



CFA Jones Inquiry
Implementation Action Plan

FINAL
Version 1.0

Document Information

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Disclaimer

This Implementation Plan represents CFA's best understanding of the work required to implement the findings of the Jones Inquiry into The effect of arrangements made by CFA on CFA Volunteers. It has been developed following extensive consultation with and input from VFBV. The Strategic nature of the Implementation Plan requires that it be reviewed annually to ensure alignment with broader CFA activity and continued direction to achieve success against the Minister's agreed Themes arising from the Inquiry.

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Stay informed

This Implementation Plan has been prepared as a formal commitment by CFA to respond to the findings and recommendations of the Jones Inquiry into the Effect of arrangements made by CFA on CFA volunteers.

Following review of his Honour David Jones AM's report arising from the Inquiry, the Minister has requested that CFA develop an Implementation Action Plan against six key themes and report to him on a quarterly basis on the progress made against that Plan.

This Plan has been developed with extensive consultation and collaboration with VFBV over several months. It represents a current Implementation Plan which CFA is committed to.

Over the coming implementation period, progress reports will be prepared on a quarterly basis and published for all CFA members to review and provide comment on. You can monitor the progress of CFA's Jones Inquiry implementation activity via CFA Connect and Brigades Online, and we will also publish updates in *The Fireman* and *Brigade* magazine.

If you have questions, feedback or comments which relate to the Jones Inquiry implementation plan or strategies contained within, you are also encouraged to provide these via:

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You will see that this Implementation spans a planning period of twelve months, however CFA is aware that implementation will require a longer time period to complete the strategies and actions outlined. A revision of this Implementation Plan will occur in approximately twelve months time and any extension of change will also be published for CFA members using the above communication channels.

Introduction

Growing and valuing volunteerism is integral to CFA achieving its goals. Our volunteers and local brigades have a unique connection with and understanding of their local communities. CFA remains true to its foundations as a volunteer based organisation, committed to its vision of working together with communities to keep Victorians safe from fire and other emergencies, and to its mission to protect lives and property.

In 2011, the State Government announced the Independent Inquiry into effects of Arrangements on Country Fire Authority Volunteers (the Jones Inquiry or the Inquiry), to be led by retired County Court Judge, the Hon. David Jones. The Inquiry concluded in July of 2011 and in February of 2012, the Minister for Police and Emergency Services, the Hon Peter Ryan announced the Government's commitment to implementation of six key themes arising from the Inquiry findings.

This Implementation Action Plan has been developed in a collaborative process by CFA and Volunteer Fire Brigades Victoria (VFBV). It responds to each of the key themes arising from the Jones Inquiry. It sets out an agreed approach to coordinating and monitoring a sustained implementation plan, defines success for each of the themes, and presents a program of strategies and actions to achieve that success.

The Implementation Plan sets out strategies which will take a number of years to achieve. This Plan focuses on actions to be undertaken over the coming twelve to eighteen months to progress those strategies. Further actions may be identified into the future, to achieve the strategies outlined.

Jones Inquiry Themes

The development of the agreed six themes and mapping of recommendations to these themes has been undertaken by the Department of Justice (DoJ), in consultation with CFA and VFBV. Further detail presented in the final Jones Inquiry report has also influenced the development of this Implementation Plan.

| Theme/ Action Plans | Addresses Recommendations See Appendix A for details |
|---|---|
| <p>1. Culture and leadership to empower and support volunteerism</p> <p><i>Ensure organisational design, systems and processes are directly aligned to growing, maximising and empowering the vital community-based volunteer resource</i></p> | 6A, 6B, 6C, 30 |
| <p>2. Recruitment, retention, recognition and utilisation of volunteers</p> <p><i>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</i></p> | 5A, 5B, 5C, 7, 8, 9A, 9B, 9C, 10, 11, 12, 13, 14, 37 |
| <p>3. Strengthening the volunteer-based and integrated service delivery model</p> <p><i>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</i></p> | 4 |
| <p>4. Improved support for brigades and communities</p> <p><i>Strengthen the support provided to CFA volunteers, CFA brigades and their communities so they are better able to prepare for and respond to emergencies</i></p> | 3A, 3B, 34, 38, 39, 40, 41 |
| <p>5. Training development</p> <p><i>Engage volunteers in and improve the development of training for volunteers so that it best meets their individual and collective needs</i></p> | 16, 17, 18, 19, 23, 24, 32A, 32B, 32C, 35 |
| <p>6. Training delivery and assessment</p> <p><i>Engage volunteers in and improve the availability of training for volunteers so that it best meets their individual and collective needs</i></p> | 15, 20, 21, 22, 25, 26, 27, 28, 29, 31, 33, 36 |

In addition, two Recommendations sit outside the themes:

- Recommendation 1 relating to the need to review CFA legislation will be addressed as part of the White Paper reform process reviewing emergency management arrangements, and by the Fire Services Reform Action Plan.
- Recommendation 2A relating to the Volunteer Fire Brigades Victoria's (VFBV) funding arrangements will be considered as a separate matter by the VFBV, CFA and government.
- Recommendation 2B relating to individual membership of VFBV is a matter for VFBV to consider internally.

The Jones Inquiry Recommendations are listed at [Appendix A](#).

Implementation Approach

Current environment

The current environment for CFA is continually evolving. It is important that this Implementation Plan complement and build upon the good progress that is being made in a range of related areas, including our focus on implementing recommendations arising from the recent Victorian Bushfires Royal Commission.

