



**Fort Lauderdale Fire Rescue
Career Development Program
&
Succession Planning Program**

Battalion Chief Garrett Pingol

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Purpose

Fort Lauderdale Fire Rescue is committed to providing the highest level of service to its citizens and visitors. This can only be accomplished by ensuring our members are provided every opportunity to grow within their career and fulfill their passion to serve others. To accomplish this objective our agency has developed a program that's designed to guide members on their career paths as well as to maximize employee potential by promoting personal growth and acknowledge each member's desire to serve the community. An additional benefit to this program is that Fort Lauderdale Fire Rescue will be able to meet its succession planning needs and properly plan to fill all critical positions with adequately prepared, highly trained and motivated members from within the agency when vacancies occur.

Members participating in this program will have the opportunity to meet individually with the Career Development Program Manager and gain information that will help aid in career planning.

The participation in this program by members of FLFR will directly allow the agency to create short- and long-term staffing predictions and plan for internal fulfillment of operational and administrative needs. Additionally, in times where large amounts of vacancies occur we will be able to predict any shortfalls in qualified personnel with ample notice. This notice will allow us to develop a course of action to sustain operational needs.

Scope

This policy and voluntary program apply to all sworn members of Fort Lauderdale Fire Rescue (i.e., Emergency Services, Fire Prevention, Administrative Services).

Policy

The following information is an outline of the Agency's career development program / succession planning and the processes within that program.

Career Development Program Emergency Services

The Long Arm of . . . MAY · 87

It's the nicest possible kind of coincidence!
One year ago the cover of **AROUND THE CITY** carried a photograph that showed Fire Chief Lane congratulating Firefighter Rodney Coleman and Driver/Engineer Charlie Barnes, on their selection as Firefighter of the Year.
This year we have a photograph of Fire Chief Lane congratulating Charlie Barnes as he pins on the badge that makes Charlie the Department's newest Lieutenant.



Fire Chief Lane pins the gold badge that says Lieutenant, on Charlie Barnes

"Charlie is the first black to earn the rank of Lieutenant," the Chief said, "And it's a real pleasure to see him move into a command position. We know he'll continue to do the same kind of outstanding job he's always done for the Department."
Lt. Barnes responded, "It's a very proud moment for me, too. This badge is the result of a lot of very hard work

and I'm looking forward to taking on the responsibilities that go with it."
Under Chief Lane's leadership the number of minorities in the Fire Department has steadily increased. Today there are a total of 22 blacks and 8 women and the Chief predicts that "it won't be too long before one of our ladies will be wearing the badge of Lieutenant."



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Introduction

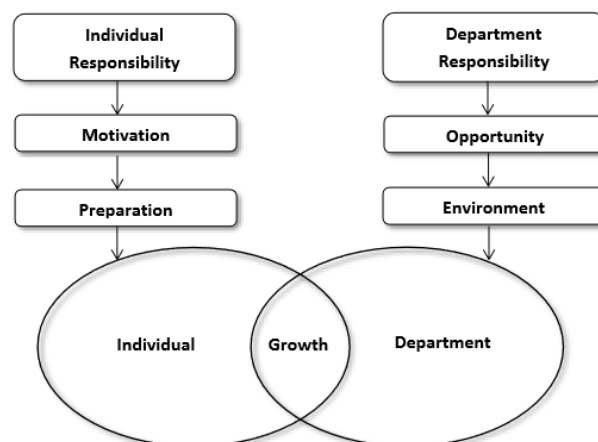
Fort Lauderdale Fire Rescue has acknowledged that career development provides its members with the opportunity to:

- Meet and exceed their personal potential
- Meet and exceed their career goals
- Fulfillment within their chosen career with our agency
- Receive guidance on training and education that is available outside the agency
- Earn higher salaries
- More effectively serve the community related to job task performance
- Improve customer service

The agency also acknowledges that thru department driven career development that we can ensure:

- Effective Succession Planning
- Development of new programs
- Acknowledgement of new industry standards from outside learning that our members attend
- Influence positive diversity growth within all ranks
- Continuance of our strong passion and tradition of the highest level of service to the community
- Peak employment performance and ownership within the agency

It is clear that a career development program has obvious benefits to the community, its members and the agency. We strongly believe that the combination of career development and succession planning is how the agency's potential is reached. Thru acknowledging our members skills, desires, motivation and education there is no doubt that Fort Lauderdale Fire Rescue can ensure that all members of the agency will have the opportunity to meet and exceed their goals while continuing to move the agency forward without limitations.



