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 Landers, 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, the City that works: Diverse, Vibrant and Progressive"
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

- 20 to 29: 11%
- 30 to 39: 30%
- 40 to 49: 29%
- 50 to 59: 27%
- 60 to 69: 3%
- 70+ (1 person): 0%

n = 1,705
Anticipated Attrition

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th># of Employees</th>
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<tbody>
<tr>
<td>FY 08-09</td>
<td>56</td>
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<tr>
<td>FY 09-10</td>
<td>70</td>
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<tr>
<td>FY 10-11</td>
<td>85</td>
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<tr>
<td>FY 11-12</td>
<td>100</td>
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</table>
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?