This Implementation Plan, while a plan in its own right, should be integrated wherever possible with other CFA, VFBV and government activities. The diagram below provides a snapshot of some of the other relevant activity underway.



Figure 1: A snapshot of the current environment, relevant to the Jones Inquiry Implementation Action Plan (diagram prepared by VFBV)

Governance

To oversee this Implementation Action Plan, a CFA/VFBV *Jones Inquiry Implementation Committee* will be established. This Committee will be responsible for overseeing progress and ensuring that, as requested by the Minister for Police and Emergency Services, regular reporting is prepared and provided to the Department of Justice. The Committee will be chaired by the Executive Director, Operational Training & Volunteerism.

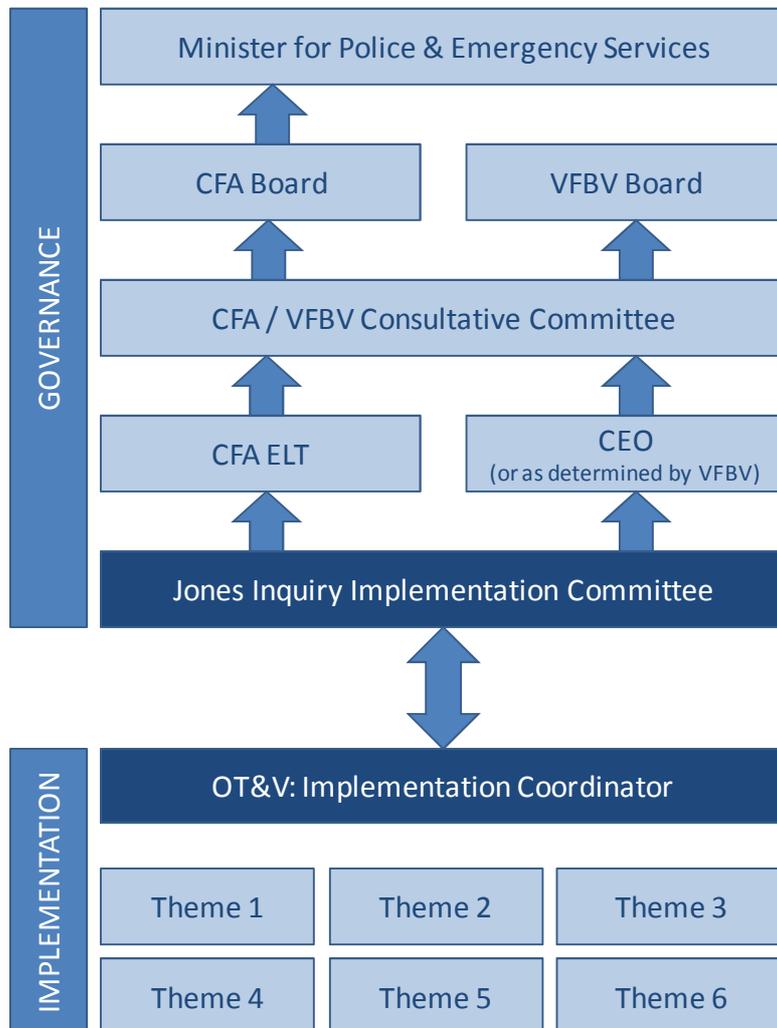


Figure 2: Overview of Governance arrangements for the Jones Inquiry Implementation

The Jones Inquiry Implementation Committee will report regularly to both the CFA and VFBV Boards.

Implementation Coordination

Within CFA, the Operational Training & Volunteerism (OT&V) Team has responsibility for coordination of this Implementation Action Plan, ongoing monitoring, risk and issues management, and reporting. Each Theme will be led and implemented by the relevant Executive Sponsor and his/her team.

The following program management activities will be undertaken by Operational Training & Volunteerism to support implementation:

1. Coordination of ongoing program schedule and action plan;
2. Program communication, engagement and stakeholder management;
3. Program monitoring and reporting; and
4. Risk and issues management.

Monitoring and Reporting

The Department of Justice has provided a template for quarterly reporting. Each quarterly report will include an area for independent commentary by both CFA and VFBV.

In order to effectively manage this reporting cycle, the following approach will be adopted.

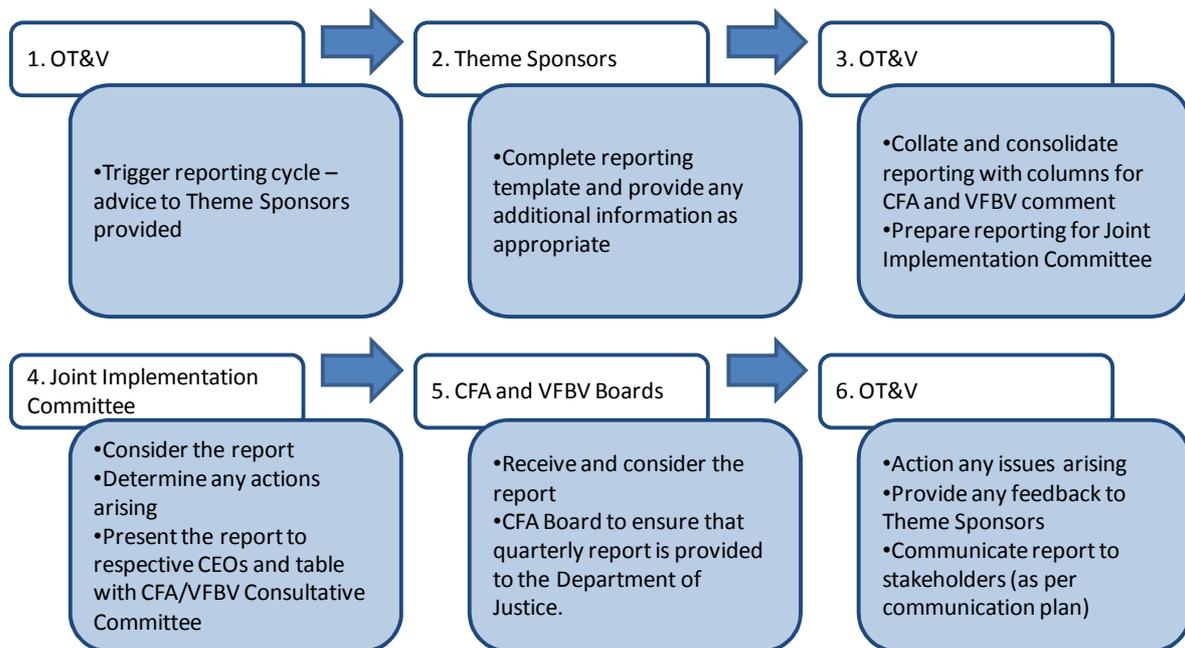


Figure 3: Overview of the monitoring and reporting process per quarter

Communication, consultation and engagement

The development of a suitable engagement and consultation approach is seen as a critical step for CFA to proceed with implementation of the Inquiry's findings.

As a principle for implementation, the use of using existing consultative structures in place across CFA and VFBV is preferred. This approach will include consultation at various points with VFBV, VFBV District Councils, District Planning Committees and also with volunteers more broadly. Where actions or projects require a more specific approach to consultation and engagement, this can be determined by the Theme Sponsor.

A communications plan will be established for this program of work to utilise a number of communication channels and to ensure a transparent approach and regular information sharing.

Implementation Action Plan

The following pages set out the agreed strategies which address each of the six themes. For each strategy, a series of actions has been developed spanning work to be undertaken over the next twelve months or more. Further actions may be required in the future as progress is made against achieving the strategies.

Of note, the next essential step is for each responsible lead to further define the scope, objectives and approach for their strategies. This step will establish more detailed timelines and also highlight any resource or funding requirements. As a result of this more detailed planning, any changes to the Implementation Action Plan can be recommended to the CFA/VFBV Jones Inquiry Implementation Committee for review.

Theme 1: Culture and leadership to empower and support volunteerism

Ensure organisational design, systems and processes are directly aligned to growing, maximising, and empowering the vital community-based volunteer resource.

Theme Sponsor: Executive Director, People & Culture

Addresses Recommendations: 6A, 6B, 6C, 30

Defining Success

1. CFA has policy and organisational arrangements that encourage, maintain and strengthen the capacity of volunteers to deliver CFA services
2. Everybody in CFA understands and values the approach required for CFA to function as a volunteer-based and fully integrated organisation
3. CFA is recognised as a successful volunteer-based and integrated organisation
4. Leadership is demonstrated by consistent action at all levels

Action Plan for Theme 1

| # | Strategy | Responsible | Actions | Timeline |
|---|---|---|--|-------------|
| 1 | Develop, articulate and actively implement an aligned organisational vision, mission, values and structure | David Spokes – Performance & Strategy | Agree on suite of critical organisation culture features | 31 Jan 2013 |
| | | | Assess current organisation culture against preferred culture | 31 Jan 2013 |
| | | Fran Boyd – People & Culture | Develop actions and accountabilities to address any gap between the current organisation culture and the preferred culture | 31 Oct 2013 |
| | | | Review organisational policy, strategy and doctrine to ensure alignment with vision and mission | 31 Oct 2013 |
| | | | Articulate and communicate vision, mission and values- ensure that it is understood at brigade level | 31 Oct 2013 |

Theme 1: Culture and leadership to empower and support volunteerism

| # | Strategy | Responsible | Actions | Timeline |
|---|---|---|--|--------------------------------|
| 2 | Operationalise key processes that directly support the delivery of CFA obligations in 6(i) of the Act | DCO John Haynes – Fire & Emergency Management | Establish and commence a process to identify practices that enhance or inhibit volunteer capacity (including consistency of application) | 30 Apr 2013 |
| | | | Prioritise process improvements | 31 Oct 2013 |
| | | | Review and modify role descriptions, recruitment and promotional processes and performance management | Review progress on 31 Oct 2013 |
| 3 | Develop and implement a leadership strategy | Fran Boyd – People & Culture | Identify leadership behaviours to be integrated with recruitment, performance management and development systems. | 31 Oct 2013 |
| | | | Develop a leadership development framework | 31 Oct 2013 |
| | | | Commence implementation | Review progress on 31 Oct 2013 |
| 4 | Expand section 29 process to include brigade upwards feedback on support provided and support needed to brigades | CO Euan Ferguson – Fire & Emergency Management | Build the tool | 30 Apr 2013 |
| | | | Communicate to brigades | 31 Oct 2013 |
| | | | Implement | Review progress on 31 Oct 2013 |
| 5 | Apply the CFA/VFBV joint consultative framework to engage volunteers in decision-making | Kate Harrap – OT&V | Framework designed and adopted | Completed |
| | | | Establish a process that monitors and reports on the application and effectiveness of this framework to the CFA Board | 30 Apr 2013 |
| | | | Explore options to include compliance with CFA Act (clause 6) and volunteer charter obligations as a regular Board report | 31 Oct 2013 |
| 6 | Undertake a systematic review and removal of inconsistent District to District policy application | <i>Much of this will be addressed through specific strategies and actions implemented as a result of this plan.</i> | | |

Theme 2: Recruitment, retention, recognition and utilisation of volunteers

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.

