

Agency being nominated Fairfax County Fire and Rescue Department

Provide the program name and a brief description in this box.

Name: Fairfax County Fire and Rescue Department Training Matrix
Description: The Fairfax County Fire and Rescue Department has adapted to a surge of new firefighters, company and chief officers through the development and implementation of a comprehensive Training Matrix. Trend analysis revealed some instances of poor incident scene decision-making and tactical errors due to a lack of experience. The Training Matrix was developed to institutionalize best practices on the incident scene and to ensure all that operational personnel performed or reviewed key job components on an annual basis, similar in nature to a recertification course. The Training Matrix runs over a one-year cycle with monthly training sessions distributed over the Fire and Rescue Department's Intranet. To provide continuity in training, each monthly segment was related to one subject area based on the multi-jurisdictional Northern Virginia (NOVA) Operational Manuals, and NFPA 1001 and 1021 standards. The monthly segments are arranged in a specific order to group subject areas in order to build upon the previous month and to aid in multi-unit drills and incident simulation training. The Training Matrix has resulted in an increased efficiency in training with standardization of monthly training to Fire and Rescue Department staff, as well as a savings in training that was formally conducted during overtime.

Date the nominated project/activity was originally implemented June 2008
Month/Year
Minimum one-year operational period required for submission

Nominator's name and title Assistant Fire Chief John J. Caussin, Jr.

Agency or organization Fairfax County Fire and Rescue Department

IAFC Division Southeastern

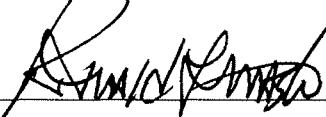
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The fire chief or chief executive officer must sign this nomination form.

Name of fire chief/EFO Ronald L. Mastin

Chief/EFO's signature  Date 5/19/09

Phone 703-246-2546 Email Ronald.Mastin@fairfaxcounty.gov
(if different from nominator)

1. Please describe the nature of the project/activity being nominated, using the space provided. Be specific.

The Training Redesign Task Force was created to evaluate all aspects of training for the Fire and Rescue Department. After mapping current training programs, soliciting input from stakeholders through several surveys, and conducting a gap analysis, the first new program was implemented. The in-station training program is referred to as the Training Matrix. The Training Matrix was developed as a process to ensure that all operational personnel perform or review key job components and core competencies on an annual basis, essentially a recertification course. The Training Matrix runs over a one year cycle. To provide continuity in training each monthly segment is related to one subject area based on operational manuals. The monthly segments are arranged in a specific order to group subject areas to build upon the previous month and to aid in multi-unit drills and incident simulation training. The Training Matrix content is posted on the Fire and Rescue Department's Intranet (see attachment). For planning and review purposes, the entire year is listed and accessible. The monthly segments consist of classroom reviews or quick drills, individual and company practical evolutions, probationary firefighter training and in-station officer's training. There are five classroom reviews or quick drills posted as PowerPoint presentations, each designed to be completed in 15 to 45 minutes. Two drills review the operational portions of the manual, one covers a near miss or line of duty death report, one is a separate related topic, and one is an EMS drill. The EMS drill focuses on BLS skill, but includes related ALS protocols. There are a total of three practical evolutions required each month. The individual and company evolutions are related to the manual under review, and include skills check sheets and guidelines. The Probationary Firefighter training is a 13-month program designed to complement the in-station training program. It is designed as a continuation of Recruit School to assist the Probationary Firefighter in their transition from the Academy to become a more confident firefighter. It contains an introductory module and 12 monthly modules that coincide and build upon the material in the monthly segments. The in-station officer training includes one operational and one administrative exercise. They are posted as PowerPoint presentations to be used as self-study guides, not designed for classroom use. These exercises are completed and turned in to respective Battalion Chiefs for review. Battalion Chiefs are provided with the expected outcomes for the exercises and this in order to allow interaction with the officers in their battalion and provide guidance and solidify their expectations. Incident simulations are provided each month for the Battalion Chiefs to interact with their personnel with the expectation of at least quarterly training sessions.

Example Month: Garden Apartments

Quick Drill Topics (new in-station drill program)

1. Garden Apartment review covering engine positions and duties including:
 - o Handline placement
2. Garden Apartment review covering truck, rescue and EMS unit positions and duties including:
 - o Fireground priorities
3. Related near-miss report
4. Building construction review
 - o Lightweight wood
5. EMS topic, focus on BLS skills and review applicable ALS protocols.
 - o Heat related emergencies

Probationary Firefighter Training

Module 5

Individual Evolution

1. Ropes and knots
 - o Hoisting tools

Company Evolutions (from Standard Evolutions manual)

1. Ground ladders
 - o Victim removal over a ground ladder
2. Leader line deployment

Individual Officer Training

1. Operational
 - o Size-up considerations
2. Administrative (one case study or scenario-based problem)
 - o Coaching subordinates

Multi-Unit Drill (MUD) Topics (can be set up as workstations or unit based scenarios for officer development, (may include acquired structures for destructive training)

- Advancing hand lines over ground ladders
- Forcible entry practical

2. Why is this project/activity innovative and/or creative? Be specific.

The Training Matrix is innovative in that it is a multi-dimensional tool that has captured the best practices and standards of the industry. The format incorporates tracking and accountability to ensure that all members meet the required repetitions in core competencies of the profession and to their respective position in the department.

