



Developing a Comprehensive Performance Improvement Program

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Presentation Synopsis

1. Catalysts for program development
2. Key Steps in developing program
3. Monitoring processes
4. Management support tools
5. Challenges



Catalysts

- Review brigade inspection process
- Develop real time performance monitoring process
- Develop regional and state preparedness monitoring process
- Develop a process to manage outcomes of reviews



Key steps in developing program

1 Identify program scope

Not only

- Brigade inspections
- Real time performance monitoring
- Regional/state preparedness

but also

- Debriefs
- Operations analysis
- Accident/near miss investigations



Key steps in developing program

- 1 Identify program scope
- 2 **Identify relationships between processes**
 - Programmed
 - Conducted irrespective of the occurrence of an incident e.g. brigade inspections, regional and state preparedness monitoring
 - During the incident
 - e.g. real time performance monitoring
 - After the incident
 - e.g. debriefs, operations analysis, accident/near miss investigations



Operations Performance Improvement Framework

	Prevention	Preparedness	Response	Recovery
Programmed		Brigade Inspections		
		Regional / State Preparedness		
During an Incident			Real Time Performance Monitoring	
After an Incident		Debriefs		
		Operations Analysis		
			Accident / Near Miss Investigation	



Key steps in developing program

1. Identify program scope
2. Identify relationships between processes
- 3. Develop performance standards**



Communications Planning

Programmed	During incident	After incident
<ul style="list-style-type: none">• Brigade inspections• Regional/state preparedness	<ul style="list-style-type: none">• Real Time Performance Monitoring	<ul style="list-style-type: none">• Debriefs• Operations Analysis• Accident/near miss investigations



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Key steps in developing program

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2. Identify relationships between processes
3. Develop performance standards
- 4. Establish program principles**



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- 5. Identify links to performance measurement**





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5. Identify links to performance measurement
- 6. Relationship to internal audit**



Key steps in developing program

1. Identify program scope
2. Identify relationships between processes
3. Develop performance standards
4. Establish program principles
5. Identify links to performance measurement
6. Relationship to internal audit
- 7. Obtain organisational support**





Monitoring Processes

1 Brigade efficiency



Monitoring Processes

- 1 Brigade efficiency
- 2 Regional/State preparedness monitoring**



Monitoring Processes

- 1 Brigade efficiency
- 2 Regional/State preparedness monitoring
- 3 Real time performance monitoring**



Monitoring Processes

- 1 Brigade efficiency
- 2 Regional/State preparedness monitoring
- 3 Real time performance monitoring
- 4 Debriefs**
 - Following a significant event (Hot)
 - At end of a shift
 - At end of tour of duty
 - At end of incident
 - At end of fire season



Monitoring Processes

- 1 Brigade efficiency
- 2 Regional/State preparedness monitoring
- 3 Real time performance monitoring
- 4 Debriefs
- 5 Operations analysis**



Monitoring Processes

- 1 Brigade efficiency
- 2 Regional/State preparedness monitoring
- 3 Real time performance monitoring
- 4 Debriefs
- 5 Operations analysis
- 6 Accident/near miss investigations**



Monitoring Processes

- 1 Brigade efficiency
- 2 Regional/State preparedness monitoring
- 3 Real time performance monitoring
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- 5 Operations analysis
- 6 Accident/near miss investigations
- 7 Post fire season survey **NEW****



Management Support Tools

Performance Improvement Monitoring System

- **Problem**
 - CFA subject to numerous reviews
 - Need to track progress on actions
 - Many actions are duplicated or similar between reviews
 - didn't want to have separate lists
- **Solution**
 - CFA developed a database to record all recommendations and subsequent considerations



Translating Learning to Action

- Training materials
- Planning processes
- Operating procedures
- Briefing material
- Case studies



Challenges

- Converting reviews into outcomes
- Maintaining momentum and corporate commitment
- Develop effective processes to share learnings
- Establish effective linkages to corporate performance improvement processes
- Develop effective processes for analysis of small incidents
- Improve functionality and efficiency of PIMS
- Evaluating human factors and situational awareness concepts



Links to Other Programs

- Bushfire CRC
- Wildland Fire Lessons Learnt Centre
- Experiences of other Agencies



Outcomes

- Progressive changes in focus of reviews
- Feedback through the Post FDP Survey
- Anecdotal evidence from fire fighters and IMT members



Questions?

