



FIRE CHIEF

RECRUITMENT & SELECTION PROCESS

Proposal Submitted By:

HUMAN RESOURCE STRATEGIES, LLC
BRENDA TRANCHINA, SHRM-SCP, SPHR

January 2023

HUMAN RESOURCE STRATEGIES

Mary Dahl
Board Chair
Tubac Fire District
2227 E. Frontage Rd.
Tubac AZ

Chairperson Dahl,

Please accept this proposal to provide the services for the recruitment and selection process for the position of Fire Chief of the Tubac Fire District.

As the President of Human Resource Strategies, LLC, I have personally worked with more than 65 fire districts just within the state of Arizona. The scope of the human resource consulting services that I have provided to fire districts includes but is not limited to the following:

- *Recruitment and assessment processes*
- *Internal promotional assessment processes*
- *Employment law compliance*
- *Human resource policy development*
- *Coaching/counseling on employee relations matters*
- *Compensation and benefit studies and development of compensation and benefit packages*
- *EEOC and other employee-related investigations*
- *Management and employee training*
- *Strategic planning*

Having had the opportunity to work extensively in all of these areas throughout many fire districts, I believe I have developed an in-depth understanding of the role of the Fire Chief in an Arizona fire district. Additionally, having worked with the staff of TFD on a variety of projects and concerns over the past years, I believe that I have significant insight into the District as a whole. Furthermore, having formal education and extensive training in all disciplines of Human Resources, I am confident that I will provide TFD with an unparalleled level of expertise in this very critical endeavor.

I sincerely hope that the Fire Board will give strong consideration to my proposal, and that I will be granted the opportunity to collaborate with TFD in this very important endeavor. If you or members of the Fire Board have any questions, or wish to meet with me in person, please contact me at your convenience. I look forward to hearing from you in the near future.

Respectfully submitted,



Brenda Tranchina, SHRM-SCP, SPHR
President / Human Resource Consultant

INTRODUCTION OF SERVICES:

The selection of a new Fire Chief to take over the leadership of the Tubac Fire District is likely to be the most significant decision that this Fire Board will make in its tenure. Partnering with a qualified consultant who is familiar with TFD, as well as with the fire service throughout Arizona, is paramount to the success of the process of recruiting and identifying the best candidate for the job. Brenda Tranchina, President of Human Resource Strategies, LLC, is committed to such a partnership, and will bring to the table a strong working knowledge and understanding of the inner workings of fire districts within Arizona, as well as an educational and experiential background in the application of the EEOC's Uniform Guidelines on Employee Selection Procedures.

Ideally, this endeavor would involve a close partnership between the consultant and the TFD Fire Board. Recognizing that the Fire Chief will not only report directly to the Fire Board but will also work closely with the Fire Board in the ongoing strategic direction of the District, it is important that the Fire Board play a key role in certain aspects of the recruitment and selection process. It would be up to the Fire Board to determine the extent of their desired involvement; however, participation would be strongly encouraged in the development of the ideal candidate profile, interviews with the final candidates, and the final selection of the Fire Chief. Additionally, it would be up to the Fire Board to determine the extent, if any, of involvement of any current staff members.

THE RECRUITMENT, ASSESSMENT, & SELECTION PROCESS:

The recruitment, assessment and selection of the Fire Chief is a multi-step process. Each step of the process is identified and defined below.

Step One: Timeline Development

In this first step, I would develop with the Fire Board the timeline and schedule for each step of the overall process that would be designed to meet the Fire Board's goal for completion of the project. An estimated timeline is detailed further in this proposal; however, it is recognized that it may need to be adjusted depending upon the timeframe in which a consultant is selected.

Step Two: Identification of the "Ideal Candidate" Profile

In order to develop an overall process that will serve to identify the best candidate to lead Tubac Fire District, it is critical that we work collaboratively to discuss and identify a "profile" that delineates the key traits and desired qualifications and experience that a potential candidate would possess.