The Candidate Year

During the Probationary Firefighter's first year the member should be focused on building the foundation of skills and experience that will lead to a productive and rewarding career. The skills that will be reviewed and mastered during that initial year are critical in providing a positive pathway to the rest of a member's career. This first year will not only provide skills but leave the mark on how they are perceived by their fellow Fort Lauderdale Fire Rescue members.

The Probationary Year requirements:

- 10-week Cadet training program (Prior to shift assignment)
- Daily Probationary Evaluations (Maintaining satisfactory evaluation levels)
- 5-Month Examination (Fire)
- 11-Month Examination (Fire)
- 4 Module EMS Training evaluations (Medical)
- Paramedic Sign-Off Process
- 1 Year Employee Evaluation

Horizontal Career Development

Once members have completed their first year, they will begin to have the opportunity to develop horizontally within their rank. This is when members will begin assessing what areas of our agency interest them the most and where they would like to develop their skills related to the horizontal opportunities within the firefighter position. Additionally, within each promotion there are options for horizontal movement and those opportunities do transfer from rank to rank.

- Opportunities within the Firefighter Rank
 - Technical Rescue Team
 - Marine Rescue Team
 - Hazardous Materials Team
 - Aircraft Rescue Fire Fighting (ARFF)
 - Bike Medic Team
 - Rescue Crew Chief
 - Competition Teams (EMS, RIT...)
 - Honor Guard
 - Pipe and Drum Band
 - Fire Prevention Bureau (Lateral Bureau Transfer when positions available)

The Career Development Program can assist members to reach their career goals within the rank of Firefighter by providing guidance and resources related to the required qualifications for the programs listed above. Members can be provided a step-by-step plan to properly obtain the necessary training while being explained the responsibilities and realities involved with their horizontal career development interests. Professional Development can assist in finding educational providers.

Requirements to qualify for these specific Horizontal Career Development opportunities within all ranks.

Technical Rescue Team (Selection Process – Captain, Driver Engineer, Firefighter)

- Rope Rescue II (NFPA 1006, Technician Level)
- Vehicle & Machinery Rescue I (NFPA 1006, Operations Level)
- Confined Space II (NFPA 1006, Technician Level)
- Trench Rescue Level II (NFPA 1006, Technician Level)
- Satisfactory completion of an entry competency examination as defined by the Agency.
- Personnel will receive TRT specialty pay on days they are assigned to the TRT specific units.

Marine Rescue Team (Selection Process – Captain, Driver Engineer, Firefighter)

- Shipboard Firefighting, I & II
- Dive Rescue I Certification
- Dry Suit Certification
- Boat Operator Certified
- Entry assessment of swim and scuba skills

Hazardous Materials Team (Selection Process – Captain, Driver Engineer, Firefighter)

- 160 Hour Hazardous Material Course
- Successful completion of the selection process

ARFF (Seniority Based – Captain and Driver Engineer only)

- 40-hour ARFF training certification

Bike Medic Team (Captain, Driver Engineer, Firefighter)

- 40 Hour bike medic program

Rescue Crew Chief (Firefighter only)

- Successful completion of the Paramedic Sign Off Process
- 2 years as a signed off paramedic

Competition Teams, Honor Guard, Pipe and Drum Band (All ranks)

Participation of competition teams, Honor Guard and the Pipe and Drum Band are available extracurricular activities that are supported by the agency but non-funded. These are voluntary activities and organizations that offer the opportunity to represent our agency in a positive manner while also contributing to the positive image of the fire service.

Fire Prevention Bureau (All ranks)

Fort Lauderdale Fire Rescue has a fully internal Fire Prevention and Investigative Bureau that serves the city. Firefighters may have the option to transfer into the Fire Prevention side of the agency when openings occur, and the member holds the required certifications. (See the Career Development Program for Fire Prevention).

