



SAN MIGUEL FIRE & RESCUE

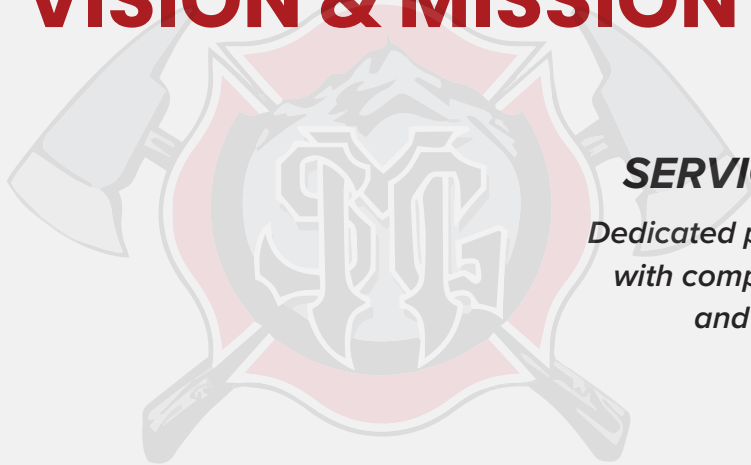
SUCCESSION PLAN

The Leaders Who Strive for

***SERVICE BEYOND
EXPECTATIONS***

For Our Communities & District

VISION & MISSION STATEMENT



SERVICE BEYOND EXPECTATIONS

Dedicated professionals committed to excellent service with compassion and pride, providing for the health and safety of the communities we serve.

SUCCESSION PLANNING DEFINED

Succession Planning is not a one-time exercise but a continuing process that changes as the District matures. It is the process of identifying and preparing, through mentoring, training, education, and development of appropriate candidates for the department's future needs.

As Chief, I've worked to create an organizational culture that values education and personal development within all classifications, for both suppression and non-suppression.

Overall, succession planning is essential for building a resilient and sustainable organization capable of navigating challenges, capitalizing on opportunities, and achieving long-term success.



ANDY LAWLER | FIRE CHIEF



OBJECTIVES

- » *Define Succession Planning for the District*
- » *Understand why the District needs succession planning*
- » *Identify opportunities and challenges of succession planning within the fire service and the District*
- » *Discuss the steps in succession development*

Importance of Succession Planning

CONTINUITY

Succession planning ensures that key positions within an organization can be filled quickly and seamlessly in the event of unexpected departures, retirements, or promotions. This continuity is vital for maintaining operations, avoiding disruptions, and preserving institutional knowledge.



LEADERSHIP DEVELOPMENT

Succession planning provides opportunities for identifying and developing future leaders within the organization. By grooming employees for advancement, organizations can nurture talent, foster employee engagement, and cultivate a pipeline of skilled leaders who are prepared to take on greater responsibilities.



RISK MITIGATION

Without succession planning, organizations may face significant risks associated with sudden vacancies in critical roles. These risks include decreased productivity, loss of key clients or institutional knowledge, and negative impacts on morale and employee retention. Succession planning helps mitigate these risks by ensuring that qualified individuals are ready to step into key roles when needed.



TALENT RETENTION

Employees are more likely to remain engaged and committed to an organization that offers opportunities for advancement and career development. Succession planning demonstrates to employees that their contributions are valued and that there is a path for growth within the organization. This can lead to increased employee satisfaction, loyalty, and retention.



ADAPTABILITY AND INNOVATION

Succession planning encourages organizations to identify and develop talent with diverse skills, perspectives, and backgrounds. This diversity of thought and experience fosters creativity, innovation, and adaptability, enabling organizations to respond effectively to changing market conditions, technological advancements, and other challenges.



STRATEGIC ALIGNMENT

Succession planning aligns talent management efforts with the organization's strategic objectives and long-term goals. By identifying the skills and competencies needed for future success, organizations can ensure that their succession plans support strategic initiatives and drive sustainable growth.



STAKEHOLDER/COOPERATOR CONFIDENCE

Investors, citizens, and adjoining agencies often view effective succession planning as a sign of organizational stability, resilience, and responsible governance. A robust succession planning process can enhance stakeholder confidence and strengthen the organization's reputation, leading to increased support and investment.



Leadership Core Competencies

ACCOUNTABILITY

- » Assures that effective controls are developed and maintained to ensure the integrity of the District.
- » Holds self and others accountable for rules and responsibilities.
- » Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget.
- » Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.

RESILIENCE

- » Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even in adversity.
- » Recovers quickly from setbacks.
- » Effectively balances personal and work life.

POLITICAL ASTUTENESS

- » Identifies the internal and external politics that impact the work of the organization.
- » Approaches each problem situation with a clear perception of organizational reality.
- » Recognizes the impact of alternative courses of action.