This step is one in which I would recommend that the Fire Board be involved. Additionally, at the discretion of the Fire Board, such discussions could involve staff, community members and/or union representatives.

Step Three: Development or Revision of Fire Chief Job Description

Following the development of the "ideal candidate profile," it would be appropriate to develop or review/revise the job description for the position of Fire Chief that will accurately reflect the essential functions and minimum qualifications to be set forth. This will be an important tool not only for the

recruitment, assessment, and selection process, but also as a management tool for the Fire Board to later establish goals and manage and evaluate the performance of the selected Fire Chief.

Step Four: Development of Recruitment Information/Application Packet

This material will be designed to provide information to potential applicants about the District, the community, the geographical area, the organizational structure, the ideal candidate profile, and the job description. Additionally, it will include the necessary application and other related forms. Included in the application process will be a supplemental questionnaire that candidates will complete in order to allow for preliminary evaluation of background/experience, management philosophies, and written communication skills.

Step Five: Development and Dissemination of Job Postings and Advertisements

While it is my recommendation to conduct the search in the western states, it would be important to confirm the Board's intent in terms of the target recruitment area, as this will ultimately be a factor in the overall recruitment strategy.

The identified target recruitment area will serve to determine the appropriate recruitment mediums. Accordingly, job postings and advertisements will be placed on websites, in association newsletters, fire service publications and/or classified newspapers.

Step Six: Receive and Review Application Packets

All application packets would be received and reviewed by Human Resource Strategies. Upon the closing of the application deadline, all applications would initially be screened for minimum qualifications. Further review would involve a detailed review and evaluation of background/experience and the response to the supplemental questionnaires, followed by preliminary phone interviews with strong potential candidates. Human Resource Strategies will then select the top 6-8 candidates to participate in the assessment center process.

Step Seven: Develop and Administer Comprehensive Assessment Center

The development of the assessment center process is two-fold. First, based upon a job analysis of the position of Fire Chief for Tubac Fire District, performance dimensions will be developed. These performance dimensions will be used as the basis for evaluating the candidates' strengths and weaknesses as related to the specifics of the position. Such dimensions may include Oral and Written Communications, Interpersonal Skills, Management Perspective, Planning/Organization, Leadership, and Problem Solving/Decision Making. The second step involves the design of job-simulated exercises that will allow the candidates to "perform" as they would on the job. Typically, in a Fire Chief Assessment Center, we would include anywhere from 5-7 exercises; examples of such exercises may include but not be limited to a Management Role Play, Impromptu Oral Presentation, In-Basket Exercise, Budget Analysis, Written Exercise, Leaderless Group Discussion, and/or Oral Board Interview.

Human Resource Strategies will develop and administer the entire process, which will span over a two-day period. The two-day process will first involve training for the evaluators, followed by the conducting of the exercises with the candidates. HRS will select and utilize evaluators to assist in the process; these evaluators will be Fire Chiefs from throughout the state who have experience in the role and an in-depth understanding of the role of a Fire Chief in a District such as TFD.

Upon completion of the assessment center, Human Resource Strategies will compile the results and make a presentation to the Fire Board outlining a summary and ranking of the candidates' performance. Based upon these results, we will recommend *up to* three finalists to participate in final interviews with the Fire Board.

Step Eight: Final Interviews with the Fire Board

Given the top candidates, the Fire Board would then conduct interviews with each of the finalists. Human Resource Strategies will facilitate this process with the Fire Board, providing required legal notification to the candidates, generating a structured interview process, and guiding the Fire Board in conducting the interviews. Following these final interviews, the Fire Board will then make their final selection decision.

Step Nine: Background Review

Prior to extending a job offer to the candidate selected by the Fire Board, it is highly recommended that an in-depth background review be conducted. Human Resource Strategies will conduct reference checks with previous and/or current employers to verify employment and learn about the candidate's history with the organization. It is suggested that we also utilize a licensed investigative firm to review criminal and driving records, verifications of education/certifications, and credit reports.

