

Texas Fire Chiefs Association  
**DOCUMENT SUBMISSION FORM**

Candidate Department: **Irving Fire Department**

Best Practice Standard: 1.18 Succession Planning

**Proofs of Compliance Submitted:**

1. GOP 19.8 – Succession Planning
2. Proof of Dissemination Throughout the Department

**Submitted By: Scott Johnson, Program Manager**

**Date:**

**Evaluator's Review**

**Evaluator:**

**Date Accepted:**

## 19.8 – SUCCESSION PLANNING

### A. Purpose

The Irving Fire Department (IFD) has gone through many changes since its inception in 1925, evolving from an organization that only suppressed fire with water and hoses to a complex, multi-faceted organization that is charged with the successful execution of a multitude of specialties. Our organization has redefined itself from a fire service to an all-hazards mitigation force. A paradigm shift has occurred which emphasizes a higher degree of education for today's firefighters and the officers that lead them.

### B. Scope

The Irving Fire Department Succession Planning Guideline outlines a program that clearly states the goals and objectives that are required to successfully advance one's career. This program is a career guideline, and the department will assist members in meeting the applicable benchmarks in a timely manner. This policy has been established to compliment the IFD's Training Policy.

### C. Responsibilities

It is not the IFD's intent to guarantee class placement for the member. Whenever possible, the IFD will provide funding for specific classes and work with the member on scheduling the targeted training. Members should take the initiative to pursue educational opportunities and career advancements whenever possible.

As the IFD, City of Irving, Texas Commission on Fire Protection (TCFP), and the Department of State Health Services (DSHS) make changes to their course content, titles, or training, requirements within this document may be modified. As these modifications take place, all IFD personnel will be notified.

### D. Minimum Requirements

Minimum requirements will be established for each rank within the IFD. As our profession changes, so should we. The most applicable training will be implemented to assist members in becoming both successful and competent within their rank.

## **E. Fire Prevention**

### **1. Fire Prevention Specialist**

#### **a. Minimum Requirements**

- 1) Upon conditional offer of employment, the Fire Prevention Specialist candidate must comply with Chapter 143 Texas Local Government Code Sec. 143.022 Physical Requirements and Examinations, 143.023 Eligibility for Beginning Position, and Irving Civil Service Rules.
- 2) Upon conditional offer of employment, the Fire Prevention Specialist candidate must comply with Chapter 37 Texas Administration Code, Part 7, Chapter 217, and Minimum Standards for Initial Licensure of a Peace Officer.
- 3) Shall successfully complete the TCFP Fire Inspector Basic Curriculum and pass the standardized written and skills tests prior to being assigned to Fire Prevention operations.
- 4) Shall successfully complete the TCFP Fire Origin and Cause Basic Curriculum and pass the standardized written and skills tests prior to being assigned to Fire Prevention operations.
- 5) Shall successfully complete the TCLEOSE Basic Peace Officer Curriculum and pass the standardized written and skills tests prior to being assigned to Fire Prevention operations.
- 6) Successfully complete the City of Irving New Employee Orientation required classes.
- 7) Successfully complete NIMS 100, 200, 700 and 800
- 8) Present original documentation of certification(s) upon request.

b. Expectations

- 1) Complete continuing education (CE) hours as required by TCFP.
- 2) Complete CE hours as required by TCLEOSE.
- 3) Complete the annual required classes for the City of Irving.

c. Documentation

Fire Prevention Specialists **will not** be allowed to fill the out-of-class officer position until they have successfully completed the IFD Fire Officer Development Class and maintain written documentation in their personnel file.

Fire Prevention personnel **will not** be allowed to operate any fire department vehicle until they have provided written documentation in their personnel file that they have:

- 1) Successfully completed the City of Irving approved Defensive Driving Course.

d. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by their officer and approved by the Assistant Chief, Special Services. The Assistant Chief, Special Services will also determine who will conduct the remedial training with the Fire Prevention personnel, either the company officer or the Training Academy staff.
- 2) If the Fire Prevention Specialist is a probationary inspector, then either targeted remedial training or disciplinary action up to and including termination may be taken.

