

# CFA Jones Inquiry Implementation Action Plan Progress Report



### # Traffic Light Key

	Complete
	In Progress & On target
	In Progress/Behind target
	Not Commenced/Behind target
	Not commenced

Response to the Report of the Independent Inquiry into the Effect of Arrangements made by the Country Fire Authority on its Volunteers by His Honour David Jones AM

Issue Date: January 28th, 2013

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
1	<b>Culture and leadership to empower and support volunteerism</b>						
	Ensure organisational design, systems and processes are directly aligned to growing, maximising, and empowering the vital community-based volunteer resource						
	<b>1.1 Develop, articulate and actively implement an aligned organisational vision, mission, values and structure</b>	Agree on suite of critical organisation culture features	31-Jan-13	Executive Director, Performance & Strategy - David Spokes Executive Director, People & Culture - Fran Boyd	Completed		Commencing in September 2009, CFA's 'Creating Our Future Together' program is the overarching program guiding CFA's organisational change. Developed by the Executive Leadership Team, 'Creating our Future Together' focuses on strategy, leadership, culture, structure and business improvement. In 2012, the CFA Board confirmed the vision for the organisation 'To Protect Lives and Property' and our mission 'Working together with communities to keep Victorians safe from fire and other emergencies'. A suite of constructive preferred organisational culture features were also defined for the organisation to work towards. Culture is the shared values, norms and expectations that guide organisation members in terms of how to approach their work and deal with each other and inform what 'we need to do to fit in'. The preferred culture for CFA is for all members to encourage each other, be achievement oriented, affiliative and self-actualizing, with a strong focus on people/task orientation, and increased satisfaction levels.
		Assess current organisation culture against preferred culture	31-Jan-13		Completed		In 2012, 460 members from across CFA participated in a Culture Survey which assessed the current culture of CFA against the preferred culture features. The survey tool results showed an overwhelmingly unanimous view that clearly demonstrated a gap between the preferred culture and current culture of CFA.
		Develop actions and accountabilities to address any gap between the current organisation culture and the preferred culture	31-Oct-13		In progress & On Target		The Culture Survey results are being communicated and discussed across CFA. Regional Directors, Functional Managers and trained facilitators have conducted debriefing sessions across the organisation. This has involved CFA and VFBV Boards and Regional forums including DPC members. Actions plans are currently being prepared to address gaps between the current and preferred culture. Regular updates and communications are being distributed via CFA Connect, Brigade magazine and The Fireman, along with regular 'Creating Our Future Together' blogs and updates.

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		Review organisational policy, strategy and doctrine to ensure alignment with vision and mission	31-Oct-13		In progress & On Target	Green	
		Articulate and communicate vision, mission and values- ensure that it is understood at brigade level	31-Oct-13		In progress & On Target	Green	There have already been a number of written communications to CFA members which articulate the organisations vision, mission and directions. Utilisation of social media and online mediums is heavily relied upon to disseminate and communicate progress against this action. Moving forward, CFA will ensure both traditional means of communication, along with utilising technology, is undertaken to ensure that key messages are broadly distributed and understood by members at brigade level.
	<b>1.2 Operationalise key processes that directly support the delivery of CFA obligations in 6(i) of the Act</b>	Establish and commence a process to identify practices that enhance or inhibit volunteer capacity (including consistency of application)	30-Apr-13	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In progress & On Target	Green	
		Prioritise process improvements	31-Oct-13		Not commenced	Grey	
		Review and modify role descriptions, recruitment and promotional processes and performance management	31-Oct-13		Not commenced	Grey	Will require support from CFA's People & Culture, and Operational Training & Volunteerism Directorates.
	<b>1.3 Develop and implement a leadership strategy</b>	Identify leadership behaviours to be integrated with recruitment, performance management and development systems	31-Oct-13	Executive Director, People & Culture - Fran Boyd	In progress & On Target	Green	Initial consultation with senior leaders conducted and action plan prepared.
		Develop a leadership development framework	31-Oct-13		In progress & On Target	Green	Scoping of leadership development framework has commenced and will include volunteer input and consultation.
		Commence implementation	31-Oct-13		Not commenced	Grey	
	<b>1.4 Expand section 29 process to include brigade upwards feedback on support provided and support needed to brigades</b>	Build the tool	30-Apr-13	Chief Officer Euan Ferguson, Fire & Emergency Management	In Progress & Behind Target	Orange	This action has been delayed by senior officer commitment to fires in January 2013. It is proposed that a Working Party, nominated by the CFA/VFBV Joint Operations Committee develop a simple feedback "tool". The "tool" would have elements similar to a 360 degree feedback process to allowing brigades to comment on CFA performance in support of individual brigade needs.

