

	Career Development & Succession Guide 400.1		TFCA Best Practices: 1.18, 3.04, 3.12	
	Effective: 10-15-09	Revision: 04-20-16	Fire Chief: Eric Thompson 	

Purpose and Scope

The purpose of this guide is to actively increase our member’s knowledge base, confidence levels, and overall preparedness for career advancement opportunities within our organization. It is the intent of this program to prepare for working out of class “*step up*” and progressively prepare employees to advance throughout the ranks of the organization. Furthermore, the intent is a proactive approach towards staff development. This guide will allow transparent communication defining career paths to employees for qualifications for all ranks of the organization.

Policy

It is the policy of Red Oak Fire Rescue to ensure that each member is provided to the full extent, and without any limitation, the same access to advancement available to other members in each classification specification. To increase member job satisfaction and retain quality members, the Department shall ensure each member understands his/her career track and the opportunity for career advancement.

Procedure




The Red Oak Department of Human Resources shall maintain all information on classification specifications, promotional opportunities and career tracks. The Fire Chief and training officer shall develop and provide the above mentioned information to the HR department.

Development Programs

1. Probationary Firefighter to Firefighter
2. Firefighter to Driver Engineer
3. Driver Engineer to Company Officer
4. Company Officer to Chief Officer

Qualifications for Firefighter

Education	High School Diploma
Certification	Texas Commission on Fire Protection Basic Structure Fire Protection Texas Department of State Health Services Emergency Medical Technician – Paramedic Certification or Licensure Texas Department of Public Safety Valid Class B or Higher Driver License
Experience	No Experience Required

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Task for probationary firefighters.




1. 80 hour orientation class
2. Probationary Firefighter Task Book-365 day program
3. Peer review from non-probationary members of the assigned crew- every 90 days
4. Performance evaluation by the Station Captain
5. Final competency exam and review from Station Captain and Fire Chief- After the task book has been completed. Usually before the conclusion of the 365 probation period.

Qualifications for Driver Engineer

Education	15 Semester Hours of College
Certification	Texas Commission on Fire Protection Basic Structure Fire Protection Driver/Operator Pumper Instructor I Fire Officer I within 1 year of appointment Texas Department of State Health Services Emergency Medical Technician- Basic Texas Department of Public Safety Valid Class B or Higher Driver License
Experience	2 Years at the Rank of Firefighter with Red Oak Fire Rescue

Task for Firefighters preparing for Driver Engineer, and continuous training for Drivers:

1. Transitioning Handbook
 - a. Apparatus Inspection
 - b. Emergency Operations
 - c. Apparatus Positioning
 - d. Pump Operations
 - e. Aerial Operations
 - f. Role as a step up Officer
2. Apparatus Pumping Evaluation
3. Street / Highway Driving Evaluation
4. Company Performance Standards
5. Performance Evaluation by station Captain
6. Certifications / Education per Job Description

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Promotional Exam Reading List for Driver Engineer:




1. Pumping Apparatus Driver/Operator Handbook, 2nd Edition, IFSTA, 2009 ISBN: 9780879393595
2. Aerial Apparatus Driver/Operator Handbook, 2nd Edition, IFSTA, 2006 ISBN: 0879392789
3. From Buddy to Boss: Effective Fire Service Leadership, 1st Edition, Chase Sargent, Fire Engineering, 2006 ISBN: 9781593700751
4. Suburban Fire Tactics, 1st Edition, Jim Silvernail, PennWell Publishing, 2013 ISBN: 9781593702946

Qualifications for Captain

Education	45 Semester College Hours
Certification	Texas Commission on Fire Protection Intermediate Structure Fire Protection Fire Officer II Fire Instructor II Incident Safety Officer Wildland Texas Department of State Health Services Emergency Medical Technician - Basic Texas Department of Public Safety Valid Class B or Higher Driver License
Experience	4 years with Red Oak Fire Rescue with 2years at the rank of Driver/Engineer

Task for Driver Engineers preparing for Captain, and continuous training for Captains:

1. Transitioning Handbook
 - a. Fire Department Management
 - b. Records Management
 - c. Fire Department Budgeting
 - d. Human Resources Management
 - e. Resource Management
 - f. Community Relations
 - g. Managing Change; Looking into the future
 - h. Basic Emergency Management and EOC Operations
 - i. Formal Education
2. Fire Ground Strategies and Tactics
3. Company Performance Standards
4. 8 steps of employee counseling

