

Changing the Belgian fire service  
What I've learned

Karel Lambert  
Version 1.0  
dd 11/08/2018



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Karel Lambert



© Pascal Vigneron



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Karel Lambert



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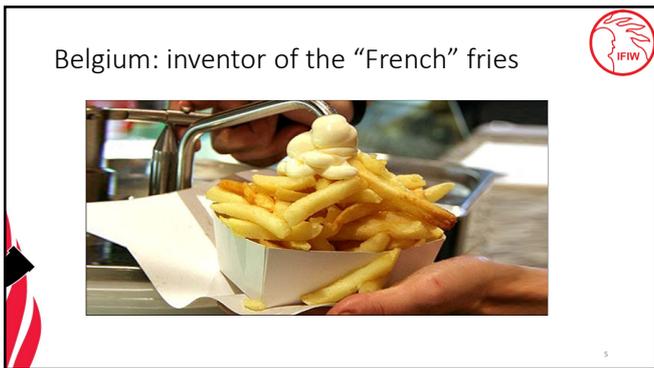
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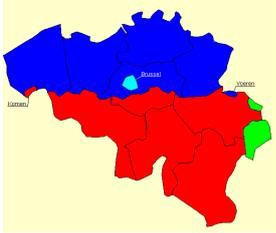
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### Belgium



- Two parts: Flanders & Walloon
- Two languages: Dutch & French  
There are also 70.000 German speakers.
- Three regions: There is also Brussels, which is bilingual



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### The belgian fire service



- 35 fire zones
- 17 000 firefighters
- 5 000 career



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### Contents

- The story of CFBT in Flanders - the short version ©
- The instructor
- Learning
- Working with a crew of instructors



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### The story of CFBT in Flanders



- 2000 : Antwerp fire academy (VESTA) contacts "Sweden", trains instructors and starts delivering training.



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### The story of CFBT in Flanders



- 2000 : Antwerp fire academy (VESTA) contacts "Sweden", trains instructors and starts delivering training.
- 2008: Brussels fire academy (BFA) and PIVO start with the help of Fireflash, a Dutch company
- 2009: BFA & PIVO start with the attack cell



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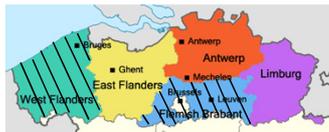
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### The story of CFBT in Flanders



- 2000 : Antwerp fire academy (VESTA) contacts "Sweden", trains instructors and starts delivering training.
- 2008: Brussels fire academy (BFA) and PIVO start with the help of Fireflash, a Dutch company
- 2009: BFA & PIVO start with the attack cell
- 2010: WOBRA starts with attack cell



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### The story of CFBT in Flanders



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- 2009: BFA & PIVO start with the attack cell
- 2010: WOBRA starts with attack cell
- 2013: PLOT starts with attack cell



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### The story of CFBT in Flanders



- 2000 : Antwerp fire academy (VESTA) contacts "Sweden", trains instructors and starts delivering training.
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- 2010: WOBRA starts with attack cell
- 2013: PLOT starts with attack cell
- 2016: Paulo starts with attack cell



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### The story of CFBT in Flanders



- 2000 : Antwerp fire academy (VESTA) contacts "Sweden", trains instructors and starts delivering training.
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- 2009: BFA & PIVO start with the attack cell
- 2010: WOBRA starts with attack cell
- 2013: PLOT starts with attack cell
- 2016: Paulo starts with attack cell
- 2018: Vesta starts with attack cell



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### The story of CFBT in Flanders



- A common CFBT-program for 7 million inhabitants.
- 6 academies
- Attack cell (10 day instructor course)
- T-cell (5 day instructor course)
- One academy has also an LVC (another 5 day instructor course)



Standing on the shoulders of giants

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### In the meantime in Belgium



- 2008: no live fire training in the official curriculum
- 2010: 8h of live fire training
- 2015: 118h of live fire training
- Change through people
- If you want to implement changes, train them accordingly
- If you need to choose between investing in gear or people, Choose for the people.

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### So far the good news show!



- Challenges:
- Changing environment
    - How do we adapt our instructors?
  - Changing evolutions
    - Knowledge transfer to instructors?
  - Constant quality?
  - Consistency?



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The instructor



- What do you think about this instructor?



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The instructor



- What do you think about this instructor?
- Does he seem competent?
- Is he knowledgeable?
- Do you think the knowledge transfer will be ok?
- Does he seem passionate?



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The instructor



- What about this image?



