



**Comox-Strathcona Regional District
Fire Innovations Project
Phase 2**

Dave Mitchell & Associates Ltd.
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Contents

Introduction	3
Recruitment of Volunteers	3
Recruitment Workshop	4
Trade Fairs and Career Days	4
Identification of Incentives	5
Recognition of Businesses Which Encourage Volunteers	6
Regional Awareness and Advertising Programs	6
Retention of Volunteers	8
Clarify Volunteer Fire Fighters Likes and Dislikes	8
Strategies to Sustain Interest	8
Community Recognition Programs	8
Manage Call Volume	8
Exit Interviews	10
Benefit Programs	10
Draft Operational Guidelines	11
Training and Certification	12
Officer Training Programs	12
Protocol for Fire Fighters on the Fire Ground	14
Colour Coding/Identification of Fire Fighters Based on Training	14
Regional Best Practices	14
Grandfathering	15
Recertification	15
Appendix 'A' Membership Survey	16
Appendix 'B' Draft Exit Interview	19
Appendix C-1 Operational Guideline (Template)	21
Appendix C-2 Operational Guideline (Training Standard)	22
Appendix D Operational Guideline (Adequate Training)	23
Appendix E Operational Guideline (Grandfathering)	25
Appendix F Operational Guideline (Recertification)	27

Introduction

The first phase of the Fire Innovations Project identified a series of issues that pertained to fire departments within the region. Comments and actions were identified for each of these and the report was presented to the Regional District in September, 2007. A second (final) phase of the project involved an additional series of workshops to develop more specificity around the three major issues which were recruitment and retention of volunteer fire fighters, along with the linked issues of training and certification.

An additional series of workshops were conducted in November 2007 which included a presentation by Chief Bob Beckett regarding his recommendations regarding recruitment and retention. Following the workshops, the consultants conducted additional reviews to finalize the recommendations for the three principal issues. This document contains those recommendations and should be read in conjunction with the minutes from the workshops that were held on September 18th and 19th that included the Phase One report, as well as November 5th and 6th, 2007.

Recruitment of Volunteers

Recruitment and retention of volunteer fire fighters were identified as major issues throughout the CSRD, and in fact these are issues in the fire service throughout B.C. The recruitment issue was discussed a number of times, and in the final phase included a presentation by Bob Beckett. Retention was reviewed based on best practices within the CSRD and by reference to other departments throughout the Province.

Recruitment Workshop

On November 5th, Fire Chief Bob Beckett of the Langford Fire Department presented a workshop on recruitment and retention strategies. Within the handout material provided is a comprehensive list of recruitment strategies that can be utilized within individual fire departments as well as promoted on a region-wide basis by the CSRD.

It was noted that several communities on Vancouver Island have implemented recruitment programs as developed and promoted by Chief Beckett that work well for them and could be adopted by volunteer/paid-on-call fire departments where demographics and conditions are similar.

Trade Fairs and Career Days

Participation in trade fairs and career days at local high schools and community colleges was seen as an 'urban solution' and applicable only to the areas that had those facilities within their communities. It was agreed that the CSRD would be a likely resource to promote membership in the volunteer fire departments on a regional basis although it was felt that there were several strategies that could be used by some of the fire departments individually and these include the following points:

- Use the direct approach – members are the departments' best advocates;
- Appoint a recruitment officer to focus on this task;
- Create a visible image of the fire department – make it an organization that you would want to be a part of;
- Ensure that the fire department maintains a credible reputation in the community; and
- Ensure that the fire department is visible in the community.