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		Communicate to brigades	31-Oct-13		Not commenced		
		Implement	31-Oct-13		Not commenced		
	<b>1.5 Apply the CFA/VFBV joint consultative framework to engage volunteers in decision-making</b>	Framework designed and adopted	31-Jan-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Completed		CFA & VFBV have established six separate joint consultative committees which meet on a quarterly basis to discuss key issues affecting Volunteerism. This follows the principles of consultation contained within the Volunteer Charter. As the committees mature, further reporting and monitoring of their effectiveness will evolve. This will ensure that each committee achieves meaningful outcomes.
		Establish a process that monitors and reports on the application and effectiveness of this framework to the CFA Board	30-Apr-13		Not commenced		Further work will be undertaken to establish the monitoring process of the effectiveness of this framework.
		Explore options to include compliance with CFA Act (clause 6) and volunteer charter obligations as a regular Board report	31-Oct-13		Not commenced		
	<b>1.6 Undertake a systematic review and removal of inconsistent District to District policy application</b>	Much of this will be addressed through specific strategies and actions implemented as a result of this plan.			Not commenced		
<b>2</b>	<b>Recruitment, retention, recognition and utilisation of volunteers</b>						
	Introduce, expand and improve initiatives for the recruitment, retention and recognition of volunteers and increase opportunities available to them within the CFA to maximise the optimal utilisation of volunteer capacity						
	<b>2.1 Reform the current approach to exit management</b>	Understand current approach and issues	30-Apr-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	In progress & On Target		Initial discovery has commenced with regard to AFAC agencies approach to volunteer exit management approached, including review of processes and tools utilised. Further work required.
		Undertake analysis and develop options	31-Oct-13		Not commenced		Further work will be commenced with the Volunteer Support Program - Statewide Recruitment, Retention and Recognition workstream, contained within the Volunteer Development project.
		Commence implementation	31-Oct-13		Not commenced		Further work will be commenced with the Volunteer Support Program - Statewide Recruitment, Retention and Recognition workstream, contained within the Volunteer Development project.

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	<b>2.2 Simplify brigade transfer process</b>	Simplify process and implement	31-Jan-13	Executive Director, Operational Training & Volunteerism - Lex de Man	Completed	Blue	A process to simplify brigade transfer for volunteers moving from one brigade to another was implemented in April 2012. Following endorsement from the CFA Board, members can now change from one brigade to another, using the current voting process, and once successfully through the brigade transfer process members records are shown as 'transferred' rather than 'resigned'. This has eliminated angst and frustration with volunteers moving around the State and is a positive outcome.
		Measure and evaluate	31-Oct-13		Not commenced	Grey	Further work will be commenced with the Volunteer Support Program - Statewide Recruitment, Retention and Recognition workstream, contained within the Volunteer Development project.
	<b>2.3 Remove barriers preventing volunteers being employed by CFA, including review of lateral entry arrangements</b>	Identify barriers to employment of volunteers by CFA	30-Apr-13	Executive Director, People & Culture - Fran Boyd	In Progress & On Target	Green	Investigating and deepening our understanding of work practices that create barriers has commenced. The identification of barriers include review of Employment Policies, Procedures, Enterprise Bargaining Agreements, Deeds and any other relevant documents relating to employment. Work practices and barriers in sessional training and lateral entry are being actively considered.
		Identify and implement quick fixes	31-Oct-13		In progress & On Target	Green	
		Document position on other issues and opportunities and regularly report progress	31-Oct-13		In progress & On Target	Green	
	<b>2.4 Monitor and measure volunteer perceptions about factors affecting their welfare and efficiency</b>	Review first VFBV survey instrument and results	31-Jan-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Completed	Blue	Review of the VFBV survey has been completed, outcomes of these are being monitored by CFA. CFA's evaluation of the survey results will inform elements of work stream planning for the Volunteer Support Program.
		Identify and prioritise issues for attention	30-Apr-13		Not commenced	Grey	Further work will be commenced with the Volunteer Support Program workplanning.
		Determine ongoing approach	31-Oct-13		Not commenced	Grey	
	<b>2.5 Develop flexible options for arrangements with employers</b>	Scope and resource project	31-Oct-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Not commenced	Grey	
		Research other support programs in operation	31-Oct-13		Not commenced	Grey	
Develop business case		31-Oct-13	Not commenced		Grey		

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	<b>2.6 Develop programs to support local engagement of diverse communities (CALD, age, gender)</b>	Undertake stock take of current activities and evaluate success	30-Apr-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Not commenced	[Grey]	Further work will be commenced with the Volunteer Support Program workplanning. This is also a key priority for the CFA/VFBV Volunteerism Joint Committee.
		Identify ongoing support mechanisms to expand success such as providing information on community groups and local community resources	31-Oct-13		Not commenced		
		Provide demographic data on CALD groups for each Region	31-Oct-13		Not commenced		
		Develop Case Studies and success stories on engaging diverse communities	31-Oct-13		Not commenced		
		Promote the use of support materials such as the 'Building Multicultural Awareness in your Brigade' Guide	30-Apr-13		Not commenced		
	<b>2.7 Remove barriers preventing optimal utilisation of volunteers and volunteer capacity, including improved use of volunteers in IMT roles</b>	Identify barriers to optimal utilisation of volunteers and volunteer capacity	30-Apr-13	Chief Officer Euan Ferguson, Fire & Emergency Management	In Progress & Behind Target	[Orange]	This action has been delayed by senior officer commitment to fires in January 2013. It is proposed that CFA, in conjunction with VFBV, develop an "opt-in" survey of volunteers who (1) are currently IMT members; (2) have been IMT members but now are not; and (3) members who are not IMT members but would aspire to be one. A "survey monkey" style of survey is proposed. It would be intended that the questionnaire be developed in conjunction with the CFA/VFBV Joint Operations Committee.
		Identify and implement quick fixes	31-Oct-13		Not commenced		

