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STATUS STUDY OF THE FPA AUSTRALIA
CODE OF PRACTICE

An Interactive Qualifying Project Report

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by

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2. compliance
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Abstract

The Fire Protection Association Australia (FPA Australia) is a non-profit organisation seeking to provide a means by which clients of the fire protection industry can identify companies dedicated to fire safety and ethical business practice. To accomplish this, FPA Australia recently instituted a Code of Practice outlining standards for their member companies to follow. The goal of this project is to identify and evaluate tools for education and communication on, as well as the use and promotion of, the Code of Practice. Once Members have been educated on the Code, they can implement it, and then promote this compliance to their clients.

Acknowledgements

Executive Summary

One mission of Fire Protection Association Australia is to provide a means by which clients of the fire protection industry can identify companies dedicated to fire safety and ethical business practice. To this end, FPA Australia instated a Code of Practice in July 2000. For the Code to achieve the desired goals however, members of FPA Australia providing fire protection goods and services must be educated on the standards covered by the Code, use the Code in their business practices, and most importantly promote the Code and their compliance to clients. The focus of this study was to assess the status of the FPA Australia Code of Practice in terms of member education, member usage, and client knowledge of the Code.

Before the project in Australia began, background research was conducted in the US. The codes of practice of other organisations such as the Society of Fire Protection Engineers, the National Fire Sprinkler Association, and the National Fire Protection Association were studied. Particular attention was given to the methods these organisations use to educate and communicate with their members. Research was also conducted on the methods of education currently used by FPA Australia. From the background research a definition for codes of practice in general was derived. Most codes have four common components: the development of the code content, education of constituents on the code, a revision mechanism and an enforcement mechanism.

Using the Background research, various research instruments were designed to identify and evaluate three major issues: the methods used by FPA Australia Code compliant

member companies to educate their employees, the use of the Code of Practice in terms of implementation, and promotion of the Code to clients regarding the current use and awareness of promotional material. To address all of these issues, a myriad of sub-groups in the FPA Australia membership were contacted as well as a group of non-member clients. Specifically, Code compliant corporate A, B, and C members of FPA Australia and member clients were each mailed separate surveys, the Chairs and select members of the State Committees were e-mailed a third survey. Phone interviews were conducted with new corporate members, members who upgraded their membership since the Code took effect, attendees of Breakfast Briefings held by FPA Australia, and non-member clients. Finally, a focus group was conducted with the Victoria State Committee.

Responses were obtained from 31 of the 160 surveys sent to the Code compliant corporate members (members of FPA Australia who have signed the Code of Practice), 16 of the 63 Member Client surveys were returned, and 7 of the State Committee members responded. Phone interviews were conducted with 12 of the 36 new members, 4 upgrades were contacted out of the possible 12, 4 Breakfast Briefing attendees out of 495, and contact was established with 13 non-member clients. Four members of the Victoria State Committee attended the focus group.

The results of this research indicated that members of FPA Australia find value in the Code of Practice. The Code of Practice is a composite of all the existing standards for the installation and maintenance of fire protection equipment into one document. The Code

is also valuable because it serves a means for clients to identify companies dedicated to a high standard of operation. Furthermore, the Code provides a vehicle for addressing compliance issues. The FPA Australia now serves as a body to provide dispute resolution services between providers and clients.

In order for the Code to have value, members must be educated on what the Code says. Objectives for member education programs are education on the current content of the Code, education on future revisions and updates, and education on their role in Code promotion to clients. The findings of the study indicate that the most effective methods for education are in the forms of continuing education programs, seminars, and pamphlets/bulletins.

In order for the Code of Practice to add value to companies, clients must be aware of the Code and see it as a benefit. Clients can be divided into two categories: member clients, and non-member clients. By treating these groups separately, it was found that member clients know about the Code of Practice and see the value in it, whereas non-member clients are unaware of the Association as well as the Code. The objectives for client education can be divided along the same lines.

Since the Code of Practice does not bind member clients, their information needs differ from those of the other members. For this reason it is important to determine who these clients are within the membership. As it stands right now, the Corporate C classification consists of fire protection companies that have signed off on the Code, fire protection

companies that have not signed off on the Code, and client companies. Differentiation between these groups could simply be internal to FPA Australia in the form of their file organisation. Another option is to change the classification of these clients from Corporate C to a new category, Corporate Client.

Once these client members are identified, Code promotion strategies can be targeted for them. The study showed that the best methods to disseminate information to these companies were through newsletters, pamphlets/bulletins, journals, and e-mail.

The Code promotion objectives are different for non-member clients. Since these members are unaware about the Association and the Code of Practice, promotional strategies must target these deficiencies first. An opportunity that exists with this group is to gain new members. Promotion of the Association and incentives to join should be built into the strategies. Possible methods of marketing to these non-member clients are through promotion to trade organisations and other agencies, and through the publication of material in trade journals and other such publications.

Since the FPA Australia Code of Practice is still in its infancy several things need to be done to raise awareness about the Code. Opportunities for education to members have been identified as well as methods to promote the Code to clients.

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1.0 Introduction

The Fire Protection Association Australia (FPA Australia) is a non-profit organisation seeking to promote fire safety and ethical business practice in the Australian fire protection community. This association was formed in 1997 from the merger of the trade organization Australia Fire Protection Association (AFPA), and the industry association Fire Protection Industry Association Australia (FPIAA).

One of the major undertakings of the association has been the recent development of an industry Code of Practice entitled *FPAA001-2000 Code of Practice for the Installation and Maintenance of Fire Protection Equipment.* This Code outlines the standards, regulations, and ethical behaviours that FPA Australia Member Companies are required to implement and compiles them into a single document (FPA Australia, 2001). The Code has been in recent development since 1997 in response to negative publicity the fire protection community of Australia had been receiving. Specifically, lawsuits had been levied against many big companies involved in the maintenance and installation fields of fire protection, some of which were FPA Australia member companies (Tyco, 1998). The Code went through a number of development stages until it took effect in July of 2000 (FPA Australia, 2001).

Compliance with this Code results in a defined level of quality assurance for services purchased from member companies. It is the goal of FPA Australia that this will influence consumer decision-making to increase purchasing of goods and services from their members who have signed the Code of Practice (Code compliant members) (FPAA,

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2001). This theory of company valuation hinges on the education of consumers about this Code of Practice (Consumer Connection, 2000). The consumer needs to understand the positive attributes that the Code filters through to them in terms of increased quality and decreased risk of fraud for Code Compliance to be of value to them. But before being able to go directly to the consumer and educate them on what the Code will do for them, it is necessary to make sure the member companies understand and comply with the Code. Since the Code of Practice was only recently put into effect (2000), strategies for educating the member companies and their clients have not been fully developed or researched (FPA Australia, 2001).

For the remainder of the discussion, the phrases "member company" will refer to all FPA Australia corporate members that are "Code compliant". The phrase "code compliant" will refer to all corporate members that have signed off on the Code of Practice.

It was the original goal of the project to identify and evaluate various methods used by member companies to educate and communicate with their employees. By evaluating these educational strategies, it would be possible to propose the utilisation of the most effective of these tools to educate and communicate on the Code of Practice. The goals were expanded upon arrival in Australia to include studies on the use and promotion of the FPA Australia Code of Practice, in essence a status report on this new document. Member companies were surveyed as to what they have done to educate and implement the Code in their own businesses. The term "promotion" refers to how member companies advertise their Code compliance as well as client awareness of the Code. If clients don't know about

the Code and the benefits that it provides them, then being a member of FPA Australia will not be as valuable to the member companies implementing the Code. An assessment of the client's present knowledge and what is being done to educate them was included in the scope of this project.

2.0 Literature Review

In order to provide recommendations regarding the education of member companies and their clients on the Code of Practice, research was conducted on FPA Australia and the Code of Practice itself. Model codes of practice from other associations similar to FPA Australia were studied in order to develop a definition of a code of practice. The intention then was to find similar associations that had general educational strategies in place that could be evaluated and applied to this project. These example associations were also looked at in terms of their dissemination of information to the appropriate public about their codes of practice and how they added value to their member companies. How the FPA Australia currently disseminates information to member companies and to the client base was explored. This was done to find an educational strategy that might have previously been applied to a different subject material but could be modified to disseminate information on the Code of Practice

2.1 Fire Protection Association Australia

To fully understand any document that an association creates, it is important to first understand that association. The section below gives a brief description of FPA Australia outlining their history, structure, and goals. This information provides a context within which the Code of Practice operates.

2.1.1 Background and Purpose

FPA Australia is a non-profit organisation "seeking to promote fire awareness and the work of the fire protection industry" in Australia (FPA Australia, 2001). The fire

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protection industry consists of a conglomerate of individuals and companies including "government, fire and emergency services, insurance, research, architecture, building, health education and training, transport, manufacturing, mining, and those working in the design, manufacture, installation and maintenance of fire protection systems." (FPA Australia 2001) These diverse fields of the industry comprise the membership of FPA Australia.

FPA Australia was formed in early 1997 from the merger of two smaller fire protection agencies: the Australian Fire Protection Association (AFPA), and the Fire Protection Industry Association of Australia (FPIAA). Both of these organisations were longstanding and respected members of the fire protection community of Australia however the union of these two entities was undertaken to better serve their members as well as the public.

When the FPIAA and the AFPA merged one of the issues was membership structure. The trade association, AFPA had three levels of membership: Corporate, Associate Plus, and Associate. The industry association, FPIAA, also had three levels of membership is categorised as 1, 2, or 3. The corporate structure that emerged from the merger of the two organisation and is currently is utilised by FPA Australia is summarised in the table below.

Table 2.1.1 Definitions of FPA Australia membership levels
(Adapted from *Membership Information, FPA Australia 2001*)

Membership	Definition
Corporate A	Business entities providing fire related goods and/or services with a turnover in this field of AU$2,000,000 (or more) per year or operating fire related businesses in more than two states.
Corporate B	Business entities providing fire related goods and/or services with a turnover in this field of less than AU$2,000,000 per year and operating in less than three states.
Corporate C	Business entities related to the fire protection industry but not directly related to the provision of goods or services in the fire protection industry. This may include organisations that are major consumers of fire protection services such as the chemical industry, insurers, hospitals and other similar institutions.
Associate Plus	Individuals who have more than a passing interest in fire protection.
Associate	Individuals who have a need to receive material, for background information purposes, on fire protection.
Student	Students of a recognised fire related training course.
International	Individuals, organisations, and companies outside Australia.
Retired	Individuals who are former employees of a corporate member or who were individual members in their own right but have retired.

The members of the AFPA all became a part of the Corporate C and Associate FPA Australia membership level. FPIAA membership level 1 became Corporate A, and membership levels 2 and 3 became Corporate B in FPA Australia.

A major task of FPA Australia is disseminating information to its member companies to keep them up to date on information pertaining to various aspects of the fire protection industry. Numerous programs and publications are provided by FPA Australia to serve its diverse membership. Some examples of these are newsletters such as *HazMat News*, the Journal Fire Australia, conferences, seminars, workshops, and the maintenance of special interest groups within the fire society. Within FPA Australia there are 7 State and various

Technical Committees. The State Committees are chaired and run by FPA Australia members and exist to address the concerns of fire protection companies in a specific state or territory. FPA Australia members also head the Technical Committees. The committees exist to devote their attention to one specialty in the fire protection industry. Currently there are 5 technical committees: TC/2 – Fire Detection and Alarm; TC/3 – Portable Fire Equipment; TC/4 – Fire Sprinkler and Hydrant Systems; TC/11 – Special Hazards Protections Systems; and TC/18 – Passive Fire Protection. Perhaps one of the most important services FPA Australia provides is the development of technical policies and related projects as an output of these special interest groups. Of equal importance, FPA Australia has representation on fire related committees of Standards Australia, as well as representation to government regarding the regulatory environment. (FPA Australia, 2001) This representation allows the members of the FPA Australia community to have direct input into the law and sanctions that govern their work.

2.2 Codes of Practice

Establishing a working definition of a general code of practice is useful in understanding the FPA Australia Code of Practice. This section defines what a code of practice is and outlines characteristics of typical codes.

2.2.1 General Definition

Voluntary codes are defined by the Office of Consumer Affairs of Industry Canada (1998) as

> …a set of non-legislatively required commitments that are agreed upon by one or more individuals or corporations, are designed to influence, shape, control or

benchmark behaviour, and are applied in a consistent manner and/or reach a consistent outcome by all participants.

This is different from governmentally established regulations in that the primary source of power to initiate and enforce a voluntary code lies in the marketplace. However, legislation and therefore government regulation are often included in these codes. A code of practice is a voluntary code consisting of a collation of existing information in a cohesive document that establishes a clear framework for operation in any industry (The Steel Construction Institute, 1991).

2.2.2 Characteristics

Individual companies, industry organisation, non-governmental organisation, or standards development organisation may initiate voluntary codes. Codes are usually derived in response to consumer demand, competitive pressure, and/or the threat of additional regulations or sanctions. Codes may be applicable to a single company, an entire industry, or only a portion of an industry's operations (Consumer Connection, 2000). This wide variety of applications and interested parties results in striking differences from one code to the next, but there are also many similarities.

Codes typically involve the development of guidelines, and communication of those guidelines to those that are expected to abide by them. Codes often include a monitoring mechanism to determine if the various parties are complying, as well as an enforcement mechanism to deal with non-compliance. Codes also delegate an official decision making body, and include specific consequences for non-compliance. To provide flexibility to the code, many include an evaluation/revision mechanism (Consumer Connection, 2000).

The development of guidelines for a code of practice is typically undertaken by a group of experts in the given field. Not only do these people have first hand knowledge of the field, but also the fact that they are experts serves to lend credibility to the code. This credibility is an important factor in whether those who are supposed to comply with the code will actually do so (International Atomic Energy Association, 1965).

Codes of practice often constitute frameworks that serve to achieve a higher standard than that which is required by law. With organisations such as the NFPA, the code of practice includes numerous references to legislation that all fire protection firms are required by law to implement, however, it also includes standards not required by law. This in effect will raise the minimum standard of operation higher than if the code did not exist (NFPA, 1999). As a result, members of organisations such as the NFPA can be identified as having a higher commitment to the goals sought by the sponsoring organisation. Other industries also develop and implement codes to raise the standards of operation. An example of an organisation seeking to attain environmentally conscious businesses through compliance to environmental standards beyond what is required by law is the Coalition for Environmentally Responsible Economies (CERES, 2001).

A monitoring mechanism is especially important for codes designed to protect safety and human life, such as fire safety codes. For this reason, implementing these types of codes requires extensive record keeping, random testing of goods and services, and third-party inspection and certification to insure quality. In the fire protection industry, an example of

an organisation providing third-party inspection and certification is Quality Assurance Services (FPA Australia, 2001). This organisation is hired by a company to periodically audit the procedures as well as the goods and services provided by the company.

There are laws that govern most industries including fire protection. From the installation to the manufacturing to the maintenance of fire protection goods and services, there are laws that must be abided by. In the case of legislation, it should be the government's duty to enforce these regulations. However, government enforcement may be limited, due to the costs associated with inspection and monitoring. As a result, the laws may not be adhered to. For organisations requiring compliance to standards beyond those required by law, however, the enforcement mechanism must be internal. Often the monitoring mechanisms are tied into the enforcement mechanisms (Consumer Connection, 2000).

A code of practice also should delegate a decision making body to oversee the implementation of the code, to resolve disputes, and to declare penalties in the event of non-compliance. These functions may be delegated to different committees depending on the size and needs of the organisation upholding the code (Consumer Connection, 2000).

The consequences of non-compliance must also be clearly defined in the code so that all parties agreeing to abide by the code are aware of them. These consequences typically include warnings, revocation of membership, and go as far as informing appropriate authorities, depending on the severity and nature of the offence. The decision making body is responsible for deciding on the consequence (Consumer Connection, 2000).

Furthermore, codes typically include a mechanism for evaluation and revision to provide flexibility to the code. This can take the form of contact information so that comments can be made, a committee in charge of revising the code periodically, or the submission of the code to pertinent entities for review (Consumer Connection, 2000).

The mechanisms to be used to communicate the guidelines outlined in a code of practice are not necessarily stated in the code, but are perhaps the most important aspect in code development and implementation. In order for a company or individual to adhere to the requirements, they must first understand what those requirements are (Consumer Connection, 2000).

2.2.3 Practice, Ethics, and Legislation

Professor George Heaton described the different aspects of a code of practice using the terms "hard law" and "soft law". Hard law is the legislation and sanctions that are imposed by law and have legal implications if not adhered to. Soft law is further broken into two hemispheres. The first is the self imposed regulations and standards that an organisation will adopt to raise the standards of business. Standards usually apply to the physical aspect; i.e. how to install fire sprinklers, where to put fire doors, etc. The second aspect of soft law is the policies regarding ethical conduct (Heaton, 2001). Both hard and soft laws contribute to the finalised product, such as the FPA Australia Code of Practice.

2.2.4 Reasons for Having a Code of Practice

One of the major implications of having a code of practice is the standardisation of operation in an industry. According to an article on the American National Standards Institute (ANSI) web page "by using standardisation to streamline processes and trim costs, businesses can secure a competitive advantage - and remain competitive in the face of national and global market changes." (ANSI, 2001) By complying with a set of standards, such as a code of practice, companies are benefiting themselves. An immediate example is added value to companies that comply with the standards. This requires that their clients are aware these standards exist and are implemented. The educated consumer might be more likely to hire these companies than companies that do not comply with any specific standards. The quality of work from a company that does not have to comply with standards is not assured.

A code of practice benefits the companies who comply with it on a number of levels. If companies work within a framework of standards, the overall quality or services offered will improve. Issues of legality are also taken care of; if something unforeseeable happens, companies are able to refer back to the code and show how they complied with its standards (Heaton, 2001).

Specifically, FPA Australia realised the growing need for a Code of Practice following an AU$5 million fine imposed on Tyco, one of its member companies. In 1998, the Australian Competition & Consumer Commission (ACCC) filed a case against Tyco for violating the Trade Practices Act of 1974. Tyco was not only in breach of contract but also

in violation of Australian Standard AS1851 and the Fire Protection Industry Association of Australia Limited Specification of Inspections Testing and Maintenance. These standards require weekly, quarterly and annual inspection and testing of fire sprinkler systems and fire hydrant systems. They also require the monthly and annual inspection of all fire alarm systems, which were not performed (Tyco, 1999). In this instance, an effectively implemented code of practice would have protected the consumer.