Identification of Incentives

Various kinds of incentives have been identified within this region and in others and these include the following items:

- Offer training as an opportunity leading to transferable skills;
- Some type of honoraria for attending practices and call outs;
- Offer more than one night a week to drill possibly a Saturday afternoon;
- Provide uniforms;
- Have the volunteers participate in organized community programs;
- Consider the issue of allowing younger members of the community to join. Ensure there is no discrimination between genders, and ensure that everyone is made to feel welcome;
- Provide through ICBC an insurance program that covers all responders when travelling in their personal vehicles to calls;
- Ensuring the younger members have the opportunity to attend some of the local fire courses regularly as a way to maintain continuity and develop enthusiasm;
- Conduct an annual general meeting chaired by the Chief to address the fire departments needs with the membership;
- Create a records system which would record training and attendance at fires that would in turn allow volunteer fire fighters to have a degree of mobility throughout the Province (without having to start over again at step one);
- Encourage some older, qualified people to participate, as a large number of retired firefighters live in the area, possibly by offering some form of medical coverage;
- Have active members coordinate or attend hiring fairs to encourage participation; and

- Encourage family types of evenings and weekends which involve making the entire family part of the fire community.

Recognition of Businesses Which Encourage Volunteers

The consultants were asked to compile a list of actions that could be considered as a means of recognizing local businesses that support the local volunteer fire department and allow their staff members to respond to emergencies during business hours. A list of strategies could include, but not be limited to:

- Providing a plaque or certificate that can be displayed in the place of business recognizing the contribution made by the business to fire safety in the community;
- Annual letter of thanks from the Mayor & Council to participating businesses;
- Placing an ad in the local newspaper recognizing the support that each business provides to the community through the fire department;
- Placing decals that recognize the various businesses that provide support in some way. This is controversial as some jurisdictions have disallowed this practice due to the perception of favoritism or that a lack of objectivity could result: and
- Including the businesses in annual recognition ceremonies.

Regional Awareness and Advertising Programs

Fire Prevention Week (October), Burn Awareness Week (February), Emergency Preparedness Week (May), and Volunteer Appreciation Week (April) are several events that could be used to focus on recruitment and in particular the value of volunteers and the services that they provide within the community. The Fire Departments and the CSRD should work closely with local media outlets

throughout the region to ensure that they are familiar with the dates for these events and participate with them.

In addition, advertising that supports the activities of the fire department could be placed on benches throughout the community and on Transit buses. These messages could include a fire prevention slogan as well as promote the need for volunteerism and involvement in the fire department.

These advertisements could be sponsored by local businesses or funded as part of the local government budget process reflecting a need for part time employees.

A significant item of interest could be created around the amount of time that the volunteers contribute to their community when converted to dollars. A further part of this could be to calculate the resulting dollars that homeowners and businesses save through the presence of a volunteer fire department within their community.

Retention of Volunteers

Clarify Volunteer Fire Fighters Likes and Dislikes

In addition to the concept of providing incentives, recruits and members should be surveyed on an annual basis to ensure that they feel part of the organization and that their opinion matters. One example of this is the survey used by the Comox Fire Department, which was submitted in response to our request and is attached as 'Appendix A'.

Strategies to Sustain Interest

Tricks and approaches were dealt with in detail by Fire Chief Beckett during his presentation. Refer to the handout and other material provided for details.

Community Recognition Programs

Similarly the issue of community recognition programs was addressed in Chief Beckett's presentation handouts and this provides a very complete approach.

Manage Call Volume

The consultants were asked to develop options based on paging out of responders to ensure attendance at a reasonable balance of incidents. The issue of a variable paging system has been addressed in a number of jurisdictions in BC in an effort to minimize the impact on volunteer fire fighters and at the same time reduce the risk of accidents involving volunteers responding to calls.

In some departments it was realized that having all members of the department responding on a "general page" might result in many more members travelling to the scene of an emergency call, than might be desired. For example in one

department, the entire complement of volunteers (numbering in excess of 20) was routinely being paged out for a motor vehicle accident, often more than once per night. Having this number of personnel arriving at the scene of this type of emergency was determined to be well in excess of the number actually required.

This had the following consequences:

- There were more personnel travelling to the scene than actually required and this had the potential to increase the risk to those responding;
- There were more personnel on the scene than were actually required and especially for motor vehicle accidents on rural roads, this presented a logistical problem in terms of safely parking vehicles at the scene and for fire fighters working at the scene; and
- Alerting volunteer fire fighters many more times than they were required, led the volunteers to question the alerting system and to consider not responding.

