

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

TRAINING & SAFETY

Strategy 4.1: Create a current database of members in state, regional, and national-level projects.

Goal #4	Performance Measure
<i>Seek out and partner with regional and national fire service groups to help influence trends that will impact fire service at its local level.</i>	<i>Demonstrate an increase of 10% in number of local fire service trends that have been influenced by PF&R involvement.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process. Change in Individual Responsible FY 10-11, 3rd Quarter from Chief Fisher to Chief Nohr.

Division Lead: Training & Safety
Individual(s) Responsible: John Nohr

COMPLETED

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period. 2nd Quarter Status: A questionnaire was sent to all bureau employees asking them to identify any state, regional, or national projects/ organizations they are involved in.</p> <p>3rd Quarter Status: A database was created using questionnaire results. The database identifies PF&R employees and lists which agencies each employee participates in outside of PF&R.</p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure.</p> <p>2nd Quarter Status: Once the information from the questionnaire is gathered and assembled into a database, PF&R will be in a better position to seek out and partner with state, regional and national fire service groups.</p> <p>3rd Quarter Status: CORE will need to analyze the information in the database to determine how to seek out and partner with regional and national fire service groups to help influence trends that will impact fire service at the local level.</p>
<p>Describe your future plans and timeline for completing this Strategy.</p> <p>2nd Quarter Status: The database will be updated every 6 months. Employees who are members in state, regional and national organizations will be utilized to influence fire service at the local level.</p> <p>3rd Quarter Status: The creation of the database is complete. This is now an ongoing activity, as the database will be updated annually.</p>

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

Strategy 15.13: **Conduct a survey of firefighters every two years to determine the effectiveness of enhanced training and adjust training based on the feedback.**

Goal #15	Performance Measure
<i>Provide ongoing and improve existing professional development for firefighters.</i>	<i>Increase training productivity on Firefighter skills by 20% coupled with employee feedback.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process. Change in Individual Responsible FY 10-11, 3rd Quarter from Chief Fisher to Chief Nohr.

Division Lead: Training & Safety
 Individual(s) Responsible: John Nohr

COMPLETED

10-11 Status:
<p>Describe what Activities you completed or worked on this reporting period. 2nd Quarter Status: Firefighters were surveyed in December 2009 regarding enhanced training. 2010 training blocks were designed around survey results to include more hands-on and building training as requested.</p> <p>3rd Quarter Status: No progress to report this quarter.</p> <p>4th Quarter Status: Drafted and finalized the 2011 Training Topics Survey. All PF&R members will be encouraged to complete a survey identifying future training topics and the method in which the training is provided for the coming two years. Survey includes a general list of potential training topics and the opportunity for members to add additional topics or feedback. Survey will be distributed to members via a Training Memorandum. Survey may be completed and submitted electronically or printed and submitted via interoffice mail.</p>
<p>Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2nd Quarter Status: Allowing firefighters to have input into training sessions will improve firefighter's knowledge, base skill set, and professional development..</p> <p>3rd Quarter Status: No progress to report this quarter.</p> <p>4th Quarter Status: Distribution of the Training Memorandum, 2011 Training Topics Survey and analysis of the results will complete Strategy 15.13. Completing Strategy 15.13 gives firefighters the opportunity to both participate and improve ongoing efforts for their professional development.</p>
<p>Describe your future plans and timeline for completing this Strategy. 2nd Quarter Status: The next biannual survey will go out in June, 2011.</p> <p>3rd Quarter Status: The next firefighter survey will be conducted by Training in June, 2011.</p> <p>4th Quarter Status: The Training Memorandum and 2011 Training Topics Survey has been approved and will be distributed to all PF&R members July 5, 2011. Survey results will be used to develop the two year training calendar. Strategy 15.13 is complete.</p>

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

Strategy 15.15: **Conduct a workforce assessment to determine the baseline levels of firefighting expertise that need to be expanded; identify individuals eligible to transfer knowledge through either formal training or mentorship.**

Goal #15	Performance Measure
<i>Provide ongoing and improve existing professional development for firefighters.</i>	<i>Increase training productivity on Firefighter skills by 20% coupled with employee feedback.</i>

Background: Created in 2010 from the 10-15 Strategic Planning Development Process

Division Lead: Training & Safety
 Individual(s) Responsible: Scott Fisher

COMPLETED

10-11 2nd Quarter Status:
Describe what Activities you completed or worked on this reporting period. 2 nd Quarter Status: Training Lieutenant conducted workforce assessment to determine baseline skills for firefighters to accomplish their jobs. Increased the budget for professional development and course to improve firefighter skills.
Describe how completion of Activities listed above has or will result in completion of this Strategy and moves PF&R closer to achieving the above Goal as defined by the Performance Measure. 2 nd Quarter Status: The budget increase for professional development and the firefighter skill course increased the amount of training available for each member. Attendance totals confirm members have taken advantage of the increased available training.
Describe your future plans and timeline for completing this Strategy. 2 nd Quarter Status: Completed and ongoing on biannual basis. Conduct a work force assessment again in 2012 to determine if we are on the right track and if budget should be increased again for professional development.