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		Document position on other issues and opportunities and regularly report progress	31-Oct-13		Not commenced		
	<b>2.8 Explore options for more effective utilisation of life and professional skills that volunteers bring to CFA</b>	Scope this as a project	31-Oct-13	Executive Director Operational Training & Volunteerism - Lex de Man	Not commenced		
	<b>2.9 Develop an overarching strategic framework that equips, enables and empowers sustainable volunteerism</b>	Development of a member strategy (cradle to grave approach)	31-Oct-13	Manager Volunteerism Kate Harrap, Operational Training & Volunteerism	Not commenced		
<b>3</b>	<b>Strengthening the volunteer-based and integrated service delivery model</b>						
	Develop the service delivery model to more effectively utilise the individual and collective expertise and capacity of employees and volunteers as an integrated team, commensurate with risk						
	<b>3.1 Identify successes in volunteer capacity and participation, identify good practices and promote across the organisation, specifically in the areas of training, incident management, specialist response and day-to-day service delivery to the community</b> *refer VFBV reform outcome 3.2	Undertake a quick snapshot to identify current case studies	31-Jan-13	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target		CFA have commenced work on a number of initiatives to improve the capability of members. We continue to capture learnings and good practices around the State, impacting volunteerism and service delivery. We recognise there is more work to be done to capture and share around the organisation, and there are plans underway to do so. Some examples: <ul style="list-style-type: none"> <li>• Incident Management Team Training Project (IMTTP) focussed on improving the capability of Incident Management team members in Level 2 and Level 3 roles. 17 Senior Volunteers are working towards Level 3 Incident Controller accreditation, and there are plans in place to continue this work.</li> <li>• IMT Deployments – Several senior volunteers continue to be deployed in IMT roles intrastate and interstate Eg Kilmore, Portland, Chepstowe, Ovens, Aberfeldy, Hotham, Tasmania &amp; NSW in both operational and support roles.</li> <li>• Lessons Learnt (Debriefs) &amp; End of Fire Season Reviews – Are being captured and will be used to enhance the ongoing participation of volunteers Eg Black Saturday, Upper Ferntree Gully Brigades and Kinglake West – published as a booklet in mid-2012, now available to all members.</li> <li>• Launched ‘Engaging your community – Practical examples from brigades across the State’ video, developed by the Member Engagement Reference Group (16 CFA Volunteers). The video contains practical advice and assistance for brigades, and includes input from all Regions.</li> <li>• Launched Volunteer Support Program (Jan 2013). Scoping for a knowledge management system to share our learnings will form part of the project rollout in 2013/14.</li> </ul>
		Analyse data to identify good practice, gaps and case studies	31-Oct-13		Not commenced		

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		Promulgate good practices	31-Oct-13		Not commenced			
		Develop system to enable capturing of good practices	31-Oct-13		Not commenced			
		<b>3.2 Incorporate measurement of capacity and participation into CFA performance monitoring process and set targets for improvement</b>	Agree a measurement and monitoring approach		31-Oct-13	Not commenced		
		Educate and implement approach	31-Oct-13		Not commenced			
	<b>3.3 Embrace and implement a brigade support planning model that applies a continuum of support focussed on building and maintaining volunteer and community capacity and is actively utilised in decision-making</b>	Confirm a service delivery model	31-Jan-13	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target		CFA's Service Delivery Model framework is proposed to be tabled at a future CFA Board meeting. In line with the principles of the Volunteer Charter, this follows consultation with CFA Regional Directors, VFBV Executives, CFA's Senior Leadership Team, CFA Knox Group, attendees of the Core Leadership Conference held at Creswick (including DPC Chairs) in May 2012, and the Service Delivery Workgroup.	
	Review, update and finalise the brigade support planning document	30-Apr-13	Not commenced			A CFA/VFBV working party aligned to the Joint Operations Committee progresses the brigade support planning document for consultation and feedback prior to its introduction.		
	Educate and instruct CFA personnel in its application	31-Oct-13	Not commenced					
	Determine the short term priorities for its application	31-Oct-13	Not commenced					