In the past, in-station training was based on learning vicariously and the general knowledge of all of department personnel, from firefighters through company officers. The department is focusing on standard levels of training from the Probationary Firefighter to Battalion Chief level. The new system has built-in contact time between the station personnel and the Battalion Chief through officer's training and incident simulations. The next tier to be developed for addition to the Training Matrix will be Command and Control competencies for the Battalion and Deputy Chief level.

The training material was logically grouped by subject for easier development, administration, and comprehension. Annual training expectations and desired outcomes were considered when selecting the topics. The Training Matrix is a living program, with the ability to change training sessions and to archive the older sessions for future review. The number of drills contained in the monthly segments will remain constant since it was designed to complement daily operations. The station time analysis showed that there was only one hour per day for station personnel to devote to the new program; as of the one-year review this goal is being met.

The format has changed from printed training outline to PowerPoint presentations that include with instructor's notes. This change provides the freedom to enhance the training presentations with diagrams, photos, and Fire Studios 4.0 pictures.

3. Describe community or citizen participation in the planning or initiation of the project/activity. Be specific.

There was no community involvement in this project. The Training Redesign Task Force was composed of members from all divisions and sections of the Fire and Rescue Department, as well all of the employee groups.

4. Describe any improvements in the delivery of services and cost savings that resulted from this project or activity.

The Training Matrix company officer's training program has offset the expense of the previous quarterly company officer training. The former format consisted of quarterly off-duty sessions with compensation, which began before the implementation of the Training Matrix. Due to the constraints of a shrinking budget, the quarterly company officer training has migrated to biannual sessions with the remaining content being integrated into the Training Matrix. The Training Matrix has facilitated the continuity of training for company officers and has created a savings of \$156,000.

The EMS portion of the Training Matrix provides CEU credits that are applied to the recertification process for ALS and BLS providers. This provides the ability to shorten the BLS recertification process. With the CEU credits, the projection is that the recertification class will be reduced by two days, for an approximate savings of \$35,000 per year.

Fiscal constraints also required the Probationary Firefighter School curriculum to be incorporated into the Training Matrix. This school was originally designed to develop the skills of probationary firefighters in a one-week session at the Training Academy at the conclusion of the probationary year. The goal was to review knowledge, skills, and abilities such as pumping operations, prior to release back to the field as full-fledged, non-probationary firefighters. The Field Training Section has adjusted the probationary firefighter's portion of the matrix to fill the void left by the cancelled school, which has resulted in a savings of \$76,505 for two projected probationary schools. This adjustment has reduced the in-station training time spent on probationary firefighter training by aligning the training of all probationary firefighters, regardless of their graduation date.

The improvement of in-service training delivery continues to be evaluated as the department recognizes the one-year anniversary of the Training Matrix. The program fills the training voids of the past, and guarantees that department personnel train and refresh on key job components every year. The program is re-evaluated on a quarterly basis to chart the effectiveness and enact adjustments where and when necessary.

SUMMARY SHEET

Contact person

Name Deputy Chief Keith H. Johnson Title Deputy Chief – Chief Training Officer

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Other contacts for media purposes (if not nominator/contact)

Name _____

Phone _____ Email _____

Name of project/activity:

Fairfax County Fire and Rescue Department Training Matrix

Description of project/activity:

The Fairfax County Fire and Rescue Department developed and implemented a comprehensive Training Matrix as a process to ensure all operational personnel performed or reviewed key job components on an annual basis, like a recertification course. The Training Matrix runs over a one-year cycle, with monthly training sessions distributed over the Fire and Rescue Departments' Intranet. To provide continuity in training, each monthly segment was related to one subject area based on the Northern Virginia Operational Manuals. The monthly segments were arranged in a specific order to group subject areas to build upon the previous month and to aid in multi-unit drills and incident simulation training. The Training Matrix has resulted in an increased efficiency in training with the standardization of monthly training to Fire and Rescue Department staff, as well as a savings in training that was formally conducted in a manner that resulted in the need for overtime funding.

Describe planning and/or initiation of the project or activity:

The Fairfax County Fire and Rescue Department implemented a Training Redesign Task Force in August 2006 in an effort to evaluate all aspects of training for the department. This task force was established to spearhead a comprehensive reengineering of department training offerings, curriculum, continuing education, and training delivery methods. This Training Redesign Task Force was comprised of approximately twenty-five Fire and Rescue Department personnel, consisting of various members of employee groups and a cross-section of the various ranks and positions within the department. An intensive review was conducted to map out the department's current training programs, soliciting input through several surveys, resulting in a gap analysis. This in-depth analysis of current training within the department identified gaps and recommended enhancements and modifications as a foundation to develop a strategy and timeline for redesign department-wide.

Briefly summarize the cost effectiveness or improvement of service delivery:

The Fairfax County Fire and Rescue Department Training Matrix has improved the efficiency of the delivery of fire and rescue training. Training has now become standardized with monthly training delivered to department staff over the department's Intranet. The implementation of the Training Matrix has resulted in savings in training costs that were formally conducted during overtime. This includes a savings of \$156,000 for the officer quarterly training sessions. The Probationary Firefighter's portion of the Training Matrix was also adjusted, which has resulted in a savings of \$76,505 for two projected probationary schools that have been both absorbed by the Training Matrix. In addition, the savings from shortening the EMS recertification class by two days will save approximately \$35,000 per year.