The action taken by the department was to develop a number of paging options over and above the “general page” requiring all members to respond. The general page is then reserved for structure fire type calls. The response to calls requiring lesser numbers of responders can be managed by having pagers that were capable of having a number of different pages including:

- A duty officer, or “officer only” page;
- A company page for one of three or four ‘shifts’ of the volunteers; and
- A duty company page, for a lesser number of volunteers who comprise the primary response to initial calls not requiring the general page.

Exit Interviews

The consultants were asked to compile an inventory of exit interviews currently in use. Unfortunately, none of the departments submitted copies of any of their existing exit interviews. The following is a brief commentary of the need and value of exit interviews. Also following is a draft exit interview ('Appendix B') that may be appropriate as a template for use.

Exit interviews are a way of encouraging individuals who leave the fire department to share thoughts that may enhance retention of future or existing members. The information gathered should be viewed as a knowledge transfer and should reflect the types of information gathered during regular/annual fire fighter surveys.

If there is a significant inconsistency in results between the different surveys, it indicates a need for further investigation to determine why there is a significant disconnect occurring. Ideally, exit interviews should be conducted by a third party who is not connected to the fire department and is likely to collect information from the departing member without bias.

Once received, the information should be treated as privileged information and protected along with other sensitive documents of the department. Knowing what is working well within the department is a primary form of ensuring the long term retention of members.

Benefit Programs

The consultants were asked to survey the availability and costs of benefit programs. What was learned is that there are primarily three insurance companies that provide group life, disability, dental etc., to small groups in BC. It

was also learned that the primary provider of insurance and benefit plans to volunteer fire departments is the Canadian Volunteer Fire Fighter Insurance Service (CVFFIS) which is listed below.

- Canadian Volunteer Fire Service Association, Michael Crowe, c/o Advantage Benefits Plus Inc., 206 – 2750 Quadra Street, Victoria, BC V8T 4E8, 1-866-380-1990, <http://www.benefits.bc.ca/cvfsa> .
- Manulife Financial, Life, Health, and Living Benefits, # 2 Queen Street E., Toronto, Ontario M5C 3G7, 1-800-668-0195
- Pacific Blue Cross/BC Life, PO Box 7000, Vancouver, BC., V6B 4E1, 604-419-2000

Draft Operational Guidelines

This action item appears to call for two documents; one in the form of a template for an Operational Guideline and secondly, a draft O/G addressing the use of NFPA standards as the accepted training standard for the department. These follow the narrative as Appendix 'C1' and 'C2'.

Training and Certification

Officer Training Programs

The consultants were requested to develop a listing of Fire Officer training programs that are currently available or in use within BC. What follows is the list of known training programs and contact information.

- Action Training Systems Inc., offers an interactive video-based training program based on NFPA 1021, Standard for Fire Officer Professional Qualification, Level 1. As such, it can be used individually or as a training program for a group of officers/officer candidates. This is available from a number of suppliers including Annex Bookstore at 877-267-3473 or www.annexbookstore.com.
- Dalhousie University, College of Continuing Education offers distance education programs in fire service management leading to 3 certificates: the [Certificate in Fire Service Leadership](#) (CFSL), the [Certificate in Fire Service Administration](#) (CFSA) and the [Advanced Certificate in Fire Service Management](#). The CFSL is a prerequisite for the CFSA. Distance education, because of its flexibility, is particularly suitable for volunteer personnel. Students can study while remaining in their regular work environment and apply new skills and theories as they are acquired. <http://collegeofcontinuinged.dal.ca/>
- Justice Institute of BC, Fire and Safety Division offers Fire Officer levels 1 thru 4 based on NFPA 1021 and is accredited by IFSAC and ProBoard. These courses can be accessed in distance education or classroom formats. There are also individual workshops that form part of the Fire

Officer program that can be accessed individually and often in regional locations. www.jibc.bc.ca/fire.

