

ITEM 8
MANAGER'S REPORT NO. 51
COUNCIL MEETING 1982 09 20

Re: REVIEW OF FIRE DEPARTMENT ORGANIZATION

ACTING MUNICIPAL MANAGER'S RECOMMENDATION:

1. THAT the terms of reference for the review of the Burnaby Fire Department organization, as attached, be approved.

REPORT

At its meeting of 1982 August 09, the Council approved the appointment of the firm of Western Management Consultants to work with the Joint/Union Management Task Force on the organization of the Burnaby Fire Department. At the time, it was indicated that terms of reference would be submitted to Council for approval by 1982 September 07.

The Joint/Union Management Task Force has now had an opportunity to review a draft set of terms of reference, and to approve those. They are presented as Appendix I, to this report, and are recommended for approval by the Council.

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APPENDIX I

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TERMS OF REFERENCE

REVIEW OF FIRE DEPARTMENT ORGANIZATION

I PURPOSE

To examine the form and structure of the Burnaby Fire Department, and to make recommendations to the Manager, on the current organization, and whether it best meets the current and future needs of the Corporation generally and the Department specifically. It should be clear that the Review will examine positions and their relationship to each other rather than any examination of individual personalities.

II PHASES OF THE REVIEW

1. Approval of the Terms of Reference by Task Force and Council, with input from the consultant.
2. Develop criteria against which organizational forms can be judged, i.e., provision for clear accountability, succession planning, training etcetera.
3. Develop alternative "ideal" organizational forms which could meet all identified needs, and compare those alternatives to the criteria described in (2).
4. Prepare recommendations for the Manager on a preferred organization, with an analysis of the pros and cons for that recommendation.

JOINT UNION/MANAGEMENT TASK FORCE

The task force which will act as the steering committee for the project, and to direct the work of the consultant, will be comprised of the following:

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Municipal Manager
Director Administrative and Community Services
Director - Fire Services
Chief - Fire Operations
President, Burnaby Fire Fighters Association, Local 323
Vice-President, Burnaby Fire Fighters Association, Local 323
Secretary, Burnaby Fire Fighters Association, Local 323
Treasurer, Burnaby Fire Fighters Association, Local 323
Past President, Burnaby Fire Fighters Association, Local 323

ACCESS BY THE CONSULTANT

The consultant will have access to, and will be expected to interview, all members of the task force. In addition, the consultant will have access to other members of management within the Corporation generally, as needed, and will have access to members of the Burnaby Fire Fighters Association, in a manner to be determined by the task force. It is expected that the consultants would, at a minimum, also interview all Assistant Chiefs within the Department, and a number of other personnel including Captains, Lieutenants and Fire Fighters.

TIMING

It is expected that the consultants will begin working with the task force early in September, with a final report to be prepared by the end of November 1982.

BUDGET

The budget for this project is \$10,000, for all fees and expenses of Western Management Consultants.

THE ROLE OF THE CONSULTANT

Western Management Consultants in this study will act largely in the role of process consultant, although their expertise in assessing and recommending organizational forms will be required.

Acting in the "process consultant" role will include amongst other things the following:

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- Assisting the task force in determining the most effective means of carrying out the study.
- Interviewing selected and designated persons.
- Analyzing the results of interviews, and preparing a summary of findings to the task force.
- Working with and assisting the task force to reach agreement on the nature and importance of each of the problems and areas of concern identified, the objectives to be satisfied, and the criteria to be used in evaluating alternatives.
- Developing, with the assistance of the task force, alternatives that might be considered to address areas of concern and achieve the objectives identified.
- Preparing and presenting a discussion paper on alternatives.
- Documenting the findings and conclusions of the task force.
- Preparing a draft final report.
- Being available for presentation and/or discussion of that report with the Municipal Council.

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