

Memorandum

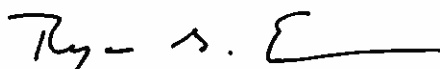


Date: September 3, 2009

To: Mayor Pro Tem Dwaine Caraway, Chair
and Members of the Public Safety Committee

Subject: Succession Planning

The Public Safety Committee will be briefed on the Succession Planning on Tuesday, September 8, 2009.



Ryan S. Evans
First Assistant City Manager

Attachment

- c: Honorable Mayor and Members of the Dallas City Council
 - Mary K. Suhm, City Manager
 - Deborah Watkins, City Secretary
 - Tom Perkins, City Attorney
 - Craig Kinton, City Auditor
 - Victor Lander, Administrative Municipal Judge
 - Jill A. Jordan, P.E., Assistant City Manager
 - A.C. Gonzalez, Assistant City Manager
 - Forest E. Turner, Assistant City Manager
 - Dave K. Cook, Chief Financial Officer
 - Helena Stevens-Thompson, Assistant to the City Manager Mayor/City Council Office

Dallas Fire-Rescue

Succession Planning

An Orderly Transition



Eddie Burns, Sr.
Fire Chief
Dallas Fire-Rescue Department

September 8, 2009



Purpose

- To address workforce development issues identified in the Fire efficiency study
- To proactively address current vacancies and future staffing needs
- To prepare members for promotion and leadership positions

