

Document 1--Strategic Staffing Plan

Adopted 11 July 2017 (Modified August 2017)

Primary Objective:

PROVIDE FOR CONSISTENT ROUND-THE-CLOCK STAFFING FOR A TWO FIRESTATION DEPLOYMENT MODEL; each firestation will be able to staff and respond with a Type 1 Pumper, Type 2 Tender and/or BLS Aid Unit, with staff housed in the firestation (“jumping” to apparatus as needed and appropriate): from the STAFFING PLANNING ASSUMPTIONS of the Strategic Staffing Planning Workshop series (2017).

Secondary Objective:

SOLVE THE CURRENT STAFFING CHALLENGES WITHOUT UNDERMINING LONG-TERM VOLUNTEER RECRUITING AND RETENTION.

Description of Staffing Plan:

- A. Theme:** a change in culture, to a *teaching-learning organization*; this will also involve a shift from the notion of a volunteer organization supported by a career staff, or visa-versa, it will be *an organization that every member has an important role to play*.
 - a. An important part of this change will be instilling *The Servant Attitude* within all staff that will be providing the mission driven services.
- B. Phase Ia:** Reaffirm the District’s Mission, Vision and Goals (now in draft) and formally adopt them. One goal (new), will be to “have the best training and education program for responders in Thurston County and Washington State”.
- C. Phase Ib:** Performance and Development Plans (PDP) will be established for each Member, with emphasis in the adopted District Mission, Vision and Goals (especially the new focus on “teaching-learning organization”), the concept of “servant attitude” as it applies to their position, and an up-to-date position description.
 - a. For 2017, the PDP Expectations section only will be required. Evaluations will be addressed in 2018.
 - b. Each Member, volunteer or career, will understand their important role they play within the organization, and the resources and authorities they have to do their job and the expectations they are being held accountable to.
- D. Phase II:** Analyze staff position descriptions, and modify them to focus on providing the full-breadth of training, education and mission related functions to all District Members:
 - a. Assistant Chief ~~for Training~~: re-classified as an exempt, confidential employee, will manage a new *Training & Education Program (T&E)* among the position’s expanded role in District operations and personnel management. Changes to the T&E Program are to coordinate a more centralized delivery of programs, priority focus on leadership development, and optional opportunities for members as incentives; will act as point of contact and chair of integrated decision making team(s) (IDMT) for program development. **The impacts of the modification of these duties and responsibilities for this position are subject to negotiations of the Collective Bargaining Agreement terms with IAFF Local 2903.**

- b. Career Lieutenants: primary role will be modified to instructor/mentors (in coordination with the T&E Program) for responders in both initial and ongoing skills maintenance training, with robust training schedule ongoing at each shift. Will also provide logistical support for shifts in coordination with assigned duties. Position would be modified for scheduling on current 48-hour dayshift and new 24-hour rotational schedule, details to be determined. The career Lieutenant may act as Incident Commander and lead a company/team at an incident. **The impacts of the modification of these duties and responsibilities for this position are subject to negotiations of the Collective Bargaining Agreement terms with IAFF Local 2903.**
- c. Assistant Battalion Chief of Operations & Safety: re-classified and assigned to new schedule model coordinated with District battalion shift rotation, will assist AC in T&E Program, coordinate same with District Health & Safety Program (ensuring close relationship), will continue to manage and supervise career IR&R staff resources.
- d. Assistant Chief of Facilities & Equipment: with retirement of Chief Kessel, this position will not be refilled, but, administrative functions assumed by Fire Chief and the remaining functional duties be re-assigned to Lieutenants akin to responsibilities they held when employed at North Olympia FD7 (consistent with logistical support functions for members). **The impacts of the modification of these duties and responsibilities for this position are subject to negotiations of the Collective Bargaining Agreement terms with IAFF Local 2903.**
- e. Assistant Battalion Chief for Volunteer Operations: re-classified as Senior Battalion Chief (supervisor of volunteer battalion chiefs), will continue to supervise night and weekend IR&R Program, and, will assume primary chair role of Volunteer Recruitment & Retention Program (VRR) IDMT.
- f. Volunteer Recruitment & Retention (VRR) Program Director: (new) non-uniform staff person responsible for recruitment marketing, incentives development, exit-interview management and social events coordination; position not yet defined and could be initiated as a pilot program to start. Position supervised by Fire Chief.
- g. Volunteer Company Officers: would continue to supervise night-weekend shift staff, coordinating with on-duty career Lieutenant on day-to-day work assignments of volunteer responders and necessary personnel actions.