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	<b>3.4 Establish the Chief Officer's Service Delivery Model</b>	Set clear principles for service delivery	31-Jan-13	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target	Yellow	Following the principle direction outcomes of the February Board meeting, the Chief Officers Principles for Resource Planning have been developed and agreed. These principles of Service Delivery will be formulated for discussion and be considered by the CFA Service Delivery Workgroup. This is anticipated to occur in the first quarter of 2013. The group consists of both volunteers and paid staff. Following consideration by the workgroup the principles will undergo further consultation across CFA, anticipated to occur until October 2013. Further work in the overall model is required as although tabled for consideration, the finalisation of the Model is still evolving.
		Document a decision-making model	30-Apr-13		In Progress & On Target	Green	The decision making model will be scoped and reviewed at Service Delivery Workgroup (consisting of volunteers and paid staff). Next steps are the finalisation of service delivery principles Continuation work for CFA Service Delivery workgroup Aligned to CFA/VFBV Joint Operations Committee.
		Set service delivery standards	30-Apr-13		In Progress & On Target	Green	Standards of Service Delivery will be developed and discussed at Service Delivery Workgroup (consisting of volunteers and paid staff). Ongoing work to establish service delivery standards CFA Service Delivery workgroup progressing post Fire Danger Period First quarter 2013 timeline
		Document a commitment to implement obligations under 6 (i) of the CFA Act	30-Apr-13		In Progress & On Target	Green	
		Develop an agreed approach to engagement with brigades and volunteers about service delivery monitoring and decision-making which affects brigades	31-Oct-13		Not commenced	Grey	
		Undertake analysis and improved integration of community safety, prevention and mitigation strategies as part of the overall Service Delivery Model	31-Oct-13		Not commenced	Grey	



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	<b>3.5 Develop an inclusive action plan for each integrated location</b>	Document factors known to be critical to success for integration	30-Apr-13		In progress & On Target		In November 2012, twenty-one integrated brigade representatives attended a forum at Fiskville which determined to develop a best practice manual for integrated brigades. This work will be led by the Chief Officer. Next Steps: Establish a Brigade Integration Workgroup (consisting of volunteers and paid staff) to guide the development of a Best Practice Guide – Integrated Service Delivery – Brigades and Community. Identify through existing future integrated and support brigade networks a 'knowledge bank' of practices and settings that can guide the evolution of locations to excellence in service delivery as an integrated CFA.
		Develop inclusive action plans for each integrated location	31-Oct-13		Not commenced		
Note: VFBV Reform Outcomes 3.9 - 3.12 are longer term issues that should be considered further down the track.							
4	<b>Improved support for brigades and communities</b> Strengthen the support provided to CFA volunteers, CFA brigades and their communities so they are better able to prepare for and respond to emergencies						
	<b>4.1 Review and modernise the discipline process to enable early and local intervention</b> * refer VFBV Reform Outcome 4.6	Review process	31-Oct-13	Chief Officer Euan Ferguson, Fire & Emergency Management	In progress & On Target		CFA Volunteer Discipline review commenced with examination of 'like service' discipline models. Briefed CFA legal advisors of the intent to review and consider options for the modernisation and implementation of a future Volunteer Discipline and Values system. Incorporate planning to align deliverable outcome in accordance with the scheduled Parliamentary Review of the CFA Regulations in late 2013
		Provide recommendations on legislative change to Government	31-Oct-13		Not commenced		
		Develop and implement internal improvements	31-Oct-13		Not commenced		
		Implement outcomes dependent on Government decisions	31-Oct-13		Not commenced		
<b>4.2 Ensure service delivery model incorporates 'face of CFA at community level'</b>	To be discussed with CO Ferguson and DCO Haynes. Can be integrated within strategies within Theme 3		Executive Director Operational Training & Volunteerism - Lex de Man	Not commenced			

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	<b>4.3 Provide brigades with appropriate internet connectivity and information systems</b>	Establish appropriate working group	31-Jan-13	Executive Director Business Services - Michael Wootten	In Progress & Behind Target	Yellow	The joint CFA/VFBV Information Technology Committee was established and has met on three occasions in 2012. This action is on the prioritisation action list for CFA/VFBV Joint Communications & Technology Committee to consider. Working Party (consisting of volunteers and paid staff) needs to be established to explore the options of utilisation of CFA networks, locations and/or future NBN opportunities. Consideration of broader Emergency Services Sector developments in the information and communication system space to be made.
		Scope and consider sector-wide needs and opportunities	31-Oct-13		Not commenced	Grey	
	<b>4.4 Pursue opportunities to leverage the National Broadband Network to improve service delivery to the community</b>	Engage with key decision makers involved in the NBN rollout	31-Jan-13	Executive Director Business Services - Michael Wootten	In Progress & Behind Target	Yellow	CFA intends to consult with the Fire Service Commissioner on a coordinated Emergency Services approach. Broader Emergency Services sector approach and ACMA's Federal decision on Public Safety Agency mobile broadband spectrum allocation will impact CFA and other agencies ability to connect adequately to their work locations universally across Victoria.
		Integrate with CFA and other IT Strategies	31-Oct-13		Not commenced	Grey	
	<b>4.5 Review arrangements to minimise volunteer out-of-pocket and brigade expenses</b>	Joint CFA/VFBV Finance Committee to review current brigade allowances and arrangements for volunteer out-of-pocket expenses	31-Oct-13	Executive Director Business Services - Michael Wootten	In Progress & On Target	Green	CFA and VFBV have commenced an analysis of brigade allowances at the October 2012 meeting of the CFA/VFBV Finance & Administration Special Purpose Committee. Data collection and analysis to commence with consideration of impacts of the move to risk based brigade classifications under the CFA's Brigade and Membership Classification Project.
		Implement recommendations of the Joint CFA/VFBV Finance Committee review	31-Oct-13	Executive Director Business Services - Michael Wootten	Not commenced	Grey	
<b>4.6 Develop a comprehensive strategy for administrative support of volunteer brigades, including but not limited to future directions for BASO's and VSO's</b> *refer VFBV Reform Outcome 4.7	Identify key administrative pressures at brigade level	30-Apr-13	Executive Director Operational Training & Volunteerism - Lex de Man	Not commenced	Grey	As per above.	
	Identify gaps and solutions to address issues	31-Oct-13		Not commenced	Grey		

