LIGHT DUTY	Yes	Yes
\$31,044	\$31,044	\$31,044	\$17,927	FIRE PUBLIC SAFETY UNIT (1353 CHESS ST)	10	LIGHT DUTY	Yes	Yes
\$52,735	\$52,735	\$52,735	\$31,672	FIRE HALL 1	10	LIGHT DUTY	No	No
\$154,892	\$107,233	\$154,892	\$78,354	FIRE HALL 1	8	LIGHT DUTY	No	No
\$76,931	\$48,082	\$76,931	\$30,032	FIRE TRAINING DIVISION (1353 CHESS ST)	10	LIGHT DUTY	No	No
\$76,951	\$76,951	\$76,951	\$37,985	FIRE HALL 1	10	HWY EQUIP	Yes	Yes
\$2,666,535	\$2,666,535	N/A	\$1,732,130	FIRE HALL 2	15	HWY TRK	No	No
\$1,875,173	\$1,875,173	N/A	\$1,218,077	FIRE HALL 15	15	HWY TRK	No	No
\$1,988,547	\$1,988,547	N/A	\$1,020,867	FIRE HALL 7	15	HWY TRK	No	No



You're only as
good as the
people you hire.

Ray Kroc



Personnel Assessment

VFRS Hiring Process

- Internal vs External
 - Union environment
 - Everyone treated equally
 - How does an organization hire the right person for a position within a lockstep seniority system?
 - How does an organization develop talent in a lockstep system?
 - Private Sector
 - Fewer barriers to choosing the right people



VFRS Hiring Process

- 7 Steps to hiring success
 1. Job posting



VANCOUVER FIRE RESCUE SERVICES STAFF CAREER OPPORTUNITY



DATE: January 3, 2023

OFFERED TO: ALL STAFF

SUBJECT: **Emergency Vehicle Technician (EVT) / Heavy Duty Mechanic**

Vancouver Fire Rescue Services (VFRS) is an equal opportunity employer who is looking for a highly motivated individual to join our family of Fire Fighters, Fire Prevention Officers, Public Education Professionals, Chief Officers and Administrative Staff. VFRS prides itself on being one of the most progressive fire departments in North America while at the same time maintaining a strong sense of tradition. VFRS is one of the original eighteen fire departments in North America to join the International Association of Fire Fighters (IAFF). VFRS was the first fire department to completely convert from horse drawn equipment to a fully motorized fleet. December 2023, VFRS became the first Fire Department in Canada and second in North America to place a fully electric fire fighting apparatus in to service.

Vancouver Fire Rescue Services is seeking qualified candidates for the position of Emergency Vehicle Technician (EVT) / Heavy Duty Mechanic. This is a unionized position, IAFF Local 18. This position reports directly to the VFRS Fleet & Equipment Services Shop Supervisor. The successful applicant will be an integral member of a highly skilled team of mechanical technicians performing technical troubleshooting, scheduled preventative maintenance and non-scheduled maintenance. VFRS has a diverse fleet of fire fighting apparatus including Engines, Ladders, Heavy Rescues, Aerial Platforms, Fireboats and Medical Units. VFRS' fleet also consists of Specialty apparatus for Technical Rescue, Hazardous Materials, Command, Fire Investigations and other support and administration vehicles. Fleet & Equipment Services is responsible for yearly commercial vehicle inspections, pump testing, non-destructive aerial testing and small equipment preventative maintenance. The successful applicant will perform repairs in all fields including electrical diagnostics, engine and transmission computer controls, hydraulics and foam injection systems.

VFRS Hiring Process

- 7 Steps to hiring success
 1. Job posting
 2. Phone interview/screening



VFRS Hiring Process

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 3. In person interview
 - Panel interview
 - 3 levels of rank



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 4. Work-A-Long
 - Skill assessment
 - Direct input from staff
 - Will candidate fit in at the table?



