Introduction

The implementation of the Fire & Emergency Management (F&EM) Training Strategy responds to the Jones Implementation Action Plan initiative 6.1.

The Strategy identifies six strategic outcomes to be achieved via implementation of activities within the key strategic themes. The dashboard presents CFA's performance against key performance indicators (KPIs) identified for the six strategic outcomes.

Data source and baselines

To identify baseline measures, priorities have been derived from the Chief Officer's Capability Statement and in consultation with key F&EM and Operational Training & Volunteerism (OT&V) stakeholders.

Quantitative information has been sourced from CFA systems, such as TRAIN and RMS. Member perception data has been sourced from a major survey conducted over June and July 2015 (the *CFA F&EM Training Strategy Survey 2015*). The graphs on the right present the response rates of the survey.

Assumptions and caveats

- Limited data is available for training activities conducted at a local level (ie, informal, ad hoc, or additional training session conducted by individual brigades)
- All care has been taken to ensure that the KPIs and data presented are specifically training-related

Key messages

Overall performance has improved

1. Overall, there is an improvement to the baseline from FY13-14. Of the nine 'starred' performance measures that had a negative response of over 30%, five of those have improved such that the negative response is now under 30%. These performance measures related to increased support for staff training needs, supporting volunteers for turn out to incidents within a reasonable time, leadership straining, and access to mobile props.

2. However, there were also new three performance measures that now exceed the 30% target; thus a net improvement from nine 'starred' KPIs to seven. These new measures all related to access to training.
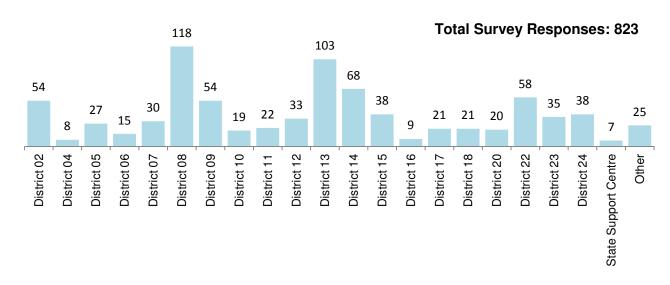
Access to training a common concern for members

3. When we investigate the issue on access in further detail, we can see several themes emerge:
   - Increased access to online resources and materials has been well received, and has also contributed to an improvement in the ability of F&EM to drive planning of training goals, however members also flagged that achievement of those goals can be hampered by the lack of capacity amongst training providers.
   - The closure of Fiskville has contributed to lower member satisfaction in terms of training accessibility. In addition, some training courses are seen as too long, or are located too far away.
   - The lack of access has also resulted in an increased call for the development of more online training modules, in particular to decrease the duration of face-to-face training courses. Members have welcomed the improved access to online materials via Brigades Online (in particular training manuals).
   - Mobile training props have also been looked upon favourably, with calls for additional access.
   - Confidence in the quality of CFA training materials have slightly improved from 2014, in part driven by increased access to online materials.

   In summary: These messages paints a broader picture in that improving access to training needs to be a multi-prong strategy, focusing on improving the capacity of CFA to conduct training, developing more online training modules, and increasing access to mobile props.
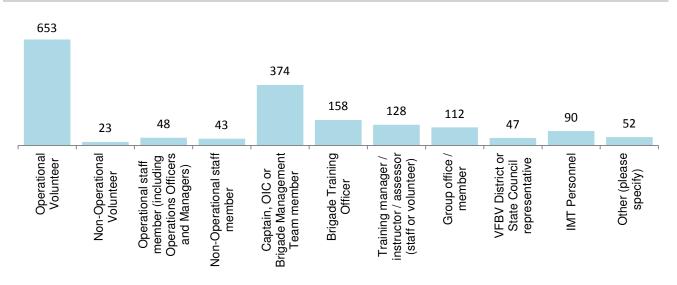
On the topics of Chief Officer's training priorities, peer agency feedback, and RPL / RCC processes

4. Slightly more than 50% of members were aware of the Chief Officer's training priorities for FY15-16. Of that proportion however, half of them were not sure where they could access those training priorities.

5. From a peer agency perspective, survey results showed a largely positive response to CFA as a valued contributor in Victoria, however some improvements can be made in the form of earlier consultation with stakeholders, improved consistency between regions, and better utilisation of virtual tours as a resource.

6. Recognition of Prior Learning / Current Competencies (RPL / RCC) is still regarded as long and complicated processes to follow, with members feeling discouraged from undertaking those programs.
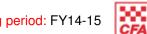
Responses per District

Total Survey Responses: 823

District	Responses
District 02	54
District 04	8
District 05	27
District 06	15
District 07	30
District 08	118
District 09	54
District 10	19
District 11	22
District 12	33
District 13	103
District 14	68
District 15	38
District 16	9
District 17	21
District 18	21
District 20	20
District 22	58
District 23	35
District 24	38
State Support Centre	7
Other	25

Response rate by roles

Role	Responses
Operational Volunteer	653
Non-Operational Volunteer	23
Operational staff member (including Operations Officers and Managers)	48
Non-Operational staff member	43
Captain, OIC or Brigade Management Team member	374
Brigade Training Officer	158
Training manager / instructor / assessor (staff or volunteer)	128
Group office / member	112
VFBV District or State Council representative	47
IMT Personnel	90
Other (please specify)	52

Key Training Initiatives for 2014-15

Initiatives delivered and completed	Initiatives commenced, in progress
BOSP Reports (online) *	RPL Process
Operational Skills Map (online) *	Recruit and Bushfire Training Programs
Operational Training Guide (online) *	Structural Firefighter Training Program
Trainer and Assessor Poster *	
Mobile Props Rollout	
WebTrain upgrades	
Establishment of Sunraysia VEMTC	
Upgrades of regional Training Campuses	
* delivered to Brigade level	

A) CFA's fire and emergency management training is properly aligned with service delivery priorities

KPI

Are members aware of the Chief Officer's priorities for training?