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

MI 1: **PF&R should initiate an officer development program that specifies professional development training, formal college coursework and tactical components that is a pre-requisite for future promotions.**

Background: Tridata Recommendation #34. Carry-over from 09-10 Annual Business Plan, previously MI 34. Per 07/01/2010 CORE work session, Chief Fisher will establish an educational program for company officers on a voluntary basis.

Division Lead: Training & Safety
Individual(s) Responsible: Scott Fisher

DROPPED

10-11 2nd Quarter Status:
Describe what was done during the reporting period towards completing the MI.
What results were achieved?
How have results to date moved PF&R closer to completing the MI?
What are the plans and timelines for completing the MI? 2 nd Quarter Status: Recommend deleting MI 1 because it is repeated in both Strategies 12.1 and 12.2.

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

BI 13: **Improve PF&R's promotional testing and evaluation process for entry-level supervisors. PF&R will test candidates applying for the position of Lieutenant in the following skill areas:**

- * **Communication Skills**
- * **Discipline and Managing Difficult Employees**
- * **Interpersonal Relations**
- * **Managing Change**
- * **Managing Conflict**
- * **Managing Staff Performance**
- * **Prioritization/Effective Use of Resources**
- * **Reliability/Integrity**
- * **Team Development**
- * **Training/Career Development**
- * **Interaction with Management**

Background: Originated from FY 10-11 Budget Service Improvement Plan

Division Lead: Training & Safety
 Individual(s) Responsible: Scott Fisher

COMPLETED

10-11 2nd Quarter Status:
Describe what was done during the reporting period towards completing the BI. 2 nd Quarter Status: Working with local 43, we developed a mandatory educational requirement for entry level supervisors. This structured course work involved 200 hours of class room time and was required for all newly appointed Lieutenants.
What results were achieved? 2 nd Quarter Status: It was hoped structured course work would create a defined leadership preparation and development program. At completion of initial structured course work, however, the overall results were deemed unsatisfactory and course work has been dropped.
How have results to date moved PF&R closer to completing the BI? 2 nd Quarter Status: BI 13 was completed but will not be implemented due to unsatisfactory results. PF&R is now using the previous promotional testing and evaluation process for Lieutenants.
What are the plans and timelines for completing the BI? 2 nd Quarter Status: BI 13 is completed. Due to unsatisfactory results, other options are being explored.

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

BI 14: **Improve PF&R's promotional testing and evaluation process for entry-level supervisors. PF&R will develop and implement a testing process with an outside vendor to accurately and effectively assess a candidate's skills and abilities to supervise and manage people. Utilizing a written based video exam and a skills-based assessment center, the testing process will be implemented and a civil service list for Lieutenant established by July 2010.**

Background: Originated from FY 10-11 Budget Service Improvement Plan

Division Lead: Training & Safety

Individual(s) Responsible: Scott Fisher

COMPLETED

10-11 2nd Quarter Status:
<p>Describe what was done during the reporting period towards completing the BI. 2nd Quarter Status: PF&R developed a job description for the Lieutenant position and created a written test from that job description that identified qualified supervisors and scored them in a ranked civil service exam.</p>
<p>What results were achieved? 2nd Quarter Status: PF&R had a successful recruitment for the Lieutenant position and had an established promotional list before the timeline deadline. However, the overall results of the promotional testing and evaluation process using an outside vendor were deemed unsatisfactory and will not be used again.</p>
<p>How have results to date moved PF&R closer to completing the BI? 2nd Quarter Status: BI 14 was completed but will not be implemented due to unsatisfactory results. PF&R is now using the previous promotional testing and evaluation process for Lieutenants.</p>
<p>What are the plans and timelines for completing the BI? 2nd Quarter Status: BI 14 is completed. Due to unsatisfactory results, other options are being explored.</p>

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

BI 15: **Improve PF&R's outreach and communication with underrepresented groups to compete in the Firefighter entrance exam. PF&R's Recruiter, in conjunction with the City of Portland's Human Relations Recruiter, will coordinate outreach opportunities with and deliver presentations to the following organizations with the goal of informing and raising awareness of career opportunities with PF&R among underrepresented groups. These presentations will provide key information about the testing and recruitment process to apply and compete for these opportunities.**