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		Implement	31-Oct-13		Not commenced		As per above.
5	<b>Training development</b> Engage volunteers in and improve the development of training for volunteers so that it best meets their individual and collective needs						
	<b>5.1 Training resource allocation and decision-making is driven by training needs (and supported by a state-wide training strategy - See Theme 6, Strategy 1) *refer VFBV Reform Outcome 5.1</b>	Document training needs analysis process from Brigade to State	31-Jan-13	Executive Manager James Stitz, Operational Training & Volunteerism	In Progress & Behind Target		Project scoped to address Action Item and Resources identified as part of Volunteer Support Program. Aligns to CFA Training Strategy work where dedicated resources are being recruited to progress within the Volunteer Support Program. Key to work plan priorities of the CFA/VFBV Joint Training Committee.
		Review adequacy of BOSP and its application	30-Apr-13		Not commenced		As above.
		Training needs identified	30-Apr-13		Not commenced		As above.
		Analysis of training needs versus budget capacity and determine priorities to treat gap	30-Apr-13		Not commenced		As above.
		Expand BOSP tool to cover training beyond Brigade	31-Oct-13		Not commenced		As above.
	<b>5.2 Rationalise core versus non-core training needs</b>	Review Minimum Skills program	31-Jan-13	Executive Manager James Stitz, Operational Training & Volunteerism	In Progress & Behind Target		Following extensive statewide consultation with volunteers and VFBV, a 'Minimum Skills Review - Report of Findings and Recommendations' was presented to the Chief Officer in January 2013 for endorsement, to replace the minimum skills wildfire program originally introduced in the late 1990's. A review meeting between Chief Officer and OT&V has been planned for early March 2013. On endorsement of the recommendations contained in the report by the Chief Officer, an implementation plan to address the outcomes of Minimum Skills Review will be formulated, including the design, piloting and implementation of a new program. The implementation plan is expected to be completed by the end March 2013. Further work will be commenced with the Volunteer Support Program workplanning.

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		Review Crew Leader (Urban and Rural)	31-Oct-13		Not commenced		
		Review other programs in line with review cycle	Ongoing		Not commenced		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress.
	<b>5.3 Establish a mechanism to achieve volunteer representation and transparency with regard to Volunteer training, including a reporting process which identifies all constraints (including budgetary) to brigades meeting their BOSP</b>	Explore options for the right mechanism	30-Apr-13	Executive Manager James Stitz, Operational Training & Volunteerism	Not commenced		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress. This action can be linked to the review of the Section 29 process and incorporation of these actions. Refer: Theme 1.4
		Implement preferred option	31-Oct-13		Not commenced		
	<b>5.4 Develop flexible individual learning options - online, self-paced, alternative providers, on-the-job development (for both initial and skills maintenance training)</b>	Review best practice	30-Apr-13	Executive Manager James Stitz, Operational Training & Volunteerism	Not commenced		Project will be scoped to address this action item (which is also aligned to the Volunteer Support Program, Volunteer Development workstream) and requires program resources to progress.
		Develop flexible learning options for Minimum Skills	31-Oct-13		Not commenced		Investment and resources required.
		Identify next priorities	31-Oct-13		Not commenced		
		Explore options for TAFE and other providers	31-Oct-13		Not commenced		