In November of 1999, the ACCC (Australian Competition and Consumer Commission) "instituted proceedings against 56 companies and individuals in the Queensland fire protection industry." (Williams, 1999) The proceedings that were instituted included allegations of price fixing and collusive tendering, which "occurs when two or more firms agree not to submit competitive prices for the supply of goods or services or when they all agree beforehand on the price they are going to tender (Competition Authority, 2001). Reportedly members of the fire protection industry in Queensland had been secretly meeting for some time to decided who would get certain contracts, and how much these contracts would be worth once gotten. These meetings were discrete and took place at a number of sports clubs and hotels in and around the Brisbane area. The members who would meet referred to themselves as the "Coffee Club". The companies were mainly focused on the installation of fire sprinklers and fire alarms.

2.3 FPA Australia's Code of Practice

The FPA Australia Code of Practice is voluntary in that only those who choose to be members of the organisation are required to sign and adhere to the code. Specifically all

Corporate A and B companies that are FPA Australia member companies must sign a declaration of compliance with the Code of practice. Since it is a very diverse level, the Corporate C members are allowed the choice of signing the Code, while Associate members are not allowed to sign the Code of Practice, but are required to sign the Code of Ethics outlining ethical behaviour for individual members. The Code of Practice was not initiated by the Australian government, but was created with support from FPA Australia members, various fire authorities in each State and Territory, and groups from the building, construction, and property management industries (FireTalk, 2000).

2.3.1 History

The Code has been revised and reviewed by various groups to ensure quality, feasibility, and thoroughness. In October of 1995, the FPIAA developed the Code of Practice for what it thought was only the state of Victoria. The Code at that time was not made a public document, and was not revisited until after the merger in 1998 by the new association. It was circulated within technical and state committee groups, Board of Directors, and the National Technical Advisory Committee (NTAC) throughout 1999 and was finalised in April of 2000. The board of directors endorsed the Code in May and the signing of compliance with it was finally made a qualification of membership 1 July 2000 (Williams, 2001).

2.3.2 Purpose and Content

The specific purpose of the Code of Practice is to promote fire safety. In order to achieve this purpose, the Code clearly lays out the responsibilities of the FPA Australia, individuals, and its member companies, including a Code of Ethics for individual members, as well as the government standards member companies are required by law to adhere to (FPA Australia, 2000).

Responsibilities of FPA Australia outlined in the Code include the preservation of open communication and cooperation with member companies, clients, governments, and fire brigades/authorities. The intention of these communications is to improve standards, competitiveness, customer service, safety, and ensure relevance of the code. Other FPA Australia responsibilities include establishing and maintaining operating procedures for reviewing the Code of Practice, the handling of transgressions, and encouraging compliance by member companies.

Individual members of FPA Australia are bound to abide by a Code of Ethics. This document applies to all individual members such as providers of fire protection services, the managers of a facility, fire fighters, insurance professionals, as well as any other individual members dealing with fire safety and the fire protection industry. The Code of Ethics requires that individuals report hazardous conditions, try to stay up to date in their field, alert the public to the implications of their work, only operate within their area of

competence, be honest in the presentation of data and estimates, and not rely on membership in FPA Australia as a demonstration of their competence.

The responsibilities of the member companies are extensive, involving compliance with the *Fire Protection Association of Australia- Memorandum and Articles,* the Quality System Standards: AS/NZS ISO 9001, 9002, and 9003, the *AS4120: Code of Tendering,* the Australian Standards for Installation and Maintenance of equipment, product design and performance standards, *FPS4-Agreement for the Inspection and Testing of Fire Protection Systems,* as well as requirements set out by the manufacturers, insurers, and clients. In addition, members are required to adhere to the State and Territory Government Essential Services Regulations, the Trade Practices and Consumer Affairs legislation, and the Building Code of Australia.

The Quality Systems Standards provide guidelines for commercial or manufacturing processes. For the FPA Australia, the required standards deal with design, development, production, installation, servicing, final inspection, and testing procedures. The Code of Tendering referred to in the FPA Australia Code of Practice is consistent with the "Ethics of Tender" section drawn up by the FPA Australia, which spells out the ethics and obligations of all members involved in the tendering process. Collusive tendering practices are specifically prohibited, and examples of these practices are given. Australian product standards outline the criteria for the design of products or systems, specifying how they are to operate and the components required to be in them. Australian Performance and Test Standards describe the levels the product/system must achieve in order to be

acceptable, as well as outlining how to test attainment of those levels (FPA Australia, 2001).

2.3.3 Compliance with the FPA Australia Code of Practice

In order to comply with the Code of Practice, member companies must adhere to the standards outlined by FPA Australia. These requirements are addressed in the Code itself. Also described in the Code are the mechanisms used to deal with non-compliance.

2.3.4 Mechanisms for non-compliance occurrences

The mechanism for non-compliance involves breaches of code being reported to FPA Australia, which then are investigated by individuals appointed by the FPA Australia Board of Directors. The breach must be reported in writing, all other forms of communication such as email messages are not acceptable. The member company in question is expected to rectify and explain the situation. Any non-complying companies will then be notified of the proposed sanctions, which could be in the form of a formal warning, cessation of membership, or a formal complaint issued by FPA Australia to the appropriate regulatory authority depending on the nature and severity of the offence. To date there have only been seven complaints by clients of FPA Australia member companies, and of those, six were not pursued as it turned out to be miscommunication between customer and member-company that could be easily rectified. The last complaint was only submitted in email form; when the individual was asked to produce a complaint in writing or in the form of a phone call, the client pursued neither action (Williams, 2001).

2.4 Identifying the Audience(s) to Educate on the Code of Practice

In order to have an effective education program, the specific audience must be taken into account. Groups to be educated on the FPA Code of Practice were researched in order to design effective educational programs for them. The two main audiences are the member companies of FPA Australia and the consumers of fire-protection goods and services.

2.4.1 Member Companies

FPA Australia has an eclectic membership roster, with member companies providing a variety of goods and services in the fire protection industry. Examples of the goods provided include fire extinguishers, fire hoses, and fire sprinkler and detection systems. The services include consulting and risk assessment, training, installation and maintenance of these systems. These companies vary in size from one person to over 500 employees, and operate throughout Australia as well as internationally. The member companies are organised into Corporate A, B, and C membership levels as portrayed in Table 2.1.1. All of the Corporate A and B companies are required to comply with the Code, as well as the Corporate C members that provide fire protection goods and services. The FPA Australia Code of Practice "applies to all work related with the installation and maintenance of the various facets of fire protection and the provision of related services", including fixed and portable extinguishing systems and detection systems (FPA Australia, 2001).

2.4.2 Consumers of Fire Protection Goods and Services

The use of the word "consumer" includes a very diverse pool of fire protection clients. This body can be divided into two subgroups to ease the identification process.

One group of these clients includes the everyday business manager; any building that has fire safety systems needs to have them maintained or installed depending upon the present condition of the building. This includes the individuals who are in charge of hiring fire protection companies from these businesses such as restaurant, cinema, and nursing home managers.

The second group identified is not for the most part the average consumer as the first pool of clients is. Instead, the analogous term "client" can be used to include professionals such as architects, contractors, subcontractors, building managers, and building/construction companies/organisations. Major Australian organisations comprised of the above parties were identified, and special note was taken of the educational programs they had in place.

The Royal Australian Institute of Architects (RAIA) is a national association made up of 8,000 members within Australia and overseas. Membership requires compliance with their Code of Professional Conduct as well as participation in their Professional Development program. This program aims to educate members on the latest technology, trends, and ideas in architecture. One of the benefits of membership to the RAIA is the advice given by the Practice Services division on such matters as client notes, cautionary advice, and legal issues. Both of these services as well as the conferences, seminars, and publications provided for members could serve as a medium for the dissemination of information on the FPA Australia Code of Practice and the benefits of doing business with companies that are FPA Australia members.

The Association of Consulting Engineers Australia (ACEA) is a body of firms providing independent advice to clients in the building, infrastructure, oil and gas, transportation, mining, communications, information technology, agriculture, food processing and manufacturing. The Victoria Division conducts continuing professional development (CPD) seminars for their members in practice management and technical areas. Additionally, industry meetings are held to promote interaction between members and guest professionals from related businesses, the government and the private sector (ACEA, 2001).

Another client group is building managers and owners. A major organisation of these people is Building Owners and Managers Association (BOMA) International, the Australian branch of which has been renamed the Property Council of Australia. Core membership requires that the principal area of activity of the group or individual ownership or management of property. It ranges from investors, financial organisations, and developers. The Victoria Division of the Property Council is comprised of over 450 member companies (Property Council of Australia, 2000). This organisation has extensive programs to keep their members informed about pertinent material. These programs include the Property Australia Magazine, conferences, division luncheons and seminars.

The last client group includes actual members of the FPA Australia. Many clients of fire protection services join FPA Australia as Corporate C members. Unlike Corporate A or B members who have to sign a Code of Practice, these Corporate C members can be

members of FPA Australia, get the literature and stay abreast of what is going on in the fire protection industry in Australia without signing the Code. The Corporate C clients are a very diversified group including colleges, consulting firms, major Australian airlines, among others.

2.5 Dissemination of Information

One major issue that faces many associations is information dissemination. In such fields as fire protection engineering new information and data circulate every day; the problem arises of how to convey this information to the people that need it. This information often takes the form of standards and regulations. There are many venues that these associations use to supply this pertinent information and data to the companies/individuals that need it.

Using two similar associations, the Society of Fire Protection Engineers (SFPE) and the National Fire Sprinkler Association (NFSA), research was done to find out the ways in which they serve their member companies. Each association is involved in many different methods to educate their member companies on relevant information in their specific area of specialty. In each case, this arena of specialisation is the fire protection industry; the SFPE includes fire protection engineers (SFPE, 2001) and the NFSA encompasses the fire sprinkler subset of the fire protection industry (NFSA, 2001).

2.5.1 Educational programs implemented by other organisations

The SFPE and NFSA both have many different ways of getting necessary information to their members. These methods of information dissemination can be broken into three

distinct areas, with many permutations inside of each. These method areas are: web-based, paper-based, and person-based (NFSA, 2001) (SFPE, 2001).

2.5.2 Web-based Information Dissemination

The web-based method is a quickly growing aspect of information dissemination in both of the examples of fire protection associations. Due to its numerous practicalities, the Internet is being relied on more and more to notify the members about information from the various societies. The most significant practicality lies in its ease of use.

Previously, employers would have to send employees to a one or two-day seminar and pay for travel, lodging, and the actual cost of a seminar, in order to educate them. Now companies can set up a seminar room with an Internet connection and have their employees learn the same important information without ever leaving the office. In order for a member to benefit from this type of service, they must be able to access the Internet. This is both cost and time effective, which is why web-based seminars are specifically gaining popularity (Fleming, 2001). The NFSA feels that "this [web-based seminars] is a big benefit to small members since they don't have to leave their office for a day. Large members enjoy the fact that we allow them to essentially set up a training room at their base using a single Internet connection and fee." (Fleming, 2001)

Both the SFPE and the NFSA conduct these web-based seminars, the NFSA twice monthly, the SFPE on a somewhat less rigorous schedule. Examples of recent SFPE

online seminars are the "SFPE Engineering Guide to Performance-Based Fire Protection Analysis" and the "Fire Alarm Systems Design Seminar" (SFPE, 2001).

The Internet based approach also includes other methods of information dissemination. By simply having a website for each specific association, information is made available to members. The websites for these associations are reference materials in themselves. Some of the useful information a website provides includes links to other areas of interest, contact links for members of the association and online research materials. Background of the society is often included on the website and this is a manner of public education. The NFSA has a large online section dedicated to "articles, technical data, and a Real Video © library" (NFSA, 2001). This resource allows access to a large amount of relevant literature that would take a long time to accumulate and assimilate if it wasn't grouped in such an easily accessible location. Email is also a method to disseminate information via the Internet. Through this method, companies can reach all of their employees in a time and cost effective manner.

2.5.3 Paper-based Information Dissemination

The paper-based method is a long-standing and trusted educational strategy that is utilised by both associations. Both the NFSA, and the SFPE have newsletters, journals and periodicals that are printed on either a bi-monthly, monthly or quarterly time frame. The periodicity of these publications makes dissemination of information a regular dependable occurrence from which member companies can receive news and information about their specific occupations (SFPE Today, 2001).

Other publications of the SFPE are The Journal of Fire Protection Engineering, Fire Protection Engineering Magazine, and a bi-monthly newsletter. All of these pieces of literature are respected sources of breaking edge technology information in the fire protection industry (SFPE, 2001).

Even though this method of communication with member companies is long standing and trusted, associations, specifically these two, are finding it easier to disseminate this information through these publications electronically on the Internet. Although these publications are still available in hard copy form, both of these associations' web sites offer free copies of them in electronic form for easy downloading and perusing. Previous issues are also available to download, which again saves time and money in searching for articles from previous months publications.

2.5.4 Person-based Information Dissemination

Person-based methods such as seminars, conferences, and Continuing Education Programs are also used by these societies to educate their member companies. Each of the two associations relies heavily on seminars to teach and inform their member companies. The 2001 SFPE Education Calendar lists educational events that are designed to meet the needs of their diverse membership. The events are catered for those just entering the profession to those that are seeking state-of-the-art information. SFPE holds technical symposia, seminars, short courses, and conferences (SFPE, 2001).

The person-based arena can include seminars that can vary in length, breadth and depth; conferences for professionals of the field; and short courses which can cover more than a single seminar. These associations will often host seminars, or send teams of educators to member companies to conduct the seminar to lower the financial cost to the businesses. Although the costs for these types of endeavours are high in terms of financial value, the benefits definitely exceed the costs in a less tangible manner, the education and information dissemination that a static publication cannot hope to match (Fleming, 2001). Interaction is a very large and effective tool in learning; anything static and non-interactive in nature (cannot answer on the spot questions) will suffer when being compared to a method that can handle this type of learning.

The NFSA is also involved in this type of educational strategy and relies heavily on the use of seminars to educate their members. These different types of seminars include "one or two day, professional, technician, annual, and on-line." (NFSA, 2001)

2.6 FPA Australia Current Methods of Information Dissemination

Currently FPA Australia has in place many methods of communication to provide information to members. The methods can be broken up as web-based, paper-based, and person-based.

2.6.1 Web-based Information Dissemination

On the FPA Australia website there are numerous publications, including those that are also distributed in paper form. For example, the journal <u>Fire Australia</u> is available for

viewing online as well as distributed as a periodical to the member companies. One benefit that the Internet offers for this type of publication is that information can be changed and added as necessary. The past articles and editions of the magazine can be maintained online. This increases the effectiveness of the magazine and the website that offers this service. In addition, all printed material that the FPA Australia distributes to its members is in electronic format accessible centrally from their website.

Additionally the website acts as a communication forum in giving dates and times for the most recent conferences and seminars hosted by the association. Directions also exist to sign up for programs sponsored by FPA Australia in the training and certification field.

The association has an email system set up with aliases that can directly contact select members of the State Committees and Technical Committees respectively. This tool is also utilised to send emails to members about updates to the web site. These updates can take the form of new information about the association as well as technical updates.

2.6.2 Paper-based Information Dissemination

The FPA Australia sends a variety of periodicals and literature to its member companies through the post as well as posting them on the Internet. This is made a necessity due to the portion of the membership that does not have Internet access. Paper-based information has served as a major means of educating members of the Code's existence. These publications include the quarterly journal <u>Fire Australia</u> that is a trade journal that is aimed at the fire protection community of Australia. All members of the association receive this

publication as well as non-members who are interested in the Australia fire protection industry.

Different technical bulletins are posted out on a monthly basis, which includes information on all technical seminars, and conferences that might be of interest to the members of FPA Australia. Corporate A and B members receive the bulletin Techfire which is a technical bulletin that helps to keep them up to date on new occurrences in the fire protection community. To those who are interested Hazmat news is distributed; specifically those interested in hazardous materials would receive this posting. Any member of FPA Australia can receive this bulletin; it is not restricted to any specific Corporate memberships.

In terms of targeting new members for the association, FPA Australia has developed a new member package that includes information about the association as well as information about the Code of Practice. The mission statement of the association as well as the corporate structure and current activities are detailed in this package which can be distributed to either new members, or companies interested in pursuing membership.

As a further service to their membership, FPA Australia collates the documents that are utilised at the seminars hosted by the association. On 12-14 May 1998, the association sponsored a seminar and workshop on Performance based Fire Engineering. The papers and material from this seminar and workshop are bound and can be found in the form of a

report. This service extends to conferences and any other information dissemination person based interactions the association sponsors (Williams, 2001).

2.6.3 Person-based Information Dissemination

The person-based method is an area that the FPA Australia uses. The appeal to this form of information dissemination is that it elicits person-to-person contact. An example of this person-based method would be the breakfast briefings FPA Australia employed to educate about their Code.   These were hosted in each of the major cities in each territory/state and people wanting to learn more about the Code were invited to attend. The meeting gave an overview of the association, where the Code came from, why it was evolved and specifically what the Code accomplishes.

 FPA Australia further hosts workshops and programs for certification in different areas of fire protection. Specifically the association is hosting a workshop on certification in portable fire equipment. This course covers installation, inspection and maintenance of fire extinguishers, hose reels, hydrants, and hoses and monitors (Williams, 2001). Some of the other certification and workshop training programs the association offers includes a general fire training program which could cater to Fire team members, fire team leaders, and fire team officers in the fire protection community.

The meetings and happenings of the state and technical committees can also be included in this section since they occur in a face-to-face format. The state committees are sponsored by FPA Australia and meet on a monthly basis to address any concerns that might have

arisen for their specific state. The technical committees are slightly more focused in their attention; each committee is dedicated to one specific facet of the fire protection community. The maintenance of these committees is a further service that FPA Australia provides for their members (Balsillie, 2001).

All of the methods employed by the FPA Australia are useful. However, the task of this project was to apply them towards the Code of Practice. This will involve using the current methods, as well as synthesising other methods to educate the member companies and their clients on the Code of Practice.

2.7 FPA Australia Methods of Client Education

FPA Australia provides several tools to member companies that they can distribute to their client groups to indicate their compliance with the Code of Practice. Logos, pamphlets, and advertisements are three of the major tools that FPA Australia provides.

2.7.1 Promotional Logos

Two logos included in the Code of Practice indicate Code Compliance. The appearance of both logos is very similar to the original design of the FPA Australia logo. Both logos can be seen in appendix C in section 10.3.2 of the FPA Australia001-2000 Code of Practice, and also in Appendix J of this document. Both logos indicate that the company is a FPA Australia member, and complies with the Code of Practice. The only difference between the logos is in their stylistic appearance, otherwise, they communicate the same information of Code compliance. FPA Australia has restricted the usage of these logos to

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Corporate A and Corporate B members. The reason behind this restriction is to provide an incentive for Corporate C Code Compliant members to upgrade to utilise these tools.