Vertical Career Development

Once members have built their career foundation and obtained enough time with the agency, they will begin to have the opportunity to develop their careers vertically. This is when members will begin qualifying for promotional positions within the agency. Many times, to qualify for these positions the member will need specialized training, advanced education and a perspective on the commitment required to successfully compete within the Fort Lauderdale Fire Rescue promotional process. This portion of the program is designed to provide members with the tools and information to achieve their maximum potential within the promotion process.

- Driver Engineer
 - 2 years with the Agency
 - State of Florida Apparatus and Pump Operator Certification
 - Completion of the Driver Engineer training program sign-off for the current promotional posting conducted by the Fire Rescue Department Training Bureau

The Driver Engineer position is a task-oriented position that requires a strong knowledge base surrounding mechanical aptitude. The member will also be required to safely operate large apparatus to emergency scenes thru skilled driving and a knowledge of the addressing within the City of Fort Lauderdale. The Driver Engineer must also have a strong understanding of Agency SOP's, Rules and Regulations, target hazard buildings as well as all equipment used within Fort Lauderdale Fire Rescue. This position will provide the member many of the technical skills that will build a strong foundation for advancement to Fire Lieutenant as well as Fire Captain. Driver Engineers may be assigned to Operations or Fire Administrative positions to fulfill many necessary duties.

- Fire Lieutenant
 - 4 or more years of service as a Fort Lauderdale Firefighter; or
 - 3 continuous years of service as a Fort Lauderdale Firefighter and possess an Associate Degree or higher in any field of study from an accredited university or college
 - ACLS, PALS and CPR instructor certified with the American Heart Association

The Fire Lieutenant position is a Company Officer level position that requires the member to oversee the daily activities and members assigned to a Rescue Unit (ALS Ambulance with Fire Rescue capabilities). Inclusive within the position the member will be responsible for training probationary candidate employees on fire and Emergency Medical Services (EMS) as well as continual training for other members assigned to them. This position will provide the member a strong foundation and prepare them for advancement to the position of Fire Captain. Fire Lieutenants may be assigned to Operations or Fire Administrative positions to fulfill many necessary duties.

- Fire Captain
 - Must have successfully passed a Fort Lauderdale Driver Engineer promotional examination or be a promoted Driver Engineer or be a promoted Fire Lieutenant with a Florida Apparatus and Pump Operator certification
 - Must have completed the Florida State Fire College curriculum for Fire Officer I and possess a Fire Officer I or higher certification
 - Six or more continuous years of service as a Fort Lauderdale Firefighter; or

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- Five or more continuous years of service as a Fort Lauderdale Firefighter and possess an associate degree in any field of study from an accredited university or college

The Fire Captain position is a Company Officer level position that requires the member to oversee the daily activities and members assigned to a firehouse. The Fire Captain is normally assigned to a suppression unit and will have all members of the firehouse under their command, including the Crew Chief of Fire Lieutenant assigned to the Rescue in that house. Fire Captains may be assigned to Operations or Fire Administrative positions to fulfill many necessary duties.

- Battalion Chief
 - Must have two or more continuous years of service as a Fort Lauderdale Fire Captain or two or more continuous years of service as a Fire Safety Captain for a position in the Fire Prevention Bureau; and
 - Possess a bachelor's degree or master's degree from an accredited college or university with major course work in fire science, business or public administration or related field; and
 - For assignment to the Fire Prevention Bureau, must possess or obtain State of Florida Fire Inspector Certification within six months of appointment

The Battalion Chief position is a supervisory level position that requires the member to oversee the daily activities and members within a battalion (district) or an administrative bureau. Additionally, Battalion Chiefs are often assigned special projects or as the commanding officer of special operations teams. These members may be assigned to Fire Operations or Fire Administration positions.

- Assistant Chief
 - The position of Assistant Chief is a category 1 management position, and the qualifications may be set by the Fire Chief at the time of position availability

The Assistant Chief position is a management level position that requires the member to oversee the daily activities and members of an entire shift (multiple districts run by Battalion Chiefs) or to an administrative position where they oversee multiple bureaus or projects. These members may be assigned to Fire Operations or Fire Administration positions.