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	<b>5.5 Minimise the need for volunteers to re-train in skills already attained through demonstrated competence</b>	Identify volunteers views about previous learning that has the potential to remove the need for training (VFBV to gather these views)	30-Apr-13	Executive Manager James Stitz, Operational Training & Volunteerism	In progress & On Target		The CFA/VFBV Joint Operational Training Committee will consider the proposed Recognition Prior Learning (RPL)/Recognition Core Competencies (RCC) approach at the next meeting. This approach has been informed by the gathering of volunteer views through the Training Strategy Consultation Paper, informing the development of this new approach.
		Explore potential for the increased application of challenge testing	30-Apr-13		In progress & On Target		Under the new approach, a range of methods will be employed by assessors in collaboration with applicants to build appropriate evidence to satisfy the requirements of the competency or skill being assessed. These may include challenge testing, demonstration, observation, interview, 3rd party testimonials and previous training attainments. This action is closely aligned to 6.5 - Review of CFA's RPL/RCC system.
		Map linkages for previous learning against CFA requirements	31-Oct-13		Not commenced		
		Establish a process for individuals to pro-actively identify prior learning in a structured way	31-Oct-13		Not commenced		
		Prioritise and commence the recognition process across CFA training programs	31-Oct-13		Not commenced		
		Communicate the intent and learning map to all CFA training personnel	31-Oct-13		Not commenced		
	<b>5.6 Adopt a learner-centred approach to the recognition of previous skills</b>	Document the CFA doctrine with regard to learner-centred development	30-Apr-13	Executive Manager James Stitz, Operational Training & Volunteerism	In progress & On Target		Underpinning the design of the new RPL/RCC, the approach focusses on principles of learner-centred development and will include provision of specific support for the individual learner to undertake the RPL/RCC process.
		Build into performance management of training personnel	31-Oct-13		Not commenced		

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		Identify opportunities to empower its application at brigade level	31-Oct-13		In progress & On Target		Identification of opportunities to empower the application of a learner-centred approach at brigade level has commenced with consultation on and design of the new approach to RPL/RCC. Further opportunity identification will be part of the process moving forward.
		Publish practice notes and train brigades in its application	31-Oct-13		In progress & On Target		Members currently upgrading to the new Certificate IV TAE are receiving training in RPL/RCC. Work is underway to produce practice notes and procedural information to guide members through the re-designed CFA Skills Recognition Process. With CFA Assessors upgrading to the new Cert IV TAE qualification, every qualified and endorsed assessor will be able to conduct CFA Skills Recognition Assessments.
	<b>5.7 Develop a service delivery skills map to enable volunteers to better identify their career and training options</b>	Develop a service delivery role pathway map	30-Apr-13	Executive Manager James Stitz, Operational Training & Volunteerism	In progress & On Target		An Incident Response Roles Pathway Map has been developed and approved for internal CFA use. Timing of the distribution of the map to Brigades is currently awaiting the Chief Officer's approval.
		Develop a learning map aligned to the role pathway map	31-Oct-13		Not commenced		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress.
		Develop a training needs analysis tool that allows members to identify their individual skills gaps	31-Oct-13		Not commenced		As above.
		Create system capability to enable brigade access to map and tools	31-Oct-13		Executive Manager James Stitz, Operational Training & Volunteerism	Not commenced	

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	<b>5.8 Improve training budget and activity transparency across the State</b>	Build a training budget costing model which provides an improved state view on training priorities and activity	31-Oct-13	Executive Manager James Stitz, Operational Training & Volunteerism	Not commenced		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress. OT&V progressing a review of the training budgets across CFA in preparation for discovery work associated with the Volunteer Support Program. Future training plan modelling will be heavily influenced by a set of principles that evolve from the CFA Training Strategy and the targeting of training resources and budgets to meet brigade, member and community service delivery needs. Additional resources to progress this work identified as part of the Volunteer Support Program work plan.
		Implement a regular activity reporting process to test priority delivery and cost/benefit	31-Oct-13		Not commenced		As above.
<p>The Jones Implementation Group reached a view that many of these actions could be co-developed and delivered. This would assist with resourcing of these actions. In addition, the direct participation of volunteers in detailed design of actions, in contrast to consultation about proposals developed by CFA, has the potential to enhance the efficacy and deployment of these actions.</p>							
6	<b>Training delivery and assessment</b>						
	Engage volunteers in and improve the availability and delivery of training to volunteers so that it best meets their individual and collective needs						
	<b>6.1 Develop a strategic plan for training</b>	Prepare discussion paper (completed)	31-Jan-13	Executive Director Operational Training & Volunteerism - Lex de Man	Completed		The CFA Operational Training Discussion Paper was released for consultation in June 2012. On 21 December 2011 and again on 20 June 2012 the UFU was invited to nominate a member to join the project reference group and was provided with a copy of the discussion paper, but to date this has not occurred. It presented six key themes focused on the future of CFA training, and sought the views of both volunteers and staff on their training expectations and requirements, along with where and how training can be best delivered.