Theme Sponsor: Executive Director, Operational Training & Volunteerism

Addresses Recommendations: 5a, 5b, 5c, 7, 8, 9A, 9B, 9C, 10, 11, 12, 13, 14, 37

Defining Success

1. Volunteer recruitment intakes meet brigade capacity needs
2. New applicants become active members quickly
3. Members remain active and feel their skills and experience are respected and utilised
4. There is strong volunteer utilisation in all CFA roles
5. Pathways for skill development are clear and accessible
6. Turnover rates are in an acceptable range
7. Brigade membership reflects local demographics
8. Members have the ability to maintain flexible membership and engagement with CFA
9. There are high levels of public understanding about CFA's volunteer based service

Action Plan for Theme 2

| # | Strategy | Responsible | Actions | Timeline |
|---|--|-----------------------|---|--------------------------------|
| 1 | Reform the current approach to exit management | Kate Harrap – OT&V | Understand current approach and issues | 30 Apr 2013 |
| | | | Undertake analysis and develop options | 31 Oct 2013 |
| | | | Commence implementation | 31 Oct 2013 |
| 2 | Simplify brigade transfer process | Lex de Man – OT&V | Simplify process and implement | Completed |
| | | | Measure and evaluate | 31 Oct 2013 |
| 3 | Remove barriers preventing volunteers being employed by CFA, including review of lateral entry arrangements | Fran Boyd (P&C) | Identify barriers to employment of volunteers by CFA | 30 Apr 2013 |
| | | | Identify and implement quick fixes | 31 Oct 2013 |
| | | | Document position on other issues and opportunities and regularly report progress | Review progress on 31 Oct 2013 |
| 4 | Monitor and measure volunteer perceptions about factors affecting their welfare and efficiency | Kate Harrap – OT&V | Review first VFBV survey instrument and results | 31 Jan 2013 |
| | | | Identify and prioritise issues for attention | 30 Apr 2013 |
| | | | Determine ongoing approach | 31 Oct 2013 |
| 5 | Develop flexible options for arrangements with employers | Kate Harrap – OT&V | Scope and resource project | 31 Oct 2013 |
| | | | Research other support programs in operation | Review progress on 31 Oct 2013 |
| | | | Develop business case | Review progress on 31 Oct 2013 |
| 6 | Develop programs to support local engagement of diverse communities (CALD, age, gender) | Fran Boyd (P&C) | Undertake stocktake of current activities and evaluate success | 30 Apr 2013 |
| | | | Identify ongoing support mechanisms to expand success such as providing information on community groups and local | Review progress on 31 Oct 2013 |

Theme 2: Recruitment, retention, recognition and utilisation of volunteers

| # | Strategy | Responsible | Actions | Timeline |
|---|---|---|---|--------------------------------|
| | | Kate Harrap – OT&V | community resources | |
| | | | Provide demographic data on CALD groups for each Region | Review progress on 31 Oct 2013 |
| | | | Develop Case Studies and success stories on engaging diverse communities | Review progress on 31 Oct 2013 |
| | | | Promote the use of support materials such as the 'Building Multicultural Awareness in your Brigade' Guide | 30 Apr 2013 |
| 7 | Remove barriers preventing optimal utilisation of volunteers and volunteer capacity, including improved use of volunteers in IMT roles | CO Euan Ferguson – Fire & Emergency Management | Identify barriers to optimal utilisation of volunteers and volunteer capacity | 30 Apr 2013 |
| | | | Identify and implement quick fixes | 31 Oct 2013 |
| | | | Document position on other issues and opportunities and regularly report progress | Review progress on 31 Oct 2013 |
| 8 | Explore options for more effective utilisation of life and professional skills that volunteers bring to CFA | Lex de Man – Operational Training & Volunteerism | Scope this as a project | 31 Oct 2013 |
| 9 | Develop an overarching strategic framework that equips, enables and empowers sustainable volunteerism | Kate Harrap – Operational Training & Volunteerism | Development of a member strategy (cradle to grave approach) | 31 Oct 2013 |

Theme 3: Strengthening the volunteer-based and integrated service delivery model

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.

Theme Sponsor: Chief Officer

Addresses Recommendation: 4

Defining Success

1. Growth in volunteer capacity and participation in integrated brigades, training, incident mgt, specialist response and day-to-day service delivery to the community
2. Roles performed by all CFA members are based on competence and availability
3. CFA has an obvious and structured focus on delivering its responsibility under 6 (i) of CFA Act
4. It is evident in CFA capability planning that building community and volunteer capacity is one of CFA's highest priorities
5. Members feel that CFA operates a genuine integrated service
6. Volunteers are trained and operating primary and specialist appliances
7. Members are treated equally with regard to specialist training opportunities and role deployment
8. CFA brigades know the suite of support options available and the appropriate support solutions are in place to ensure ongoing viability of brigades

