

# "SURVIVOR ISLAND"

OFC Training Officer's Seminar 2006



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[04] [Start 4] [Wed Mar 28 2006] [NewOrleans]



# THE FIRE "TEAMS"



# SURVIVING THE ROLE OF TRAINING OFFICER

- Why is this position so hard?
- What am I truly responsible / accountable for?
- Being successful when times get tough.
- Tips for setting realistic goals / objectives / expectations

# RESPONSIBILITY vs. ACCOUNTABILITY

## RESPONSIBILITY

- **“Things you are liable to be called to account for”**
- Your direct job
- Tasks may be delegated
  - This is the difference between 1<sup>st</sup> class and being an Officer
- The behaviour and performance of crews is your responsibility when training
- You must know, understand and train your crews appropriately
  - You can't do this from a distance!!

## ACCOUNTABILITY

- **“Being required to account for the conduct of”**
- Never changes
- Can NOT be delegated
- Automatic for Officer's – twice
  - your actions + your crews actions
- May impact you even if you are not there
  - How you train
  - How you lead
  - What you tolerate
- OHSA requirement for competence = Training Division mandate!

# Leadership vs. Management

## Leadership Defined

- “To show the way”
- “To guide or direct”
- “To guide the behaviour of”
- “To inspire the conduct of”

**“Doing the right things”**

## Management Defined

- “The act of handling or controlling”
- “To direct the affairs or interests”
- “To exert control over”

**“Doing the right things - correctly!”**

# DEALING WITH PROBLEMS

## A simple 3 step approach

### PROBLEM LEADERSHIP

(First Step)

1. Identify the problem
  2. Suggest and assist with corrective action
  3. Support the correction and ensure that a positive environment is maintained.
- Driven by the worker
  - Involves the direct supervisor

### PROBLEM MANAGEMENT

(Once leadership fails)

1. Limit the damage
  2. Investigate the cause
  3. Initiate Corrective Action
- Imposed on the worker
  - Out of the hands of the direct supervisor



# IMAGE AND REPUTATION

- Image and reputation is often all we have
- Yours to earn and yours to lose!
- Respect must be earned – it **DOES NOT** come with rank or position.
- Reputation (good or bad) is built on **YOUR RESULTS** – not on qualifications, “letters”, rank or title

# PROFESSIONAL TRUST ACCOUNT

- We all need a "trust" account
- Minimum of a 4:1 Earning Ratio
- There is no overdraft!
- Bankruptcy = Big Trouble
- Getting out of debt is VERY hard
- Are you earning or using credits?



# AUDITION FOR OPPORTUNITY TO COMPETE

- Compete against others
- **Demonstrated**
  - Communication skills
  - Written skills
  - Problem solver
  - Innovation
  - Willingness to learn
  - Willingness for new challenges



# BUILD YOUR TEAM!!!!

May be a team of one or many.....

## Set Priorities:

### How?

- Research a successful team!!!!
- Understand the “political” needs and agendas
- Establish realistic timelines



# BUILD YOUR TEAM!!!!

## Why?

- Engages stakeholders – learning
- Prevents program sacrificing
- Avoids surprises for self and supervisor
- Superior planning
- Demonstration of planning competence



# BUILD YOUR TEAM!!!!

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## When ?

- At the start of anything
  - Your promotion
  - Every new project
- Every opportunity you get!!!!

# BUILD YOUR TEAM!!!!

## Who ?

- Spend a lot of time learning your supervisor's vision and needs
- Identify your customer's needs
- Peers - avoid being isolated
- **DESTROY SILOS**

# UNDERSTANDING CAPABILITY VS. COMPETENCE

## COMPETENT

- Knowledge
- Training
- Experience
- NOTE: OSHA says that it requires all three!!
  - Seniority alone does not equal competence

## CAPABLE

- Competence
- Provisions
  - Tools
  - Equipment
- Process
  - SOG's / SOP's
  - Decision Training
  - Quality Assurance



# TEAM CHALLENGES

- Everyone's expectations of you
- Role Anxiety
  - Operations vs. staff function
  - Why?
- Workload
  - Priority setting does not mean "NO"
  - "The Pile"
- Innovation!!!!!!!
  - Remember when you were a student!

# TEAM CREDENTIALS

- Acquire an education in “education”
  - Adults learn differently
  - Exposure to others enhances learning.
  - “Paper” MAY help to lend credibility in absence of experience
  - Develop a process for teaching
  - Never pass on an opportunity to learn or network



# TEAM ALLIANCES

- Have respect for all learners
- Be proud of your role and theirs!
- Avoid "Blame Game"
- Flex in your relationship role
  - Teacher, student, officer, firefighter
- Cultivate your competence
  - Plant seeds for future growth
- You are no longer "one of the boys"



# WINNING IMMUNITY CHALLENGES

- 1<sup>ST</sup> Project
- Avoid false starts
- Plan, prepare and “market”
- Do not re-invent the wheel
- Try it on for fit
  - Focus group allows for exposure
  - Choose your group carefully
  - Develop peer based enthusiasm



# LOSING IMMUNITY CHALLENGES

- Schedule
- Budget
- Theory vs. practical
- Poor time management
- Lack of skills
  - Marketing and communications
- “Pebbles and Boulders”
- Expectations of yourself





# LOST IMMUNITY CHALLENGE

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- Avoid taking it personally
- Identify and understand errors
  - People, “stuff”, resources and instructional process
- Intensify planning and preparation for the next challenge
- Prepare to win the next “one”
- **Remember you wanted the “job”**

# "FLIGHT PLANNING"

- Plan your flight – then – fly your plan.
- Flights without plans = crashes!
- Every minute you spend planning will pay off huge when you move from planning to action.





# WINNING THE "SURVIVOR GAME"

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- Alliances
- Communications
- Planning
- Resources
- Integrity
- Perception
- Ability to explain why?