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### The instructor




- What about this image?
- Does he seem competent?
- Is he knowledgeable?
- Do you think the knowledge transfer will be ok?
- Does he seem passionate?

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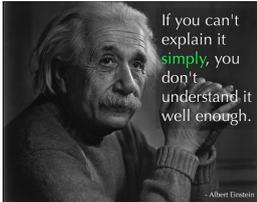
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### Instructor



Knowledge

- An instructor must know what he is talking about.
- To transfer the knowledge
- To answer questions
- In a way that he or she is comfortable with.



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### Instructor



Interesting

- The lessons must be interesting.



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Instructor

Interesting

- The lessons must be interesting.
- Adapt the learning outcomes to the level of the students.



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Instructor

Interesting

- The lessons must be interesting.
- Adapt the learning outcomes to the level of the students.
- To structure this, you need a lesson plan



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Instructor

Necessary

- Learning = personal growth
- You don't need ballast.



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Instructor




**Necessary**

- Each person has a comfort zone
- Learning happens faster outside that comfort zone.

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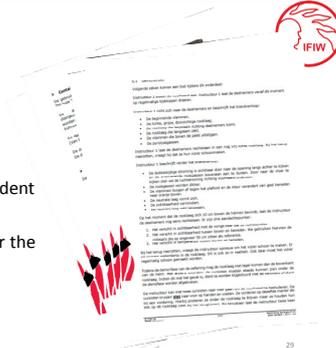
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Instructor

**Necessary**

- Learning = personal growth
- Personal = different for each student
- Flexibility = important quality for the instructors

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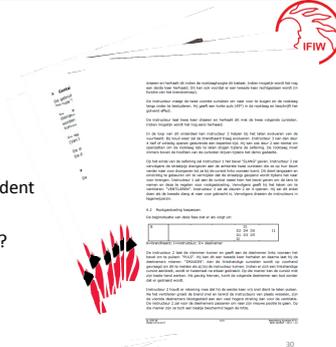
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Instructor

**Necessary**

- Learning = personal growth
- Personal = different for each student
- What is necessary for your class?  
What isn't?

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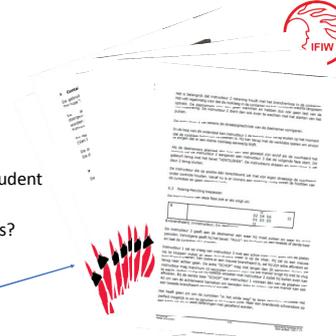
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### Instructor

Necessary

- Learning = personal growth
- Personal = different for each student
- What is necessary for your class?  
What isn't?

→ You'll need a lesson plan



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### Instructor

Driven

- An instructor wants to be the best they can be.
- He/She needs to be passionate
- They should share that passion
- Part of their job is to inspire



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### Instructor

- Knowledge
- Interesting
- Necessary
- Driven

→ Kind  
An instructor must be kind!



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### Instructor

- Knowledge
- Interesting
- Necessary
- Driven

→ Kind  
An instructor must be kind!

- Allow mistakes
- Invite to make mistakes
- Make students comfortable.
- Students that "freeze" are no longer learning.



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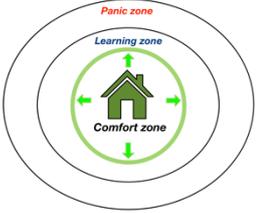
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### Instructor



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### Instructor

- Who knows this guy?



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### Lt-General Gregory "Hal" Moore (1922-2017)

- Movie "We were soldiers"
- Lt-col Moore elaborated the concept of Air Cavalery.
- New concept to send troops in to battle with the chopper as a horse.
- Movieclip: traning of the batallion.



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### Learning

- A course, a class = a learning experience
- Two conditions need to be fulfilled:
  - Achieve the learning objectives
  - Have fun



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Learning

- Boring class = unsuccessful in the long term
- People talk!
- After a while, people show up unmotivated for the class.



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PAUL COMBS  
Downy The  
Pacifist 2016

**CLASS OBJECTIVE**

Hello, my name is Captain Smith, and I'll be presenting your class today where I will read each and every slide word for word with little intellectual or real-life input, creating an incredibly dull and poor learning experience for each of you.

There will be bonus points given for anyone **still awake** at the end of today's lecture.

Slide 1 of 462 **NEXT** →



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Learning

- If a theory class is only fun ...
- Without good learning outcomes ...



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Learning

- If a theory class is only fun ...
- Without good learning outcomes ...
- Then, we are talking about stand-up comedy ... ☺



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Learning

- Learning outcomes have evolved a lot
- Large time investment
- Keep them updated



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### Learning

- Inspired people learn better, faster, ...
- IFIW = network of
  - Interesting
  - Inspiringpeople
- Instructors need to be nurtured with inspiration.