- Vancouver Island Emergency Response Academy (VIERA) is a consortium between Malaspina College and the Nanaimo Fire Department. Through the Department of Continuing Studies at Malaspina College, VIERA offers Fire Officer 1 and 2 based on NFPA 1021 which is accredited by ProBoard. This is available in classroom format and may be available in regional locations upon request. Information is available through <http://www.mala.ca/ccs/courses/emergencyservices.asp>.
- North Vancouver District Fire Department (NVDFD) offers an accredited Fire Officer 1 program using a system of local instructors and centralized NVDFD evaluators/invigilators. This program is based on the Maryland Fire Officer training model whose material is published by the International Fire Service Training Association (IFSTA) and is available from local suppliers including Annex Books and the Alberta Fire Chiefs. Information can be obtained through <http://www.dnv.org/article.asp?c=578> or by calling 604 980 7575.
- Many fire departments conduct in-house training using various training materials including IFSTA Company Officer manual as the course guide.
- Where a community college is established in or near the community an option for the fire chief, officers or prospective officers is for them to participate in supervisory or management programs that are offered through business or administration programs. In addition, some community colleges offer courses that are developed specifically for local government staff. This information can be explored directly with colleges.

Protocol for Fire Fighters on the Fire Ground

The consultants are asked to develop a draft guideline outlining considerations for recruit fire fighters and those whose experience limited their ability to function safely on the fire scene. This may be to make the distinction between a defensive attack (exterior only or to protect exposures) and an offensive attack (attack the fire internally at the seat of the fire). A draft O/G is located at the end of this report as 'Appendix D'.

Colour Coding/Identification of Fire Fighters Based on Training

Although the color of helmets is no longer seen as a priority, it is noteworthy that the most commonly accepted helmet coloring system is as follows:

- Recruit or special function – black (some departments)
- Regular fire fighters – yellow
- Fire officers (lieutenant and captains) – red
- Chief officers - white
- Command (if applicable) – green (NFPA 1561)
- Safety (if applicable) – blue (NFPA 1521)

Regional Best Practices

The consultants were tasked to contact other regional districts that have some responsibility for fire departments to learn if there is any best-practice in the area of standards when allowing recruit fire fighters to enter a fire scene or to participate in offensive fire suppression. Three other regional districts that

participate in funding or provision of services for fire departments were contacted and without exception, all felt that the decision of who was qualified to participate in defensive or offensive fire fighting should be left to the local fire chief to decide. There was no objection to encouraging individual fire chiefs to develop an Operational Guideline covering this area although depending on circumstance this too could become redundant.

Grandfathering

The consultants were tasked to prepare a draft guideline for guidance in dealing with the potential for grandfathering. This is attached as 'Appendix E'.

Recertification

The consultants were tasked to develop a draft Operational Guideline to cover the eventuality of recertification and to distinguish this from refresher training and skills maintenance training. This is attached as 'Appendix F'.

Appendix 'A' Membership Survey

Comox Fire Department Member Survey 2005

As your Fire Chief I am once again seeking your input as to what you think about the fire department. Please take a few minutes to complete the following survey. As always my door is always open for you to meet with me in person to further express your views.

Please circle the most appropriate answer.

=====
 Rate your Fire Chief. Thinking in terms of day to day operations and the overall management of the fire department. How am I doing?

Poor Somewhat OK OK Very Good Great

Rate your Fire Chief. Thinking in terms of different qualities rate the following from 1 to 5 with 5 being the best or highest.

Leadership	1	2	3	4	5
Honesty	1	2	3	4	5
Mentoring	1	2	3	4	5
Fairness	1	2	3	4	5
Problem Solving	1	2	3	4	5
Productivity	1	2	3	4	5
Commitment	1	2	3	4	5
Organizational skills	1	2	3	4	5
Visionary	1	2	3	4	5
Accountability	1	2	3	4	5
Service orientated	1	2	3	4	5

Comments _____

Rate your Fire Department. Thinking in terms of its ability to meet the needs of our citizens; how are we doing as an organization?