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5. Presentation Tips
6. IAFC Officer Development Handbook (Resource)
7. Certifications / Education per Job Description




Promotional Exam Reading List for Captain:

1. From Buddy to Boss: Effective Fire Service Leadership, 1st Edition, Chase Sargent, Fire Engineering, 2006 ISBN: 9781593700751
2. Collapse of Burning Buildings: A Guide to Fireground Safety, 2nd Edition, Vincent Dunn, Fire Engineering, 2010 ISBN: 9781593702335
3. Incident Management for the Street-Smart Fire Officer, 2nd Edition, John F. Coleman, PennWell Publishing, 2008 ISBN: 9781593701505
4. Situational Awareness for Emergency Response, 1st Edition, Richard B. Gasaway, PennWell Publishing, 2013 ISBN: 9781593703073
5. Suburban Fire Tactics, 1st Edition, Jim Silvernail, PennWell Publishing, 2013 ISBN: 9781593702946

Qualifications for Battalion Chief, Deputy Chief, Fire Marshal and Fire Chief

Battalion Chief

Education	Associate's Degree
Certification	Texas Commission on Fire Protection Advanced Structure Fire Protection Fire Officer III/IV Fire Instructor II Incident Safety Officer Wildland Fire Chiefs Academy (Within 1 Year) Texas Department of State Health Services Emergency Medical Technician - Basic Texas Department of Public Safety Valid Class B or Higher Driver License
Experience	6 years with Red Oak Fire Rescue with 2 years at the rank of Captain

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Fire Marshal




1 Position Authorized and currently combined with Deputy Chief position and qualifications

Education	Associate's Degree
Certification	Texas Commission on Fire Protection Intermediate Structure Fire Protection Intermediate Arson Investigator Intermediate Fire Investigator Intermediate Fire Inspector Texas Commission on Law Enforcement Officers Standards and Education Basic Peace Officer Texas Department of Public Safety Valid Class B or Higher Driver License
Experience	2 Years at the Rank of Engineer or Captain and 6 years with the Red Oak Fire Rescue or 10 years in a career municipal department at rank of Engineer.

Deputy Chief

1 Position Authorized and currently combined with Fire Marshal position and qualifications

Education	Associate Degree / Bachelor's Degree Preferred
Certification	Texas Commission on Fire Protection Advanced Structure Fire Protection / Master Preferred Fire Officer III / IV Fire Instructor II Incident Safety Officer Texas Fire Chiefs Academy (Within 1 year) Texas Department of Public Safety Valid Class B or Higher Driver License
Experience	4 Years at the Rank of Captain or higher with Red Oak Fire Rescue or 10 years with a career municipal department with oversight and supervisory responsibilities.

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Fire Chief

Education	Bachelor's Degree / Master's Preferred
Certification	Texas Commission on Fire Protection Master Structure Fire Protection Department Head of Suppression within 1 year Fire Officer III/IV Instructor II Incident Safety Officer Texas Fire Chiefs Academy Texas Department of Public Safety Valid Class B or Higher Driver License
Experience	15 years of related experience

Task for Captains preparing for Chief Officer, and continuous training for Chiefs:

1. Transitioning Handbook
 - a. Resource Management (Deploying Resources, Capital Management)
 - b. Code of professional conduct
 - c. Incident management
 - d. Managing Change
 - e. Emergency management
 - f. Fire Code Knowledge
 - g. Performance Measurement
 - h. Risk / Threat Assessment
 - i. Strategic Planning
 - j. Regulation, Standards, and Issues of Liability
 - k. Human Resources
 - l. Fiscal Management
 - m. Inter-Governmental Cooperation
 - n. Community Relations
 - o. Political Process
2. ICMA Managing Fire and Rescue Services
3. IAFC Officer Development Handbook
4. IAFC Crew Resource management manual
5. Duty Chief step up program
6. Certifications / Education per Job Description
7. Texas Fire Chiefs Academy
8. Fire Service Chief Executive Officer, Texas A&M
9. Center of Public Safety Excellence, Chief Fire Officer Designation