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### Learning

- To keep a training program state-of-the-art:
  - Update contents
  - Update training methods



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### Working with a crew of instructors

- 250+ instructors
- 5 locations
- 6 drills for the Attack Cell
- 3 drills for the T-cell
- 3 drills for the LVC

& all of this evolves ...



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Working with a crew of instructors



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Working with a crew of instructors



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Working with a crew of instructors



Updating the contents

- [www.cfbt-be.com/en](http://www.cfbt-be.com/en)
- Articles



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### Working with a crew of instructors



Updating the contents

- Translations into 10 languages
- International contacts
- Exchange and feedback



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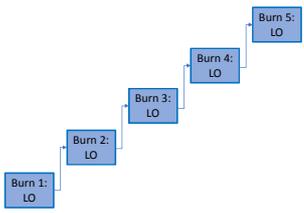
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### Working with a crew of instructors



Updating training methods

- Students will perform several evolutions.
- Learning outcomes of first burn are needed in 2nd, 3rd, ...
- Instructors need to deliver exactly what is in the plan.



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### Working with a crew of instructors



Solutions:

- Simon Senek: "Start with Why"
- Our Why: the learning outcomes



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Working with a crew of instructors

- Ed Hartin shared a lot of information through [www.cfbt-us.com](http://www.cfbt-us.com)

His motto:

*"Not just what and how, but why!"*



**About Ed Hartin**

**Name:** Ed Hartin  
**Organization:** CFBT-US LLC  
**One Click:** Ed Hartin is a fire service professional with over 20 years of experience in the fire service. He is currently the Chief of Fire Station 1 in the City of San Diego. He is also a past president of the International Firefighters Union (IFFU) and a past president of the Fire Service Institute (FSI).  
**Message:** Ed Hartin is a fire service professional with over 20 years of experience in the fire service. He is currently the Chief of Fire Station 1 in the City of San Diego. He is also a past president of the International Firefighters Union (IFFU) and a past president of the Fire Service Institute (FSI).  
**Location:** San Diego, CA  
**Contact:** Ed Hartin

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My personal "WHY"

- It started with:

*"I want to make a better fire service!"*

- One has to be as specific as possible: What is "a better fire service"?

*"I want to have effective, efficient and safe operations and I want happy firefighters!"*

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Working with a crew of instructors

- Learning outcomes are what it is all about!
- How to achieve them?
- We work with comprehensive lesson plans: 6-10 pages per evolution

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Working with a crew of instructors 

Structure of the lesson plan

1. Learning Outcomes → No coincidence they come first!
2. Description of the cell
3. Fuel load
4. Location of students and instructors
5. Location of hoses
6. The evolution itself
7. Ventilation
8. Job of the instructors

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Working with a crew of instructors 

- 10 day course to teach an attack cell instructors
- Work with the lesson plans
- Inspire them to obtain inspiring instructors
- Lots of time is spent on briefing & debriefing: *soft skills*
- We do the same for other objects: 5 day course for T-cell and LVC

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Working with a crew of instructors 

Refresher training

- One day per year
- Adaptations to the lesson plans
- New views on firefighting
- New views on teaching

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Working with a crew of instructors

Certification

- Valid for 5 years
- Knowledge of theory
- Knowledge of lesson plans
- Knowledge of the protocols to achieve quality learning and moreover, safe learning.



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Who knows this guy?



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Admiral Hyman G. Rickover (1900-1986)



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### USS Nautilus

- Rickover meets with the design team
- Responsible for safety
- Responsible for pumps
- Submarine project officer
- There is a problem with test results that he didn't know of.



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### Working with a crew of instructors

- What would be the goal of showing this video?
- What do you learn from this?



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### Working with a crew of instructors

- Instructors are responsible for delivering the training.
- Though it is a team effort, everybody is responsible to stick to the script.
- Bad news should also flow up: Things that don't work as they should
- Good ideas should flow up as well: no freewheeling.



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### To summarize

- CFBT in Flanders: tremendous success
  - But that creates challenges in consistency and quality
- Instructors need to be KIND
  - Knowledge
  - Interesting
  - Necessary
  - Driven
  - Kind
- Learning must be a great experience
- Evolving lesson plans are necessary
- Basic & refresh training for instructors is necessary
- Certification can be quality control
- Instructors are responsible



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### Howcome I'm here?

The story of "an agent of change".



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Questions?



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