ADAPTABILITY/ FLEXIBILITY

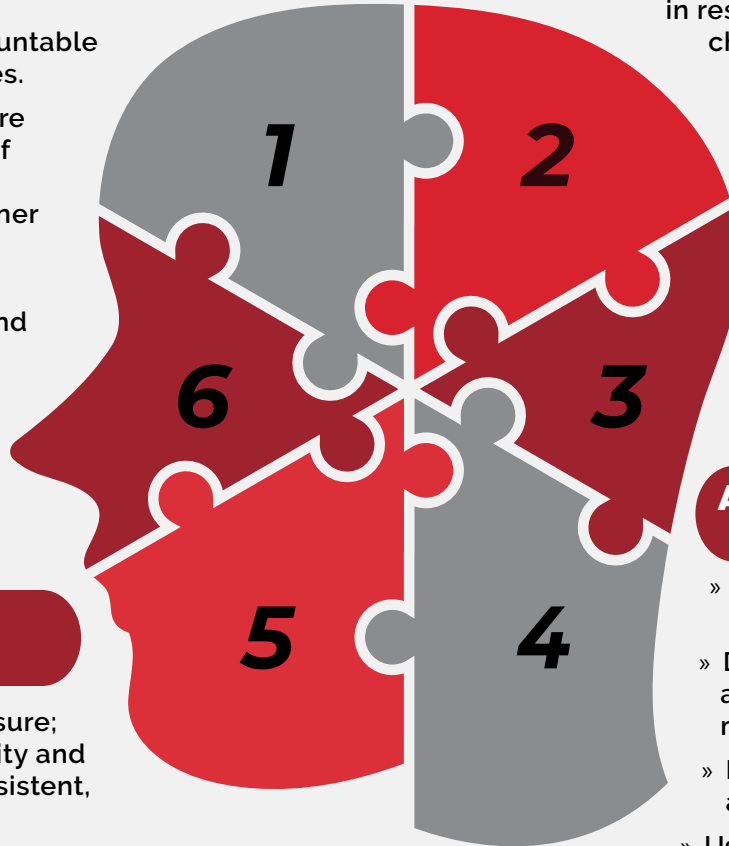
- » Is open to change and new information.
 - » Adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles.
 - » Adjusts rapidly to new situations warranting attention and resolution
 - » Champions innovative ideas and methods, despite opposition, when the organizational benefits outweigh the costs.

ANALYTICAL THINKING/ PROBLEM SOLVING

- » Identifies and analyzes problems.
- » Distinguishes between relevant and irrelevant information to make logical decisions.
- » Provides solutions to individual and organizational problems.
 - » Uses sound judgment to generate and evaluate alternatives.
- » Makes timely recommendations; clarifies issues.
- » Keeps focused on the things that are most important.

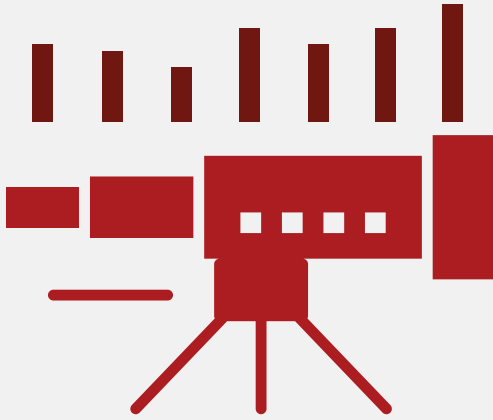
CHANGE MANAGEMENT

- » Balances the requirements of change and continuity.
- » Continually improving all aspects of service delivery within the basic organizational framework.
- » Maintaining focus, intensity, and persistence in an environment of competing interests.



Succession Planning Requirements

FORECASTING



- Who is retiring?
- What does growth look like?
- Do we have qualified personnel to meet the District's needs?
- Do we need to modify our minimum qualifications?
- What is the industry standard for position qualifications?

EVALUATING



- ✓ Experience
- ✓ Educational/Training Standards
- ✓ Expectations



Competencies

- » Accountability
- » Analytical Thinking
- » Communication Skills
- » Customer Service Skills
- » Change Management Skills
- » Organizational Awareness
- » Insight
- » Interpersonal Skills
- » Mentoring
- » Political Astuteness
- » Strategic Thinking
- » Vision
- » Written Communication Skills

AVOIDING



We avoid clinging to the past.

We do not embrace a mindset where good is good enough.

We change instead of making excuses to change.

Mediocrity is never accepted.

Succession Planning Opportunities & Challenges



OPPORTUNITIES

- » Well-trained and acculturated personnel
- » Consistency and continuity
- » Improved morale
- » Motivated personnel
- » Increases qualified personnel
- » Attracts future leaders early in their career
- » Reduce organizational stagnancy
- » Cost savings
- » Seamless/Improved transition from position to position

CHALLENGES



- » Reduced talent pool
- » Significant commitment involved
- » Lack of follow through
- » Frustration by personnel who perceive they have certain positions or promotions
- » Hard to motivate employees if positions are not available
- » Hard to have difficult conversations
- » Requires Executive Team's support
- » Potential loss of innovative ideas or perspective

Succession Development Process

The development phase of a succession plan is critical for identifying and developing those that desire to move into key roles within the District. The development phase provides District leadership with critical analytics that will help design future promotional qualification requirements and testing procedures. These analytics will provide guidance as to the training and education tools necessary to develop our personnel into key roles.