Step Ten: Final Offer

Upon completion of the overall process, Human Resource Strategies will assist the Fire Board with formulation of an offer letter, negotiation of a final compensation/benefit package, and coordination with legal counsel for development of an employment contract, if desired.

PROJECT TIMELINE:

Once the Fire Board makes a commitment to the process and confirms the selection of Human Resource Strategies to conduct the process, the estimated time frame for completion of the overall process would be three to six months, depending upon the level of involvement of the Fire Board and their availability for timely meetings throughout the process. In addition, once the process is complete, there may be additional time needed for the selected individual to make the transition to start the job. Based upon this, the Fire Board will need to determine their desired completion date, at which point we would create the actual timeline.

PROJECT COSTS:

Professional Fees:

The total professional fee for the process is \$16,500; this includes all advertising and administrative costs which will be directly incurred by Human Resource Strategies. The project fee can be broken down as follows:

- **Phase One: \$5500**

- Development of Timeline
 - Development of Ideal Candidate Profile
 - Review / Revision of Fire Chief Job Description
 - Development and Dissemination of Recruitment Materials/Job Postings
 - Receive and Review Application Packets / Select Candidates for Assessment Center
- **Phase Two** **\$7500**
 - Development and Administration of Assessment Center
- **Phase Three** **\$3500**
 - Facilitation of Candidate Interviews with Fire Board
 - Background Review
 - Coordination of Job Offer, including negotiating salary/benefits and final employment contract

Other District Costs:

In addition to the professional fees that would be incurred, the following represents additional potential costs that would be paid directly by TFD:

- Facility Costs for the Assessment Center
 - Meeting rooms
 - Refreshments
 - Lodging/meals for evaluators, role players
- Background Investigation by Licensed Investigative Company (typically \$120 - \$150/candidate)
- Additional advertisement costs of \$750 if targeted recruitment area is nationwide (an option, but not something recommended as necessary)
- Candidate Expenses – Optional at District's discretion to cover candidate travel/lodging (an option, but not something recommended or necessary)

HUMAN RESOURCE STRATEGIES, LLC

Key contact: Brenda Tranchina, SHRM-SCP, SPHR
President

Contact information: Human Resource Strategies
419 W. Dream Weaver Drive
Tucson, AZ 85737
(520) 297-9351 (phone/fax)
Brendahrs@aol.com

History of Human Resource Strategies, LLC:

Having been in the Human Resource consulting business for the past 32 years, Brenda Tranchina, President of Human Resource Strategies, LLC, has a proven track record as an effective resource for fire districts. Since 1993, Brenda has developed a specialty in HR management in the fire service and is the only consultant in Arizona specializing in this field. Brenda has worked with more than 70 fire departments throughout Arizona, Nevada and California, and has developed and administered in excess of 65 promotional and/or hiring assessment center processes.

The following is a list of Districts for whom Human Resource Strategies has performed the recruitment/assessment/selection process for the position of Fire Chief. If requested, additional references will be provided for client departments for which Human Resource Strategies has conducted recruitment/assessment processes for other chief officer positions, or for assessment processes for internal promotional positions.

Fire Chief Recruitment and/or Selection Processes:

- **Timber Mesa Fire and Medical District** (*Process completed December 2022*)

3561 E. Deuce of Clubs
Show Low, AZ 85901
(928) 537-5100

Contacts: Board Chair Lynn Browne-Wagner
Fire Chief Randy Chevalier

- **Buckskin Fire District** (*Process completed February 2022*)

8500 Riverside Drive
Parker, AZ 85344
(928) 667-3321

Contacts: Board Chair Jeff Daniels
Fire Chief Brian McMahan

- **Verde Valley Fire District** (*Process completed February 2021*)
 2700 E. Goddard Road
 Cottonwood, AZ 86326
 (928) 634-2578

Contacts: Board Chair Ken Bishop
 Fire Chief Danny Johnson

- **Tubac Fire District** (*Process completed July 2018*)
 2227 E. Frontage Road
 Tubac, AZ 85646
 (520) 398-2255

Contacts: Board Chair Mary Dahl
 Fire Chief Cheryl Horvath

- **Mountain Vista Fire District** (*Process completed December 2015*)
 Note: MVFD consolidated with Golder Ranch Fire District in 2017; accordingly there is no address/phone information. The contacts below can speak to the Fire Chief process.