2.7.2 Promotional Pamphlets

Another tool FPA Australia has developed is a pamphlet on the Code of Practice that can be distributed to clients. The pamphlet outlines the major points of the Code of Practice, and describes FPA Australia. The introduction of the pamphlet is short and emphasises that finding a company that is committed to customer service and fire safety is a challenge for building owners and managers. Next, the pamphlet has an introduction of the Code itself, and continuing with a detailed summary of the Code content. The back page of the pamphlet is a biographical section on FPA Australia, covering its purpose, its mission, and its membership.

2.7.3 Advertisements

Advertising is another method of client education. FPA Australia has used their publication Fire Australia; specifically there have been advertisements for the Code of Practice (and member companies compliance with it) since the inception of the code in the year 2000. An example of one of these advertisements is included in Appendix K.

This advertising has also gone beyond the bounds of FPA Australia published material with the printing of an article in National Safety Council of Australia's (NSCA's) journal Australian Safety. The NSCA is an occupational and health services association similar to FPA Australia in their purpose. In the October 2000 publication of their journal, an article

on FPA Australia and their new Code of Practice was published in promotion of this Code (Australian Safety, 2000).

It is essential for member companies to understand the document that they are required to comply by in order for them to implement it fully. In order for clients to make informed decisions on the companies that they choose to employ, they also must be aware of the benefits provided by compliance with the Code of Practice. This is true for codes of practice in general, and is one of the characteristics of codes found in the course of the background research.

3.0 Methodology

This project aimed to identify and evaluate methods of education and communication to be used by FPA Australia for dissemination of information on the newly instituted Code of Practice. Through the course of the research, the goals of the project expanded to include the use and promotion of the Code of Practice. This involved finding out what companies have been doing with the Code since signing off on it, as well as identifying the methods used by members to alert their clients of their code compliant status. To attain these goals, it was necessary to collect information from a wide range of individuals and companies, such as Corporate Members of FPA Australia who have signed the Code, clients of fire protection goods and services who are Members of FPA Australia, and non-member clients. To accomplish this widespread collection of information, a variety of surveys and phone interviews were developed and conducted.

The original plan was to survey all of the member companies that were on the published list of Code compliant companies and formulate an analysis based on those responses. The survey was to be pre-tested by interviews conducted with representatives from three companies of varying sizes during the first week of the term. Based on the results of the pre-tests, modifications to the survey were to be made. Once the pre-tests were completed, the survey was to be sent out to all of the corporate members. The results from the survey were going to serve as the primary form of data collection. Upon commencement of the project however, it became clear that the initial plans needed modification.

3.1 Sub-group Classification

One of the problems the group encountered while determining who to send the survey to was how to categorise the membership. It was apparent that in order to cover the various viewpoints inherent in the FPA Australia membership, a series of categories needed to be developed. These categories include the pre-test group, Code compliant Corporate A, B, and C Member Companies, Corporate C Client Member Companies, Breakfast Briefing attendees, new members, companies that upgraded their membership since the adoption of the Code of Practice, the State Committees, and non-member clients. Further descriptions of the entire membership structure can be found in Table 2.1.1 in the literature review.

After these distinctions were made, different instruments were developed to probe and expand upon the goal statement of the project. Specifically, the tools used for education and communication, the extent and status of Code implementation, and the status of client education strategies were the general areas that were researched with these instruments. However, each category had a specific instrument and a specific purpose outlined below. The instruments designed were administered in a number of ways; typically dependant on the number of people contacted and the type of information received. Surveys were designed to gather large amounts of information, phone interviews were developed to ask specific questions of specific sub-groups; and a focus group format was designed specifically for the Victorian State Committee.

3.2 Surveys

Three different surveys were developed. The member company surveys were sent through the post, the member client surveys were emailed or faxed, and the State Committees surveys were sent via email.

3.2.1 Pre-test group

Due to time constraints, the original pre-test mechanism of interviewing company representatives was not possible. After consultation with the sponsor, it was decided that a copy of the survey would be emailed to the National Technical Committee on Portable Fire Extinguishers for pre-testing. This committee consists of 17 FPA Australia corporate members. The original survey was emailed, faxed, or administered over the phone to all 17 members of this committee. Follow-up telephone calls were then made to ensure timely responses. Of the 17, only three individuals were able to contribute to the study. The feedback gained from those interviews was useful for both restructuring the survey instrument and for gaining an insight into member perceptions on the Code of Practice.

Specifically the survey was restructured to compare the areas of education. As it had previously existed the survey asked members to only rate individual tools on a scale of 1-5. The survey was modified to include questions ranking groups of tools against each other. This helped to indicate which tool is more useful than another tool of the same type, and also served as insurance against the possibility that respondents would merely rate all tools the same. Additionally questions were added to the implementation section that helped to indicate the tools that companies presently use to educate employees specifically on the

Code. A final section was added that was focused on member dealings with their clients and their use of promotional material.

The survey was also pre-tested through an interview with an FPA Australia member on-site at their manufacturing location. Once the pre-testing phase was complete, the Code compliant Corporate A, B and C member company survey was adjusted and finalised.

3.2.2 Corporate A, B and C (Code compliant)

Once refined, the survey was sent through the post to all 160 Code compliant corporate members, of which 107 fell into the Corporate A and B category, and 53 fell into the Corporate C Code compliant category. The survey is included as Appendix C.

Section one of the survey was a demographic section that established general information about the business. This section was included as a means to analyse the results based on membership level, location, company size, and/or fire protection field.

Section two of the survey consisted of questions that dealt with Education and Communication tools. Respondents were asked to select from a list the tools used by their company to disseminate information to their employees. Examples of these tools include Seminars, Journals, email, etc. Also in this section were questions involving the relative effectiveness of each tool. Respondents were instructed to put in order a group of three or four tools based on how well the tool works for that company. For example, given the choices: Seminar, Conference, and Continuing Education Program, the respondent would

assign a 1 to the least effective, a 2 to the next most effective, and a 3 to the most effective tool out of that group of 3. To insure against, for example, the possibility that Seminars are more effective than Conferences but are still a poor way to communicate, a series of questions were also included in the survey asking to rate each tool individually on a scale from 1 to 5 indicating the effectiveness of that specific tool.

Section three was devoted to the FPA Australia Code of Practice and how companies use it in their business. Questions in this section were targeted at finding out the extent to which companies are utilising the Code of Practice and the methods being used to educate employees about the Code.

Section four was added following the pre-testing phase in Australia. This section included questions about the company's contact with their clients and what methods, if any, the company used to educate the clients about their compliance with the FPA Australia Code of Practice.

3.2.3 Corporate (Clients)

The second classification used for the purpose of the project was the Corporate C members. Corporate C members consist of smaller companies, client companies and other companies that don't wish to be Corporate A or B members but still want to be corporate members. This group was divided into three subgroups based on these distinctions. The clients of fire protection related services formed one of the Corporate C sub-groups. The remaining Corporate C members fell into two categories: compliant, and non-compliant.

If a company had signed off on the Code of Practice it fell into the compliant subgroup, if it hadn't then it fell into the non-compliant subgroup. The Corporate C Code compliant members were addressed in the previous survey.

The Corporate C Client membership level was in a unique position to comment on what the Code of Practice means to clients of the fire protection companies and businesses. A survey was created that addressed concerns specific to consumers of fire protection goods and services in an effort to understand their views on the Code as well as what else could be done to enhance client awareness. A copy is included as Appendix D.

The survey developed for the Corporate C membership of the FPA Australia could be administered to non-members as well. The survey was only one page in length and included two sections. The first section was a demographic section similar to the one sent to member companies. The second section was called "FPA Australia Code of Practice" and gauged the clients' awareness of the Code. Specifically section two had questions about whether clients knew about the Code, whether they thought it added value to companies they conducted business with, and ultimately what Code Compliance means to clients who purchase goods and services from fire protection companies.

3.3 Phone Interviews

To gather specific points of view from the various sub-sets of the FPA Australia membership, various phone interviews were conducted.

3.3.1 Breakfast Briefing Attendees

The next major group of people contacted was those that attended the informational Breakfast Briefings on the Code of Practice. The breakfast briefings were half-day seminars hosted by the FPA Australia that were conducted in each of the 8 territories; the purpose was to inform anyone any one who wanted to attend about the new Code of Practice. These briefings were held beginning in August of 2000, after the inception of the Code. This group consisted of a variety of people including members and clients. This category was divided based upon the state in which the briefing was held. The total list of attendees from all states was 495. This group consisted of varying types of people, some of whom weren't members of the FPA Australia or even members of the fire protection community at large. A sample size consisting of 10% of this group was selected through random sampling of the attendance lists. The goal was to determine how they had found out about the briefing, what they learned about the Code of Practice at the briefing, and how effective they felt this briefing was as a method to raise Code awareness. These interviews were focused on educational tools: how effective the breakfast briefing was, and how to use this feedback to make a more effective and efficient tools for future use. A copy of these questions can be found as Appendix H.

3.3.2 New Members

Another core group of people to be contacted were new members. This category consisted of 36 Corporate A and B companies that have become members of FPA Australia since the adoption of the Code.

Another phone interview was developed for the new corporate members. This group also received the survey discussed in Section 3.1.1. This group was identified as possibly having a unique interest in the Code of Practice and a unique perspective having been members of the FPA Australia for a very short period of time. Questions asked during these interviews focused on their reasons for membership; specifically if joining was initiated because of the Code of Practice or not. Further questions established how the company felt about the Code of Practice, and more importantly whether or not they felt the Code of Practice added value to their business. These members were also questioned on their communication with their clients. A copy of this interview format can be found as Appendix G.

3.3.3 Upgrade Members

A group of 13 companies upgraded their membership level shortly following the inception of the Code of Practice last July. These companies all went from either an Associate or Corporate C level to a Corporate B classification.

A phone interview was developed for this group of members. This group also received the survey referred to in section 3.1.1. This sub-group (13 companies) within the FPA Australia had a unique view of the Code of Practice. The members who fell into this category of upgrades had upgraded their membership within the last year, right around the time that the Code was introduced. The objective of these phone interviews was to determine the reasoning behind the upgrade, as well as their application of the Code. A copy of these questions can be found in Appendix F.

3.3.4 Non-member Clients

A phone interview was developed to contact the non-member clients of fire protection services. The groupings of clients were chosen in an effort to target clients who would most likely have fire safety related products installed in their buildings. Five restaurants, three cinemas, two retirement homes, and three schools (universities) were contacted. The specific clients were chosen at random from the Yellow pages and asked a few questions about their present fire safety knowledge. Once the fact that they did have fire safety products installed was affirmed, a series of questions was asked to ascertain their knowledge level of this subject.

3.4 Focus Group with the Victoria State Committee

The last group to be contacted was the seven State Committees. The State Committees were seen as a valuable group to contact because of their role as representatives of their state/territory. In an effort to communicate with all of these committees a survey was developed and has been included as Appendix E.

In addition to obtaining information from the survey, a focus group was organised with the Victorian State Committee. Four members of the committee attended the focus group. Questions posed to this focus group are included as Appendix I.

The survey developed for the State Committee members had to be approached differently. Many of the members of these committees are only Associate or Associate plus members,

which means that they cannot sign off as being Code of Practice compliant. However, the committees closely interact with the member companies in their state. Their role as an individual as well as a committee member was addressed: their perspective from that of their business as well as their perspective as a representative of the state committee was explored. This survey is included as Appendix E.

3.5 Further Research

10 April 2001 was the last day for data collection. In regard to initial plans this date was significantly later than was originally intended for the completion of data collection. The late date that the primary survey went out dictated this shift in plans. In the interim between posting the surveys and the stop date, all of the sub-groups that had to be contacted by phone were contacted, and percentages of each group were administered the phone interview questions. Transcriptions and content analysis for these interviews as well as the state committee focus group were completed so that by the April 10th deadline, all information existed in a form that could be presented in the results section. This includes databases for the responses to the survey questions, which could easily be represented by excel spreadsheets, charts and graphs.

Unfortunately, not all of the information collected was of use to the projects goals. Specifically the state committee survey was not used in the final analysis of data for a number of reasons. The first reason was the response rate for this instrument, only 7 of them were returned. Of those 7, four were from the Victoria State committee. This is not representative of the state committee structure in general, and therefore it would not be valid to use the results from this instrument as indicative of the state committee bodies of

Australia. Secondly, three of the four members of the Victoria state committee were Associate members, and these members cannot be considered Code compliant because of the nature of their membership (individual). Therefore, they would not be able to comment on the survey in a personal manner in terms of their own business. Useful information was definitely gathered from the focus group in terms of the state committee being able to voice the concerns of the Victorian fire protection community, so the information obtained from this sub-group was still useful.

The information obtained from the breakfast briefing members was also not used in the final analysis of data. This group's population was 495, and it was decided to contact 10% of these, or 50 members. Only 6 were actually contacted which does not represent a large enough population to validly represent this group.

Excel graphs and charts were used to represent all of the data from the survey instruments. These results as well as content transcription from the phone interviews and focus group are all included in the results section. Because the interviews each followed a specific format, it was more useful to look at the content, find themes, and present these in the results.

After compilation of results, analysis of the data was done. In terms of the major project goals for this study, it was necessary to look at the data in two parts: education and communication tools for member companies and the promotion of the Code to clients of these member companies.

The Wilcoxon Matched-Pairs Signed-Ranks Test was used to determine if two pairs of matched data are statistically significant. This method was specifically used when considering the answers to questions rating or ranking the effectiveness of the education and communication tools. The test takes all responses from two questions and compares them to each other. In essence the test takes the difference between the responses to each question and based on the sample size determines whether the difference in the responses are significant. The determination of statistical significance is the P-value that is generated by this test. If the P-value is less than the 0.05 alpha value, the differences are statistically significant. If P-value is greater than 0.05, the differences are not statistically significant. Therefore, from a statistical standpoint the answers are equal relative to sample size (IFA Services, 2001).

Specifically in terms of the education and communication tools section of the survey, it was necessary to further clarify data after the statistical significance test was applied. It was found that most of the tools were not significantly different from one another for most of the questions. After statistically analysing the results from these questions a few tools were eliminated for further consideration as effective tools. To assess the remaining tools, criteria were developed to refine the selection of the most effective tools based on different situations. These criteria included the considerations of:

1) Monetary cost

2) Length of time that the educational programs would last

3) Location of the program was considered (for tools it was applicable to)

4) Ease of implementation, based on whether the information could expand upon existing tools, or require the formation of new ones

5) FPA Australia resources (labour hours, etc.) required to develop/implement the tool

6) Amount of information to be disseminated

7) Type of information to be disseminated

Use of the data allowed the creation of a status report on the present condition of the Code of Practice; specifically the different perspectives and feelings towards the Code in terms of the member companies of FPA Australia, and in terms of the clients of these companies. Once completed, opportunities for education and promotion were researched in an effort to address each of these specific groups. Objectives for education that had been developed earlier as goals to this project were addressed through the methods that were synthesized from analysis of the data received from the instruments.

These methods took the form of recommendations as to the most effective forms of education for member companies as well as the most effective forms of promotion for client education. Different needs that arose during the preparation of these methods were also existed, and were included in the final proposals of the projects findings.

4.0 Results

The responses received from the various research instruments are displayed below in the context of the actual instrument used. The Code compliant member survey was sent to 160 companies, 31 of which were returned. Of the 63 surveys sent to Client Members, 16 were returned. Twelve of the 36 new members were contacted, four phone interviews were conducted out of the 12 upgrades, and contact was established with 13 non-member clients.

4.1 Code Compliant Member Survey

The member survey was sent to 160 Code compliant members. Of those 32 were Corporate A, 75 were Corporate B, and 53 were Corporate C.

4.1.1 Response distribution versus membership distribution

To illustrate the validity of the results it is necessary to first look at the response distribution in comparison to the membership distribution. If one sub-group had a much higher response rate than its relative percentage of membership share, then this would constitute a biasing in coverage. It is shown that this biasing is not an issue in this study, as the percentages for response distribution and membership distribution are only marginally different. Figure 4.1.1 illustrates a percentage breakdown of the response and membership distributions.

Figure 4.1.1 Membership vs. Response distribution
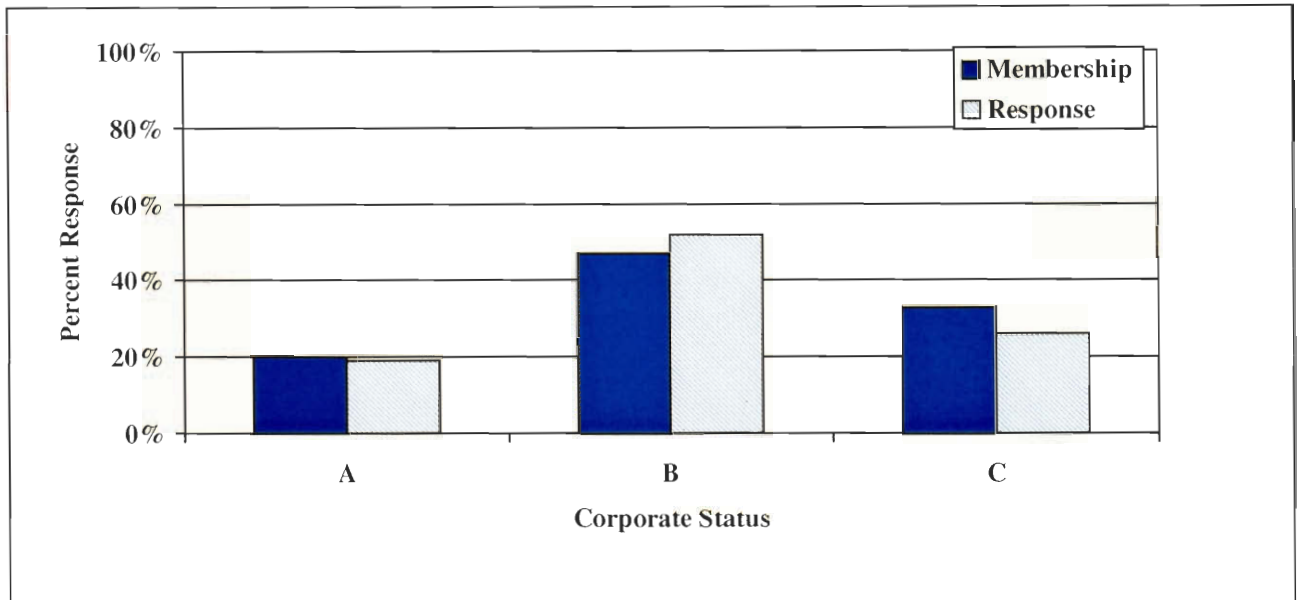
4.1.2 Section I: Demographics

The first section of the Code compliant member survey aimed to establish the demographics of the responding company. This information, as seen in Figure 4.1.2 to Figure 4.1.6, was used to group the responses as well as to determine if the responses received were representative of the population (Figure 4.1.1).

