To:BAGNELLE, VIC[vic.bagnelle@london-fire.gov.uk]From:HAYWARD, SCOTTSent:Fri 08/02/2013 8:23:43 AM (UTC)Subject:RE: Control Report

Morning Vic,

Thanks Vic, I agree this should have been picked up before the report was submitted and we all had the opportunity to review the report before it went to the Coroner. I would have picked it up, had I been sighted on the change to the training, but I wasn't! Regardless we as a managerial team have been caught out, hopefully it will not come up in court, but if it does it is going to be difficult to mask over the fact that we have said one thing and do another.

I have had discussion about role play before and I find the mitigation of worried staff a weak excuse for not carrying out the training as detailed in the Government training documentation that we are stating we abide by. I have carried out training in both environments, roleplay and passive roleplay. Roleplay has the impact that the passive one don't.

Chris is not a supporter of roleplay, that is very clear, but documentation and audit state the contrary and until there is a change to those documents I suggest we follow them. Not only that Vic but it wasn't ratified at our meetings and therefore we did not all have the information available to us.

Perhaps we can discuss the way forward at our next meeting .

Regards,

Scott

Scott Hayward

Principal Operations Manager

Brigade Control

London Operations Centre

Jubilee Way

Merton

SW19 3XD



From: BAGNELLE, VIC Sent: 07 February 2013 14:06 To: HAYWARD, SCOTT

Hi Scott.

Included below is some text from Chris explaining how we arrived at the point we are now.

The essential point to hold on to here is that the training we deliver must be effective. We have learned lots about our training delivery on this subject, year upon year, as we have moved along. The training team have taken guidance from senior managers as they have developed what we deliver, before I took up my post, and not freelanced but worked with the resources and capabilities available to us departmentally. Release of staff for whole day courses was much easier when we had many more staff to play with, two years ago, than we have now. The method of delivery in afternoon sessions was the most effective in our present circumstances, and I can say from my personal experience (I attended one of the full training sessions) that it was very useful.

I think it should also be borne in mind that we will now be programming regular FSG exercises that will provide more effective role play experience for staff than that we attempted previously.

I think it is fair to say that the terms used by Nikki in her response did not do justice to the training set up delivered.

Chris's text now.

"The form the role play element in the initial training, from my experience did not necessarily achieve what was hoped. The feedback we received was that people were more concerned about making fools of themselves rather than actually benefiting from the exercise. We also did role play after the computer based refresher training in 2011. This was conducted on a one to one basis by either me or Nikki or Supervisors. Role play is an inexact way of validating training as you cannot replicate the same conditions and cover the same information each time as it is done by different trainers/supervisors.

I approached Lindsay about changing the approach for this last session of training and recorded 2 mock (role played) calls by me and Nikki for the staff to listen to and assess. The recordings were not simply examples of a very good call versus a bad one. There were some differences, most notably 'not checking if the caller could get out' and 'why they couldn't get out' on one of them. We also discussed the difference between one call where Nikki followed the RIF when speaking to the caller and the other she did not and simply using our script. The Operators commented that the flow of the call was better when using the RIF; emphasising our message about using it every time. We supplied an assessment sheet for them to fill out when the calls were played and we went through them afterwards comparing the content. We used the RIF as a reference point for the validation sheet. Each session was taken very seriously and the feedback was positive. The staff expressed the view that they could concentrate on what was actually said and reflect on how they would approach such a call. It is agreed that the Operators job, ideally, in a FSG call is to concentrate on the caller whilst Supervisors are ensuring the mobilising and information flow is done. Having experienced doing the role play, as stated before, operators were more worried about the mechanics of mobilising which in some cases outweighed the benefits. When we were running the initial training a lot of discussion took place during the day about the forthcoming role play and how people were worried about it. I honestly believe that this had, in some cases, a detrimental effect on the whole day's training. There was one operator who refused to do it and had to do it at a later stage by me with kid gloves. It was suggested by management at the time that the more we do the role play the less worried people would be about it but of course we need to have that opportunity to do it during the year.

The approach we took this time in my view is role play. Nikki and me role played and the staff assessed it and were engaged in the process and were able to maintain a consistent approach throughout training.

The best form of role play has been demonstrated when we did the FSG exercise in the room. It was in context and the whole watch was involved."

Our training must progress and improve as we go along and at the same time be something that we can deliver within our resources effectively to achieve the desired outcome... Skilled staff able to respond to FSG situations in the best way possible.

I hope this helps Scott. Sorry Dave laid into you but perhaps we should've picked up on this report point before it was submitted.

Happy to discuss if you wish.

Regards

Vic

Vic Bagnelle Senior Operations Manager Brigade Control London Operations Centre Merton SW19 3XD

Sent from a Wireless Device

From: HAYWARD, SCOTT Sent: Thursday, February 07, 2013 06:13 AM To: BAGNELLE, VIC Subject: FW: Control Report

Morning Vic,

Can you let me know who managerially changed the role play element of the FSG? This is a fundamental part of the training to confirm understanding and was highlighted in the training audit and directed by the original FSG training. Listening to mock calls as stated by Nikki is not what we expected.

I would like role play to be introduced into our training as a matter of course and not skipped over because the staff are uncomfortable with it.

Thanks

Scott

Scott Hayward

Principal Operations Manager

Brigade Control

London Operations Centre

Jubilee Way

Merton

SW19 3XD