Action Plan for Theme 3

| # | Strategy | Responsible | Actions | Timeline |
|---|--|--|---|--------------------------------|
| 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 | DCO John Haynes – Fire & Emergency Management | Undertake a quick snapshot to identify current status | 31 Jan 2013 |
| | | | Analyse data to identify good practice, gaps and case studies | 31 Oct 2013 |
| | | | Promulgate good practices | 31 Oct 2013 |
| | | | Develop system to enable ongoing capturing of good practices | Review progress on 31 Oct 2013 |
| 2 | Incorporate measurement of capacity and participation into CFA performance monitoring process and set targets for improvement | DCO John Haynes – Fire & Emergency Management | Agree a measurement and monitoring approach | 31 Oct 2013 |
| | | | Educate and implement approach | Review progress on 31 Oct 2013 |
| 3 | Embrace and implement a brigade support planning model that applies a continuum of support focused on building and maintaining volunteer and community capacity and is actively utilised in decision-making | DCO John Haynes – Fire & Emergency Management | Confirm a service delivery model | 31 Jan 2013 |
| | | | Review, update and finalise the brigade support planning document | 30 Apr 2013 |
| | | | Educate and instruct CFA personnel in its application | 31 Oct 2013 |
| | | | Determine the short-term priorities for its application | 31 Oct 2013 |
| 4 | Establish the Chief Officer's Service Delivery Model | DCO John Haynes – Fire & Emergency Management | Set clear principles for service delivery | 31 Jan 2013 |
| | | | Document a decision-making model | 30 Apr 2013 |
| | | | Set service delivery standards | 30 Apr 2013 |
| | | | Document a commitment to implement obligations under 6 (i) of the CFA Act | 30 Apr 2013 |

Theme 3: Strengthening the volunteer-based and integrated service delivery model

| # | Strategy | Responsible | Actions | Timeline |
|---|--|--|---|-------------|
| | | | Develop an agreed approach to engagement with brigades and volunteers about service delivery monitoring and decision-making which affects brigades | 31 Oct 2013 |
| | | | Undertake analysis and improved integration of community safety, prevention and mitigation strategies as part of the overall Service Delivery Model | 31 Oct 2013 |
| 5 | Develop an inclusive action plan for each integrated location | DCO John Haynes – Fire & Emergency Management | Document factors known to be critical to success for integration | 30 Apr 2013 |
| | | | Develop inclusive action plans for each integrated location | 31 Oct 2013 |

Theme 4: Improved support for brigades and communities

Strengthen the support provided to CFA volunteers, CFA brigades and their communities so they are better able to prepare for and respond to emergencies.

Theme Sponsor: Executive Director, Operational Training & Volunteerism

Addresses Recommendations: 3A, 3B, 34, 38, 39, 40, 41

Defining Success

1. Brigades and its members are the face of CFA at the community level
2. CFA people know and demonstrate what is required to encourage, maintain and strengthen the capacity of volunteers to deliver CFA services
3. Communities are confident in the professionalism and capacity of CFA's volunteer-based and integrated service delivery model
4. Brigades are empowered through provision of appropriate policies, leadership, resources, systems and processes

Action Plan for Theme 4

| # | Strategy | Responsible | Actions | Timeline |
|---|---|----------------------|---|--------------------------------|
| 1 | Review and modernise the discipline process to enable early and local intervention | Chief Officer - F&EM | Review process | 31 Oct 2013 |
| | | | Provide recommendations on legislative change to Government | 31 Oct 2013 |
| | | | Develop and implement internal improvements | 31 Oct 2013 |
| | | | Implement outcomes dependent on Government decisions | Review progress on 31 Oct 2013 |

| # | Strategy | Responsible | Actions | Timeline |
|---|--|--|---|--------------------------------|
| 2 | Ensure service delivery model incorporates 'face of CFA at community level' | Lex de Man – OT&V | <i>To be discussed with CO Ferguson and DCO Haynes. Can be integrated within strategies included within Theme 3</i> | |
| 3 | Provide brigades with appropriate internet connectivity and information systems | Refer to joint CFA/VFBV IT committee. NB: Further detail available | Establish appropriate working group | 31 Jan 2013 |
| | | | Scope and consider sector-wide needs and opportunities | 31 Oct 2013 |
| 4 | Pursue opportunities to leverage the National Broadband Network to improve service delivery to the community | Refer to joint CFA/VFBV IT committee. NB: Further detail available | Engage with key decision makers involved with the NBN roll-out | 31 Jan 2013 |
| | | | Integrate with CFA and other agencies IT strategies | 31 Oct 2013 |
| 5 | Review arrangements to minimise volunteer out-of-pocket and brigade expenses | Michael Wootten – Business Services | Joint CFA/VFBV Finance Committee to review current brigade allowances and arrangements for volunteer out-of-pocket expenses | Review progress on 31 Oct 2013 |
| | | | Implement recommendations of the Joint CFA/VFBV Finance Committee review | Review progress on 31 Oct 2013 |
| 6 | Develop a comprehensive strategy for administrative support of volunteer brigades, including but not limited to future directions for BASOs and VSOs | Lex de Man – OT&V | Identify key administrative pressures at brigade level | 30 Apr 2013 |
| | | | Identify gaps and solutions to address issues | 31 Oct 2013 |
| | | | Implementation | Review progress on 31 Oct 2013 |

Theme 5: Training Development

Engage volunteers in and improve the development of training for volunteers so that it best meets their individual and collective needs.

Theme Sponsor: Executive Director, Operational Training & Volunteerism

Addresses Recommendations: 16, 17, 18, 19, 23, 24, 32A, 32B, 32C, 35

Defining Success

1. The Chief Officer's priorities for training development are clear and understood by all
2. Volunteers are appropriately represented in key decision making with regard to training development
3. Brigades have opportunities for input into identification of CFA training priorities and design of solutions –materials and standards
4. CFA's standards and training requirements are clear and understood by all
5. Training is developed in consistent formats which makes it as accessible as possible for volunteer participation
6. Training materials are developed to a consistent and endorsed training specification
7. Courses are designed and delivered to build on what is already known
8. Training is developed to address attainment of the skills needed to do the job, not for the qualification
9. Skills maintenance achieved through operational activity is recognised

*Note: During discussions about Theme 5 the Committee reached a view that many of these actions could be co-developed and delivered, which would assist with resourcing 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.