In response to the question: "How many people does your company employ in the fire protection field? (please circle one)", the following responses were received (Figure 4.1.2). The majority of the responses (52%) were from companies with 5 to 20 employees, and the minority (3%) were from companies with 101 to 500 employees.

Figure 4.1.2 Respondent Company Size

101 to 500
3%

21 to 100
19%

Less Than 5
26%

5 to 20
52%
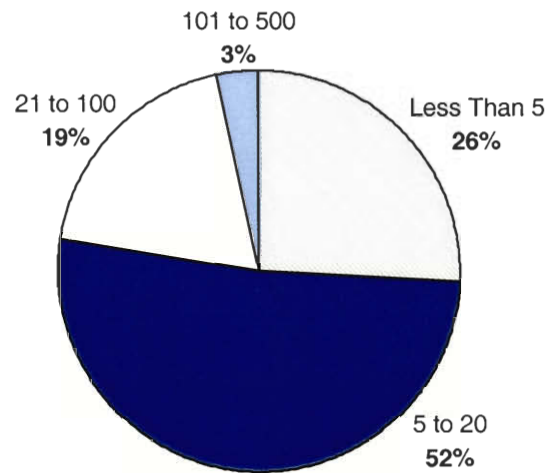
Figure 4.1.3 illustrates the percentage breakdown of member responses to the question: "What classification does your company fall under in terms of FPA Australia membership? (please circle one)". One responding company (3%) did not know their FPA Australia corporate classification status. The comparison between the corporate membership distribution and the respondent distribution can be found in Figure 4.1.1.

Figure 4.1.3 Respondent FPA Australia Corporate Classification
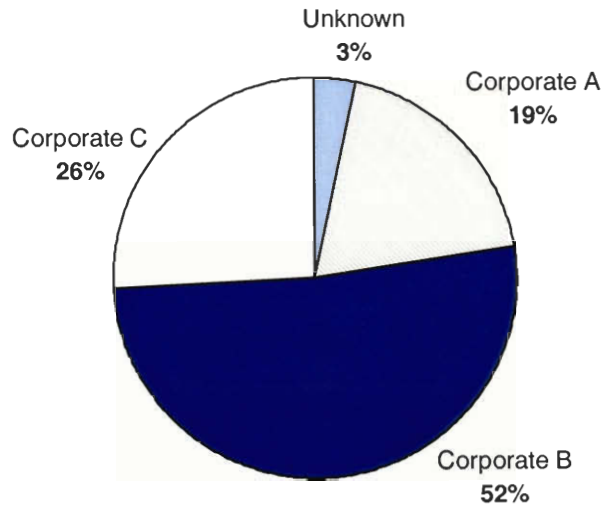
When asked: "What States/Territories does your company operate in?", the following results were obtained (Figure 4.1.4). Because many companies operate in multiple States/Territories, respondents were instructed to "circle all that apply". As a result, the percentages displayed do not add up to 100%.

Figure 4.1.4 Location
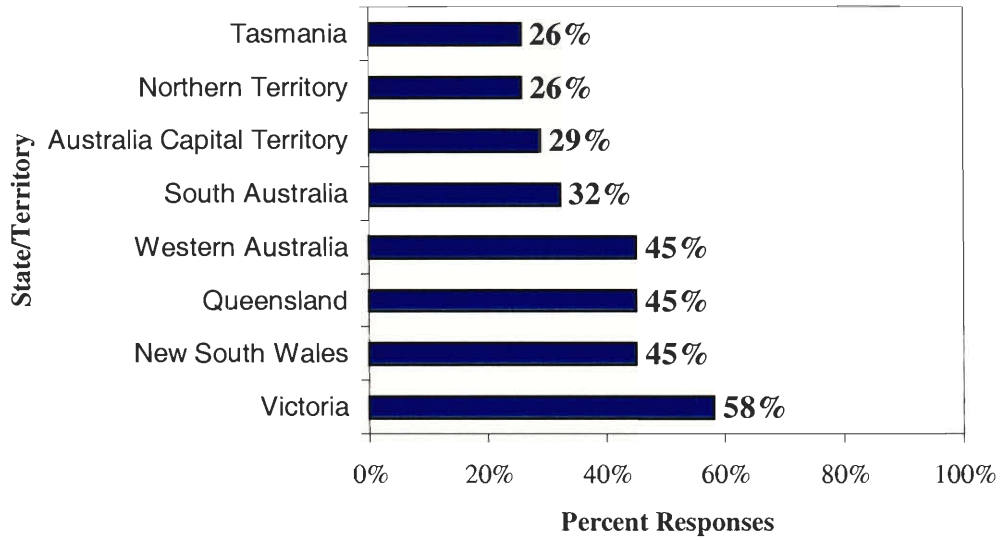
Figure 4.1.5 illustrates how companies responded to the question: "How many locations (branches) does your company have? (please circle one)". One respondent (3%) did not know the answer to this question. The majority of responding companies (46%) only have one branch.

Figure 4.1.5 Number of company branches
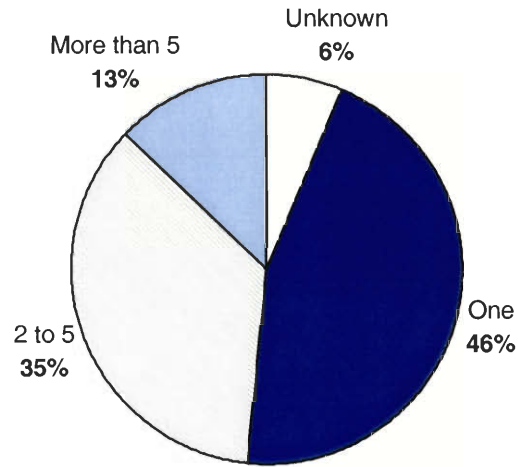
In response to the question: "What areas of fire protection does your company specialize in? (Please circle all that apply)", the following response percentages were obtained (Figure 4.1.6). The choice of "other" was selected by 87% of the respondents, "Training Services" was selected by 32%, and Consulting was selected by 26% of the respondents. The Code of Practice does not specifically cover these fields currently.

Figure 4.1.6 Field of specialization
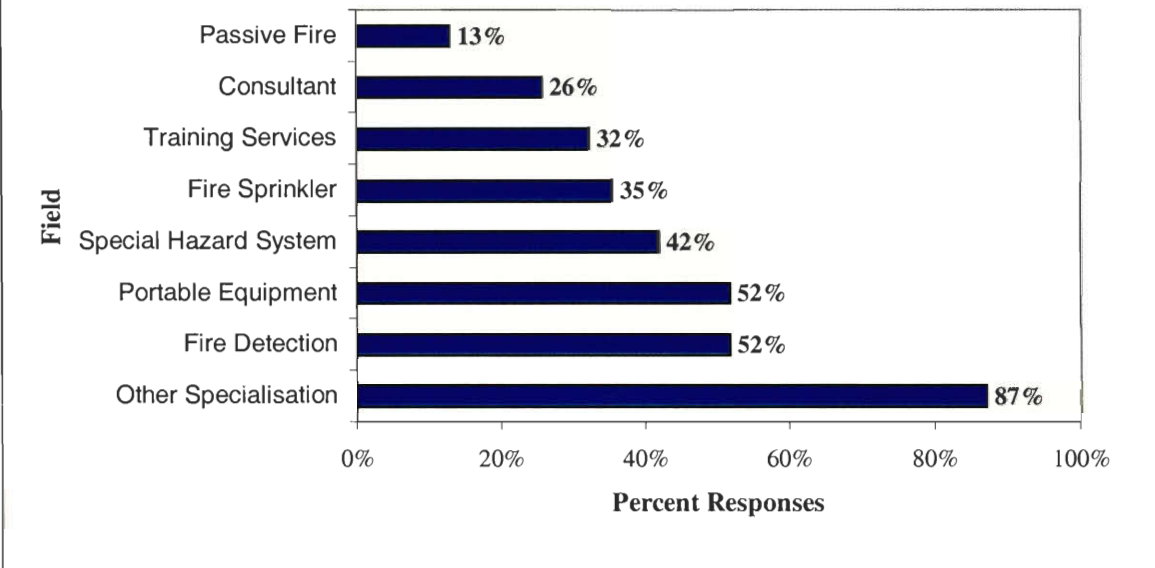
4.1.3 Section II: Education and Communication Tools

The results obtained from the data collected in this section of the Code compliant member survey was used to determine the existence and relevance of different modes of communication and communication. The respondents were asked to answer the questions even if their company does not employ the specific tool.

To determine what methods are currently being used, companies were asked: "What methods does your company use to disseminate information to employees? (please circle all that apply)." The percent responses were as follows (Figure 4.1.7). The responses are colour coded by type of tool (internet-, person-, or paper-based tool).

Figure 4.1.7 Current tools for education and communication
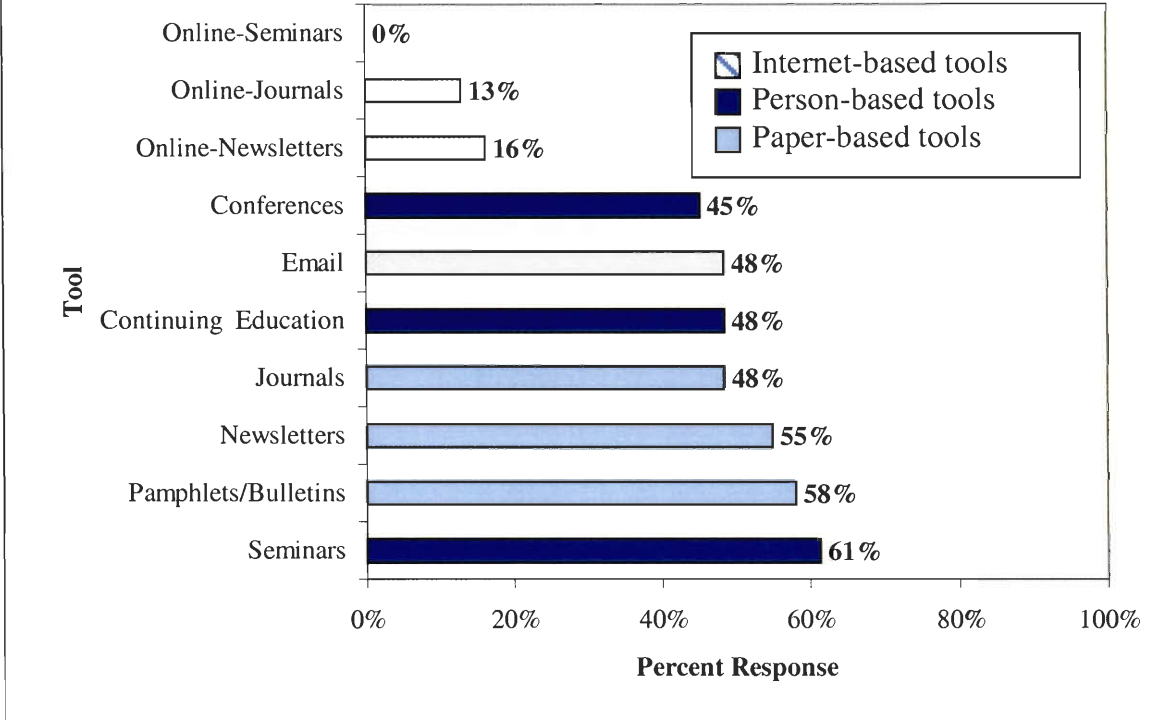
In addition to identifying the currently used education and communication tools, the survey also sought to evaluate the tools. The tools were first compared against tools of the same type. Companies were asked: "Of the Paper-based methods, please place them in order from 1-3 based on which forms of information dissemination work best for your company. (1 for least effective, and 3 for most effective)". The numbers were calculated by averaging the responses for each tool (Figure 4.1.8).

Figure 4.1.8 Rank of paper-based tools

Paper-based tools	Average response
Journals	1.8
Newsletters	1.9
Pamphlets/Bulletins	2.3
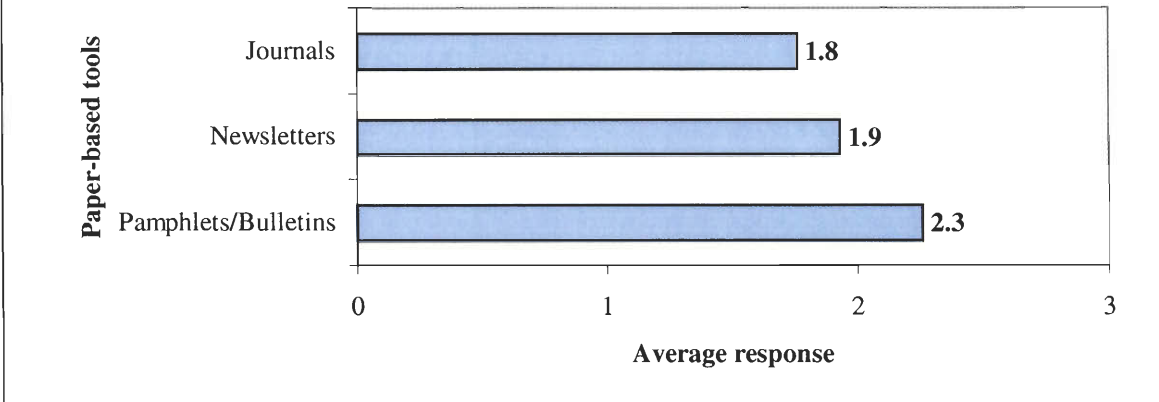
When asked the question: "Of the Person-based methods please place them in order from 1-3 based on which forms of information dissemination work best for your company. (1 for least effective, and 3 for most effective)" the following averages were calculated from the responses (Figure 4.1.9).

Figure 4.1.9 Rank of Person-based tools

Person-based tool	Average Response
Conferences	1.9
Continuing Education	1.9
Seminars	2.1
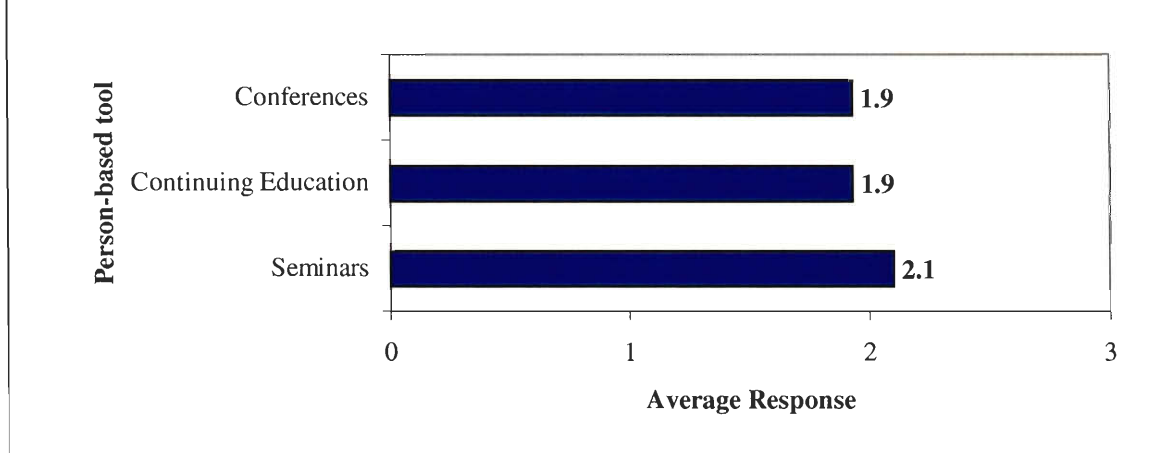
Figure 4.1.10 illustrates the responses to the question: "Of the Internet-based methods, please place them in order from 1-4 based on which forms of information dissemination work best for your company. (1 for least effective, and 4 for most effective)". The responses in the below graph were calculated by averaging the responses (out of a possible 4).

Figure 4.1.10 Rank of Internet-based tools

Internet-based tools	Average Response
Internet Seminars	1.9
Internet Newsletters	1.9
Internet Journals	2.1
Internet Email	3.1
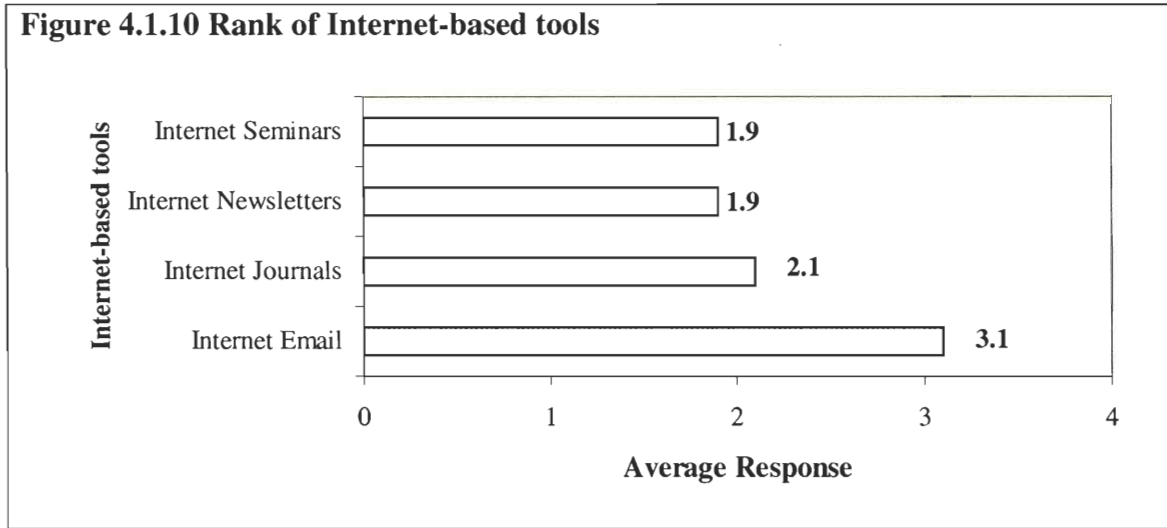
Companies were then asked: "Of the different methods, please place them in order from 1-3 based on which forms of information dissemination work best for your company. (1 for least effective, and 3 for most effective)", the following average responses were calculated (Figure 4.1.11). The method ranking lowest (1.5 out of a possible 3) was the internet-based method.