Poor Somewhat OK OK Very Good Great

=====
 Rate the level of training offered to our firefighters. Do you feel our firefighters are getting adequate training to do their jobs?

Poor Somewhat OK OK Very Good Great

Rate the level of equipment used by the fire department. Keeping in mind fiscal responsibility how would you rate the equipment you use.

**Comox-Strathcona Regional District
Fire Innovations Project, Phase 2
Page 17 of 27**

Poor Somewhat OK OK Very Good Great

Rate your fire station. Keeping in mind fiscal responsibility how would you rate the fire station.

Poor Somewhat OK OK Very Good Great

Rate your training area. Keeping in mind fiscal responsibility how would you rate our training area.

Poor Somewhat OK OK Very Good Great

How important is the social side of the fire department to you:

Not Important Somewhat Important Very Important

What changes would you like to see in the fire department in the future?

Are you happy with your own personal development through the fire department?

YES NO

What is the biggest benefit to being a member of this fire department?

What is the biggest challenge to being a member of this fire department?

Name one area where you think the fire department should work towards improving: _____

Rate EACH of the following items from one to five.
(one being lowest, five being highest)

-
- | | |
|--|-------|
| 1. Team successes are important to me. | _____ |
| 2. Contributing to my community is important to me. | _____ |
| 3. Fire department pay (\$\$) is important to me. | _____ |
| 4. Excitement and risk are important to me. | _____ |
| 5. Professionalism and pride is important to me. | _____ |
| 6. Friends are important to me. | _____ |
| 7. F.D. benefits (insurance etc.) are important to me. | _____ |
| 8. Personal successes are important to me. | _____ |
| 9. Being of member of this fire department is important to me. | _____ |
| 10. Responsibilities are important to me. | _____ |
| 11. Family is important to me. | _____ |
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**Comox-Strathcona Regional District
Fire Innovations Project, Phase 2
Page 18 of 27**

- 12. Challenging tasks are important to me. _____
 - 13. Fitness is important to me. _____
 - 14. Mental health is important to me. _____
 - 15. Spending social times with my co-workers is important to me. _____
 - 16. I believe we have one of the best fire dept. in the province. _____
-
-

Comments: _____

THANK-YOU FOR COMPLETING THIS SURVEY.

Your input and comments are very important to me.

Appendix 'B' Draft Exit Interview

Draft Exit Interview

Purpose: A structured exit interview has been found to provide better information as to the reason that people are leaving and to determine if there are any trends that may expose an organization and allow the organization to make positive changes.

The Exit Interview:

1. Name of candidate:
2. Dates of service:
3. What attracted you, or appealed to you when you joined the fire department?
4. What training have you received during your time with the fire department?
5. What training would have made your involvement more safe or meaningful?
6. What has your involvement been like during your time with the fire department?
7. What was the most enjoyable aspect of your time with the fire department?
8. What has been the most frustrating aspect of your involvement?
9. What would you change if you had the chance?
10. What is your reason for leaving the fire department?
11. On a scale of 1 to 5, (5 being fully fulfilled, and 1 for totally lacking) please rate the following:
 - a. Teamwork in the department _____
 - b. Opportunity for personal growth _____
 - c. Application of workplace ethics _____
 - d. Quality of leadership _____
 - e. Quality of direct supervision _____ (may be the same as 'd')
 - f. Safety of the environment _____
 - g. Communications within the department _____
 - h. Interest/involvement of family _____
 - i. Your satisfaction in being able to contribute _____
 - j. Compensation or recognition for your contribution _____.
12. If your circumstances change would you return to the department?
13. What do you think of the way you were recruited? What if anything could we do to improve this?

14. What contributions do you feel that you have made here?

Appendix C-1 Operational Guideline (Template)

COMOX STRATHCONA REGIONAL DISTRICT OPERATIONAL GUIDELINES

TITLE BLANK OPERATIONAL GUIDELINE	NO. 12345
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PURPOSE:

To provide a standard format for Operational Guidelines within the Comox Strathcona Regional District

SCOPE:

All fire department personnel.