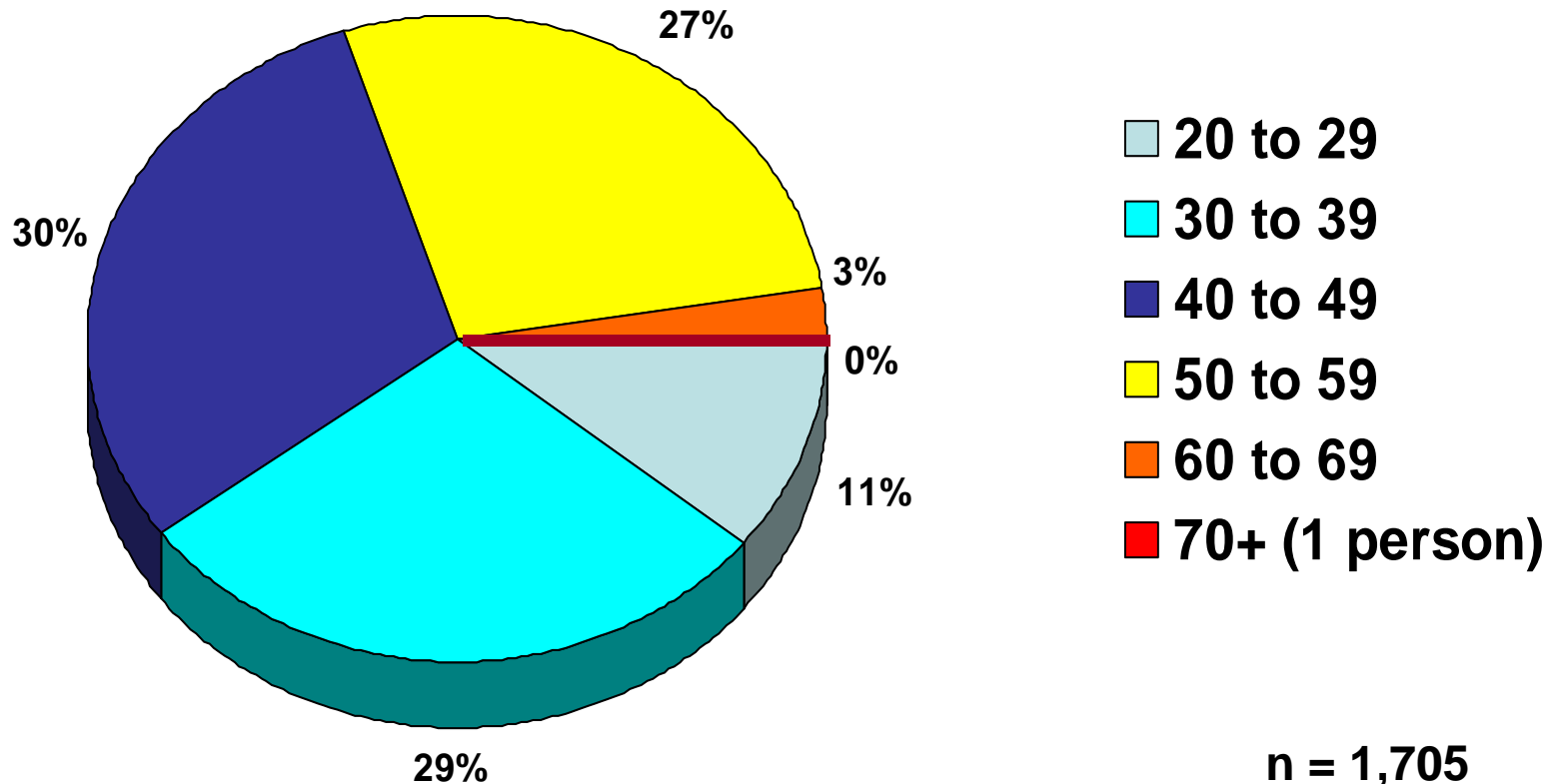
Fire Efficiency Study

- ...Fire Efficiency Study stated that succession planning needed improvement
- Dallas Fire-Rescue has developed a comprehensive workforce development plan to address this concern