Figure 4.1.11 Rank of Methods

Method	Average Response
Internet Based	1.5
Paper Based	2.2
Person Based	2.3
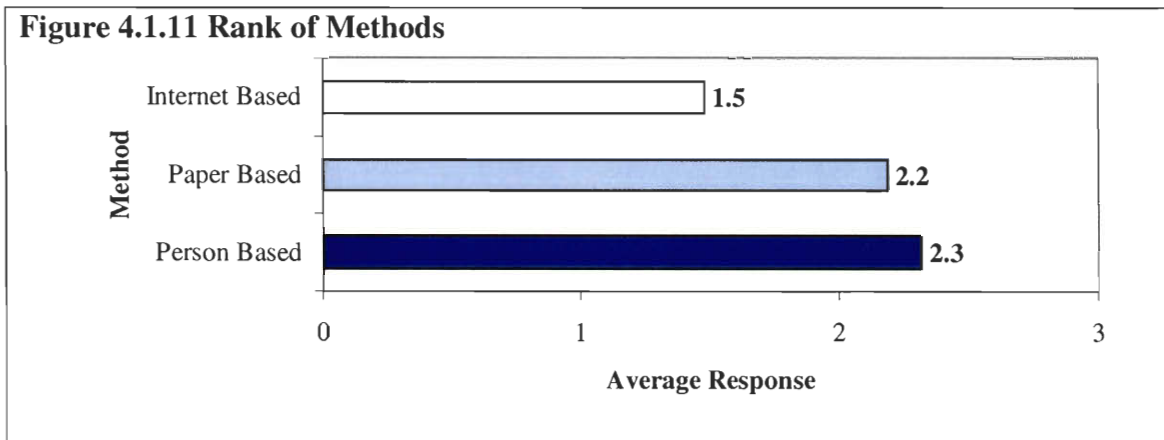
In order to determine the effectiveness of each tool irrespective of the other tools, respondents were then asked to: "Please rank the following questions. Effectiveness in the context used means how well the method works with respect to your company. (Scale: 1 – Not at all effective, 2 – Ineffective, 3 – Acceptable, 4 - Effective, 5-Very Effective)". Results were calculated by averaging the responses.

Table 4.1.1 Average Effectiveness of Education and Communication Tools

Question	Average Response
How effective are conferences as a tool for education?	**3.2**
How effective are seminars as a tool for education?	**3.8**
How effective do you feel continuing education programs are as tools for education?	**4.1**
How effective is the distribution of bulletins and pamphlets as tools for education?	**3.8**
How effective do you feel professional journals are as tools for education?	**3.8**
How effective do you think periodic newsletters are as tools for education?	**3.6**
To what extent is distribution of FPA Australia material beneficial to your employees?	**3.3**
How effective do you feel the use of email is as a tool for education?	**3.5**
How effective do you feel electronic newsletters and bulletins are as tools for education?	**3.3**
How effective do you feel electronic periodicals such as journals and other publications accessed through the Internet are as tools for education?	**3.0**
How effective do you feel Web-based Seminars are as tools for education?	**2.7**

A graphical representation of the responses in Table 4.1.1 is shown in Figure 4.1.12.

Figure 4.1.12 Average Effectiveness of Education and Communication Tools

Tool	Average Effectiveness
E-Seminars	2.7
E-Journals	3.0
Conferences	3.2
E-Newsletters	3.3
Email	3.5
Newsletters	3.6
Journals	3.8
Pamphlets/Bulletins	3.8
Seminars	3.8
CEP	4.1

Legend: Internet-based, Person-based, Paper-based
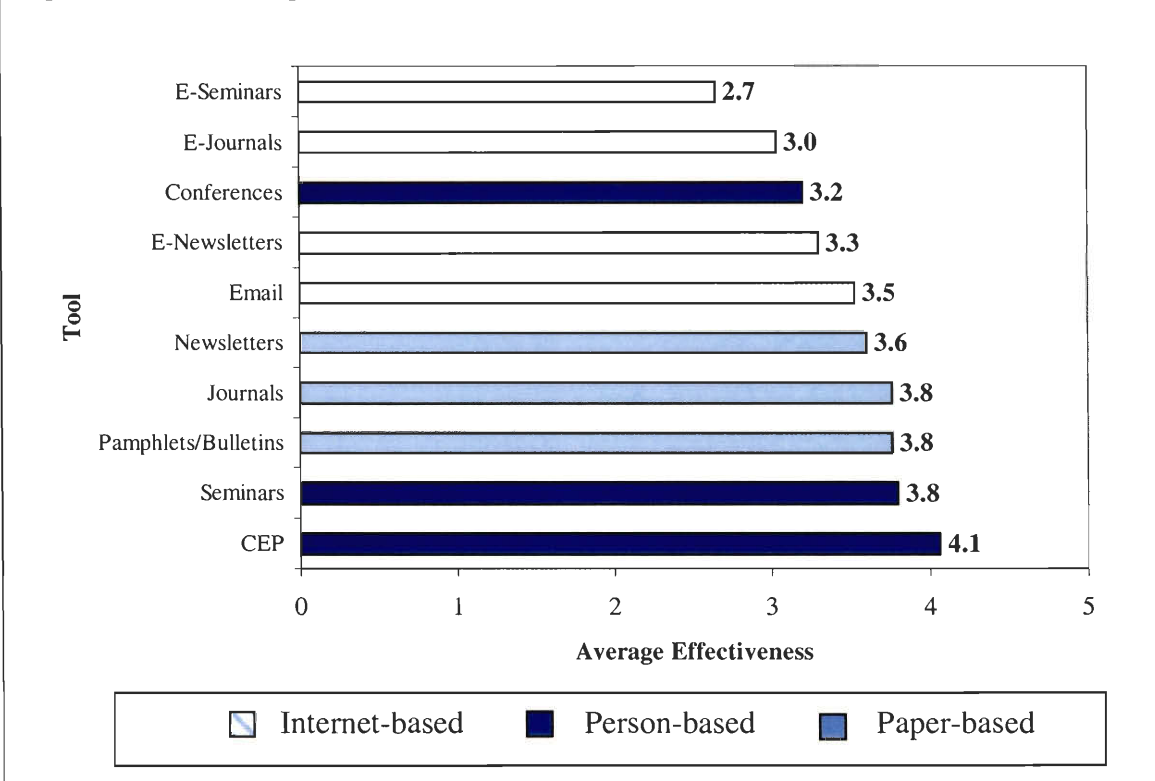
In order to determine the company resources available for education and communication, the following questions were asked. The percent of responding companies was then calculated for "yes" and "no" responses and compiled in Table 4.1.2.

Table 4.1.2 Available Company Resources

Question	Percent Response
Does your company employ an educational or training officer?	Yes: 19% No: 81%
Does your company have a department that disseminates information to employees?	Yes: 23% No: 77%
Does your company distribute FPA Australia material to your employees? Materials include any pamphlets, bulletins and/or newsletters that are published by FPA Australia.	Yes: 97% No: 3%
Has your company sent employees to FPA Australia conferences or seminars?	Yes: 61% No: 39%

4.1.4 Section III. FPA Australia Code Implementation

The information gained from the responses to questions in this section was used to evaluate the use of the Code of Practice, specifically dealing with the issues that companies face in implementing the Code of Practice. Companies were first asked to: "Please rank the following questions. Extent means the degree to which this applies to your company. (Scale:1 – Least, 2 – Lesser, 3 –Average, 4 – Greater, 5 – Greatest)". The results were averaged out of a possible rank of 5. Three yes/no questions were also asked in regards to use of the Code, and the percentages were calculated (Table 4.1.3).

Table 4.1.3 Use of the Code of Practice

Question	Average Rank
To what extent does your company implement the FPA Australia Code of Practice?	3.9
To what extent did implementing the FPA Australia Code of Practice require a departure from your current business practices?	1.7
To what extent does the FPA Australia Code of Practice apply to your business goals?	3.9
To what extent does the FPA Australia Code of Practice benefit your company?	3.3
How would you categorize the priority level of the FPA Australia Code of Practice in relation to your company?	3.5
Within your company is money allocated for implementation of the Code of Practice?	Yes: 42% No: 58%
Have you attempted to voice your suggestions on Code modifications to FPA Australia?	Yes: 32% No: 68%
Did you know that the Code of Practice is reviewed on an annual basis?	Yes: 58% No: 42%

When asked: "In a month how many times do you visit FPA Australia's web site? (please circle one)", the following results were obtained.

Figure 4.1.13 FPA Australia web site usage
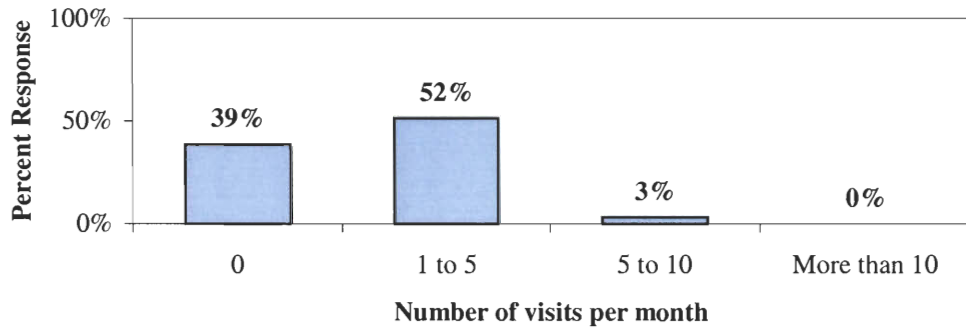
In response to the question: "What methods does your company use to educate employees on the FPA Australia Code of Practice? (Please circle all that apply)", the following percentages were calculated.

Figure 4.1.14 Current Methods for Employee Education on the Code
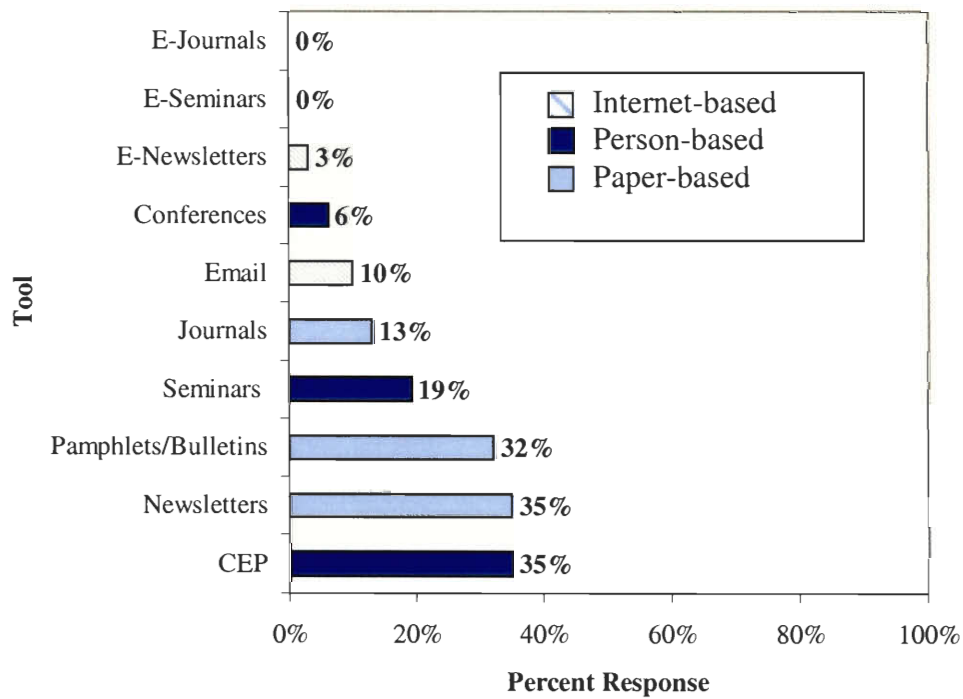
4.1.5 Section IV. Client Information

The information gained from the responses to questions in this section was used to see if member companies are aware of the tools FPA Australia has developed for client education and whether members are using those tools.

Member Companies were asked the following questions and instructed to circle "yes" or "no". The percent of responding companies was then calculated for the responses and compiled in the following table.

Table 4.1.4 Promotion of the Code of Practice

Question	Percent Response
Is your company aware of the Code Compliant logos that FPA Australia has provided in the Code of Practice handbook (page 16)? (Only applicable for Corporate A and B)	Yes: 91% No: 9%
If so, does your company use the Code Compliant logos?	Yes: 55% No: 45%
Is your company aware of the Code Compliant pamphlets the FPA Australia has developed for distribution to clients?	Yes: 58% No: 42%
Does your company distribute the Code compliant pamphlets to prospective clients to show what it means to be Code compliant?	Yes: 58% No: 42%
Has your company developed any alternative methods of client education on Code Compliance?	Yes: 0% No: 100%
Have your clients ever required FPA Australia Code of Practice compliance in a legal tender document?	Yes: 19% No: 81%

4.2 Member Client Survey

The second survey was sent to 63 member clients of FPA Australia (Corporate C), and of those, 16 were returned.

4.2.1 Section I: Demographics

The information from this section was used to classify the companies. Clients were asked questions regarding the size of their company, the location(s) of operation, and the area(s) of specialization.

In regards to the question: "How many people does your company employ?", the majority of the responses were received from companies employing over 500 people (Figure 4.2.1).

Figure 4.2.1 Company size
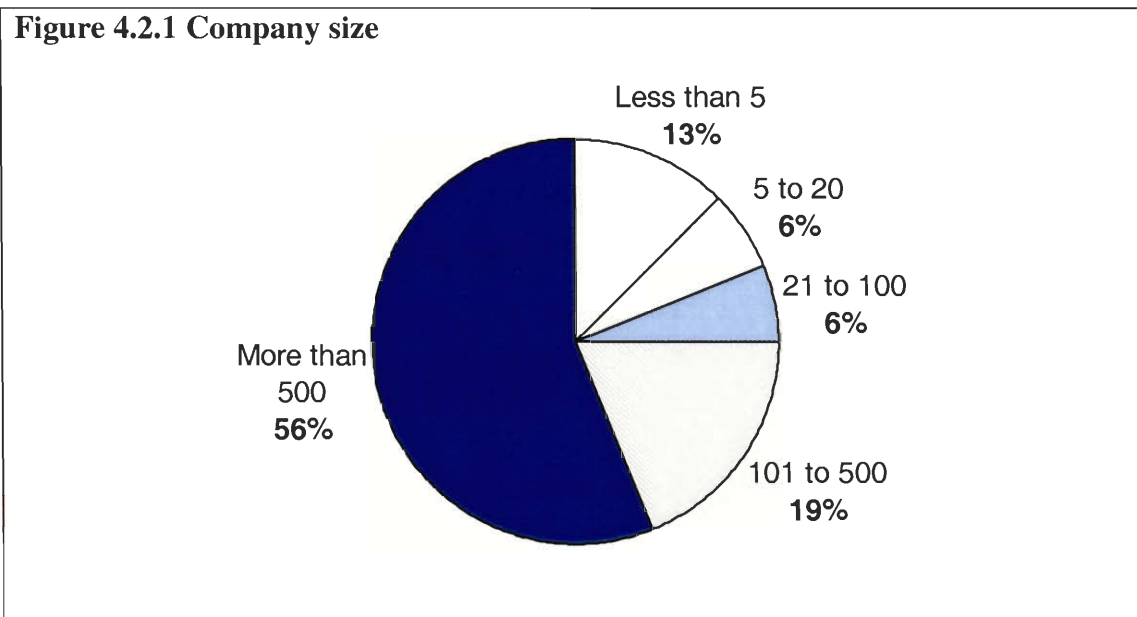
In response to the question: "What States/Territories does your company operate in?", the following responses were received. Respondents were instructed to "circle all that apply (Figure 4.2.2)."

Figure 4.2.2 Location of operation

Location	Percentage
Australian Capital Territory	31%
South Australia	31%
Tasmania	31%
Western Australia	38%
Victoria	50%
New South Wales	63%
Queensland	63%
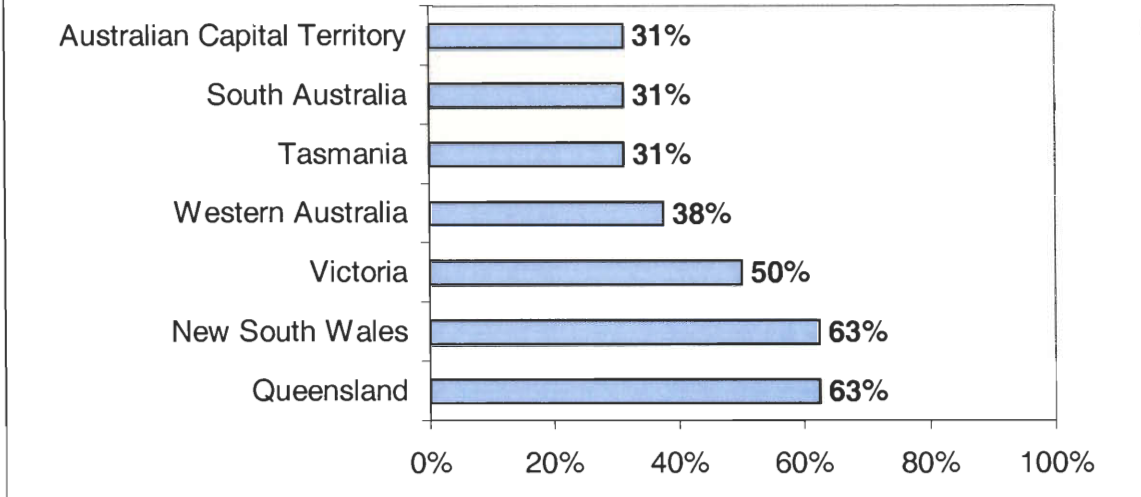
Clients were also asked to list their areas of specialization. The responses received included risk management, Department of Defence, education, manufacturer of wheels and castors, steel manufacturing and coating, hydro power generation, electricity transmission, heath and welfare, packaging, university teaching and research, alumina manufacturing, Ford manufacturing, consumer goods, rural fire service, aircraft maintenance, and hospitality.

4.2.2 Section II. FPA Australia Code of Practice

The information gained from the responses to questions in this section was used to evaluate the Code of Practice awareness and use among client companies.

Clients were first asked if they know about the FPA Australia Code of Practice. Of the responding companies, 94% indicated that they did, and 6% did not. Companies

responding affirmatively were then asked to indicate how they learned about the Code. The results can be found in Figure 4.2.3.