- * Pauling Academy -- Marshall High School
- * Urban League of Portland
- * Benson High School
- * NAYA (Native American Youth Association)
- * SEI (Self Enhancement Inc.)
- * El Hispanic News
- * Asian Reporter
- * Skanner News Groups
- * IRCO (Immigrant & Refugee Community Organization)
- * Africa House
- * Asian Family Center
- * No Wasted Steps (Jefferson High School)
- * The Diversity Institute
- * Cinco De Mayo Festival at Waterfront Park
- * NW Youth Career Expo
- * Women in Trades
- * "I Have a Dream" Foundation -- Portland Multnomah Youth Corps
- * Hispanic Chamber of Commerce
- * ETAP (Evening Trades Apprenticeship Preparation)
- * Coalition of Black Men

Background: Originated from FY 10-11 Budget Service Improvement Plan

Division Lead: Training & Safety

Individual(s) Responsible: Scott Fisher

COMPLETED

10-11 2nd Quarter Status:
Describe what was done during the reporting period towards completing the BI. 2 nd Quarter Status: PF&R's recruiter with the assistance of HR's recruiter developed relationships with all of the above groups and invested over 500 hours of teaching time to these groups to assist them in competing in the firefighter entrance exam.
What results were achieved? 2 nd Quarter Status: PF&R saw a higher number of under represented groups compete in the firefighter test. PF&R has hired more under represented groups on the current trainee and firefighter list then in the previous testing process.
How have results to date moved PF&R closer to completing the BI? 2 nd Quarter Status: By completing this BI, PF&R has hired a larger percentage of under represented groups on our entrance exam.
What are the plans and timelines for completing the BI? 2 nd Quarter Status: Completed and ongoing. PF&R's next firefighter entrance exam will be in August 2011. Recruiter will continue expanding relationships with under represented groups and conduct outreach presentations with goal of raising career opportunities with PF&R.

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

BI 56: **Develop and execute plans for merging the EMS Section from EOPS to the Training & Safety Division by October 1, 2011.**

Background: Newly created by Training Division in 3rd Quarter of FY 10-11.

Division Lead: Training & Safety
 Individual(s) Responsible: John Nohr

10-11 Status:

Describe what was done during the reporting period towards completing the BI.
 3rd Quarter Status: Current policies and assignments of the Training & Safety Division and the EMS Section were reviewed to ensure a merger was appropriate for PF&R.

Over 20 personnel who are currently assigned to the Training & Safety Division or EMS, or who have held those assignments in the past were interviewed to solicit input on the proposed merger and potential issues that may arise.

Staff personnel developed plans and initiated an order for a new 2400 square foot modular building to be placed on the Training & Safety campus to house EMS personnel after the merger.

A staff meeting was held that included all personnel currently assigned to EMS and Training & Safety. The purpose was to conduct a SWOT analysis of the merger and to further identify issues that need to be addressed.

4th Quarter Status: The EMS Section was tentatively moved under the Training & Safety Division Chief on April 1 for reporting purposes to identify issues that need to be addressed. No major issues have been identified at this time.

A modular building was designed and ordered. It is currently under construction and will be delivered and set in the first quarter of FY 11-12. The EMS Section staff will relocate to the Training Center campus at that time.

What results were achieved?
 3rd Quarter Status: DVC Nohr, with considerable input from staff, determined that the merger was appropriate to help support PF&R's mission and goals.

A modular building plan was developed that will accommodate the space needs of the EMS staff when they move to the Training Center. The building was ordered and actions are in motion to place the building in the 4th quarter of FY11-12 or the 1st quarter of FY12-13.

The SWOT analysis provided a list of issues that still need to be addressed.

4th Quarter Status: The consolidation of the EMS Section into the Training & Safety Division was determined to be an appropriate organizational change. Steps were taken to make the move logistically possible. Work continues to that end.

How have results to date moved PF&R closer to completing the BI?
 3rd Quarter Status: A decision to move forward was made. The space needs were analyzed, a plan developed, and a modular building ordered.

4th Quarter Status: The EMS Section has been functioning under the Training & Safety Division in a test mode since April 1st. No major issues have been identified.

What are the plans and timelines for completing the BI?
 3rd Quarter Status: The EMS Section will start reporting to the Training & Safety Division Chief in the 4th quarter. This action will help determine further issues that may need to be addressed and allow for a smoother formal transition in the new fiscal year.

The new office space will be delivered and set up in the 4th quarter of FY11-12 (possibly the 1st quarter of FY12-13).

TRAINING & SAFETY DIVISION WORK PLAN FY 2010-11

Full transition is expected to take place in the 1st quarter of FY12-13.

4th Quarter Status: The BI is anticipated to be completed in the first quarter of FY 11-12. Logistical issues may push that date into the second quarter.

- FY 10-11 Year-End Close Out:
- BI 56 will be carried over to the next fiscal year for completion and included in the FY 11-12 Annual Business Plan
 - BI 56 should be revised due to changed circumstances (see comments)
 - BI 56 should be dropped (see comments)

FY 10-11 Year-End Close Out Comments: