

# Fire Department Operational Strategies 2022 – 2026

## DELIVER EXCEPTIONAL CUSTOMER SERVICE

Operational strategies	Responsibility	Progress
<b>Ensure comprehensive, effectively integrated and sustainable customer service</b>		
Follow an integrated approach to ensure community safety through fire prevention, public education, and emergency response.		
Develop proactive risk mitigation awareness through enhanced prevention, investigation, and enforcement strategies.		
Continually improve our operational procedures, policies, and guidelines, ensuring they build upon national best practice to be as safe and effective as possible for firefighters and the public.		
Explore and support the development of new ideas and partnerships that can help improve service delivery.		
Empower all staff to understand, design, manage and improve everyday operations in the pursuit of extraordinary results.		
Increase awareness of our environmental impact and support green initiatives.		
<b>Promote growth and resource planning</b>		
Provide effective and efficient fire services by ensuring adequate resources in response to community growth and needs.		

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Operational strategies	Responsibility	Progress
<b>Enhance hazard response capabilities</b>		
Support emergency preparedness planning and enhance information dissemination.		
Regularly evaluate the effectiveness of existing services and initiatives, assess gaps in capacity, and seek out best practices.		
<b>Support leading edge equipment and technology</b>		
Provide and maintain safe and reliable fire apparatus, equipment and tools that meet insurance and industry recognized standards.		
Explore, research, and invest in new processes and leading-edge technologies that will advance service delivery.		

# Fire Department Operational Strategies 2022 – 2026

## STRENGTHEN, DEVELOP AND EXPAND PARTNERSHIPS

Operational strategies	Responsibility	Progress
<b>Promote commitment to regional cooperation</b>		
Continue to develop strategic partnerships to assist and enhance service delivery excellence.		
Continue to grow Regional training opportunities focusing on Mutual Aid Partners.		
Develop and participate in Regional Teams – examples: PSU, THARP, HAZMAT, Rehab Unit.		
Prioritize using local services and businesses.		
<b>Build and expand community relationships</b>		
Communicate EFRS's Strategic Plan to staff and stakeholders, including Mission, Vision and Values, Strategic Priorities, Goals and Operational Strategies to better manage expectations.		
Further develop effective ways of engaging and communicating with our community about our services.		
Continue to plan and implement regular community events such as open houses for the public, Council, media etc. and celebrate key milestones.		
Develop and strengthen relationships with internal and external partners and work to identify new collaboration opportunities.		
Raise internal communication with other Departments in the Township of Esquimalt.		
Utilize identified outlets, such as social media, to communicate internally and externally.		

# Fire Department Operational Strategies 2022 – 2026

Operational strategies	Responsibility	Progress
<b>Enhance community engagement and life safety education</b>		
Evaluate and implement meaningful public education and community outreach platforms, programs, and resources to address identified trends and unique needs and expectations.		
Support our firefighters by providing the tools, training, programs, and resources they need to successfully deliver life safety education.		
Continually promote active community interaction and fire safety education to the residents of the Township of Esquimalt.		
Develop a Youth Fire Academy.		

# Fire Department Operational Strategies 2022 – 2026

## ENHANCE CULTURE

Operational strategies	Responsibility	Progress
<b>Promote a diverse and inclusive workplace</b>		
Commit to the creation and maintenance of a diverse and inclusive workplace environment where all members of the EFRS community feel welcomed, valued, affirmed, and able to “show up” to participate as who they are.		
Advocate for and support progressive family life policies.		
Support Respectful Workplace Policies and participate in annual Respectful Workplace training programs.		
<b>Ensure staff engagement</b>		
Connect all members to the Mission, Vision, Values, Goals and Operational Strategies of the EFRS.		
Effectively communicate by adopting a clear and transparent approach, coupled with effective communication channels.		
Build trust and respect through accountability to ourselves and others.		
Create opportunities to lead from all levels.		
Encourage and reward the participation and engagement of staff.		
Empower all staff to design, manage and improve everyday operations in the pursuit of extraordinary results.		
Embrace employee involvement through continually seeking and incorporating staff feedback into planning and decision-making.		