Figure 4.2.3 Tools bringing Code awareness
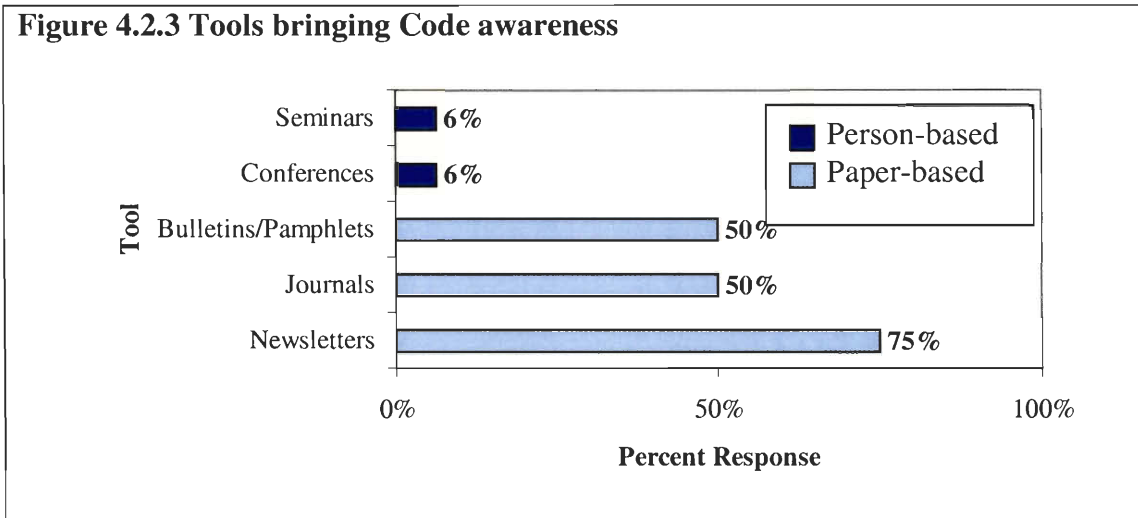
In order to determine how member clients are using the FPA Australia Code of Practice, a series of yes/no questions were asked and are shown in Table 4.2.2 below. These results illustrate the effects the current promotional efforts of FPA Australia and the Code compliant members have had on member clients.

Table 4.2.1 Member client use of the Code of Practice

Question	Percent Response
Is compliance with the FPA Australia Code of Practice a factor in who you conduct business with?	Yes: 62% No: 38%
Have you ever made compliance to the FPA Australia Code of Practice a requirement in your tender documents?	Yes: 38% No: 62%
If not, is that something you would consider doing in the future?	Yes: 80% No: 20%
Do you think there is a difference between an FPA Australia Code compliant company and a non-compliant company?	Yes: 75% No: 25%
Have any of your provider companies given you a copy of the FPA Australia Code Compliant pamphlets?	Yes: 31% No: 69%
Have you ever seen the FPA Australia Code Compliant logos?	Yes: 62% No: 38%

Those member clients responding that they have seen the logos were also asked to list where they saw them. Responses included FPA Australia, the FPA Australia website, email, journals, newsletters, FPA Australia paperwork, letterheads, documentation, and the Code.

Member clients were also asked to indicate the extent to which the Code benefited their company on a scale from 1 to 5, where 1 was least and 5 was greatest. The average response of the responding member clients was 2.9 out of a possible 5. On the same scale, clients were also asked the priority level of the Code. The average response was 2.7. Lastly, member clients were asked if they were interested in receiving information on the Code of Practice. Of the responding companies, 44% circled yes and 56% circled no. The clients were then instructed to indicate the best format for that information if the above question was answered affirmatively. These results are shown in Figure 4.2.4.

Figure 4.2.4 Best format for providing client information

Horizontal bar chart. Y-axis label: Tool. X-axis label: Percent Response (0% to 100%).

Legend:
- Internet-based
- Person-based
- Paper-based

Tool	Percent Response	Type
CEP	14%	Person-based
Seminars	14%	Person-based
E-Newsletters	29%	Internet-based
Bulletins/Pamphlets	29%	Paper-based
Journals	29%	Paper-based
Newsletters	29%	Paper-based
E-mail	43%	Internet-based
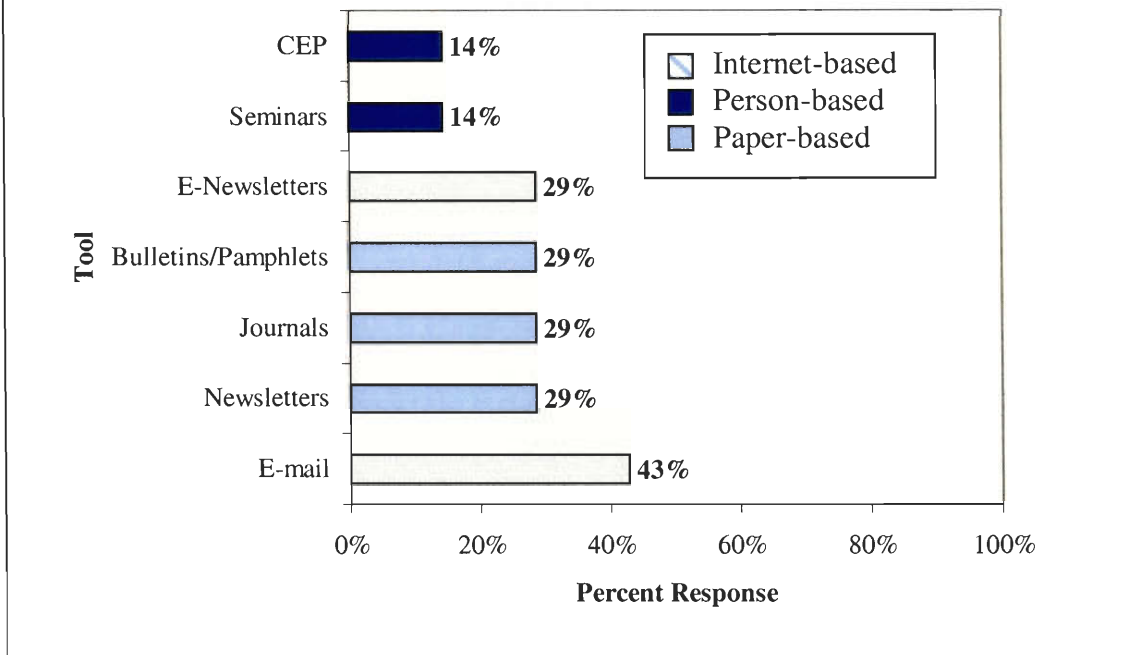
4.3 Interviews

A variety of interviews were conducted to elicit responses from sub-groups of FPA Australia's membership. Specifically, new members, those who upgraded their membership from Corporate C to Corporate A or B since the Code came into effect, non-member clients, and the Victoria State Committee were contacted.

4.3.1 New member interviews

1. Why did you join FPA Australia?

Nothing was suggested at this point about the Code of Practice nor that they had been identified as a company that had signed up shortly after the Code of Practices inception. Six of the twelve (5/12) indicated the Code of Practice as a reason for joining. Some the explanations given indicated that these companies felt the FPA Australia's Code of Practice was "where the industry is going" and since "we are a new company, we want to

get the right advice." Of the other respondents, much the same response was given, but specific mention of the Code was not made. Three of these other companies (3/12) indicated that they were a new company in the fire protection industry and wanted to "network" and get to know the right people, and the right information as soon as possible. In the same attitude, one company indicated they wanted to be "at the professional top." The last company indicated that their company had recently been restructured, and so they had been a member before with the FPA Australia, but had been remiss in renewal last year because of this restructuring.

2. What are you doing to educate your clients on the Code?

Of the twelve, only one company included an article in a newsletter about the Code of Practice that they distributed to their clients. Two (2/12) companies actively distributed the Code compliance pamphlets developed by the FPA Australia to their clients. One company also advertises on the radio and indicates in this advertisement that their company is FPA Australia Code compliant. Seven of the twelve (7/12) do use the logo with 2 others planning on eventually using it.

3. Does membership to FPA Australia benefit your company?

Seven of the twelve (7/12) indicated that they were currently satisfied and felt that the membership was quite helpful. Although 3 of these companies also indicated that the clients either were unaware or apathetic to the Code, they still felt that joining FPA Australia and signing the Code of Practice was a positive experience for their business.

The other 5 members indicated that the association was such a new entity to them they had not really been involved for long enough to see any noticeable effects.

4.3.2 Upgrade interviews

1. Why did you upgrade your membership?

Three (3/4) of the four upgrades contacted identified the use of the FPA Australia Code Compliant logo as a marketing advantage as one of their main reasons for upgrading their membership. Specifically all of the companies (4/4) mentioned the value they thought that advertising their Code compliance would add to their companies.

2. Do you feel that the code added value to your company?

When asked if they thought the Code of practice has added value to their company since they signed the compliance papers there was a mixed response. Two of the 4 felt that the Code did add value, but both answers were focused on internal aspects of the Code in terms of their business practices. These companies felt that the document was effective internally to their business in giving employees and staff a "consistent document to follow". However, both of these companies and a third one (3/4) felt that the Code does not add value in terms of advertising their Code compliance to clients because "most clients just aren't aware of it". The fourth company interviewed blatantly stated that the Code did not add the value they perceived it would add to their company because "no one [clients] knows about it."

3. Do you feel the same way now about their decision to upgrade than when you initially did?

When questioned next, on whether they feel the same way now about their decision to upgrade than when they initially did it, the responses were mixed again. The two companies who perceived an internal value to the Code still felt positive about upgrading and complying with it. But one of these companies and the other two companies (3/4) all felt that the Code does not add external marketing value to their company, and that the code "hasn't really seemed to make a difference yet".

4. Do your clients request that you be FPA Australia Code compliant?

All four (4) companies said no. One of the companies said that "90% still don't know about it [Code of Practice]."

5. Do you use the FPA Australia Code compliant logo anywhere?

One of the four (1/4) indicated that they use the logo on their vans. Two of the other three indicated that they would like to and are eventually going to use the logo, but for various reasons have not been able to implement that yet. The fourth respondent didn't feel that the Code added value to the company and so indicated that they would not use the logo.

6. Please go into what you do to show clients that you are Code compliant?

Since a lack of education for clients had been identified in each of these interviews, a follow up question about this was asked to each of the companies. It was found that none of the companies (0/4) had any type of program, or used any specific method of educating

clients on their Code compliance and what it meant. Besides word of mouth (1/4) and the use of the logo (1/4), none of the companies had anything specific in place to educate and communicate with their clients about the Code of Practice and what it meant to be Code compliant.

7. Have you had to change your business plan to comply with the code of practice?

All four (4/4) answered that no departure was necessary. Each of the four was already following the standards that the Code outlined before the Code became an official document. One company went so far as to comment that "the industry is finally catching up to things we have been doing for many years."

4.3.3 Non-Member Clients

1. Have you ever heard of FPA Australia?

Of the 13 clients, only 1 of the restaurant managers had ever heard of FPA Australia.

2. Are you aware of the FPA Australia Code of Practice?

None of the responding non-member clients has heard of the Code.

4.3.4 Victoria State Committee

This focus group was attended by 4 members of the Victoria State Committee and was helpful in facilitating discussion about a very large range of concerns that face the fire protection industry in Victoria and in general. Many points were raised outside of the formatted questions asked, but a copy of these questions can be found in Appendix I.

1. What was required for your company to be Code compliant? Not only what it means to them to be Code compliant for their own businesses, but also what the industry perceives Code compliance to mean.

All of the members agreed that their business had been following the Code before it became a legal document, but as it exists now there is the potential for problems to exist. A large issue that was first brought up was a monitoring and checking system for Code compliance. There is currently no auditing system or other mechanism to make sure that companies who say they are Code compliant actually are. In some extreme cases unscrupulous companies don't follow the Code and cut corners that allows them to underbid true Code compliant companies. Three individuals from the State Committee brought up this concern and reported that it happened to them. For the Code to add value to companies, they argued that there has to be a system to insure proper compliance. A tentative idea of rejection of membership upon renewal was voiced if a company was found to be non-compliant.

Part of this question led to a related discussion on client education. Code compliance is not intended solely as an altruistic motive; client's knowledge of the Code and the value that it adds to companies benefits those companies that do comply. However, clients simply do not know enough about the Code and the association to understand this value. This opinion was voiced by all four members of the committee who reported that it was a rare occurrence for them to get tender documents that required FPA Australia Code

compliance as stipulation for consideration for a job. However, 3 of the 4 individuals indicated that although it was rare, they had seen or heard of clients requesting Code compliance in their tenders, and that this trend was slowly increasing.

The second half of the focus group was dedicated to talking about the Association, specifically the scope of the code and the membership classification. The FPA Australia website list of Code compliant companies was pointed out, and the concern was voiced that the coverage of the Code didn't match with the diversity of the Association's membership. A concern voiced was that the Code is being used as a "blanket document" signed by all members of the association. The State Committee explained the specific scope of the Code to encompass "the Maintenance and Installation of Fire Protection Equipment", even though there are many companies who are "Code compliant" that are listed as being "Consultants - Risk" or "Training Services". The Association is currently contemplating increasing the scope of the Code to apply more directly to these fire protection consultants and training members.

5.0 Analysis and Recommendations

In section 2.2.2 of the Literature Review, the characteristics of general codes of practice were discussed. Most codes of practice possess four basic characteristics: (1) the development of Code content, (2) communication of those guidelines to those that are expected to abide by them, (3) an evaluation/revision mechanism, and (4) a monitoring/enforcement mechanism.

The FPA Australia has already developed the Code content. Standards were assembled and were published as the Code of Practice. Communication of those standards to those that are expected to abide by them was one of the major focuses of this project and is discussed in Section 5.2. A monitoring/enforcement mechanism to handle compliance and an evaluation/revision mechanism are both written into the Code of Practice.

Members and clients have separate needs that must be addressed. For that reason, it is advantageous to divide the discussion into two perspectives: the needs of members, and the needs of clients.

5.1 Code Compliant Members

The second component of Codes, educating member companies, is particularly important. Unless member companies know what the Code is, implementing it is not possible. Some education programs on the Code of Practice already exist within companies, however opportunities also exist to expand upon them.

5.1.1 Status of Code Implementation

Before opportunities for expansion of present education programs could be suggested, it was necessary to establish the status of the Code of Practice for member companies.

It was thus valuable to determine within each classification how many companies are Code compliant. The findings can be seen in the table below.

Table 5.1.1 Number of Code compliant companies by corporate classification

Corporate Classification	Number of Code compliant companies
A	32
B	75
C	53

Note: 63 Corporate C members were identified as non-Code compliant clients.

After determining who has signed the Code, the focus was shifted towards establishing member perceptions of the Code. In order to determine this, survey results were examined. Section III of the member survey entitled *FPA Australia Code of Practice* asked questions related to Code implementation. The table below shows the average responses to each question.

Table 5.1.2 Average responses to Code implementation questions

Question	Average Response
To what extent does your company implement the FPA Australia Code of Practice?	**3.9**
To what extent does the FPA Australia Code of Practice apply to your business goals?	**3.9**
To what extent does the FPA Australia Code of Practice benefit your company?	**3.3**
How would you categorize the priority level of the FPA Australia Code of Practice in relation to your company?	**3.5**
To what extent did implementing the FPA Australia Code of Practice require a departure from your current business practices?	**1.7**

These responses signify that the Code is being implemented, and furthermore, the standards outlined in the Code were already being implemented before the companies signed. Members find the Code relevant and beneficial, and see it as a priority. However, when considering the fact that the standards outlined in the Code of Practice are law, and are legally binding, the average responses are not as high as one would expect. One possible reason for this discrepancy could be a lack of understanding that the Code is a compilation of existing laws, which indicates the need for further education on the Code content and coverage.

Another possibility could be that the responding company specialized in a variety of different fields, only some of which are covered by the Code of Practice. This would indicate that the Code is not applicable to all aspects of the company. This point is illustrated by Figure 4.1.6 of the member survey dealing with *Areas of Specialisation.* The results show that 87% of the respondents selected "Other" as one of their areas of specialisation. While many of these companies also selected other areas of specialisation that are covered by the Code of Practice, this brings up a valid point. The Code of Practice, in its current state, does not apply to the entire array of fire protection goods and services. This point will be explored in Section 5.1.2 under the *Other Opportunities* sub heading.

The Code has also influenced membership. Of the 12 new members contacted, 5 indicated that the Code was one of the main reasons for their decision to join FPA Australia. Of the

4 upgrade members contacted, 3 indicated that their decision to upgrade was based on the usage of the Code compliant logos.

To determine what further education opportunities exist for Code compliant members, methods currently used for general information dissemination were identified. Methods specifically for education on the Code of Practice were also determined. Figure 5.1.1 below shows a comparison of methods used for general education and those used for education on the Code of Practice.

Figure 5.1.1 Current Education & Communication Tools (General vs. Code of Practice)
This graph shows the education and communication tools for general information (diagonal markings), and of those which ones are also used to educate on the Code of Practice (solid colored bars). The bars are also color-coded based on the category the tool falls under (see Key).
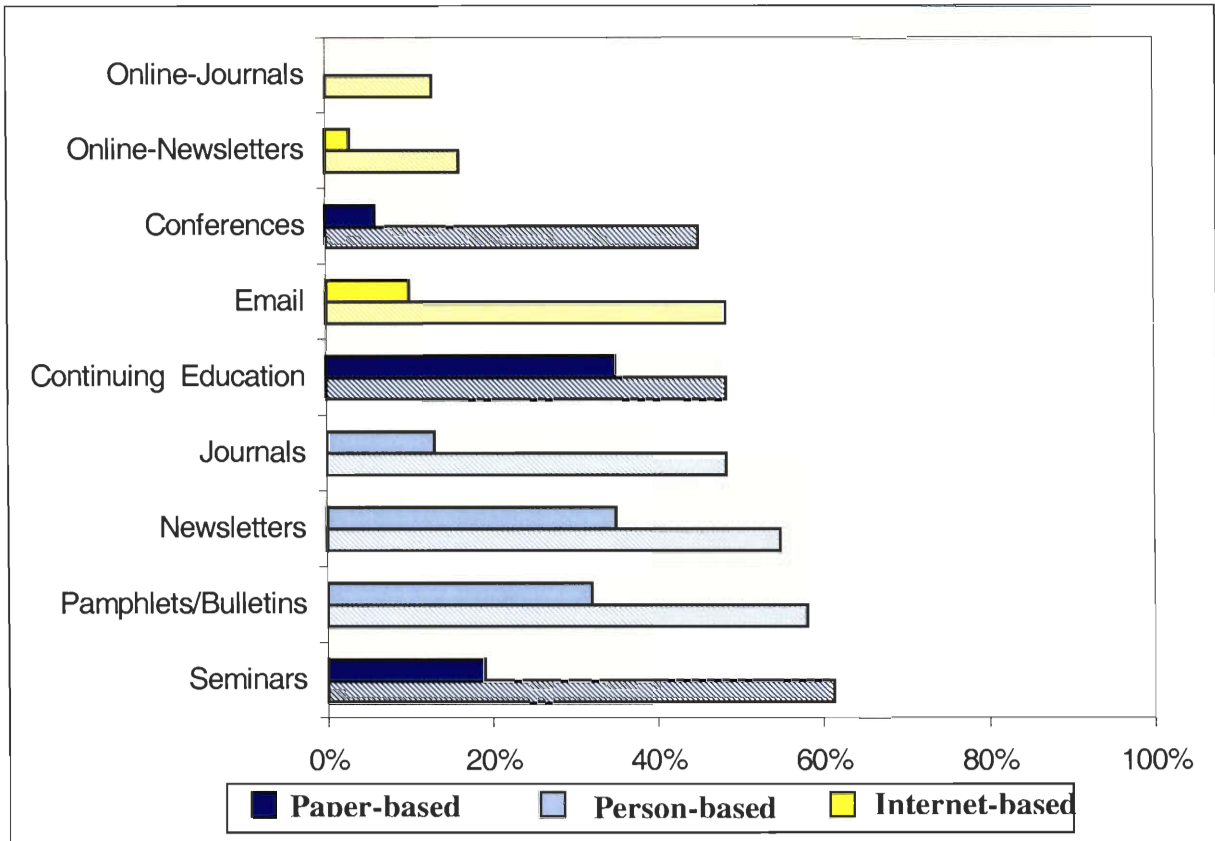
The comparison shown in Figure 5.1.1 illustrates that there are differences in the tools used to educate employees on general issues and those used on the Code of Practice. Seminars, Pamphlets/Bulletins, Newsletters, Journals, Continuing Education Programs, E-mail, and Conferences are the tools most used for general education. While graphically it appears that there is a difference between the usages of some of these tools, statistically that difference is not significant. A Wilcoxon Matched-Pairs Signed Ranks Test was used to determine if the response differences were significant based on the sample size. An explanation of this test is found in Section 3.5. For education on the Code of Practice,

Continuing Education Programs, Newsletters, Pamphlets/Bulletins, Seminars, Journals, and Email are the methods most commonly used to educate on the Code of Practice.

Distinctions of this type might be a result of needing different tools for different types of content. These differences might also illustrate that existing tools are not being fully utilised for education on the Code of Practice. To gain better insight into this matter, it is important to determine which tools are the most effective.

The current use of an education or communication tool alone does not indicate that the tool is an effective method. To determine the relative effectiveness of the different tools, members were asked to rank specific tools against other tools of the same type. An example of such a question is: "Of the paper-based methods, please place them in order from 1-3 based on which forms of information dissemination work best for your company." The results showed that of the different types of tools (person-, paper-, and internet-based), person- and paper-based tools were relatively more effective than internet-based tools. The Wilcoxon Matched-Pairs Signed Ranks Test was used to determine if the differences were significant, and it was found that internet tools are significantly less effective than the person and paper ones.

Of the person-based tools Continuing Education Programs, Seminars and Conferences received scores that were not statistically different. All of the paper-based tools also received scores that were not statistically different. To see a breakdown of the average scores refer to Figures 4.1.8, 4.1.9, 4.1.10, 4.1.11.

The survey also included a series of ten questions asking respondents to rate the effectiveness of each tool on a scale from 1-5. This was done to rate each tool individually. An example of such a question is: "How effective are conferences as a tool for education?" The following scale was provided for rating: 1– Not at all effective, 2 – Ineffective, 3 – Acceptable, 4 – Effective, 5—Very Effective. Based on this absolute scale average scores were examined to determine the most effective tools. Average scores greater than 3 were considered indicative of effectiveness. From the responses, Continuing Education Programs, Seminars, Pamphlets/Bulletins, Journals, Newsletters, Email, E-Newsletters, and Conferences were received scores greater than 3. Continuing Education Programs was the only tool to receive a score higher than 4.

A summary of these results can be seen in Table 5.1.3, and a full table of all of the tools and their corresponding scores can be found in Figure 4.1.12 of the Results section.

Table 5.1.3 Most Effective and Highest Relative Effectiveness of Education Tools

Most Effective	Highest Relative Effectiveness
Continuing Education Programs	Continuing Education Programs
Seminars	Seminars
Pamphlets/Bulletins	Pamphlets/Bulletins
Journals	Journals
Newsletters	Newsletters
Conferences	Conferences
Email	
E-Newsletters	

The survey results helped limit the number of tools that are effective for education on the Code of Practice. The remaining tools will be examined for use in specific areas based on criteria that were developed for their evaluation.

Different tools are effective for different informational needs. The criterion for deciding which tools work best are cost, time, location, ease of implementation, resources, amount of information to convey, and type of information to be conveyed. Table 5.1.4 shows the criteria used to further distinguish which education tools are most effective. Cost was ranked low, medium or high depending on the cost associated with the tool to FPA Australia. Time, where applicable, was the length of the program. Location is the place of the program. Implementation is the difficulty or ease with which a tool can be created by FPA Australia. Resource requirement is the amount of FPA Australia resource contribution (in terms of labor hours) to put the educational tool together. The volume of information is low, medium or high depending upon how much the tool can convey. Information type was general, technical, or both depending on the nature of the information.

Table 5.1.4 Additional Criteria for Determining Effectiveness of Tools

Tools	Criteria						
	Cost	**Time**	**Location**	**Implementation**	**Resource requirement**	**Volume of information**	**Info type**
CEP	High	Extensive	Varies	Difficult	High	High	Technical
Seminars	Medium	One day	Off-site	Medium	Medium	Medium	Both
Pamph/Bulletins	Low	N/A	N/A	Easy	Low	Low	General
Journals	Medium	N/A	N/A	Easy	Medium	Medium	General
Newsletters	Low	N/A	N/A	Medium	Medium	Low	Both
Conferences	High	Several days	Off-site	Difficult	High	High	Both

*Note: The criteria were based upon background research and assessments by the Authors.

5.1.2 Opportunities for Member Education

Objectives of Member Education

Before member education programs can be designed, objectives for the education must be developed. The components of a general code of practice dictate the objectives of member education. These objectives are fourfold. Education about the content of the Code to those who need to abide by it is the first objective. Secondly, members must be educated on their role in promoting the Code in order for it to become a part of the client decision-making process. Since the Code is revised and updated annually, education on revisions and updates is the third objective. Finally, in order for revisions to reflect member needs, education on the existence of the revision mechanism must take place.

Methods for achieving objectives

For the first objective of education on the content of the Code it was determined that both seminars and continuing education programs were most applicable. This assessment was based upon the results received from the survey that indicated that continuing education programs and seminars, both being person-based types of education tools, were considered effective tools. Furthermore, when looking at the criteria these types of tools are best for dissemination of medium to high volume of technical information. Continuing education programs tend to be more costly and time extensive, however, are better for long-term educational strategies. Seminars are not as costly, resource intensive, or time consuming. They are also more flexible in terms of the nature of information conveyed.

The second and fourth objectives of educating members on their role in Code promotion and the existence of a revision mechanism can be accomplished through the use of any of the paper-based tools (newsletters, journals, pamphlets/bulletins). These tools are good for general (non-technical) low volume information, such as this information, and tend to be less cost and resource intensive.

The third objective of educating on changes made to the Code can be accomplished through the use of newsletters. This tool was considered effective by the survey results and when comparing it to the criterion is best suited for this objective. Updates/revisions to the Code could be general or technical, and are not likely to be high volume.

These recommendations are subject to modification based on the varying types of data as seen fit by FPA Australia.

Other Opportunities for Addressing Member Needs

When assessing the status of Code implementation of member companies, applicability of the Code to the needs of the entire membership was explored.

FPA Australia is a non-profit organisation "seeking to promote fire awareness and the work of the fire protection industry" in Australia (FPA Australia, 2001). This blanket statement includes all facets of the fire protection industry and this diversity is mirrored in the wide array of specialties that the member companies are involved in. But as stated

before, the Code does not apply to all of the "fire protection industry" or all of the companies who are members of the FPA Australia. Areas not specifically covered in the Code are consulting, and training. Of the membership, 32% specialise in Training Services, 26% specialise in Consulting, and 87% specialise in other fields of fire protection. These companies are also involved in parts of the fire protection industry covered by the Code of Practice, however, since the Code of Practice does not apply to their entire business it becomes difficult for clients to determine what Code compliance really means.

One of the findings in conducting interviews was that in the past, clients have misinterpreted the Code and given tenders to "Code compliant" training or consulting businesses. In this case, the problem is two-fold. The first problem is that the scope of the Code does not include all fire protection related goods and services creating uncertainty about what is covered. The second problem is that due to the absence of client education programs, clients are not aware of what "Code compliance" means.

The second problem will be addressed in Section 5.2 dealing with promotion of the Code to clients. FPA Australia has in place a revision mechanism to address the first problem. Revision mechanisms are included in codes of practice to provide flexibility, specifically to treat situations such as this. Of the respondents to the member survey, 32% have utilised the revision mechanism by voicing their suggestions to FPA Australia. As a result of the revision mechanism, scope expansion to include consulting and training services has been discussed and is a consideration for future revisions. Even though 32% of the

respondents have voiced their suggestions, this means that 68% have not. Furthermore, only 58% of the respondents knew that the Code was annually revised. In the Code of Practice FPA Australia's roles include addressing the needs of the membership. One of the identified needs is scope expansion.

5.1.3 Status of Code promotion to clients

FPA Australia currently has two methods for members to use in promoting the Code of Practice. The two methods are Code compliant logos, for use by Corporate A and B companies, and pamphlets that can be purchased by any corporate member. It is first necessary to gauge the present effectiveness of these tools before recommendations can be made to expand upon them.

Specifically Section IV of the corporate member survey entitled *Client Information* contained questions regarding both of these Code promotion tools. The results from this section can be seen below.

Table 5.1.5 Use and awareness of logos and pamphlets

Is your company aware of the Code Compliant logos that FPA Australia has provided in the Code of Practice handbook (page 16)? (Only applicable for Corporate A and B)	**Yes: 91%** **No: 9%**
If so, does your company use the Code Compliant logos?	**Yes: 55%** **No: 45%**
Is your company aware of the Code Compliant pamphlets the FPA Australia has developed for distribution to clients?	**Yes: 58%** **No: 42%**
Does your company distribute the Code compliant pamphlets to prospective clients to show what it means to be Code compliant?	**Yes: 58%** **No: 42%**
Has your company developed any alternative methods of client education on Code Compliance?	**Yes: 0%** **No: 100%**
Have your clients ever required FPA Australia Code of Practice compliance in a legal tender document?	**Yes: 19%** **No: 81%**

Areas for improvement exist with the use of the logo, as 91% are aware of it, and only 55% use it. Additionally only 58% of the respondents are aware of the pamphlets, but all of them use them. The fact that all respondents aware of the pamphlet use it indicates its effectiveness. Thus, increased awareness of the pamphlet, should in effect lead to increased use.

The issue of clients being unaware about the Code was presented in several interviews. Of the 4 pre-test interviewees, 3 felt clients didn't know enough about the Code. The entire upgrade group and 3/12 of the new member group similarly felt the Code did not add value in terms of clients since they "just don't know about it." It is valuable to note that none of the upgrades have done any marketing of the Code.

5.1.4 Recommendations for Members

Objectives for member education were identified. Education programs should be focused on current content of the Code, as well as future revisions and updates.

Annual revisions are made to the Code of Practice. Since the Code is still in its infancy, changes to the scope of the Code are possible. It was a finding of the study that future revisions to the Code should incorporate expansion of the scope to include consulting and training services. Once revisions of any kind are made it becomes a necessity to utilise the identified education tools for updating members about these changes.

By implementing the Code of Practice, members are pledging a commitment to a high standard for the provision of goods and services in the fire protection industry. For the Code to add value to the member companies, clients must recognise their commitment to these standards. Hence, it is important to promote the Code of Practice to clients. Since FPA Australia cannot contact all of the clients of all of the members, it is essential that member companies promote the Code themselves. Thus, FPA Australia should encourage members to make avail of the current tools in place for Code promotion (logos, pamphlets).

5.2 Clients

In order for Clients to make informed decisions when deciding what company to do business with, they must first be educated. This education takes the form of the promotion of the Code of Practice and the underlying dedication to fire safety and ethical business practice inherent in the companies that sign it.

5.2.1 Status of Client Awareness

In order to propose opportunities for client education it was valuable to establish the status of client awareness. To expand upon the tools being used to promote the Code of Practice, it was necessary to identify the usage of the current tools. To treat these issues, the clients were divided into two categories: members and non-members.

Member clients

Member clients primarily join FPA Australia to keep informed about fire protection related issues, and therefore are more educated on the Association. Of the 16 FPA Australia member clients (Corporate C) that returned the survey, 15 knew that FPA Australia had a Code of Practice. This awareness was mainly achieved through the use of Newsletters (12/15), Pamphlets (8/15), and Journals (7/15) (see Figure 4.2.3 for full results).

In efforts to promote the Code to clients, FPA Australia provides promotional tools to be used by their Code compliant members in the form of pamphlets and logos. The usage of these materials by Code compliant member companies was addressed in Section 5.1.3. It is also valuable to see if member clients are noticing them. Out of the 16 responding member clients, 10 indicated that they have seen the FPA Australia logos, and 5 have had a provider company give them a FPA Australia pamphlet.

Once a client company becomes aware of the dedication to fire safety and ethical business practice of those companies that sign the Code of Practice, they make business decisions based on that knowledge. Of the member client respondents 12 out of 16 feel there is a difference between companies that are FPA Australia Code compliant and those that are not, and 10 out of 16 indicated that Code compliance is a factor in who they conduct business with. While 6 out of 16 have included Code compliance as a requirement in tender documents, 11 out of 16 indicated that they would consider doing so in the future.

Non-member clients

In contrast to the Code awareness demonstrated by member clients, of the 13 non-member clients contacted, none knew of FPA Australia or the Code of Practice. This group included 5 restaurant managers, 3 cinema managers, 3 university fire safety officers, and 2 retirement home managers. While it is not surprising that the business managers were unaware about the Association and the Code, it was surprising that the fire safety officers were also unaware.

5.2.2 Opportunities for Client Education

Before opportunities to educate clients were explored, objectives of that education were identified. These objectives were to educate on the value of Code compliant companies, the value of all FPA Australia members, development of incentives to encourage non-member clients to join FPA Australia, and finally education on the existence of a compliance mechanism.

Member clients

Because the Code of Practice does not bind member clients, the types of information they need differs from that of other corporate members. Identification of these client members would facilitate the task of meeting their information needs. Presently, the member clients are a part of the Corporate C membership level, and distinctions are not made to identify them as clients.

An opportunity exists to identify the clients and thereby making it easier for the Association to communicate with them. This can be done by simply adding a tag to the database that identifies these members as clients. Another option is to separate clients into a classification called Corporate Client. Changing the classification to Corporate Client would require adding an additional level to the membership structure parallel to the Corporate C level.

Once this identification takes place, opportunities to further educate these members exist. Based on the survey results the best formats for these educational efforts to use are newsletters, pamphlets/bulletins, and journals. If the education is simply an update, it might be better to send it via e-mail.

Non-member clients

As demonstrated by the non-member client interviews, this group is unaware of the Association and the Code of Practice. As such, the primary objective for this group is to educate them about FPA Australia and the value that the Code adds to compliant member companies. Along with this, there exists an opportunity to gain new members from this group.

Methods to reach the non-member clients are difficult to find since there are a wide array of companies and organisations that are consumers of fire protection goods and services. For this reason, it is advantageous to use a vehicle that allows the Association to reach a large number of consumers. Such vehicles include other trade organisations and agencies

(i.e. government agencies). This opportunity has already been pursued by FPA Australia in promoting the Code to the Department of Human Services, Victoria (DHS, Victoria). As a result of this, DHS, Victoria now makes Code compliance a consideration in their tendering process.

A further use of organisations and agencies is the publication of literature promoting the Code of Practice in their publications. This was done when an article on the Code of Practice was published in a National Safety Council of Australia (NSCA) journal. Journals are considered an effective method to educate clients, and by publishing material in the journals of different associations, the information is distributed to a large number of consumers.

5.2.3 Recommendations for Clients

The clients were divided into member clients, and non-member clients. This distinction was made because different objectives were identified for each group.

For the member clients, it is initially important to distinguish who the clients are within the Corporate C membership level. Once the distinction is made, the educational tools that were identified as most effective can be used, as well as the already existing tools (logos, pamphlets).

One way to reach a large number of consumers of fire protection goods and services is to promote the Code to other organisations and agencies. Publishing information in these organisations' publications is another means of Code promotion.

Finally, incentives for joining FPA Australia should be developed for clients in an effort to gain their membership.

6.0 Conclusion

One of the main goals of FPA Australia is to provide a means by which clients of the fire protection industry can identify companies dedicated to fire safety and ethical business practice. To accomplish this, FPA Australia instituted a Code of Practice in July 2000 outlining the standards and business procedures for their member companies to follow. In order to achieve this goal, however, the membership must be effectively educated on the Code and their responsibilities under it and then use the guidelines in their business practice. Member companies should also be encouraged to promote the Code to their clients. Once the clients are educated, they will be in a position to make informed decisions when choosing a fire protection company.

It was the goal of this project to look at the members of FPA Australia and their clients, and research potential expansions upon the existing educational and promotional tools. The four main areas identified for Code compliant member education include the current content of the Code, their role in Code promotion, future revisions and updates to this Code, and the existence of a revision mechanism.

The results indicate that Code compliant member education on the current content of the Code can best be accomplished by the use of seminars and/or continuing education programs. This information is fairly lengthy, comprehensive, and technical in nature, therefore the types of tools that grant the dissemination of a large amount of technical information are the best candidates. Newsletters are best suited for education on future revisions and updates to the Code because the information could be technical or general in

nature, and newsletters are a cost effective method of conveying both of those types of information. Education on the revision mechanism as well as the member's role in Code promotion both encompass less material and is of lesser technical content than Code specific education. Because of this the most effective tools for education are paper-based tools, which includes journals, pamphlets/bulletins and newsletters.

In terms of education for clients, Corporate C client members are not covered by the Code of Practice and therefore have different information needs than the corporate Code compliant members. In an effort to meet these special education concerns it would be advantageous to identify these clients by either placing a tag in the membership database, or creating an alternate class of membership called Corporate Client. From the member client survey, it was determined that the best tools for education were newsletter, pamphlets/bulletins, and journals. It was further determined that email was a good tool for keeping these clients informed on revisions and updates to the Code.

The special needs for non-member clients were more extensive due to their lack of basic knowledge about FPA Australia and the Code of Practice. Therefore, the first objective for this group was to establish awareness of the Association as well as the Code of Practice through promotional materials. To better reach this population, the authors recommend establishing relationships with other trade organisations and government agencies. These relationships could result in inclusion of FPA Australia material in their publications. This advertising opportunity has the potential to reach a very large audience and will result in

increased knowledge of the association as well as about the Code. Another area for future consideration is to provide incentives for non-member clients to join the Association.

A last objective that was identified regarding both member and non-member clients is education specifically about the compliance/complaint mechanism that exists for dispute resolution. This offers a check and balance system for companies compliance with the content of the Code. Active use of this tool will provide an incentive for clients to understand more about the Code as well as an incentive for member companies to implement the Code. Both of these outcomes will have a positive effect for FPA Australia.

This project also uncovered areas for further research. Based on interviews conducted the expansion of the scope of the Code of Practice was considered. It was determined that further research into scope expansion is important. The authors feel that future expansions should be made to include consultancy and training services. Identification of the possibility for this expansion was done in the analysis section; it is now valuable to determine how expansion of the scope would best serve the membership.

These suggestions and recommendations were made to FPA Australia based on a 19% response rate to the Code compliant member survey as well as a 25% response for the Corporate C client survey. Perhaps if more time was given to the Corporate Code compliant members to complete the survey, a higher response rate would have been achieved. As the Code is a new document and the Association is also in its infancy, both have a lot of room for expansion and improvement. This study has addressed some of the

existing concerns and identified further areas of research that could help benefit the status

of the Code within the Association.

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Glossary of Terms

ACCC: Australian Competition and Consumer Commission

AFPA: Australia Fire Protection Association

ANSI: American National Standards Institute

CERES: Coalition for Environmentally Responsible Economies

FPAA: Fire Protection Association of Australia

FPIAA: Fire Protection Industry Association of Australia

NFPA: National Fire Protection Association

NFSA: National Fire Sprinkler Association

NSCA: National Safety Council of Australia

SFPE: Society of Fire Protection Engineers

UL: Underwriters Laboratories

Appendix A: Task Chart

Group 7: Craig Daniels, Farah Syed, Danielle Clark
1/05/2001

Task Chart: FPAA

Week#	1	2	3	4	5	6	7	8
Task / Week of	12-Mar	19-Mar	26-Mar	2-Apr	9-Apr	16-Apr	23-Apr	30-Apr

Methodology

Interview: Member Companies
  Pretest Questions
  Conduct Pre-test Interviews
  Build Survey Questions
Collection of Survey data (Member and Client)
Interviews: Sub-Groups
  Breakfast Briefings
  New/Upgrade Members
  State Committee Focus Group

Analysis

  Categorize Responses (Results Section)
  Analysis of all Data

Plan of Action

  Recommend Courses of Action
  Design Outputs

Final Paper

  Prepare Final Report
  Prepare Final Presentation
  Give Final Presentation to Board of Directors
Give Final Presentation (General)

Appendix B: FPAA01 Code of Practice for the Installation and Maintenance of Fire Safety Equipment

See Addendum A

Appendix C: Corporate A, B, and Code Compliant C Survey (mailed/faxed)

Section I: Demographics

This information will be used to classify your company and its responses. This information will be used solely as organizational material.

1) How many people does your company employ in the fire protection field? **(Please circle one)**
   - a. Less than 5
   - b. Between 5 and 20
   - c. Between 21 and 100
   - d. Between 101 and 500
   - e. More than 500

2) What classification does your company fall under in terms of FPA Australia membership?
   - a. Corporate A
   - b. Corporate B
   - c. Corporate C

3) What states/territories does your company operate in? **(Please circle all that apply)**
   - a. Northern Territory
   - b. Queensland
   - c. Tasmania
   - d. Western Australia
   - e. Victoria
   - f. New South Wales
   - g. South Australia
   - h. Australia Capital Territory

4) How many locations (branches) does your company have?
   - a. 1
   - b. Between 2 and 5
   - c. Greater than 5

5) What areas of fire protection does your company specialize in? **(Please circle all that apply)**
   - a. Fire Sprinklers
   - b. Fire Detection Alarm
   - c. Portable Equipment
   - d. Training Services
   - e. Consultants – Risk
   - f. Passive Fire (Including Doors)
   - g. Special Hazard Systems
   - h. Other _____

Section II: Education and Communication Tools

This information will be used to determine the existence and relevance of different modes of communication. Please answer these questions even if your company does not employ the specific tool.

1) What methods does your company use **to disseminate information** to employees?
   (Please circle all that apply)

   Paper-based
   1. Newsletters
   2. Journals
   3. Pamphlets/Bulletins
   Others: _____

   Person-based
   4. Conferences (>1 day)
   5. Seminars (<1 day)
   6. Continuing Education Programs

   Internet-based
   7. Online-Newsletters
   8. Online-Seminars
   9. Online-Journals
   10. E-mail

2) Of the **Paper-based** methods, please place them in order from **1-3** based on which forms of information dissemination work best for your company. (**1** for **least effective,** and **3** for **most effective**)
   ___ Newsletters   ___ Journals   ___ Pamphlets/Bulletins

3) Of the **Person-based** methods please place them in order from **1-3** based on which forms of information dissemination work best for your company. (**1** for **least effective,** and **3** for **most effective**)
   ___ Conferences(>1 day)   ___ Seminars(<1 day)   ___ Continuing Education Programs

4) Of the **Internet-based** methods, please place them in order from **1-4** based on which forms of information dissemination work best for your company. (**1** for **least effective,** and **4** for **most effective**)
   ___ Online-Newsletters ___ Online-Seminars   ___ Online-Journals   ___ E-mail

5) Of the different methods, please place them in order from **1-3** based on which forms of information dissemination work best for your company. (**1** for **least effective,** and **3** for **most effective**)
   ___ Paper-based   ___ Person-based   ___ Internet-based

6)	Does your company employ an educational or training officer?	Yes	No
7)	Does your company have a department that disseminates information to employees?	Yes	No
8)	Does your company distribute FPA Australia material to your employees? Materials include pamphlets, bulletins and/or newsletters that are published by FPA Australia.	Yes	No
9)	Has your company sent employees to FPA Australia conferences or seminars?	Yes	No

10) If not, please indicate which of the following reasons played a factor. (Please select all that apply)
   - a. Cost of sending employees to the conference
   - b. Time [physical date] of conference
   - c. Time (Can not spare employee resources)
   - d. Location of conference site
   - e. Relevance of conference material

Directions: Please rank the following questions. Effectiveness in the context used means how well the method works with respect to your company. **Scale: 1 – Not at all effective 2 – Ineffective 3 – Acceptable 4 – Effective 5—Very Effective**	
11) How effective are conferences as a tool for education?	1 2 3 4 5
12) How effective are seminars as a tool for education?	1 2 3 4 5
13) How effective do you feel continuing education programs are as tools for education?	1 2 3 4 5
14) How effective is the distribution of bulletins and pamphlets as tools for education?	1 2 3 4 5
15) How effective do you feel professional journals are as tools for education?	1 2 3 4 5
16) How effective do you think periodic newsletters are as tools for education?	1 2 3 4 5
17) To what extent is distribution of FPA Australia material beneficial to your employees?	1 2 3 4 5
18) How effective do you feel the use of email is as a tool for education?	1 2 3 4 5
19) How effective do you feel electronic newsletters and bulletins are as tools for education?	1 2 3 4 5
20) How effective do you feel electronic periodicals such as journals and other publications accessed through the Internet are as tools for education?	1 2 3 4 5
21) How effective do you feel Web-based Seminars are as tools for education?	1 2 3 4 5
22) Other education and communication tools your company employs that were not included above.	

Section III: FPA Australia Code Implementation

The information gained from the responses to questions in this section will be used to evaluate the issues that companies face in implementing the Code of Practice. Please answer all of the following questions.

Directions: Please rank the following questions. Extent means the degree to which this applies to your company. **Scale: 1 – Least 2 – Lesser 3 – Average 4 – Greater 5 – Greatest**	
1) To what extent does your company implement the FPA Australia Code of Practice?	1 2 3 4 5
2) To what extent did implementing the FPA Australia Code of Practice require a departure from your current business practices?	1 2 3 4 5
3) To what extent does the FPA Australia Code of Practice apply to your business goals?	1 2 3 4 5
4) To what extent does the FPA Australia Code of Practice benefit your company?	1 2 3 4 5
5) How would you categorize the priority level of the FPA Australia Code of Practice in relation to your company?	1 2 3 4 5
6) Within your company is money allocated for implementation of the Code of Practice?	Yes No
7) Have you attempted to voice your suggestions on Code modifications to FPA Australia?	Yes No
8) Did you know that the Code of Practice is reviewed on an annual basis?	Yes No
9) In a month how many times do you visit FPA Australia's web site? a. none b. 1-5 times c. 5-10 times d. more than 10 times	
10) What methods does your company use to educate employees on the **FPA Australia Code of Practice**? **(Please circle all that apply)** 1. Newsletters 4. Conferences (>1 day) 7. Online-Newsletters 2. Journals 5. Seminars (<1 day) 8. Online-Seminars 3. Pamphlets/Bulletins 6. Continuing Education Programs 9. Online-Journals Others: 10. E-mail	

Section IV: Client Information

The information gained from the responses to questions in this section will be used to see if member companies are aware of the tools FPA Australia has developed for client education and whether members are using them.

1) Is your company aware of the Code compliant logos that FPA Australia has provided in the Code of Practice handbook (page 16)? (Only applicable for Corporate A and B)	Yes	No
2) If so, does your company use the Code compliant logos?	Yes	No
3) Is your company aware of the Code compliant pamphlets the FPA Australia has developed for distribution to clients?	Yes	No
4) Does your company distribute the Code compliant pamphlets to prospective clients to show what it means to be Code compliant?	Yes	No
5) Has your company developed any alternative methods of client education on Code Compliance? (If so, inclusion of these documents would be appreciated.)	Yes	No
6) Have your clients ever required FPA Australia Code of Practice compliance in a legal tender document?	Yes	No
7) Are you willing to be contacted for follow-up questions?	Yes	No
If yes, please provide us with a contact e-mail address and/or phone number. Again, we ensure that all of the information provided on this survey will remain confidential. Name: _____ E-mail: _____ Phone no.: _____		

Appendix D: Corporate C Client Members Survey

Section I: Demographics

This information will be used to classify your company and its responses. This information will be used solely as organizational material.

1) How many people does your company employ? (**Please circle one**)

a. Less than 5
b. Between 5 and 20
c. Between 21 and 100
d. Between 101 and 500
e. More than 500

2) What states/territories does your company operate in? (**Please circle all that apply**)

a. Northern Territory
b. Queensland
c. Tasmania
d. Western Australia
e. Victoria
f. New South Wales
g. South Australia
h. Australia Capital Territory

3) What areas does your company specialize in?

_____   _____

Section II: FPA Australia Code of Practice

The information gained from the responses to questions in this section will be used to evaluate the Code of Practice awareness among client companies. Please answer all of the following questions.

1) Do you know about the FPA Australia Code of Practice? (If yes, go to question 2. If no, skip to question 12)	Yes No

2) If yes, how did you learn about it? (Please circle all that apply)

1. Newsletters
2. Journals
3. Pamphlets/Bulletins
4. Conferences (>1 day)
5. Seminars (<1 day)
6. Continuing Education Programs
7. Online-Newsletters
8. Online-Seminars
9. Online-Journals
10. E-mail

Others: _____

3) Is compliance with the FPA Australia Code of Practice a factor in who you conduct business with?	Yes No
4) Have you ever made compliance to the FPA Australia Code of Practice a requirement in your tender documents?	Yes No
5) If not, is that something you would consider doing in the future?	Yes No
6) Do you think there is a difference between an FPA Australia Code compliant company and a non-compliant company?	Yes No
7) Have you ever seen the FPA Australia Code Compliant logos?	Yes No
8) If yes, where?	
9) Have any of your provider companies given you a copy of the FPA Australia Code Compliant pamphlets?	Yes No

Directions: Please rank the following questions. Extent means the degree to which this applies to your company. Scale: 1 – Least   2 – Lesser   3 – Average   4 – Greater   5 – Greatest

10) To what extent does the FPA Australia Code of Practice benefit your company?	1 2 3 4 5
11) What is the priority level of the Code of Practice in relation to your company?	1 2 3 4 5
12) Are you interested in receiving information on the Code of Practice?	Yes No

13) What is the best format to provide such information in?

1. Newsletters
2. Journals
3. Pamphlets/Bulletins
4. Conferences (>1 day)
5. Seminars (<1 day)
6. Continuing Education Programs
7. Online-Newsletters
8. Online-Seminars
9. Online-Journals
10. E-mail

Others: _____

14) Are you willing to be contacted for follow-up questions?

15) If yes, please provide us with a contact e-mail address and/or phone number. Again, we ensure that all of the information provided on this survey will remain confidential.

Name: _____

E-mail: _____

Phone no.: _____

Appendix E: State Committee Survey

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Section I: General Information

This information will be used to classify your responses. This will be used only for organization.
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<tr><td colspan="2">

1) What states/territory do you work in?

a.	Northern Territory	e.	Victoria
b.	Queensland	f.	New South Wales
c.	Tasmania	g.	South Australia
d.	Western Australia	h.	Australia Capital Territory
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2) What areas do you specialize in? **(Please circle all that apply)**

a.	Fire Sprinklers	e.	Consultants – Risk
b.	Fire Detection Alarm	f.	Passive Fire (Including Doors)
c.	Portable Equipment	g.	Special Hazard Systems
d.	Training Services	h.	Other _____
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3) What is your FPA Australia membership status?

a.	Corporate A	c.	Corporate C
b.	Corporate B	d.	Associate
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4) Why did you become a member of the FPA Australia? **(Please circle all that apply)**

a)	Company is in a fire protection related field
b)	Company hires fire protection related companies
c)	Want updates on the Fire Protection Association and fire protection industry
d)	Feel that membership will increase value of your company
e)	Want publications from FPA Australia
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Section II: FPA Australia Code of Practice

The information gained from the responses to questions in this section will be used to obtain information specifically related to the FPA Australia Code of Practice.
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5) How did you learn about the FPA Australia Code of Practice? **(Please circle all that apply)**

1. Newsletters   4. Conferences (>1 day)   7. Online-Newsletters
2. Journals   5. Seminars (<1 day)   8. Online-Seminars
3. Pamphlets/Bulletins   6. Continuing Education Programs 9. Online-Journals
Others: _____   10. E-mail
</td></tr>
<tr><td>

6) Was this through an FPA Australia publication/activity?
</td><td>Yes   No</td></tr>
<tr><td>

7) Have you read the FPA Australia Code of Practice in its entirety?
</td><td>Yes   No</td></tr>
<tr><td>

8) Does the scope of the Code of Practice currently cover your business?
</td><td>Yes   No</td></tr>
<tr><td>

9) If you represent a corporate member company, has your company signed the Code of Practice?
</td><td>Yes   No</td></tr>
<tr><td>

10) If you are an associate member, would you consider upgrading your membership to be Code of Practice compliant?
</td><td>Yes   No</td></tr>
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11) Additional comments:

_____

_____

</td></tr>
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12) Are you willing to be contacted for follow-up questions?
</td><td>Yes   No</td></tr>
<tr><td colspan="2">

13) If yes, please provide us with a contact e-mail address and/or phone number. Again, we   ensure that all of the information provided on this survey will remain confidential.

Name: _____

E-mail: _____

Phone no.: _____
</td></tr>
</table>

Appendix F: Upgrade Membership Phone Interview

Demographics:

a. Why did you upgrade your membership?

b. Do you feel that the code added value to your company?

c. Have you seen any effect of the Code of Practice on your business?

d. Do your clients request that you be FPA Australia code compliant?

e. Do you use the FPA Australia code compliant logo anywhere? (Prominence)

f. Please go into what you do to show clients that you are code compliant? (Any specific methods, etc.)

g. Have you had to change your business plan to comply with the code of practice?

h. Survey coming out soon: we hope that you can fill it out and return it to us.

i. Thanks for your help.

Appendix G: New Membership Phone Interview

a. Introduction
  i. Why did you join FPA Australia
    1. If the answer is related to the CoP go to Question ¾.
    2. If other reasons go to question 2.
  ii. Do you know about the Code of Practice
  iii. How does it apply to your business?
  iv. Does the CoP add value to your company?
  v. What are you doing to implement the Code?
  vi. What are you doing to educate your employees about the Code?
  vii. What are you doing to educate your clients about the Code?
  viii. Are you satisfied with your membership?

b. For Corporate A and B
  i. Are you aware of the Code Compliant Logos?
  ii. Do you use them?
  iii. If so where?
  iv. If not why not?
  v. What other things can be done for promotion?

c. For Corporate C
  i. Would you consider upgrading to use the Logos?

Appendix H: Breakfast Briefing Phone Interview

Questions for Breakfast Briefing Attendees

I. Demographics

1. Are you a member of FPA Australia?
2. Are you a fire protection related company?
       If not skip to II. Code
3. How many people does your company employ in the fire protection field?
4. What classification does your company fall under in terms of FPA Australia membership?
5. What states/territories does your company operate in?
6. How many branches does your company have?
7. What areas of fire protection does your company specialize in?

II. Code

1. Why did you attend the Breakfast Briefings on the FPA Australia Code of Practice?
2. Was the Breakfast Briefing an effective method to educate and alert members to the content of the Code?
3. If you were in charge of educating member companies on the Code of Practice, what method would you use?
4. What is the most important message about the Code of Practice that you took away from the Breakfast Briefing?
5. Is there anything that was left out of the presentation that should have been included?
6. How does the Code of Practice add value to your company?

Appendix I: Focus Group Questions (Victoria State Committee)

Focus Group with Victoria State Committee

I.   Introduction of project

     A) Introduce ourselves
     B) Goals and objectives of the project.

II.   Introduction of attendees

     A) name
     B) profession
     C) type of membership in FPA Australia
     D) establish familiarity with the Code

III.   Questions

We would like to understand what actions member companies have taken as a result of the implementation of the Code of Practice.

     A) If your company has signed the Code, what steps were required for your company to become Code compliant?
     B) If your company has **not** signed the Code, or if you are an associate member with a desire to benefit from promoting Code compliance, what barriers exist?
     C) To the best of your knowledge, what are companies doing to become compliant?
     D) What can the FPA Australia do to help corporate members with compliance?
     E) What do you think the State committees can do to assist with implementation of the Code?

Effective use of the Code requires public awareness of the Code and its benefits to the clients of FPA Australia member companies.

     F) What are the most effective methods of raising awareness about the Code of Practice?
     G) What types of promotion have you seen on the Code of Practice?

Appendix J: FPA Australia Logos: Code of Practice Compliant and normal

Appendix K: Advertisement for Code Compliance

From Late 2000 look for this logo when selecting a company to install or maintain your fire protection equipment.

After extensive consultation with its membership, Fire Protection Association Australia is pleased to announce that its corporate membership will be bound by "FPA A001-2000: *Code of Practice for the Installation and Maintenance of Fire Protection Equipment.*"

With membership renewals for 2000/01 all corporate members who provide fire protection services were asked to confirm that they subscribe to the Code.

Selected member companies are able to state compliance with the C ode and some will be readily identifiable by using the above logo on their stationary, brochures, other literature, and service vehicles.

The Code of Practice compliant logo is assurance that the company subscribes to the highest standards of customer service by adherence to all applicable codes, standards and regulations, which support public safety.

For further information on the Code, including having your company comply contact the Associations national office or visit the Code of Practice website.