E. Phase IV: Implementation of organizational change:

- a. AC will commence T&E IDMT to outline strategic direction for i) enhancement to Officer Development Program, ii) enhancements to ongoing skills maintenance training program(s), iii) coordination of training & education program assignments (staff), iv) setting aside regular opportunities for multi-company (inter-shift) operations training (including mutual-aid), v) identification of resources necessary to support expanded/enhance T&E Program, vi) define program for specific training on implementation of PDP program, and vii) develop reasonable performance indicators to document and report impact of training on member service performance. Submit planning documents and needs to Fire Chief for approval.
- b. BC-Volunteer Operations will commence VRR IDTM to i) define, quantify and prioritize elements identified in Staffing Planning Workshop related to volunteer recruitment and retention, and ii) create position specification for VRR Program Director. Submit position proposal to Fire Chief for approval.

- c. In order to deploy career Lieutenant to alternate schedule (24-hour on, 48-hour off, Monday-Sunday), will need to negotiate impacts of change with IAFF Local 2903 on potential changes to Collective Bargaining Agreement and Board approval.
 - d. Staffing requirement: minimum 1 career Lieutenant day-shift, 1 career Lieutenant 24-hour rotation, approximately 5.2 FTEs required. This would mean hiring two additional employees. A process combining promotional career opportunities and opportunities for qualified volunteers would be used to create the register. Hiring subject to funding approval by Board.
 - e. Staffing requirement: 2 career Dayshift Firefighter-EMTs were authorized by the Board on 11 July 2017 for hiring to augment/support daytime shift coverage.
 - f. Specific scheduling changes of career staff would be finalized based on results of operational need and negotiation with Union (see step E-c above).
 - g. Hiring (or contracting with) VRR Program Director would result from process designed in step E-b above; program performance indicator will be established by the Director (for IDMT approval) to measure program achievement.
 - h. All supervisors, volunteer and career, will implement the PDP-Expectations process with their subordinates.
 - i. Modifications to District T&E Program to take effect on schedule set forth by AC.
 - j. Fire Chief, BC-Vol Ops, and VRR Director implement programs as developed and approved/funded; monitor results and adjust as appropriate.
 - k. Fire Chief will chair Facilities & Equipment IDMT and provide over-all management of F&E functions (i.e. apparatus-equipment maintenance, facilities maintenance, supplies & quarter-master, information technology); updated service order system to be initiated.
- F. Phase V:** As staffing is stabilized at Stations 8-1 and 8-3 on 24-hour, 7-day-a-week basis, and work will begin with development of a Volunteer Resident Program for Station 8-2. Provisions for housing will be secured, agreements established and applicants sought and selected; with deployment soon thereafter.
- G. Phase VI:** Monitoring of results and adjusting operations and administration:
- a. Continue to track and document staffing levels, incident response statistics and achievement of Target Levels of Service (as per current practice).
 - b. Monitor T&E Program performance indicators; ensure T&E IDMT meets no less than quarterly to address program and project issues & interests.
 - c. Monitor VRR Program performance indicators results and feed-back; ensure VRR IDMT meets no less than quarterly to address program issues & interests.
 - d. Feed-back from other District business loops to be generated from [no less than] quarterly meetings of the Facilities & Equipment IDMT (chaired by Fire Chief), Incident Readiness & Response IDMT (chaired by Fire Chief) and Health & Safety Program IDMT (chaired by BC-O&S).