POLICY: All Operational Guidelines will use the standard format and headings

PROCEDURE:

1. All safe work practices and procedures shall be documented using this format
2. Additional resources for developing Operational Guidelines are available on the Ministry of Public Safety and Solicitor General, Office of the Fire Commissioner website www.pssg.gov.bc.ca/firecomm under Services and Information.

EFFECTIVE DATE:	ISSUED BY: CSR District Office	APPROVED BY: Fire Chiefs	REPLACES NO:	PAGE 1 OF 1
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Appendix C-2 Operational Guideline (Training Standard)

COMOX STRATHCONA REGIONAL DISTRICT OPERATIONAL GUIDELINES

TITLE Acceptance of NFPA Standards as the standard for consistent training of fire service personnel	NO. 17XX
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PURPOSE:

To provide a guideline regarding the standard that shall be met in providing training to members of the BC Fire Service.

SCOPE:

All Fire Department training.

POLICY: The Minister's Order of December 2002 made pursuant to the Fire Services Act Section 3 (3) has set out the National Fire Protection Association (NFPA) standards as the provincial standard for training of the fire service.

PROCEDURE: Where one exists, training and certification of fire department personnel will be based on the applicable NFPA standard.

EFFECTIVE DATE:	ISSUED BY: CSRD Office	APPROVED BY: All Fire Chiefs	REPLACES NO:	PAGE 1 OF 1
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Appendix D Operational Guideline (Adequate Training)

COMOX STRATHCONA REGIONAL DISTRICT OPERATIONAL GUIDELINES

TITLE Fire Ground Safety – Adequately trained responders	NO. XXX
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PURPOSE:

To provide a guideline for determining whether a fire fighter is permitted to participate in defensive and/or offensive fire attack.

SCOPE:

All operational fire department personnel.

POLICY: Safety of responders is paramount and will be in accordance with Worksafe BC Regulations

PROCEDURE:

1. Fire fighters shall not be utilized at a fire scene beyond the capability of their training and/or certification. Also see Worksafe BC Regulation Part 4 and 31.
2. The local governing body will develop and endorse a policy stating the minimum training that is required for their fire fighters and other members of the fire department based on input from the Fire Chief. This policy will ensure that safety is the primary consideration for the responding fire department members.
3. Fire fighters who have completed the determined level of training and have demonstrated their competence in working safely in a hazardous environment, will under supervision of a senior fire fighter or fire officer be allowed to participate in offensive fire suppression operations.
4. Fire fighters who are not fully trained in live fire shall not be allowed to enter buildings where a fire is in progress.
5. If at any time the ability of a fire fighter is in question due to lack of training or other impairment, the Fire Chief or Senior Fire Officer on scene will ensure that the fire fighter is removed from offensive fire fighting or other role that may endanger himself or herself, other responders, or members of the public.

**Comox-Strathcona Regional District
Fire Innovations Project, Phase 2
Page 24 of 27**

EFFECTIVE DATE: As accepted	ISSUED BY: CSRSD Office	APPROVED BY: Fire Chief	REPLACES NO:	PAGE 1 OF 1
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Appendix E Operational Guideline (Grandfathering)

COMOX STRATHCONA REGIONAL DISTRICT OPERATIONAL GUIDELINES

TITLE Grandfathering of Senior Fire Fighters	NO. 777
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PURPOSE:

To provide a guideline regarding the conditions under which certain fire fighters are permitted to undertake various fire ground or other operations notwithstanding their lack of formal qualification.

SCOPE:

All fire department personnel.

POLICY: To ensure that an equitable system of recognizing the skills of senior fire fighters that will not require a complete re-training when standards change.