Action Plan for Theme 5

| # | Strategy | Responsible | Actions | Timeline |
|---|--|-----------------------|---|-------------|
| 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) | James Stitz – OT&V | Document training needs analysis process from Brigade to State | 31 Jan 2013 |
| | | | Review adequacy of BOSP and its application | 30 Apr 2013 |
| | | | Training needs identified | 30 Apr 2013 |
| | | | Analysis of training needs versus budget capacity and determine priorities to treat gap | 30 Apr 2013 |
| | | | Expand BOSP tool to cover training beyond Brigade | 31 Oct 2013 |
| 2 | Rationalise core versus non-core training needs | James Stitz – OT&V | Review <i>Minimum Skills</i> program | 31 Jan 2013 |
| | | | Review <i>Crew Leader</i> (urban and rural) | 31 Oct 2013 |
| | | | Review other programs in line with review cycle (ongoing) | Ongoing |
| 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 | James Stitz – OT&V | Explore options for the right mechanism | 30 Apr 2013 |
| | | | Implement preferred option | 31 Oct 2013 |
| 4 | Develop flexible individual learning options – on-line, self-paced, alternative providers, on-the-job development (for both initial and skills maintenance training) | James Stitz – OT&V | Review best practice | 30 Apr 2013 |
| | | | Develop flexible learning options for <i>Minimum Skills</i> | 31 Oct 2013 |
| | | | Identify next priorities | 31 Oct 2013 |
| | | | Explore options for TAFE and other providers | 31 Oct 2013 |

| | | | | |
|---|--|-----------------------|---|--------------------------------|
| 5 | Minimise the need for volunteers to re-train in skills already attained through demonstrated competence | James Stitz – OT&V | Identify volunteers views about previous learning that has the potential to remove the need for training [VFBV to gather these views] | 30 Apr 2013 |
| | | | Explore potential for the increased application of challenge testing | 30 Apr 2013 |
| | | | Map linkages for previous learning against CFA requirements | 31 Oct 2013 |
| | | | Establish a process for individuals to pro-actively identify prior learning in a structured way | 31 Oct 2013 |
| | | | Prioritise and commence the recognition process across CFA training programs | Review progress on 31 Oct 2013 |
| | | | Communicate the intent and the learning map to all CFA training personnel | Review progress on 31 Oct 2013 |
| 6 | Adopt a learner-centred approach to the recognition of previous skills | James Stitz – OT&V | Document the CFA doctrine with regard to learner-centred development | 30 Apr 2013 |
| | | | Build into performance management of training personnel | 31 Oct 2013 |
| | | | Identify opportunities to empower its application at brigade level | 31 Oct 2013 |
| | | | Publish practice notes and train brigades in its application | Review progress on 31 Oct 2013 |
| 7 | Develop a service delivery skills map to enable volunteers to better identify their career and training options | James Stitz – OT&V | Develop a service delivery role pathway map | 30 Apr 2013 |
| | | | Develop a learning map aligned to the role pathway map | Review progress on 31 Oct 2013 |
| | | | Develop a training needs analysis tool that allows members to identify their individual skills gaps | Review progress on 31 Oct 2013 |
| | | | Create system capability to enable brigade access to map and tools | Review progress on 31 Oct 2013 |

| | | | | |
|---|--|-----------------------|---|--------------------------------|
| 8 | Improve training budget and activity transparency across the State | James Stitz – OT&V | Build a training budget costing model which provides an improved state view on training priorities and activity | 31 Oct 2013 |
| | | | Implement a regular activity reporting process to test priority delivery and cost/benefit | Review progress on 31 Oct 2013 |

Theme 6: Training delivery and assessment

Engage volunteers in and improve the availability and delivery of training to volunteers so that it best meets their individual and collective needs.

Theme Sponsor: Executive Director, Operational Training & Volunteerism

Addresses Recommendations: 15, 20, 21, 22, 25, 26, 27, 28, 29, 31, 33, 36

Defining Success

1. Everyone (across the organisation and including volunteers) understands their role in training
2. Everyone in CFA understands how to go about training and assessment to optimise volunteer development
3. A maximum number of volunteers are engaged in delivery and assessment of training
4. Training is available to volunteers based on individual and organisational need
5. Training needs are driving the training budget
6. Everyone trains to a set and agreed standard
7. There is consistent application of training delivery and assessment across CFA

| # | Strategy | Responsible | Actions | Timeline |
|---|--|----------------------|--------------------------|-------------|
| 1 | Develop a strategic plan for training | Lex de Man – OT&V | Prepare discussion paper | Completed |
| | | | Undertake consultation | 31 Jan 2013 |
| | | | Develop strategy | 30 Apr 2013 |
| | | | Commence implementation | 31 Oct 2013 |