# Fire Department Operational Strategies 2022 – 2026

Operational strategies	Responsibility	Progress
<b>Ensure staff engagement (cont'd)</b>		
Reinforce employee engagement and build morale through recognizing achievements.		
Monitor the impact of work/life balance and take steps to maintain healthy ratios while maintaining staffing levels.		
<b>Establish and maintain an ideal working environment</b>		
Continue to work toward fostering, strengthening, and enhancing effective, cooperative, and collaborative working relationships within the EFRS.		
Integrate our values into every part of the EFRS.		
Recognize behaviours that reflect our five Core Values – Excellence, Innovation, Well-being, Diversity/Inclusion and Respect, and Compassion.		
Work to improve administrative processes that support staff and their needs.		
<b>Enhance internal and external communication</b>		
Evaluate existing internal communication protocols and structures within the EFRS.		
Develop collaborative strategies to enhance transparency, communication, and feedback opportunities throughout EFRS.		

# Fire Department Operational Strategies 2022 – 2026

## EXPAND TRAINING AND PROFESSIONAL DEVELOPMENT

Operational strategies	Responsibility	Progress
<b>Expand career development planning</b>		
Develop an effective succession planning model and approach with relevant training competencies, for higher level positions, that is both transparent and equitable.		
Collaborate with staff to promote awareness and facilitate implementation of the model.		
Build professional development plans.		
Define training or qualifications necessary to meet by specific career goals.		
Mentor to empower individual success and growth.		
Expand opportunities within EFRS.		
<b>Support employee initiated training and development</b>		
Improve accessibility of training and education opportunities.		
Consult appropriate sources, industry standards and best practice material for EFRS to understand future learning and development needs, and plan accordingly.		
Develop and implement a comprehensive training program and include accountability by the individual and leadership.		
Enhance training programs by incorporating inter-agency training, and utilizing accredited programs, certifications, and live drills.		
Support employee requests for training where a need is identified to enhance personal growth.		

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Operational strategies	Responsibility	Progress
<b>Develop future leaders</b>		
Support diverse training and recognize the need outside of promotional or succession planning.		
Develop Leadership training requirements, plan, and budget for ongoing support.		
Encourage participation in the TOE Leadership Development Programme.		
Include a coaching and mentoring programme, which seeks to harness the skills and experiences of staff from across the service to help develop future Leaders.		
<b>Promote effective performance evaluation</b>		
Review competency-based job descriptions and performance criteria for all positions.		
Ensure regular reporting and assessment of performance.		



# Fire Department Operational Strategies 2022 – 2026

## SUPPORT PERSONAL HEALTH AND WELLNESS

Operational strategies	Responsibility	Progress
<b>Build relationships and connections</b>		
Promote regular peer check-ins.		
Empower Captains to create opportunities for regular Crew discussions.		
Encourage wellness discussions.		
Promote activities that foster camaraderie.		
Learn each other's 'normal' and develop skills to recognize and address changes early.		
Work to establish an environment where individuals are comfortable discussing emotional health.		
Demonstrate and encourage open and honest communication.		
Proactively seek ways to address emotional and behavioural health issues before they become significant problems.		
Eliminate the stigma of emotional and behavioural struggles being viewed as a sign of weakness.		
<b>Prioritize physical, emotional, mental and spiritual health and wellness</b>		
Empower all EFRS members to embody a high standard of safety, physical, emotional, mental, and spiritual well-being to minimize risks and improve the health of each member.		
Provide safety, health and wellness programs that contribute to the long-term well-being of personnel.		
Empower Officers to implement physical, emotional, mental, and spiritual well-being activities that fit their crew dynamics.		

# Fire Department Operational Strategies 2022 – 2026

Operational strategies	Responsibility	Progress
<b>Encourage a healthy lifestyle</b>		
Develop lifelong health and wellness habits for EFRS members in order to make it part of the EFRS culture including nutrition and sleep hygiene.		
Provide resources for our members to increase resilience and healthy coping habits.		
Provide an opportunity to benchmark personal fitness annually.		
Support and encourage physical fitness and health screening.		
<b>Enhance wellbeing resource awareness and utilization</b>		
Roll out the Telus APP Based Wellness Program.		
Create a Directory of Resources and promote regular use.		
<b>Promote and enhance workplace safety</b>		
Continually review scheduled in-house facility maintenance and housekeeping protocols.		
Support ongoing review, revision, and development processes for Standard Operational Guidelines.		
Educate employees regarding their health and safety responsibilities and emphasize the importance of injury prevention.		
Continue to support successful rehabilitation of members who have incurred injuries.		