- Deputy Fire Chief
 - The position of Deputy Chief is a category 1 management position, and the qualifications may be set by the Fire Chief at the time of position availability

The Deputy Fire Chief position is a management level position that requires the member to oversee the daily activities and members assigned within a specific section of the Agency's organizational chart. Deputy Fire Chiefs may be assigned to oversee Fire Operations, Fire Prevention, Fire Administration or other specific sections of the organizational chart.

- Fire Chief
 - The position of Fire Chief is a category 1 management position, and the qualifications may be set by the City Manager at the time of position availability

The Fire Chief position is a director level position that requires the member to oversee the daily activities and members of the entire agency. This member is responsible for all operations of the agency.

Mentoring

The fire service is a profession that requires a significant level of mentoring to facilitate proper career development for the members. Mentoring provides valuable on the job training and the opportunity to provide experience prior to actually being exposed to the vast majority of emergencies that the members may face over a career. Every member within the agency has a position in the mentoring process and all members should realize that mentoring occurs every shift in all types of situations. During a member's career path this program can offer guidance and a track to receive the proper mentoring that is needed to have the member reach their career potential. Promotional candidates that successfully make an eligibility list will be assigned a mentor from the rank they are moving into.

Certification Training

Professional educational opportunities are extremely valuable in the effort to develop a member's career and personal abilities. These opportunities range from Emergency Medical Services to Special Operations Courses. Additionally, members should consider conferences like FDIC, Fort Lauderdale Fire Expo, Orlando Fire Conference and Fire Rescue East to hone the skills that are considered the professions best accepted practices. Members should also reach out to facilities like Broward Fire Academy and Coral Springs Fire Academy to seek certification courses that may be available to improve on current and future position skill sets.

The department's Professional Development coordinator will facilitate educational leave, when possible, for members that are taking courses that align with career development and advancement.

Education

The Agency and the City recognize the benefits of education and encourages its members to never stop educating. The acquisition of an Associate's, Bachelor's or master's degree are beneficial for a member that intends to advance vertically, at some point, in their career. Some positions allow for earlier promotional testing with education while others require a minimum level of education for the position. The City of Fort Lauderdale offers a tuition reimbursement program that can cover most and sometimes all of the costs associated with educational tuition.

Professional Credentials

A Professional Designation is a recognition of broad career and educational professional accomplishments. In addition, it provides national credibility to you, the Agency and the fire service. The department recognizes the Center for Public Safety Excellence's (CPSE) credentialing standards and encourages personnel to pursue the following designation based on their rank.

- Fire Officer (FO)
- Fire Marshal (FM)
- Chief Training Officer (CTO)
- Chief EMS Officer (CEMSO)
- Chief Fire Officer (CFO)

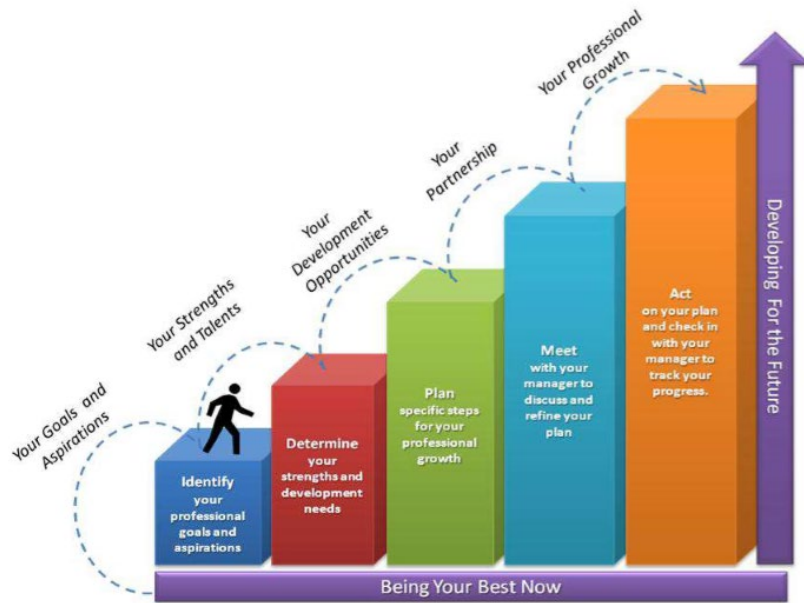
The agency also recognizes and encourages the participation in the National Fire Academy Executive Fire Officer Program. This program is an intense program geared to Fire Officers looking to obtain a level of education that will provide the tools to exceed within the fire service.