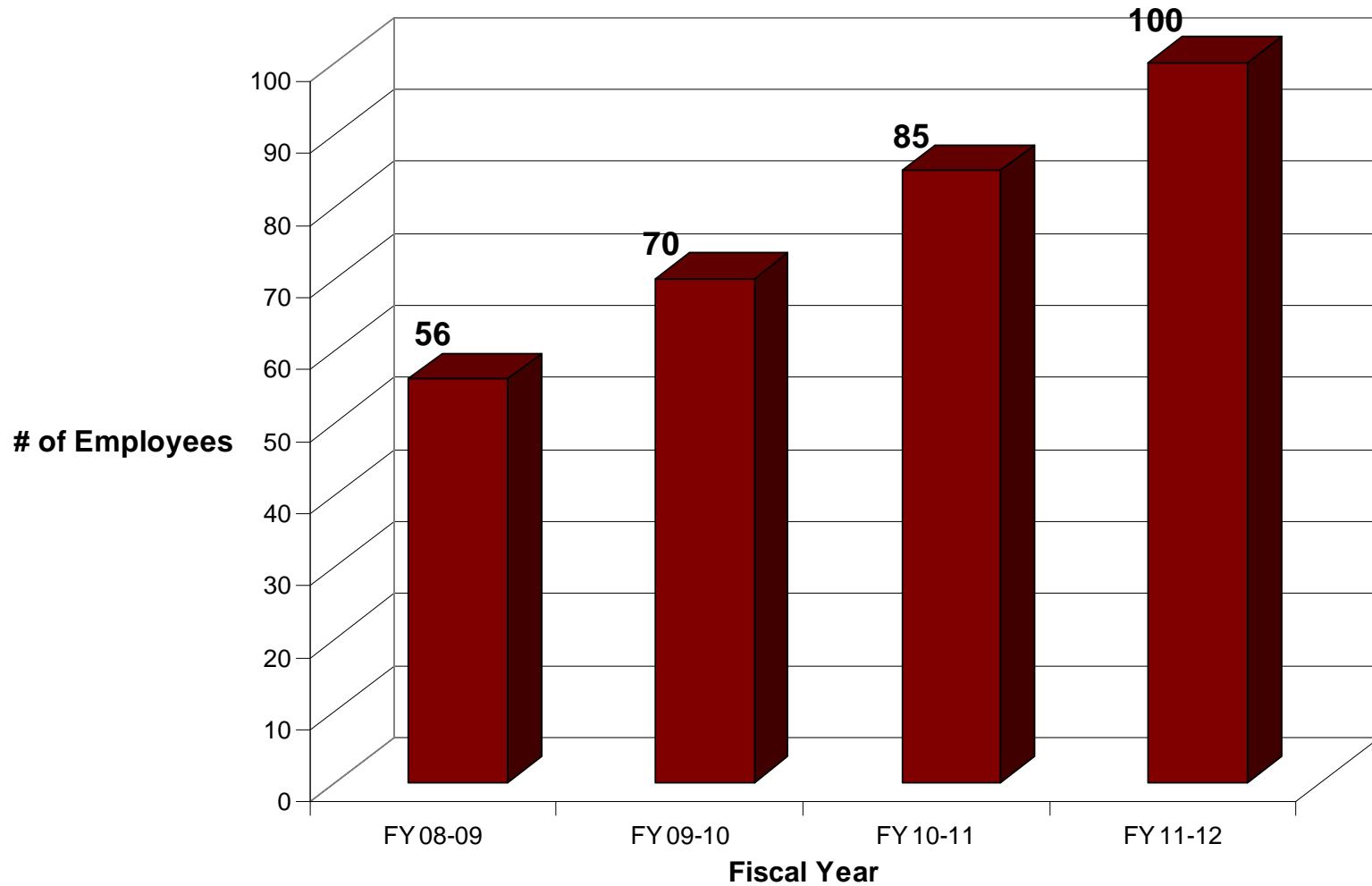
Concerns

- An aging workforce
- Loss of experience and institutional knowledge
- Preparing the workforce for transition
- Maintenance of specialty teams
- Costs of training recruits to meet attrition

Uniformed Employees By Age Groupings



Anticipated Attrition



Workforce Status

- Effective Vacancies = 124
 - 90 vacancies
 - 34 sick, injured, military
- Firefighters in Training = 140*

** Recruits are at various stages of training*

Proposed Staffing Plan

- Continuous staffing of field operations makes it necessary to supplement regular staffing with overtime due to vacancies, injuries, and sick time usage
- When attrition outpaces recruit graduation, recruit training costs and overtime are spent concurrently to maintain continuous staffing
- Makes it imperative to maintain a hiring pipeline to match attrition

Proposed Staffing Plan (Continued)

- The former practice in recruit training scheduled required disciplines consecutively prior to deployment to field operations:
 - Fire Academy graduation (certified firefighters)
 - Emergency Medical Technician (EMT) training
 - Paramedic School
 - 13-18 month process
- Under this practice, overtime and training costs are incurred for 18 months

Proposed Staffing Plan (Continued)

- Under the proposed plan, recruits would train for six months until certified as Firefighter/EMTs and would staff fire apparatus; i.e., fire trucks and engines for six months prior to attending paramedic school:
 - Restricted from ALS response on rescues and ALS engines
- Benefits:
 - Create a savings in overtime dollars spent as recruits fill vacancies
 - The recruits pay for themselves with recognized savings
 - Allows DFR to hire with rate of attrition without additional funding
 - Recruits receive on the job training

Proposed Staffing Plan (Continued)

- FY 08/09 Recap:
 - Hired 132 employees since October 1, 2008
 - Spent approximately 6 months in field operations after EMT school
 - Recruits estimated overtime savings this fiscal year is approximately \$2.3 million

Objectives of Workforce Development

- To create a culture that values safety, competence, compassion, and personal accountability
- To establish acceptable standards of behavior
- To maximize the development on new employees and prepare incumbents for future leadership positions

Entry Level

- Training stations for recruits – field training officer program
- Preceptor program for new paramedics assigned to EMS field supervisors
- Semi-annual skills assessments

Incumbent Training

- Pre-promotion:
 - Establish prerequisites
 - Baseline training
 - Monthly company drills
 - Minimum company standards evaluations
- Post-promotion:
 - Rank-specific academy
 - Mentorship program

Questions?