| # | Strategy | Responsible | Actions | Timeline |
|---|---|--------------------------|--|-------------|
| 2 | Develop clear documentation and communicate training doctrine/rules | James Stitz – OT&V | Scope documentation requirements | 30 Apr 2013 |
| | | | Develop documentation (phased approach) | 31 Oct 2013 |
| | | | Publish and communicate | 31 Oct 2013 |
| 3 | Remove barriers to volunteers instructing and assessing training, and establish a plan to build volunteer trainer and assessor capacity | James Stitz – OT&V | Identify barriers [including looking at affirmative action] | 31 Jan 2013 |
| | | | Address barriers | 30 Apr 2013 |
| | | | Create doctrine , set targets | 30 Apr 2013 |
| | | | Implement and monitor | 31 Oct 2013 |
| 4 | Ensure utilisation of Volunteer PAD Operators | Craig Ferguson – OT&V | Identify barriers | 31 Jan 2013 |
| | | | Address barriers | 30 Apr 2013 |
| | | | Create doctrine | 30 Apr 2013 |
| | | | Implement and monitor | 31 Oct 2013 |
| 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 | Craig Ferguson – OT&V | Review current RPL/RCC process | Completed |
| | | | Redesign process | Completed |
| | | | Pilot process | 31 Jan 2013 |
| | | | Roll-out of new process – priorities in relation to Sector Commander and Level 2 -3 IMT Transition | 31 Jan 2013 |
| 6 | Remove barriers to the engagement of sessional instructors to better meet training demand at times and locations which maximise volunteer participation | Craig Ferguson – OT&V | Identify the gap | Completed |
| | | | Identify numbers of sessional instructors required | Completed |
| | | | Develop business rules for use of sessional instructors | 31 Jan 2013 |
| | | | Negotiate workforce arrangements | 30 Apr 2013 |

| # | Strategy | Responsible | Actions | Timeline |
|----|--|--------------------------|--|--------------------------------|
| | | | Implement | 31 Oct 2013 |
| 7 | First aid training delivery | Lex de Man – OT&V | Identify solution | 31 Jan 2013 |
| | | | Fund and implement | 31 Oct 2013 |
| 8 | Review course and delivery options with regard to flexibility, on-line learning or simulation tools, and utilisation of other providers(including TAFE), to maximise and support volunteer participation | Craig Ferguson – OT&V | Review options and make changes in relation to Minimum Skills and Driver Training | 30 Apr 2013 |
| | | | Identify next priorities for review | 31 Oct 2013 |
| 9 | Actively case manage vacant training instructor establishment positions | James Stitz – OT&V | Document current process and look for further improvement opportunities | 30 Apr 2013 |
| 10 | Invest in field training grounds and facilities | Craig Ferguson – OT&V | Undertake priority upgrades to Field Training Grounds, including Fiskville | 31 Oct 2013 |
| | | | Establish a new training facility in Sunraysia District | 31 Oct 2013 |
| | | | Develop and deliver mobile training infrastructure | 31 Oct 2013 |
| | | | Centralise the asset and lifecycle planning of field training grounds with Business Services | 31 Oct 2013 |
| 11 | Publish training materials on-line | James Stitz – OT&V | | Completed |
| 12 | Develop and implement a quality assurance system to encourage and support brigades to train and assess members | Craig Ferguson – OT&V | Identify key issues to be addressed by the QA system | 30 Apr 2013 |
| | | | Develop the QA system | 31 Oct 2013 |
| | | | Implement the QA system | Review progress on 31 Oct 2013 |

Appendix A: Jones Inquiry Recommendations

Recommendation 1

That a review of the Country Fire Authority Act 1958 and the Country Fire Authority Regulations 2004 be undertaken.

Recommendation 2a

Consideration be given to the VFBV being funded by Government rather than by CFA.

Recommendation 2b

The VFBV give consideration to amending its Constitution to enable individual volunteers to be members of the Association.

Recommendation 3a

The CFA continue to explore and develop initiatives with modern information and communication technologies to maximise the benefits that they may bring to volunteer involvement in CFA.

Recommendation 3b

The Government adequately resources such initiatives.

Recommendation 4

The CFA and the Chief Officer continue to develop the initiatives outlined in relation to service delivery and standards, decision-making and allocation of resources.

Recommendation 5a

The CFA, in consultation with employers and volunteers, explore the establishment of employer consultation and support mechanisms along the lines of those developed by the Australian Defence Forces.

Recommendation 5b

Consideration be given to enactment of legislation along the lines of the federal legislation relating to employers and Defence Reservists.

Recommendation 5c

Consideration be given to the establishment of an Employer Support Payment Scheme along the lines of that operated by the Australian Defence Force.

Recommendation 6a

The CFA, in consultation with its volunteers and employees determine and adopt a statement of Vision, Mission and Values.

Recommendation 6b

Position descriptions and key selection criteria require knowledge of, and commitment to, this statement.

Recommendation 6c

Membership of the CFA by a volunteer be on the basis of the volunteer being committed to this statement.

Recommendation 7

The CFA, in consultation with the VFBV and volunteers, develop a systematic exit strategy, which ensures that relevant information is captured consistently across all Brigades.

Recommendation 8

The CFA, in consultation with the VFBV and volunteers, develop and introduce an arrangement whereby a volunteer can transfer from one brigade to another and still remain a member of CFA without the need to resign.

Recommendation 9a

The CFA further develop community education programs to specifically engage culturally and linguistically diverse (CALD) communities to address the importance of ethnic diversity.

Recommendation 9b

The CFA ensure that it is informed of new initiatives being taken by AFAC for women and take the necessary action to adopt them.

Recommendation 9c

The CFA, in consultation with the VFBV and volunteers, develop initiatives and strategies additional to those being taken by AFAC, that facilitate the involvement of women as volunteers in the CFA at all levels.