PROCEDURE:

1. Certification or completion of a training program as prescribed by a fire department policy shall be documented in order to confirm that a candidate has satisfactorily completed the course of study.
2. When a new edition of an NFPA standard is introduced that is substantially the same as earlier editions, a method of grandfathering shall be put into place to ensure that the earlier training and certification is recognized and that the entire training program is not required to be repeated.
3. Grandfathering does not preclude the possibility that some aspects of the job performance requirements may require upgrading or bridging to ensure that procedures are understood and can be performed safely.
4. The Chief, upon the advice of his Training Officer (if any), shall determine whether any revised standard requires (a) full retraining; (b) bridge or gap training; or (c) no retraining. This decision shall be duly noted in the department's training logs, and identify, where relevant, the individuals to whom it applies.

**Comox-Strathcona Regional District
Fire Innovations Project, Phase 2
Page 26 of 27**

EFFECTIVE DATE:	ISSUED BY: CSRD Office	APPROVED BY: Fire Chiefs	REPLACES NO:	PAGE 1 OF 1
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Options for Extended Health and Dental Care Plan

	1	2	3	4
Option	Pay the Individual or the practitioner directly.	Individual Health & Dental Plan	Group Health & Dental Plan	Health & Welfare Trust
Administration Fees	None	Hidden 60% Target Loss Ratio (TLR) with a margin of 40%.	Known 75% Target Loss Ratio (TLR) with a margin of 25%.	One time fee of \$100 sets up plan for current and future participants. 10% administration fee for future claims
Tax Consequences	Payments made are taxable to the individual	Payments made are tax free and the benefit received is tax free	Payments made are tax free and the benefit received is tax free	Payments made are tax free and the benefit received is tax free
Coverage	Whatever you determine is to be covered.	Subject to how the insurer has structured the plan. Coverage can be changed by the insurer but usually improves each year for the first 3 years.	Subject to the options chosen for all participants from the selected insurer. Coverage is more comprehensive and less expensive than an individual plan.	Whatever you determine is to be covered, subject to CRA guidelines. Can reimburse co-insurance and deductibles for those with coverage elsewhere that is less than 100%.
What changes the cost?	Based upon what you decide to pay and changed as you see fit.	The claims experience of the entire book of business will change the cost over time.	Rates are adjusted each year to meet the claims anticipated for the coming year.	Based upon what you decide to pay and changed as your budget allows.
Good Points/Bad Points	Really amounts to just a raise in pay.	Usually offers Pay Direct Rx Drug Card and the dentist may be able to bill the insurer directly. Premium subject to change. Portable.	Includes a Pay Direct Rx Drug Card and the dentist can bill the insurer directly. Premium subject to change. Convertible to individual plan.	Individual pays and applies for reimbursement. Monies can be pre-paid to Trust or can be pay as you go. You set a fixed cost.
Comments	As this is taxable you might as well just pay the person and let them look after their own.	Poor coverage and an inefficient way to provide limited coverage on a tax-free basis.	Coverage and cost are better but it is based on one-size fits all model.	The most comprehensive and cost effective solution. Can be tailored to meet your specific requirements.

Appendix F Operational Guideline (Recertification)

COMOX STRATHCONA REGIONAL DISTRICT OPERATIONAL GUIDELINES

TITLE Definition of re-certification, refresher, and skills maintenance training	NO.
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PURPOSE:

To provide a guideline differentiating between recertification, refresher training and skills maintenance training

SCOPE:

All fire department personnel.

POLICY: To ensure that training policies are consistently and properly administered

PROCEDURE:

Definitions:

- Re-certification – a process within a certification or licensing requirement that stipulates that the individual must submit to a re-qualification on a regular basis. An example of this is the First Medical Responder (FMR) licensing that requires re-certification every three (3) years.
- Refresher training – a short training program that is designed to remind candidates of the significant points in a process that may not be performed frequently enough to stay current or where the area of study is constantly changing. Examples of this are Hazardous Material Operations and Technical Rope Rescue.
- Skills maintenance is the process of practicing the most commonly used skills on a repetitive basis in order to ensure that the basics are automatic when the time comes to put them into practice. The most common example of this is weekly drill that focuses on basic fire fighting and rescue skills.

EFFECTIVE DATE:	ISSUED BY: Guideline Office	APPROVED BY: Fire Chiefs	REPLACES NO:	PAGE 1 OF 1
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