“Bridging the Gap”
CPSE Mentoring Program

Mentoring
Leaders helping Leaders

FRI 2009
Dallas, TX.

Presenters:
Chief Marc Revere
Chief Chris Riley
Welcome and Introductions

• Today’s Agenda and what we will cover
  – Program Background, Status, Vision
• Problem Statement, loss of Chief’s
• What is Mentoring?
• The history of mentoring and examples of effective relationships
• ID Mentoring program goals and challenges
• Recognize the benefits of a new chief officer mentoring program for CPSE and IAFC members.
• Characteristics of effective mentors. Defining behaviors that demonstrates these characteristics
• Mentor role play and skills practice exercise.

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Agenda, continued:

• Tips to enhance the mentoring experience
• Benefits for new chief’s and defining their responsibilities-Group case studies
• Where do we go from here? Matching mentors and protégés, web site material, State Chiefs, IAFC Divisions
• Wrap up and closing discussions

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Let's Define the Problem……

- Mass exodus
- No succession plan
- Generational disconnect
- Fragmented relationships
- Shift in Operational focus
- Leadership vacuum
- Last but not least….Lack of Funding$$!!
Background for the “Perfect Storm”

• How did we get here?
• Professional Development Committee
  – Collaborative, multi-year effort
• “Next Generation” article was a catalyst
  – ICMA Publication
• Baseline Educational Report
  – California Report

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National Survey-Start with an academic approach

• IAFC “Zoomerang” Survey
  – Executive Summary & Results Handout
• 21 Question Survey
• Completed June 2005
• Approximately 14,000 IAFC members, roughly 9,000 have email addresses
• 935 Agencies responded to our survey

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Research Resources included:

- International Association of Chiefs of Police (IACP)
- U. S. Coast Guard
- U. S. Army
- U. S. Fire Service

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Definition of a Mentor:

“Someone, usually senior, willing and motivated to share experience, expertise, knowledge, organizational insight, professional advice, or other information with another, the protégé.”

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Definition of a Protégé:

“As a partner in a mentor / protégé relationship, the protégé’s role is primarily to learn from the experiences and professional attributes of the mentor. The protégé’s role is not a passive one.”
Mentoring, definition #1

“The proactive development of subordinates through observing, assessing, partnership, coaching, teaching, counseling and evaluating that results in people being treated with fairness and equal opportunity.”

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Mentoring, definition #2

“A mutually beneficial relationship in which an effective and skilled veteran chief (mentor) provides insight, guidance and opportunities for development to a lesser skilled and experienced colleague (new chief).”

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Origin of the word Mentor...

- Greek mythology character chronicled by Homer in the story “Odyssey”.
- Later transitioned to the Industrial Era- Apprenticeship & becoming a journeyman
- 20th Century-Employer and employee relationships evolving to organized management and labor unions

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Institutionalize Mentor practices

What are our goals?

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Institutionize Mentoring Practices

• What challenges will we encounter?
You are in the best position to judge this locally and personally.

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Institutionize Mentoring Practices

He who wants to be a leader must first be a servant......This is a core value of mentoring.

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How Mentors Benefit

✓ Carries on your Legacy
✓ Keeps you sharp
✓ Enhances your performance
✓ Makes you valuable to others
✓ Encourages creativity
✓ We Get by Giving
What Mentors Do

✓ Share experiences: Successes and Mistakes
✓ Encourage support and motivate
✓ Solicit info about areas of concern to enhance leadership skills and development
✓ Link with others, network, resources
✓ Provide feedback on strengths and developmental needs

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Tips for Mentors

✔ Be a good listener. Encourage dialogue by asking probing questions.

✔ Be approachable. Don’t take yourself too serious. Admit mistakes, be vulnerable.

✔ Be flexible. There is usually more than one right way. Exception-safety, legal issues, etc.

✔ Be honest and straightforward-only way to help protégé.

✔ Encourage new chiefs to seek their own solutions.

✔ Do not judge. Your role is to listen, support, and encourage leadership behaviors.

✔ Finally…Be yourself, laugh, and enjoy the relationship

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Mentor Questions include

✓ How can I help you?
✓ How do you think you should handle the situation?
✓ What are the key issues? Get to the root problem.
✓ What options are available to you and your agency?
✓ Now that you have ID the options, which is most effective/beneficial for the department-think long term-vision-precedent setting philosophy

✓ Note: Guide your protégé and let them figure out the best course of action

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Mentor questions, continued

✓ Define the Problem-What is the first step in addressing this issue?

✓ What potential positive and negative outcomes could result? Unintended consequences?

✓ Have you considered….? Excellent way to engage your protégé.

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Mentor Program benefits for New Fire Chiefs and Chief Officers

- Use of a Systems and Outcome Based approach to mentoring and professional development
- Belief that CPSE and IAFC supports their professional development.
- Increases likelihood of protégé success
- Teaches the fundamentals and importance of mentoring
- Mentor will help to ID and achieve goals for the protégé
- Increases organizational effectiveness
- Reduces errors, increases likelihood of success for the individual and department
- Better leadership improves safety and level of service

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Protégé/New Chief responsibilities

✓ Teachable-Learning Agility!
✓ Willingness to clearly define their goals
✓ Research and discuss best practices
✓ Use resources
✓ Express appreciation
✓ Follow through
✓ Share credit of success
✓ Institutionalize mentor practices with their agency-this is long range goal.

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Let's demonstrate Mentoring Behaviors

- Mentor Group Exercises

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What’s our next step?

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Linkages and Resources

- CPSE
- State Fire Chiefs Associations
- IAFC
  - Officer Development Handbook
- NFPA 1021 (Fire Officer Handbook)
- National Fire Academy
- CFOD

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“Bridging the Gap”
IAFC Mentoring Program

Succession Planning
Career Development
Relationships

Mentoring

C F O D
Officer Development
Fire Chief

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