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		Undertake consultation	31-Jan-13		Completed		The Discussion Paper was made available for comment over a five month period. Consultation concluded on the 2nd November, 2012. The opportunity to respond to the Discussion Paper was widely publicised through a range of communication channels. A copy of the Paper, along with an introductory DVD was sent to every CFA brigade and CFA Group. The Paper and a series of short videos were also made available on Brigades Online, CFA's Intranet and CFA Connect. In total 190 responses were received via paper based or online (survey) feedback. Many responses were collective or committee based responses from teams, Brigades, Groups, Districts and Regions. Others were provided by individual members who generally hold brigade management (or higher) roles. A report capturing consultation outcomes has been produced, and will inform the development of the Operational Training Strategy.
		Develop strategy	30-Apr-13		In progress & On Target		Development of the statewide CFA Operational Training Strategy is underway. It is anticipated that the Strategy will be presented to the CFA Board for approval in April 2013.
		Commence implementation	31-Oct-13		Not commenced		
6.2 Develop clear documentation and communicate training doctrine/rules		Scope documentation requirements	30-Apr-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In progress & On Target		Action aligns with Volunteer Support Program, Volunteer Development work stream and requires program resources to progress.
		Develop documentation (phased approach)	30-Apr-13		Not commenced		
		Publish and communicate	31-Oct-13		Not commenced		



Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
	<b>6.3 Remove barriers to volunteers instructing and assessing training, and establish a plan to build volunteer trainer and assessor capacity</b>	Identify barriers (including looking at affirmative action)	31-Jan-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In Progress & Behind Target	Yellow	Aligned as a key parcel of work for the Joint CFA/VFBV Training Committee. A process is being undertaken to identify which regions and districts are fully utilising volunteers to train and assess and which are not. Explanation will be sought where volunteers are not being well utilised and good practice will be gathered where they are. Working Party will be activated (comprising volunteers and paid staff) to analyse the various findings and scope the level of complexity and localised pressures that have allowed the barriers to evolve.
		Address barriers	30-Apr-13		In progress & On Target	Green	Lack of awareness was identified as a key barrier to volunteers conducting regular skills maintenance training at brigade level. A poster, outlining who can train and assess and emphasising the importance of sharing knowledge and skills with members in brigades, was sent to every CFA Brigade around the state. For regular skills maintenance at a brigade level there are no barriers to volunteers conducting group training sessions as has occurred for many years.  Further action to address barriers will be undertaken jointly between CFA & VFBV, based on the outcomes of the above action to identify barriers and look at affirmative action.
		Create doctrine, set targets	30-Apr-13		Not commenced	Grey	
		Implement and monitor	31-Oct-13		Not commenced	Grey	

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments	
	<b>6.4 Ensure utilisation of Volunteer PAD Operators</b>	Identify barriers	31-Jan-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In Progress & Behind Target	Yellow	CFA has identified the following perceived barriers to the use of Volunteer PAD Operators:  - A pool of volunteers that have the appropriate skills, training and supervision to perform the work safely may not be available because: • Training and pre-requisite requirements for PAD operators are not part of the mainstream volunteer training requirements and also do not align to a Brigade Operational Skill Profile • The commitment of time required for a volunteer PAD Operator to achieve and sustain proficiency through regular access to the PAD will be challenging. • The operation of plant & equipment can be complex and the PAD Operator is responsible for safety on the PAD. - Current availability planning (not rostering) to utilise volunteers as PAD Operators arrangements may frustrate utilisation efforts - Qualifications and pre-requisite requirements to perform in the position of and/or engagement as a PAD Operator are not part of mainstream volunteer training requirements as they do not align to a Brigade Operational Skill Profile. - Utilisation of volunteer PAD Operators will be perceived as a reduction in opportunities for employment of career (permanent) PAD operators  Further work is required to clarify the differences and barriers. This matter will be discussed as part of a proposed fortnightly meeting between OT&V and VFBV and will be aligned as a key parcel of work for the Joint CFA/VFBV Training Committee to review, with the next meeting scheduled to occur in March 2013.	
		Address barriers	30-Apr-13				Not commenced	Grey
		Create doctrine	30-Apr-13				Not commenced	Grey
		Implement and monitor	31-Oct-13				Not commenced	Grey
	<b>6.5 Continually review and evolve the RPL/RCC process to ensure it is practical, transparent, independent, fair and equitable commensurate with the skills/unit of competence involved</b>	Review current RPL/RCC process	31-Jan-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	Completed	Blue	The RPL/RCC process applies to all members of CFA (volunteers & employees) and as CFA is a Registered Training Organisation there is a formal obligation to offer RPL/RCC to achieve competency based qualifications. As part of the continuous improvement of the RPL/RCC process, consultation with VFBV and industrial bodies shall occur. Piloting of the enhanced process will be completed by July 2013.	