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 6. Criminal records and vulnerable sector check
 - Position of trust

**REQUEST FOR
CRIMINAL BACKGROUND
CHECK**

Personal Information

Name (Last)	(First)	(Middle (initial))	Home Telephone
Address (Mailing Address)	(City)	(State) (Zip)	Other Telephone
E-Mail Address			

Services needed

Education (GED) Test Passed?	Yes	No
Graduate		

VFRS Hiring Process

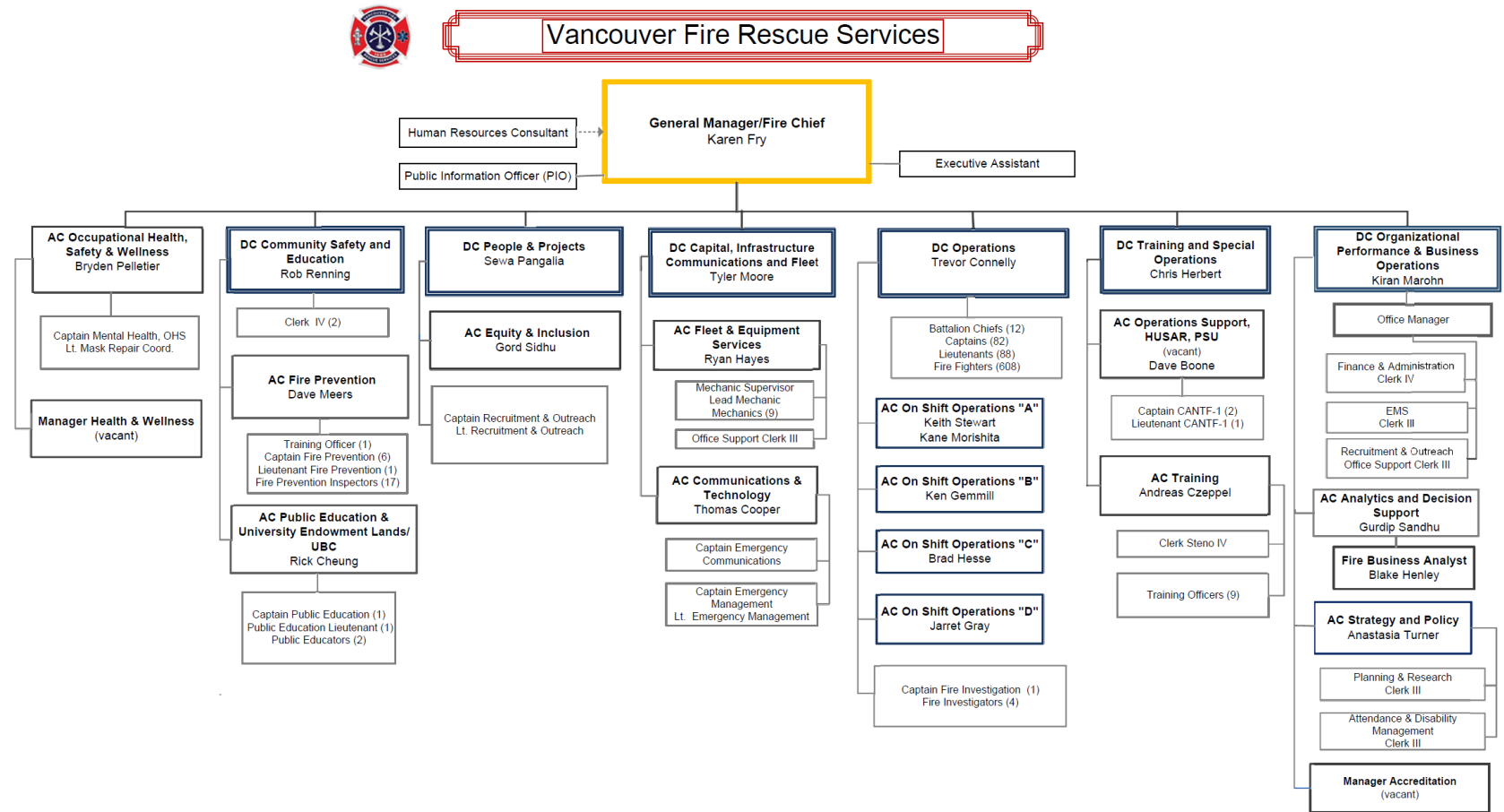
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 7. Reference Checks



Career Path

- Communicate with staff and provide opportunities
 - Managers need to communicate.
 - Talk to your staff
 - Understand their interests and support their learning
 - Build career paths
 - Managers have to find ways to build intrinsically motivated behaviors in their team.
 - Apparatus committees, conferences, training, inspection and pre-con trips
- Continuous mentoring and coaching
- Overlapping of personnel in roles to allow for transition
- Hard conversations
 - Performance management
 - Poor Performance Management System

Career Path



But how does one get here?

January 2023

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