2. Fire Prevention Lieutenant

a. Minimum Requirements

- 1) Comply with Chapter 143 Texas Local Government Code Sec. 143.028 Eligibility for Promotion and Sec. 143.030 Eligibility for Fire Department Promotional Examination.
- 2) Successfully complete the IFD Fire Officer Development Class within the first year of promotion.
- 3) Successfully complete and receive certification for TCFP Fire Instructor 1 within the first year of promotion.
- 4) Successfully complete NIMS 300

b. Expectations

- 1) Complete CE hours as required by TCFP.
- 2) Complete CE hours as required by TCLEOSE
- 3) Complete the annual required classes for the City of Irving.

c. Documentation

Lieutenants **will not** be allowed to fill the out-of-class officer position until they have successfully completed the IFD Fire Officer Development Class and maintain written documentation in their personnel file.

d. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by the Assistant Fire Marshal and approved by the Fire Marshal. These recommendations will be sent to the Assistant Chief, Special Services. The Assistant Chief, Special Services will determine who will conduct the remedial training.

3. Assistant Fire Marshal

a. Minimum Requirements

- 1) Comply with Chapter 143 Texas Local Government Code Sec. 143.028 Eligibility for Promotion and Sec. 143.030 Eligibility for Fire Department Promotional Examination.
- 2) If the IFD Fire Officer Development Class was not completed as a Lieutenant, then the class must be completed within the first year of being promoted to Assistant Fire Marshal.
- 3) Successfully complete and receive certification for TCFP Fire Instructor 2 within the first year of promotion.
- 4) Successfully complete NIMS 400

b. Expectations

- 1) Complete CE hours as required by TCFP.
- 2) Complete CE hours as required by TCLEOSE
- 3) Complete the annual required classes for the City of Irving.

c. Documentation

The Assistant Fire Marshal **will not** be allowed to fill the out-of-class officer position until they have successfully completed the IFD Fire Officer Development Class and maintain written documentation in their personnel file.

d. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by the Fire Marshal and approved by the Assistant Chief, Special Services. The Assistant Chief, Special Services will determine who will conduct the remedial training.

4. Fire Marshal

a. Minimum Requirements

- 1) Comply with Chapter 143 Texas Local Government Code Sec. 143.028 Eligibility for Promotion and Sec. 143.030 Eligibility for Fire Department Promotional Examination.
- 2) Successfully complete and receive certification for TCFP Fire Instructor 3 within the first year of promotion.

b. Expectations

- 1) Complete CE hours as required by TCFP.
- 2) Complete CE hours as required by TCLEOSE
- 3) Complete the annual required classes for the City of Irving.

c. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by the appropriate Assistant Chief. The Assistant Chief will also determine how the remedial training will be accomplished.

## **F. Fire Suppression**

### **1. Firefighter**

#### **a. Minimum Requirements**

- 1) Upon conditional offer of employment, the firefighter candidate must comply with Chapter 143 Texas Local Government Code Sec. 143.022 Physical Requirements and Examinations, 143.023 Eligibility for Beginning Position, and Irving Civil Service Rules.
- 2) Shall successfully complete the TCFP Basic Fire Suppression Curriculum and pass the standardized written and skills tests prior to being assigned to emergency operations.
- 3) Shall successfully complete the DSHS approved Emergency Medical Technician (EMT) – Basic Curriculum, and pass the National Registry Emergency Medical Technician (NREMT) written examination and skills testing within one year of employment.
- 4) Successfully complete the City of Irving new employee orientation required classes.
- 5) Successfully complete NIMS 100, 200, 700 and 800
- 6) Present original documentation of certification(s) upon request.

#### **b. Expectations**

- 1) Complete CE hours as required by TCFP.
- 2) Complete CE hours as required by DSHS and pass all required skills proficiencies for current level of certification.
- 3) Complete the annual required classes for the City of Irving.
- 4) Probationary firefighters must pass the minimum standard requirements as set forth in the *Training Policy*.



c. Documentation

Firefighters **will not** be allowed to operate any fire department emergency apparatus until they have successfully completed and supplied written documentation in their personnel file for the following:

- 1) All requirements set forth in the IFD Emergency Operating Guideline: *5.5 Emergency Vehicle Operations*.
- 2) A “first-alarm” district test given by the Station Captain in his/her assigned district.
- 3) IFD Engine/Pumper Operations, Truck/Aerial Operations, and Emergency Ambulance Operations classes (see attached check-off sheet).

d. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by their company officer and approved by the Assistant Chief, Special Services. The Assistant Chief, Special Services will also determine who will conduct the remedial training with the Firefighter, either the company officer or the Training Academy staff.
- 2) If the firefighter is a probationary firefighter, then either targeted remedial training or disciplinary action up to and including termination may be taken.

2. Fire Equipment Operator (FEO)

a. Minimum Requirements

- 1) Comply with Chapter 143 Texas Local Government Code Sec. 143.028 Eligibility for Promotion and Sec. 143.030 Eligibility for Fire Department Promotional Examination.

