

ITEM 2  
MANAGER'S REPORT NO. 38  
COUNCIL MEETING - 1981 08 24

RE: SENIOR MANAGEMENT TRAINING PROGRAM FOR THE BURNABY FIRE DEPARTMENT

MUNICIPAL MANAGER'S RECOMMENDATION:

1. THAT the report of the Director of Fire Services be received for information purposes.

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FIRE DEPARTMENT  
1981 AUGUST 17

TO: MUNICIPAL MANAGER  
FROM: DIRECTOR - FIRE SERVICES  
SUBJECT: SENIOR MANAGEMENT TRAINING PROGRAM FOR THE BURNABY FIRE DEPARTMENT

RECOMMENDATION:

1. THAT this report be received for information purposes.

REPORT

BACKGROUND

Included in a Memorandum of Agreement dated 1979 August 03 and forming part of the 1979/1980 Collective Agreement between the Corporation and the Burnaby Firefighters Union, Local 323, was the need to establish as soon as possible and hopefully by 1979 December 31 a mutually satisfactory blueprint for implementing a Senior Management Training Programme in the Burnaby Fire Department. This date was extended to 1981 June 01 under the new Collective Agreement by reason of the need to carry out extensive research and evaluation of the Departmental training needs.

AIMS AND OBJECTIVES OF THE PROGRAMME

During preliminary discussion between Management and the Executive of Local 323, a critical factor emerged in developing the programme, namely, the clear need to enunciate its aims and objectives to all the ranks within the Department. Plans are underway to ensure that this will be done.

Management and the Union are in full agreement that the main objectives of the Training Programme are as follows:

1. To improve administrative and leadership skills in fire suppression and fire prevention services, and also in rescue and primary care capabilities.
2. To complement the officers' current experience and to enhance their leadership and administrative skills for each successive rank up to and including the position of Director-Fire Services.

In developing this programme, the Union and the Corporation recognize that:

1. It is the responsibility of the Corporation to assist employees in improving their qualifications for their present positions as well as for promotion within the Department.
2. It is the responsibility of each employee to exercise initiative in advance of promotion to obtain necessary qualifications.
3. It is the responsibility of the Union and the Corporation to ensure that the training programme is responsive to the varied talents, abilities and interests of participating officers.

STEERING COMMITTEE/DEVELOPMENT OF COURSE MATERIAL

It was decided that the best way to achieve the aims and objectives would be to form a Steering Committee with representation that would have a broad but balanced range of knowledge and experience. This approach is reflected in the composition of the Committee: The Department's Training Officer who acts as the Chairman, assistant chiefs, senior captains, one lieutenant and designated members of Local 323 and the Department's exempt management staff. The Committee received valuable support and guidance from members of staff at BCIT and the Vancouver Community College.

The Committee's main task was to gather and review course material and recommend a content that would best satisfy the needs of personnel in the Department.

It was immediately apparent to the Steering Committee that its first task was to identify and evaluate those practices that typify a modern and efficient municipal fire service. The next step was the preparation of a curriculum that offers to participants an appropriately blended series of courses that will develop both operational and administrative skills, and which will allow for advancement to more senior positions in an orderly and progressive manner.

The Training Programme's scope was somewhat difficult to define because conditions peculiar to the Burnaby Fire Department had to be considered together with the universal approach that is followed with respect to fire suppression, fire prevention and administrative practices. That this and other problems were quickly resolved reflected a common desire by all concerned to have the programme succeed.

As a consequence and as the result of uninhibited input from all ranks, the Steering Committee has implemented a format which will meet the current needs of the Department, and with constant review and modification, should provide a high standard of officer training extending into 1985.

IMPLEMENTATION OF THE PROGRAMME

The implementation will consist of a series of events, as follows:

1981 April 07 - 09

"DACUM" - Designing a Curriculum Workshop - See Attachment A

The workshop was coordinated by the Vancouver Community College and Mr. D. Hume of BCIT. Approximately 12 senior captains participated. It extended over a period of two days and provided the participants with an opportunity to evaluate the Assistant Fire Chiefs' operational and administrative roles.

1981 May 11 - 15

Senior Captains' Training Seminar:

Participants: Chief-Fire Operations  
Assistant Chief  
Eleven Captains

Course Content: Fireground operations  
Fixed extinguishing systems  
Oil refinery fires  
Hazardous products  
Command procedures  
Report writing  
Administration

Staff from BCIT and the Vancouver Community College assisted with the instruction.

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1981 November 23 - December 04

Assistant Chiefs' Training Programme:

Participants: As contained in the Senior Captains' Training Seminar 1981 May 11 - 15.

There may be possible additions and deletions as dictated by departmental needs.

Course Content: This is presently being developed by the Steering Committee based on "DACUM" (see Attachment A) and will provide for further study of advanced subjects in administration and technical areas.

1981 Fall

Captains' Training Programme:

To provide for continuity and graduated training, the Steering Committee has elected to develop a training programme for captains in the fall of 1981.

The course content will closely parallel that of the Assistant Fire Chiefs except for a slight variation in the percentage figures of operational needs as opposed to administrative (as required to reflect the nature of the job).

At present, the course options are open pending input from selected personnel representing the captain and lieutenant ranks. In any case, full use will be made of the "DACUM" process which has proven to be most successful in the Assistant Chiefs' Training Programme.

1982 Spring

Assistant Chiefs' One Week Training Seminar:

Participants: Senior officers who have participated in the 1981 May 11 - 15 and 1981 November 23 - December 04 programmes.

With the projected retirement of three Assistant Fire Chiefs, the Training Officer and the Assistant Training Officer in 1982, completion of the foregoing training programmes by the senior Fire Captains is expected to provide qualified candidates for these vacancies.

In addition to meeting this commitment, a key factor will be the establishment of a permanent departmental training programme that will provide personnel with the opportunity to compete for all future promotions within the Department.

OTHER

In order to capitalize on the experience of three Assistant Chiefs and two Training Officers before they retire in the relatively near future, it is planned to give on-the-job training to a selected number of junior officers in the Training Programme. This will essentially involve having the junior officers seconded to the senior personnel for a total of about five weeks so that the latter can acquire direct knowledge of the procedures and techniques that are used in both the operational and training divisions of the Department. The scheduling has not been finalized but it is expected that this aspect of the Program will commence in the fall of this year.

BUDGETARY IMPACT

The logistics involved in carrying out the above mentioned programmes are, to say the least, complex. This is further compounded by fiscal restraints which preclude the employment of staff other than staff which is deemed necessary to meet the Department's equipment manning requirements. Accordingly and as required under the Collective Agreement between the Corporation and Local 323, it has been necessary in the interests of cost effectiveness to examine and evaluate all available means to meet the program's objectives. To date this has been done with funds that are available in the Department's budget.

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The Training Programme, to be carried out effectively, will require one employee to be hired later this year. This need will be included in the Department's 1981 Recast Budget (together with the required supporting documentation that will explain in detail the reasons for this additional staff).

CONCLUSION

The introduction and ready acceptance of the Officer Training Programme is most opportune as it parallels the projected retirement of several senior officers in 1982.

Positive factors emerging from the Steering Committee's activities is the recognition and response by all ranks for the need to upgrade their operational and administrative skills and to keep abreast of the technological and increasingly complex regulatory requirements that face today's fire officer.

Management and Local 323 will maintain the current level of enthusiasm and desire by working together to expand the existing training programmes in recognition that such action will improve the opportunities for advancement, and as importantly, will identify those qualifications and qualities that are necessary for the delivery of optimum service to the citizens of this community.



T. G. NAIRN  
DIRECTOR-FIRE SERVICES