Contacts: Board Chair Jeff Sargent (Currently Fire Chief at City of Nogales, AZ)
 Board Member Al Pesqueira (Currently Board Member at Golder Ranch)

- **Fry Fire District** (*Process completed March 2017*)
 4817 S. Apache Avenue
 Sierra Vista, AZ 85650
 (520) 378-3276

Contacts: Board Chair Robert McMurtrie
 Fire Chief Mark Savage

- **Arizona City Fire District** (*Process completed February 2015*)
 13970 S. Sunland Gin Road
 Arizona City, AZ 85223
 (520) 466-5542

Contacts: Fire Chief Jeff Heaton
 Board Chairman Bill Bailey

- **Camp Verde Fire District** (*Process completed December 2013; now Copper Canyon FMD*)
 P.O. Box 386
 Camp Verde, AZ 86322
 (928) 567-9401

Contacts: Fire Chief Terry Keller
 Board Chairman Steve Darby

- **Rincon Valley Fire District** *(Process completed October 2012)*
 14550 E. Sands Ranch Road
 Vail, AZ 85641
 (520) 647-3760

Contacts: Fire Chief Jayme Kahle
 Board Chairperson Kirsten Schlenker

- **Montezuma Rimrock Fire District** *(Process completed September 2012)*
 3240 Beaver Creek Road
 Rimrock, AZ 86335
 (928) 567-7428

Contacts: Fire Chief Terry Keller
 Board Chairman Dave Guth

- **Superstition Fire and Medical District** *(Process completed August 2012)*
(Note: Formerly Apache Junction Fire District)
 5565 N. Idaho Road
 Apache Junction, AZ 85219
 (480) 982-4440

Contacts: Fire Chief Mike Farber
 Board Chairman Jeff Cross

- **Fort Mojave Mesa Fire District** *(Process completed April 2011)*
 2230 Joy Lane
 Fort Mohave, AZ 86426
 (928) 768-9181

Contact: Fire Chief Bret Scholz

- **Daisy Mountain Fire District** *(Process completed March 2011)*
 515 E. Carefree Highway, PMB #385
 Phoenix, AZ 85085
 (623) 465-7400

Contact: Fire Board Member Wiatt Wong

- **Central Yavapai Fire District** *(Process completed February 2011)*
 8555 E. Yavapai Road
 Prescott Valley, AZ 86314
 (928) 772-7711

Contacts: Fire Chief Scott Freitag
Assistant Fire Chief Scott Bliss

- **Picture Rocks Fire District** (*Process completed July 2010*)
12121 W. Picture Rocks Road
Tucson, AZ 85743
(520) 682-7878

Contact: Fire Chief Bret Lane

- **Heber-Overgaard Fire District** (*Process completed July 2010*)
2061 Lumber Valley Road
P.O. Box 1010
Overgard, AZ 85933
(928) 535-4346

Contact: Fire Chief Rich Upham
Board Chairperson Marilyn Hall

- **Sedona Fire District** (*Process completed April 2009*)
2860 Southwest Drive
Sedona, AZ 86336
(982) 282-6800

Contact: HR Manager Keona Freeman

- **Drexel Heights Fire District** (*Process completed 2001*)
5030 S. Camino Verde
Tucson, AZ 85735
(520) 883-4341

Contact: Fire Chief Douglas Chappell