- 2) Successfully complete the IFD Driver/Operator Orientation Class at the Training Academy.
- 3) Successfully complete a department approved Engine/Pumper Operations, Truck/Aerial Operations, and Emergency Ambulance Operations classes (see attached check-off sheet).
- 4) Successfully complete and receive certification for the TCFP Driver/Operator-Pumper course within the first year of promotion.

b. Expectations

- 1) Meet all requirements as set forth in the IFD Emergency Operating Guideline: *5.5 Emergency Vehicle Operations*.
- 2) Complete CE hours as required by TCFP.
- 3) Complete CE hours as required by DSHS and pass all required skills proficiencies for current level of certification.
- 4) Complete the annual required classes for the City of Irving.

c. Documentation

Fire Equipment Operators **will not** be allowed to fill the out-of-class officer position until they have successfully completed the IFD Basic Fire Officer Orientation Class and maintain written documentation in their personnel file.

d. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by their company officer and approved by the Assistant Chief, Special Services. The Assistant Chief, Special Services will also determine who will conduct the remedial training with the FEO, either the company officer or the Training Academy staff.

3. Lieutenant

a. Minimum Requirements

- 1) Comply with Chapter 143 Texas Local Government Code Sec. 143.028 Eligibility for Promotion and Sec. 143.030 Eligibility for Fire Department Promotional Examination.
- 2) Successfully complete the IFD Fire Officer Development Class within the first year of promotion.
- 3) Successfully complete and receive certifications for TCFP Fire Instructor 1 and Fire Officer 1 courses within the first year of promotion.
- 4) Successfully complete NIMS 300

b. Expectations

- 1) Complete CE hours as required by TCFP.
- 2) Complete CE hours as required by DSHS and passes required skills proficiencies for current level of certification.
- 3) Complete the annual required classes for the City of Irving.

c. Documentation

Lieutenants **will not** be allowed to fill the out-of-class officer position until they have successfully completed the IFD Fire Officer Development Class and maintain written documentation in their personnel file.

d. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by their company officer and approved by the Assistant Chief, Special Services. The Assistant Chief, Special Services will also determine who will conduct the remedial training with the Lieutenant, either the company officer or the Training Academy staff.

#### 4. Captain

##### a. Minimum Requirements

- 1) Comply with Chapter 143 Texas Local Government Code Sec. 143.028 Eligibility for Promotion and Sec. 143.030 Eligibility for Fire Department Promotional Examination.
- 2) If the IFD Fire Officer Development Class was not completed as a Lieutenant, then the class must be completed within the first year of being promoted to Captain.
- 3) Successfully complete and receive certifications for TCFP Fire Instructor 2 and Fire Officer 2 courses within the first year of promotion.
- 4) Successfully complete NIMS 400

##### b. Expectations

- 1) Complete CE hours as required by TCFP.
- 2) Complete CE hours as required by DSHS and pass required skills proficiencies for current level of certification.
- 3) Complete the annual required classes for the City of Irving.

##### c. Documentation

Captains **will not** be allowed to fill the out-of-class officer position until they have successfully completed the IFD Fire Officer Development Class and maintain written documentation in their personnel file.

d. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by their Battalion Chief and approved by the Assistant Chief, Special Services. The Assistant Chief, Special Services will also determine who will conduct the remedial training with the Captain, either the Battalion Chief or the Training Academy staff.

5. Battalion Chief

a. Minimum Requirements

- 1) Comply with Chapter 143 Texas Local Government Code Sec. 143.028 Eligibility for Promotion and Sec. 143.030 Eligibility for Fire Department Promotional Examination.
- 2) Successfully complete and receive certifications for TCFP Fire Instructor 2 and Fire Officer 3 and 4 within the first year of promotion.

b. Expectations

- 1) Complete CE hours as required by TCFP.
- 2) Complete CE hours as required by DSHS and pass required skills proficiencies for current level of certification.
- 3) Complete the annual required classes for the City of Irving.

c. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by the appropriate Assistant Chief. The Assistant Chief will also determine how the remedial training will be accomplished.

6. Assistant Fire Chief

a. Minimum Requirements

- 1) Comply with Chapter 143 Texas Local Government Code Sec. 143.028 Eligibility for Promotion and Sec. 143.030 Eligibility for Fire Department Promotional Examination, or comply with Chapter 143 Texas Local Government Code Sec. 143.014 Appointment and Removal of Person Classified Immediately below Department Head.
- 2) Successfully complete and receive certifications for TCFP Fire Instructor 3 and complete the Texas Fire Chiefs Academy within two years of promotion.

b. Expectations

- 1) Complete CE hours as required by TCFP.
- 2) Complete CE hours as required by DSHS and pass required skills proficiencies for current level of certification.
- 3) Complete the annual required classes for the City of Irving.

c. Performance Evaluation

Meet the minimum expectations on the annual personnel performance evaluation. If minimum expectations are **not** met:

- 1) A remedial targeted training plan will be developed by the Chief of the Department. The Chief of Department will also determine how the remedial training will be accomplished.

