

ITEM	1
MANAGER'S REPORT NO.	45
COUNCIL MEETING	1981 09 28

RE: SENIOR MANAGEMENT TRAINING PROGRAM FOR THE BURNABY FIRE DEPARTMENT
(ITEM 2, REPORT NO. 38, 1981 AUGUST 24)

The Municipal Manager has approved of this training program.

MUNICIPAL MANAGER'S RECOMMENDATION:

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

* * * * *

Fire Department
1981 September 23

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

RECOMMENDATION:

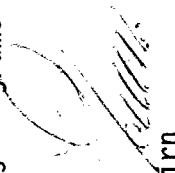
1. THAT this Report be received for information purposes.

REPORT

Background

Reference is made to Item 2, Manager's Report No. 38, Council Meeting 1981 08 24, a Report from the Director-Fire Services which advised Council on the progress to date by the Joint Management/Union Committee, in the development of a Senior Management Training Program for the Burnaby Fire Department.

Enclosed as ATTACHMENT "A" is an additional report from the Chief Training Officer H.A. Phillips, Chairman of the Steering Committee which is responsible for developing and implementing the Senior Management Training Program and all other related Training Programs presently in the formative stages for the Junior Officer ranks.



T.G. Nairn
DIRECTOR-FIRE SERVICES

TGN/jlm

ATT:

ATTACHMENT "A"

1981 September 09

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MANAGER'S REPORT NO.	45
COUNCIL MEETING	1981 09 28

TO: DIRECTOR-FIRE SERVICES

FROM: CHAIRMAN - STEERING COMMITTEE

SUBJECT: BURNABY FIRE DEPARTMENT OFFICERS TRAINING PROGRAM 1981-85

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Attached for your information is the budgetary requirements for the period 1981-85 for the Burnaby Fire Department Training Program.

This five year budget provides for current and projected expenditures to meet the administrative and technical training needs of the department. Training needs which, if met, will prepare personnel for advancement through the ranks from Lieutenant to Director-Fire Services .

In accordance with the format developed by the Joint Management/Union Committee the Steering Committee has met on a regular basis to plan, develop and control the course content with subsequent costs arising in the form of overtime, travel and research. These costs are reflected in the attached budget.

As you are aware and as noted in your Report to Council 1981 08 24, the Steering Committee decided to utilize the "DACUM" (developing a curriculum) process which was directed and researched with the assistance of a job analyst employed by the Vancouver Community College. In view of its marked success, the Steering Committee have elected to follow this concept for developing the course content for each future officer rank training program.

The DACUM concept, by way of explanation, is the product of a jobs requirement and responsibilities which, on being defined, is then reviewed by professional course writers employed by the British Columbia Institute of Technology (BCIT) who, working with selected staff members from the fire department, then prepare the curriculum or course content.

This finished product then forms the basis for teaching the subject matter.

To date, instructors for these courses have been drawn from Municipal Staff, Senior Officers from within the Fire Department and personnel employed in business and educational institutes. This format, while acceptable and effective at this time, will undoubtedly require re-examination as we move into more complex and specialized training.

A point worthy of comment is the spirit of mutual cooperation and trust which is evident in the development of the programs. By way of illustration, the Corporation paid for the actual costs accrued through V.C.C. for producing the Assistant Chiefs DACUM, while the Union provided twelve off-duty officers for two full days to work with the job analysts.

The Union has further signified their willingness to continue providing the necessary personnel in the further development of the course content.

To provide for the training programs, it has been necessary to schedule the participant's annual leave well in advance. This need, due to the limited manpower in terms of vehicle manning, is a potentially troublesome area and will have to be addressed by the Union and Management as the tempo of the training increases.

As previously discussed with you, historically personnel have in the past been applying for senior positions while not being fully cognizant of the extra responsibilities involved.

This has resulted in decreased efficiency for such periods of time until the incumbent became more versed in the administrative and technical needs of the position. To offset this problem it is the considered opinion of the "Steering Committee" this matter can be corrected by seconding officers applying for promotion to the office of the Operational Assistant Chiefs, the Chief Training Officer and further down the road to the Chief Fire Prevention Officer for a period of approximately two months.

It is further recommended this be taken into effect by the end of this month insofar as we will have three Assistant Chiefs positions and the Chief Training

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Officer's position to fill in 1982.

Accordingly, it will be noted provision has been made in the attached Budget to hire one firefighter in October this year to allow us to proceed. An additional feature of this progressive move will be the ability to second operational staff to the Fire Prevention Bureau and provide for a greater awareness as to the value of this Division.

Should the attached Budget be accepted and approved, it is the opinion of the Steering Committee the department's Training and Development Policy will be fully met for the period 1981 - 85.

H. A. Phillips

H.A. Phillips
CHAIRMAN - STEERING COMMITTEE

HAP/jlm

ATT:

BURNABY FIRE DEPARTMENT

OFFICERS TRAINING PROGRAM - 1981-85

	1981	1982	1983	1984	1985	5 Year Total
1. Steering Committee:	\$ 1,500	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 13,500
2. DACUM V.C.C.: Assistant Chiefs	Capitans Lieutenants Training Officer Chief-Fire Operations Director-Fire Services Chief Fire Prevention Officer	1,200	1,200	1,200	1,200	1,200
	*(1,200) Pd/Recast					
3. Course Writing: Assistant Chief	3,500	3,500	3,500	3,500	3,500	3,500
	Capitans Lieutenants Training Officer Chief-Fire Operations Director-Fire Services Chief Fire Prevention Officer					
4. Training Sessions:	Assistant Chiefs Capitans Lieutenants Pd/Recast	3,000 6,000 3,000	6,000 3,000	9,000	3,000	15,000
	**9,000 * (2,298) CL/WRKSP 6,000					
5. Secondment:	5,000	***27,000	27,000	27,000	27,000	113,000
	Chief Fire Prevention Officer ***					
6. Contingency:	3,000	5,000	5,000	5,000	5,000	23,000
	Director-Fire Services Chief-Fire Operations Training Officer					
	\$ 19,702	\$ 48,700	\$ 52,200	\$ 63,400	\$ 58,700	\$ 242,702

*Shown in 1981 Recast Budget - External Training Firefighters 42-0470-006

**Balance of 1981 to be shown as Recast Budget supplement.

***Chief Fire Prevention Officer can be slipped into applicable training sessions. Training Officer attends all training sessions.

***Cost of secondment reflects 14% salary increase in 1982

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