



CENTRAL YORK FIRE SERVICES

2015-05-13

Fire Services Report 2015-05

To: Joint Council Committee
Origin: Central York Fire Services - Fire Chief
Subject: Staffing

RECOMMENDATIONS

THAT Fire Services Report 2015-05 Training Division Staffing, dated 2015-05-13, be received for information purposes;

And that Central York Fire Services (CYFS) proceed with hiring an Assistant Deputy Chief as recommended by the Fire Chief and supported through the Fire Department Master Plan Update.

COMMENTS

This report has been prepared as a result of Town of Newmarket budget discussions referring the matter of the creation of a new position to JCC for finalization. The focus of this report is whether an Assistant Deputy Chief or a Chief Training Officer position should be approved at this time.

The 2008 Master Fire Plan (MFP) recognized the requirement for a supervisory position in the Training Division resulting in a number of budget requests for a Chief Training Officer (CTO) position. The 2014 Fire Department Master Plan Update (FDMPU) conducted by Dillon Consulting reinforced the need for a supervisory position in the Training Division. The FDMPU offers an alternative strategy to the Chief Training Officer position with the introduction of an Assistant Deputy Chief position. It is important to recognize the changes that have occurred within the Fire Service since the original request for additional training support in 2008 and the need to look at resourcing the service from a broader, longer term and strategic perspective. The proposal for an Assistant Deputy Chief position aligns with this strategy and provides the Fire Service with the support it needs given the evolution that has occurred over the past few years.

The 2014 FDMPU presented an overview of the increased workload and limited opportunity for succession planning within the management ranks of CYFS. Additionally, the recently arbitrated decision to trial a “24 hour shift” work schedule will require a significant effort to develop a data management plan that would support decision making at the conclusion of the 24 hour trial. This management position will also be tasked with providing additional business metrics that will guide the operation on a go forward basis, lead the Emergency Management portfolio and provide day to day leadership to the Training Division.

The FDMPU also outlines the benefits to having an additional member on the Fire Services management team leading a 24 hour service. Currently, there are three management positions within the department with 132 Association positions on the department roster. Since the consolidation in 2002 the number of Fire Services employees has more than tripled, from 46 to 132, while the number of management positions has only increased by one in 2008. With the recommendations laid out in the 2014 FDMPU the department is working towards adding twenty-three new positions within the next few years which would increase the Association complement to 155 members, most of them within the Fire Suppression Division. There is a need to ensure appropriate training occurs on a regular basis and that there is formal evidence of compliance with appropriate pieces of legislation. The training of staff is an ever increasing demand that requires attention in order to reduce risk to those providing the service as well as to the community. An Assistant Deputy Chief overseeing this area would ensure both standards are in place and metrics are developed to manage the risk more effectively.

The addition of an Assistant Deputy Chief position outside of the bargaining unit would add a valuable non-union resource to the department’s management team, expand career management opportunities, provide day to day direction to the Training Division and result in the development of metrics that will not only support operational decision making but also support collective bargaining. It is therefore recommended that Fire Services proceed with hiring an Assistant Deputy Chief as outlined in this report.

BACKGROUND

The recent correspondence from the Association provided to JCC members, some members of Council, and subsequently to the Fire Chief, raises an interesting issue regarding the management of the Fire Service. The management of the Fire Service is the responsibility of the Chief to ensure that fire services are delivered in an efficient and effective manner as per the requirements and standards set by the municipalities.

The Fire Services management team is accountable to the community for ensuring that the established levels of service are achieved in the most effective and efficient manner, thereby reducing not only the level of risk to the community but also the liability of the corporation. It is apparent that both management and the Association agree that the Training Division is shy of resources. The recent approval of a Training Officer position

and the flexibility to provide supervision to the Training Division as well as address other departmental needs supports the hiring of an Assistant Deputy Chief.

BUDGET IMPACT

While on the surface the Assistant Deputy Chief position appears to be more expensive according to the Association, it is worth noting that a Chief Training Officer (CTO) position at \$120,929 would receive recognition pay over and above their base wage, in addition to overtime, lieu days and other provisions of the collective agreement. When one factors in the various costs associated with the CTO position there is little difference in cost, but a significant difference in leadership, efficiency and effectiveness of the position.

In addition and possibly of more importance, the Assistant Deputy Chief position will assist in administration and containing potential costs in a number of areas.

CONSULTATION

This report was developed after consultation with CYFS management staff and the Human Resources Department.

IMPACT ON THE MASTER FIRE PLAN

The hiring of an Assistant Deputy Chief is in accordance with the 2014 FDMPU which was approved by JCC on April 7, 2015.

CONTACT

Fire Chief Ian Laing



Ian Laing, Fire Chief
Central York Fire Services

2015 Fire Budget Proposal

The 2015 budget proposals brought forward indicates the necessary growth in areas of our Fire Department that have been under serviced for some time; Training and Prevention being the two most obvious. Although the Association agrees in principle with the necessity of addressing these areas, we do believe it can be done in more efficient manner.

In the fire budgets for 2013 and 2014 requests were made to enhance these divisions but were ultimately deferred. In those budgets the request was for a Chief Training Officer (CTO) as opposed to an Assistant Deputy Chief. Currently the two Training Officers are pushed to the limit when it comes to addressing the goals set for the year. In fact many of the plans made in regards to training have to be put on the back burner because the two individuals are working at their capacity. Growth in the division is necessary but the key is to expand it in the right way.

The proposed Assistant Deputy Chief position with the portfolio of training and other unspecified responsibilities does not address the current concerns in training. This role would be strictly administrative, as the Assistant Deputy Chief would not be able to develop lesson plans or conduct training of personnel, as per the collective agreement, which is the vital role of any training officer. So it would not address the core issues that the training division is facing. In fact his/her role in training would be limited to administrative duties thus not reducing the work load of the current individuals in training.

A CTO(Chief Training Officer) would have the equivalent rank of a Platoon Chief and would be responsible to oversee the Training Division. This would include the responsibility of administrating the day to day goals and needs of the division including training agendas, putting together training material, delivering training on a regular basis and other related duties, and reporting directly to the Deputy Chief of Operations. This position would enable the current Training Officers to relinquish those administrative responsibilities and focus on the goals set by the

Training Division. The CTO assumes the administrative role but also is able to conduct training thus increasing the efficiency of the division.

The current budget revision that was supplied to JCC shows an Assistant Deputy Chief and a proposed third Training Officer. The cost of this proposal is as follows:

Assistant Deputy Chief- \$167,700.00

Training Officer - \$ 137,998.00 = Total- \$ 305,698.00

As stated earlier in previous budgets the request was for a Chief Training Officer. In the Association's submissions for negotiations this round we proposed a CTO, we agreed with management that the division needed to expand to fulfill its mandate but we believe that a CTO would be a more efficient addition to the division and more cost effective.

Chief Training Officer- \$150,900 (Approx.)

There is a difference of \$150,000 +(approx.). These monies could be savings or some of it redirected to fill the much needed (proposed) Fire Inspector position.

The Training Division is a vital part of our organization. In order to attract and retain strong personnel there needs to be room for promotion and career enhancement. Our current Training Officers are both dedicated individuals and, as mentioned, are carrying a tremendous work load. The current organizational set up in the Training Division makes it difficult to attract members from within the department; also retention of current training officers could be an issue in the future. By enhancing the division and creating real career opportunities, the division will benefit and also the suppression staff through better training opportunities and this benefits the public.

The Association believes filling the Chief Training Officer position is the most efficient and cost effective choice.