## **G. Summary**

Succession planning should be thought of as an all-inclusive process to identify future leaders through an established course and realistic career benchmarking. This process should be able to validate that an individual is duly qualified to perform the essential functions of a given position.

The need for higher education, certification, or validation of qualifications becomes a higher priority than in the past. Technical training in the craft of firefighting is no longer sufficient to prepare officers or leaders for roles they must assume. Future leaders must develop and demonstrate certain core competencies. Attention to the following areas will assist aspiring personnel in developing their leadership qualifications: experience, education, professional development, professional contributions, active trade association memberships, community involvement, and technical competencies.

Irving Fire Department

Out of Classification Succession Plan: Firefighter to FEO

Skills Check-off Sheet

Name: \_\_\_\_\_ Date of Hire: \_\_\_\_\_ Station/Shift: \_\_\_\_\_

TCFP Skill #1 - <b>Preventive Maintenance</b> - Routine tests, Inspections, and Servicing Functions	Engine	Truck	Ambulance
TCFP Skill #2 - <b>General</b> - Routine Tests, Inspections, and Servicing Functions			
TCFP Skill #3 - <b>Operating/Driving</b> - Non-Emergency Driving on Public Roadway			
TCFP Skill #4 - <b>Operating/Driving</b> - Backing from a Roadway into Restricted Spaces			
TCFP Skill #5 - <b>Operating/Driving</b> - Maneuvering Around Roadway Obstructions			
TCFP Skill #6 - <b>Operating/Driving</b> - Turning Vehicle 180 Degrees within a Confined Space			
TCFP Skill #7 - <b>Operating/Driving</b> - Driving Vehicle through Area With Restricted Horizontal and Vertical Clearances			
TCFP Skill #8 - <b>Operating/Driving</b> - Driving Defensively Under Emergency Conditions			
TCFP Skill #9 - <b>Operating/Driving</b> - Operating Apparatus Fixed Systems and Equipment		N/A	N/A
TCFP Skill #11 - <b>Operations</b> - Relay Pumping From a Pressurized Source		N/A	N/A
TCFP Skill #12 - <b>Operations</b> - Producing a Foam Fire Stream Using an In-line or Bypass-type Eductor		N/A	N/A
TCFP Skill #13 - <b>Operations</b> - Supplying Water to a Fire Sprinkler System		N/A	N/A
TCFP Skill #14 - <b>Operations</b> - Supplying Water to a Standpipe System		N/A	N/A

Review of IFD Emergency Operating Guideline: 5.5 Emergency Vehicle Operations with station officer	
Review of Preventative Maintenance Report IFD Form 6 with station officer	
District Test of First Alarm District given by station Captain	

Signature of Firefighter: \_\_\_\_\_

Signature of Station Officer: \_\_\_\_\_

Signature of Battalion Chief: \_\_\_\_\_



Irving Fire Department

Out of Classification Succession Plan: FEO/FPS/Officers

Check-off Sheet

Name: \_\_\_\_\_ Date of Hire: \_\_\_\_\_ Station/Shift: \_\_\_\_\_

Course Title	Instructor Signature/Date Completed
IFD Basic Fire Officer Orientation Class - Required for all Fire Equipment Operators performing out-of-classification duties.	
IFD Fire Officer Development Class - Required for Fire Prevention Specialists, Fire Prevention Lieutenants, Assistant Fire Marshal, Lieutenants, and Captains performing out-of-classification duties.	

Signature of Fire Department Member Attending Class: \_\_\_\_\_

Signature of Immediate Supervisor: \_\_\_\_\_

Signature of Second-Line Supervisor: \_\_\_\_\_

# Departmental Directive

**TO:** All Members of the Fire Department  
**FROM:** Russell Wilson, Assistant Fire Chief  
**DATE:** October 24, 2013  
**DISPOSITION:** Retain until otherwise directed  
**SUBJECT:** General Procedures 19.8 – Succession Planning

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The new General Procedure 19.8 – Succession Planning has been added to the Irving Fire Department General Procedures Manual.

You can find a copy of this General Procedure on the J: drive, IFD Guidelines-Policies and Procedures (Official Copy)\Current General Procedures PDF.



Russell Wilson, Assistant Fire Chief  
Irving Fire Department

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