Baseline

303	312
49.3%	50.7%
Yes	No

Members know what the Chief Officer's priorities for training are – a

13%   67%

B) CFA is a valued contributor in Victoria's broader emergency service training initiatives

KPI   **Baseline**

CFA's emergency management peers regard CFA as a valued contributor in training initiatives
▲9% 9%   ▲8% 91%

CFA's performance is well regarded in the development of training initiatives
▼1% 18% 19%   ▲5% 82%

CFA's performance is well regarded in the delivery of training initiatives
▲1% 18%   ▲7% 73%

C) Fire and Emergency Management staff drive the planning and achievement of training goals in partnership with brigades and groups

KPI   **Baseline**

Brigades have access to Fire & Emergency Management (F&EM) staff (e.g. Catchment Operations Officers) to discuss training priorities
▼1% 19%   ▲2% 57%

District Fire & Emergency Management (F&EM) staff are aware of local training needs, such as brigades' highest priorities and challenges
▼1% 29%   ▼1% 46%

Brigade training plans are designed to directly respond to and support local service delivery needs
▲1% 19%   ▲3% 65%

Brigade or Group Training Officers can access information needed to plan local training
▲1% 13%   ▲10% 64%

Legend

Strongly disagree /Disagree   Neither Agree /nor disagree   Strongly agree /Agree

⭐ 33%   51%   Last year

% in **red star** indicates any KPI that has a combined **Strongly disagree/Disagree score of 30% or over**

D) Brigade members have appropriate access to a range of training services, and are supported to plan and deliver their training

KPI   **Baseline**

Access to training

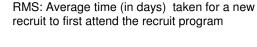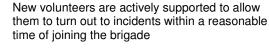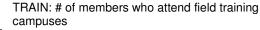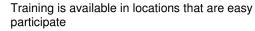Training is available in formats that are easy to participate in
⭐ ▲7% 31%   52%

TRAIN: # and % of training programs delivered at volunteer friendly times

1074	1113	1081
43.1%	37.7%	45.6%
FY12-13	FY13-14	FY14-15

Training is available at times that are easy to participate in
⭐ ▲5% 30%   ▼3% 44%

RMS: Average time (in days) taken for a new recruit to first attend the recruit program

139	99	74
FY12-13	FY13-14	FY14-15

New volunteers are actively supported to allow them to turn out to incidents within a reasonable time of joining the brigade
▼7% 26%   ▼1% 53%

TRAIN: # of members who attend field training campuses

11725	14264	11783
FY12-13	FY13-14	FY14-15

Training is available in locations that are easy participate
⭐ ▲10% 35%   ▼9% 46%

TRAIN: # of members trained with mobile props (Air/Water, Dry Chem, Wet Chem, CO_2, Foam)
FY14-15: 11,589 members trained

Members have suitable access to training facilities and mobile props
28%   ▲2% 49%

Members have suitable access to training materials
▼4% ▲2% 24%   ▼1% 59%

The number of training programs and resources available in their District is fair and reasonable
⭐ ▲3% 31%   – 0% 29%

Access RPL/RCC process

% of members who have undertaken an Recognition of Prior Learning (RPL) / Recognition of Current Competency (RCC) process
16% of survey participants undertook an RPL / RCC

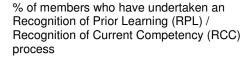Members state the Recognition of Prior Learning (RPL) / Recognition of Current Competency (RCC) process was fair and practical
▲2% 20%   ▲6% 43%
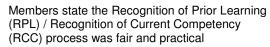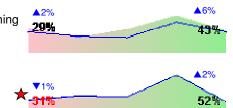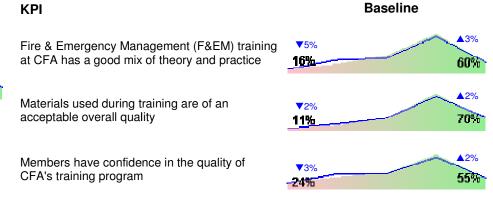
Members skills and experiences are being recognised and utilised within CFA
⭐ ▼1% 31%   ▲2% 52%

E) There is confidence in the consistency and quality of CFA training across the state

KPI   **Baseline**

Fire & Emergency Management (F&EM) training at CFA has a good mix of theory and practice
▼5% 16%   ▲3% 60%

Materials used during training are of an acceptable overall quality
▼2% 11%   ▲2% 70%

Members have confidence in the quality of CFA's training program
▼3% 24%   ▲2% 55%

F) Brigade members have the knowledge and skills to undertake their roles safely and with confidence

KPI   **Baseline**

# of assessments undertaken in the last FY

9460	11481	12186
FY12-13	FY13-14	FY14-15

Members believe Fire & Emergency Management (F&EM) training prepares them well for their role
▲2% 26%   ▲1% 56%

CFA provides opportunities to progress and develop skills to more senior or diverse roles as part of career pathways
⭐ ▼2% 32%   ▲6% 50%

Leadership programs for volunteers and brigade leaders

Count of leadership programs delivered and their participation rate

— # L'ship course completed
— # L'ship attendance - Employees
— # L'ship attendance - Volunteers

	FY12-13	FY13-14	FY14-15
Volunteers	264	526	1199
Employees	268	287	249
Course completed	32	43	77

CFA provides good leadership training for volunteers (eg, people management, conflict resolution)
▼10% 28%   ▲6% 54%

Brigade leaders are able to deal effectively with leadership challenges as they arise (eg, conflict resolution, morale issues)
⭐ ▼3% 30%   ▲5% 53%