Career Development Counseling

Career Development Counseling is the process of explaining the Career Development Program and helping the employee align their personal career goals with opportunities within the agency. Additionally, this counseling will allow the agency to confirm that any predicted promotional opportunities can be fulfilled internally thru succession planning. This Career Counseling will give a member the keys to success in planning their course of preparation to meet their short- and long-term career goals. Fort Lauderdale Fire Rescue realizes that career fulfillment is the single most sustainable motivator and facilitator for morale within an agency. That improved morale and fulfillment will increase the level of service to our community and visitors. During a review and counseling session the following objectives will be covered and can be revisited annually:

- Identification of the member's strengths and weaknesses and disclose these findings objectively to the member
- Assist the member in developing a plan to improve on areas of weakness as well as expanding on areas of strength
- Determine short- and long-term goals and aspirations
- Review an employee progress from a previous Career Development Program Plan and make any necessary adjustments

The overall and resounding objective of this process is to ensure all employees meet and exceed their expectations of employment while here at Fort Lauderdale Fire Rescue. The development of these career plans can assure our members have every opportunity to be successful and to be the most valuable member of the Agency that they can be.



Succession and Growth Planning

In the fire service when you fail to plan then you have planned to fail. Fort Lauderdale Fire Rescue believes in this message and strives to not fail to plan for the Agency's positional needs of all ranks. In an effort to ensure our Agency always has the internal interest and talent there will be the highest level of transparency made in regard to upcoming available promotional positions. The Professional Development coordinator will keep updated and make available "Promotional Opportunity Forecasts" that can keep members informed on how many spots for each rank are predicted to come available each year. This process will provide our members with the knowledge as to when positions are coming available and make their personal decision as to when the promotional process fits best into their professional and personal lives. Additionally, this two-way street of information can keep Fire Administration informed of any potential succession plan short falls and ensure we can find the needed personnel to fill positions as they become available. This will prove invaluable during periods of large turnover or when certification mandates associated with promotional opportunities have the potential to shrink the candidate pool to a number that is less than the need.

A secondary product of this program is the ability of the agency to predict the number of annual entry level positions that will require fulfillment. This succession planning information will prevent our agency from falling behind in the new hire process due to anticipated retirements. Additionally, on the occasions where agency growth occurs during periods of large retirement, we will be able to stay ahead by using the Anticipated Employment Separation Chart.

This chart will prove itself invaluable during the next 8 years of proposed agency growth. The agency currently follows a staffing formula that requires the hiring of 4.55 employees for each single increase in minimum staffing. This formula is required to sufficiently staff the new position across the three

different shifts and to add additional personnel to cover the newly anticipated vacation or sick time the new employees will be entitled to use. Without any additional growth the agency expects to hire 125 firefighters to fulfill retirements within the next 8 years. This attrition will be spread evenly over the next 8 years and will be in addition to any newly funded positions from all ranks above entry level Firefighter.

The below chart will show the predicted number of individual promotional opportunities which will result in vertical employment opportunities. Each of these vertical employment opportunities will also result in a new hire employment opportunity.

Vacancies from Drop by 2029:

Fire Chief 1-2
Deputy Chief 4
Assistant Chief 4
Battalion Chief 9
Captain 35
Lieutenant 4
Driver-Engineer 18

Potential Resulting Promotions:

Fire Chief 1-2 (100% Turnover)
Deputy Chief 5 (125% Turnover)
Assistant Chief 9 (180% Turnover)
Battalion Chief 18 (95% Turnover)
Captain 53 (70% Turnover)
Lieutenant > 4
Driver-Engineer > 18

<https://www.fortlauderdale.gov/home/showpublishedimage/59106/637992023365070000>

Summary

Fort Lauderdale Fire Rescue is committed to serving its citizens through responsible management and effective employee development. It is the mission of the agency to ensure that we are always ready to answer the call and the management of staff and personnel is one of the key components in reaching this objective. We believe that a program like this will ensure that our organization will always have an abundant amount of qualified personnel to internally fulfill needs which will increase efficiency and promote ownership with not only the Agency but the City as well.