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		Redesign Process	31-Jan-13		In Progress & Behind Target		
		Pilot process	31-Jan-13		In Progress & Behind Target		
		Rollout new process - priorities in relation to Sector Commander and Level 2/3 IMT Transition	31-Jan-13	Deputy Chief Officer, John Haynes - Fire & Emergency Management	In Progress & Behind Target		Alignment to the Multi Agency Incident Management Team Training Project (IMTTP) is critical to the need for a robust Skills Recognition process for CFA. Unknown parameters or specifics from the IMTTP Project Team will delay the adaption of the news CFA Skills Recognition Program. Further high levels of interest from CFA volunteers who may require mandated crew leadership qualifications or recognition following the implementation of the CFA's Brigade & Membership Classification Program. Refer Theme 5.6
	<b>6.6 Remove barriers to the engagement of sessional instructors to better meet training demand at times and locations which maximise volunteer participation</b> *refer VFBV Reform Outcome 6.2	Identify the gap	31-Jan-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	Completed		A proposed model and accompanying business rule for determining the number of sessional instructors required per district have been developed based on addressing the gap and existing Enterprise Agreement provisions. These documents are to be used as the basis for consultation with VFBV and industrial bodies.
		Identify number of sessionals required	31-Jan-13		In Progress & Behind Target		
		Develop business rules for use of sessional instructors	31-Jan-13		In Progress & Behind Target		
		Negotiate workforce arrangements	30-Apr-13		Not commenced		

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		Implement	31-Oct-13		Not commenced		
	<b>6.7 First Aid Training Delivery</b> <b>*NOTE: responsive to Jones Recommendation #15</b>	Identify solution	31-Jan-13	Executive Director Operational Training & Volunteerism - Lex de Man	Completed		The Chief Officer has endorsed the 'maximum density' model for delivery of Level 2 first aid training, which will enable any CFA member wanting to complete Level 2 first aid training to do so.
		Fund and implement	31-Oct-13		Not commenced		Funding arrangements, business rules on how the training will occur, under what conditions, frequency and conduct will require further scoping and consultation. Under the auspices of the Fire Service Commissioner, this project is one of five projects endorsed in the State Training Framework by the Senior Leadership Group (comprising CEO's & Chief Officers of each Victorian Emergency Service Agency) to be progressed. Further work to progress is required.
	<b>6.8 Review course and delivery options with regard to flexibility, online learning or simulation tools, and utilisation of other providers (including TAFE), to maximise and support volunteer participation</b>	Review options and make changes in relation to Minimum Skills and Driver Training	30-Apr-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	Not commenced		To be addressed alongside Theme 5 Strategy 4. Action aligns with Volunteer Support Program, Volunteer Development work stream and requires additional resources to progress.
		Identify next priorities for review	31-Oct-13		Not commenced		
	<b>6.9 Actively case manage vacant training instructor establishment positions</b>	Document current process and look for further improvement opportunities	30-Apr-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In progress & On Target		Workforce planning relating to CFA instructor vacancies will be undertaken. Strategies to fill these vacancies will be reviewed with key vacancies prioritised. Further actions will be undertaken in accordance with the provisions of the Enterprise Bargaining Agreement.
	<b>6.10 Invest in field training grounds and facilities</b>	Undertake priority upgrades to Field Training Grounds, including Fiskville	31-Oct-13	Manager Training Delivery, Craig Ferguson, Operational Training	In progress & On Target		As per Bushfires Program (2A and 2B).
		Establish a new training facility in Sunraysia District	31-Oct-13		In progress & On Target		Planning arrangements with Mildura City Council and lease negotiation are currently underway. Facility design is complete with planning and design of props underway. On track for June 30.
		Develop and deliver mobile training infrastructure	31-Oct-13		In progress & On Target		As per Bushfires Program (2A and 2B)

Theme	Strategy	Action	Timeframe*	Person Responsible	Status	Traffic Light	Comments
		Centralise the asset and lifecycle planning of field training grounds with Business Services	31-Oct-13		Not commenced		Staged centralisation of field training ground asset and lifecycle planning is underway with full centralisation expected by mid 2013. Centralisation is supporting CFA to plan and undertake capital works and maintenance activities so that all field training grounds are kept to a consistent standard.
	<b>6.11 Publish training materials online</b>	Publish training materials online	31-Jan-13	Executive Manager James Stitz, Operational Training & Volunteerism	Completed		Training Materials On-line (TMOL) site was launched and became operational in February 2012. This site, accessible to volunteers, is regularly updated as new materials are approved for use. Materials on the site contain Learning Manuals, Presentations and Learning and Assessment Strategies which include instructor notes for facilitating training sessions. Note: The TMOL site does not contain SkillPaks (assessment materials) as these are controlled documents which assessors can obtain, upon request, from their Manager Training and Development.
	<b>6.12 Develop and implement a quality assurance system to encourage and support brigades to train and assess members</b>	Identify key issues to be addressed by the QA system	30-Apr-13	Manager Training Delivery, Craig Ferguson, Operational Training & Volunteerism	In progress & On Target		Data has been gathered for analysis to identify numbers of volunteers actually being used by districts for training and assessing. This data will be used to identify locations within the state where work will be required to ensure volunteers are being used to their full potential and desire in relation to training and assessing. The CFA/VFBV Joint Training Committee will consider future plans in this regard.
Develop the QA system		31-Oct-13	Not commenced				
Implement the QA system		31-Oct-13	Not commenced				