Recommendation 10

The CFA, in consultation with the VFBV and volunteers, develop initiatives and strategies that will maximise the involvement of young people as volunteers and their retention as volunteers.

Recommendation 11

The CFA revisit with the UFU the arrangement relating to the recruitment of volunteer firefighters as an employee.

Recommendation 12

The CFA revisit with the UFU the arrangements relating to lateral entry and secondment.

Recommendation 13

The CFA revisit with the UFU the arrangements relating to Community Education Firefighters/Fire Officers and the use of volunteers in this role.

Recommendation 14

The CFA revisit with the UFU the arrangements relating to the employment of part-time and casual employees.

Recommendation 15

The CFA, in consultation with the VFBV and volunteers, review its arrangements with respect to First Aid training and maintenance of currency of qualifications, with the view to the delivery of such training and maintenance best meeting brigade needs.

Recommendation 16

The CFA establish forward strategic planning initiatives for training with the resource allocation covering short term, mid term, and long term.

Recommendation 17

The CFA proceed with a review of the Minimum Skills training program.

Recommendation 18

The CFA ensure that there is transparency with respect to the identification and meeting of training demand, and plans to meet such demand.

Recommendation 19

The CFA ensure that there is transparency with respect to training budgets and, in particular, with respect to what relates to volunteer training and what relates to career staff training.

Recommendation 20

The CFA take initiatives to improve accessibility of Field Training Grounds, including Fiskville, to volunteers for training.

Recommendation 21

The CFA continue the Mobile Training Infrastructure Project and the Fixed Training Infrastructure Project. Where necessary, Government support these initiatives in determining CFA funding.

Recommendation 22

The CFA proceed with the update of facilities and infrastructure at Fiskville to enable its better utilisation by volunteers and employees for training. Where necessary, the Government support this update when determining CFA funding.

Recommendation 23

The CFA examine options to enable sufficient training materials to be available to ensure effective training delivery. As part of this examination, the CFA explore the feasibility of utilising the TAFE system.

Recommendation 24

CFA develop an individual training pathway for operational volunteers to enable volunteers to be able to better identify their career and training options and pursue a pathway that meets their expectation.

Recommendation 25

The CFA, in consultation with the VFBV and volunteers, examine options to enable the engagement of an adequate instructor strength to serve the training needs of volunteers. Those options should include making more use of volunteers as instructors.

Recommendation 26

The CFA revisit with the UFU the arrangements contained in industrial agreements relating to the engagement of instructors with a view to increasing the ability and flexibility of the CFA to fill instructor positions and thereby ensure maximum training capacity to the benefit of CFA members, both volunteer and paid.

Recommendation 27

The CFA continue its consultations with the UFU to establish a satisfactory and workable process for the use of sessional instructors.

Recommendation 28

The CFA continue with its initiatives to implement the Garnock Report, keeping volunteers and paid personnel fully informed of progress and consulting with them in relation to the implementation. This implementation should be given priority, having regard to its importance.

Recommendation 29

The CFA continue the development of key principles in relation to training, in consultation with volunteers and paid personnel. In the development of those principles, account should be taken of matters raised by volunteers to this inquiry and the comments that I have made about training delivery. Account should also be taken of principles contained in any statement of Vision, Mission and Values adopted by the CFA.

Recommendation 30

The CFA provide greater opportunities for leadership training for volunteers at all levels but particularly at the brigade level. The CFA, as far as practicable, endeavour to ensure that persons appointed to positions of leadership have necessary capability.

Recommendation 31

The CFA, in consultation with the VFBV and volunteers, review the process for RCC and RPL with the view to making that process transparent, efficient and fair.

Recommendation 32a

The CFA, in consultation with volunteers, employees, the VFBV and the UFU, examine the feasibility of utilising the TAFE system for training delivery.

Recommendation 32b

To the extent that this utilisation is inhibited by arrangements in industrial agreements, those arrangements be revisited by the CFA with the UFU.

Recommendation 32c

To the extent that it is able, the Government provide support for CFA utilisation of the TAFE system.

Recommendation 33

The CFA continue the development of Vector Command Training and its availability and utilisation by volunteers. The feasibility of this training being provided online be explored by the CFA as part of the consideration of the use of the NBN.

Recommendation 34

The CFA as part of any examination of the utilisation of the NBN give priority to the establishment of internet access for brigades.

Recommendation 35

Consideration be given to the establishment of a dedicated CFA training academy.

Recommendation 36

The CFA, in consultation with the VFBV and volunteers, explore and develop initiatives whereby more volunteers are qualified to participate in Incident Management Teams.

Recommendation 37

The CFA, in consultation with the VFBV and volunteers, explore and develop initiatives whereby qualified volunteers may be more utilised in Incident Management Teams.

Recommendation 38

The CFA, in consultation with the VFBV and volunteers, review the arrangements for the reimbursement of volunteer expenses. This review could be done in conjunction with the review of possible reimbursement of employers of CFA volunteers as recommended in Recommendation 5.

Recommendation 39

The CFA, in consultation with the VFBV and volunteers, develop a comprehensive strategy for the administrative support of volunteer brigades to ensure that such brigades can operate efficiently and effectively.

Recommendation 40

The CFA, in relation to developing any process for brigade support or career structure or position description for Brigade Administrative Support Officers, as referred to in Clause 8 of the 2010 Deed, consult with the VFBV and volunteers before reaching any decision on those matters.

Recommendation 41

The CFA continue, in consultation with volunteers, paid personnel and their representatives, its review of disciplinary arrangements and as part of that review consider the concept of the establishment of a Volunteer Ombudsman.