

**Qualification: CIPD Diploma in Applied Human
Resources**

Contributing to Employee Engagement

Name: Sarah Debra Tillman **CIPD Membership Number:** 55478686

LO1: Be Able to Assess the Levels of Employee Engagement within my Organisation.

Word Count: 976

LO2: Be Able to Evaluate current Organisational Approaches to Employee Engagement

Word Count: 978

LO3: Be Able to Recommend and Plan Strategies to Raise levels of Employee Engagement within an Organisation.

Word Count: 958

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: S D Tillman

Date: 08/11/2020

Contents Page

Reference	Title
	Evidence Matrix
1.0	Introduction
1.0.1	Benefits of Employee Engagement
1.1	Measuring Employee Engagement
1.2	Agreement of Diagnostic Tool
1.3	Sample of Employees
1.3.1	Limitations
1.3.2	Employee Engagement Survey
1.4	Results and Analysis of Data
1.5	Conclusion
2.0	What Drives Employee Engagement
2.1	Drives of Employee Engagement within MAWWFRS
2.1.2	Hotspots within MAWWFRS
2.2	Barriers to Employee Engagement within MAWWFRS
3.1	Best Practice
3.1.2	Research Viewpoints
3.2	Barriers to Engagement within MAWWFRS
3.3	Strategies to raise levels of Employee Engagement
3.4	Recommendation

CIPD Evidence Matrix

EV17Candidate name: Sarah Tillman				CIPD Membership No: 55478686		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5A1OP	Contributing to Employee Engagement	1.2	Email evidence dated 16 October 2020 arranging a meeting with my line manager to discuss and agree a diagnostic tool	EV01		
		1.2	Brief testimonial statement from the meeting with my line manager	EV02		
		1.3	Survey issued to employees	EV03		
		1.4	An analysis of the results from the survey.	EV04		
		2.1	Snapshot of Calendar showing scheduled fortnightly meetings	EV05		
		2.1	HR Department Management Meeting Agenda	EV06		
		2.1	Deputy Chief Fire Officer Memorandum – Draft Corporate Plan 2021-2026 – Consultation	EV07		
		2.1	Critical Incident Team Webinar	EV08		
		2.1	@Work Intranet	EV09		
		2.1	Available Staff Services	EV10		
		2.1	Internal Development Review IDR	EV11		
		2.1	Organisational Development Pathways	EV12		
		3.2	Organisation Structure	EV13		
		3.2	Email Evidence of Mistrust	EV14		
		3.3	Action Plan	EV15		
Candidate declaration:						
- I confirm that the work/evidence presented for assessment is my own unaided work. - I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.						

• I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.	
Signature: <i>S Turner</i>	Date: <i>08/11/20</i>

Notes on candidate evidence matrices

- Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.
- Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.
- Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.
- Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Levels of Employee Engagement within Mid and West Wales Fire and Rescue Service (MAWWFRS)

1.0 Introduction

There are different meanings and concepts to the term 'employee engagement' however, it generally describes the level of commitment and involvement that an employee has towards their organisation and values. For example, one concept, as described by David MacLeod, defines employee engagement as *"creating conditions in which people willingly offer their full capability and develop their full potential"* (Sharp, 2019).

1.0.1 Benefits of Employee Engagement

Employee engagement is critical to an organisation as research shows that engaged employees are more likely to be motivated, which in turn boosts productivity and drives the performance of the organisation, increases profitability, reduces staff turnover and enhances the company culture.

According to Gallup's data, companies within the top quartile of engagement see 10% higher customer metrics, 17% higher productivity, 20% higher sales and 21% higher profitability (Employee Engagement on the Rise: Gallup survey shows increase from 2015, 2018).

1.1 Measuring Employee Engagement

To measure the levels of employee engagement within my organisation I have identified the following three diagnostic tools:

1. The Gallup Q12 Index: This is based on extensive research which identified 12 core elements that link to key business outcomes. This method will enable the employee to assess their own engagement against a set of criteria and provide honest answers as the results will be anonymous, it will identify strengths within the organisation as well as areas of weakness and can effectively predict key business outcomes; poor scores predict poor outcomes. However, the main issue with this method is that the questions are based on a 'yes/no' approach making it difficult for the respondent to give suitable feedback which in turn affects the results.
2. Pulse Survey: This will allow for real-time feedback and a fast turnaround response, it is a more focused approach in that I will be able to generate specific questions to allow a respondent to elaborate on answers should they wish to do so and the surveys are shorter so it will reduce the amount of time spent for an employee to complete, resulting in a higher response rate.

"Pulse Surveys are short, specific engagement surveys, used to provide useful information on employee satisfaction and engagement" (Pulse Surveys - HR's Handy Guide to Pulse Surveys, Edgecumbe, 2020).

However, employees may be hesitant to participate due to the fear that their responses could be linked back to them, even though the results are anonymous, which could result in false responses.

3. Interviews: This method will enable open ended questions to be asked to obtain a more detailed response as the respondent's own words are recorded so the results will be accurate. Nevertheless, interviews can be time consuming; it will become difficult to analyse and quantify the results and this method may only reach a smaller sample of the workforce.

1.2 Agreement of Diagnostic Tool

A meeting was arranged with my line manager to discuss and agree the most suitable diagnostic tool for MAWWFRS (EV1).

As a result of the meeting (EV2) it was agreed to use the 'Pulse Survey'. This is because under the current circumstances of COVID-19 this method is more convenient, I can be flexible with the questions asked and it should provide an accurate sample of the workforce views to allow for conclusions to be drawn immediately.

1.3 Sample of Employees

MAWWFRS employs over 1,300 members of staff and cover about 12,000 square kilometres – almost two thirds of Wales (About Us - Mid and West Wales Fire and Rescue Service, 2020).

The chosen sample identified to complete the survey was a selection of 100 employees. This sample is a blend of both operational and office workers, so it provides a general demographic blend of the workforce.

1.3.1 Limitations

It was agreed to limit the issue of the survey to 100 employees due to the nature of the topic and timescales involved with capturing and analysing the data.

There is also the risk that not all the 100 selected employees will respond which may limit my analysis.

1.3.2 Employee Engagement Survey

The survey went live from Monday 19 October 2020 to Monday 26 October 2020 and the selected 100 employees were invited to participate anonymously in the survey (EV3).

1.4 Results and Analysis of Data

The survey generated a response rate of 73% which equates to 73 employees. The results were analysed (EV4) and the majority was positive.

Firstly, it was reassuring to see that employees were proud to work for MAWWFRS and they were not thinking about leaving the organisation and looking for a job elsewhere. Also, over half of the employees surveyed noted they had the appropriate tools to undertake their role as well as having access to learning and development opportunities to undertake their role to the best of their ability.

Nevertheless, there were negative aspects to the results such as employees neither agreed or disagreed that their line managers motivate them to go above and beyond within their role. This could perhaps insinuate a training issue for line managers to ensure employees know the expectations and how they contribute to the wider organisation's goals and objectives.

It was also recognised that employees felt the organisation lacked in providing employees with recognition. This is a key driver to engagement and has been proven to motivate, provide a sense of accomplishment and make employees valued for their work (Gallup, 2016). Another vital area which proved negative was the perceived lack of communication. This is a key area within an organisation as CIPD state that effective internal communication is important for developing trust and has a significant impact on employee engagement, culture and ultimately productivity (Employee Communication, Factsheets, CIPD, 2020).

1.5 Conclusion

The results show there are clear opportunities for MAWWFRS to improve employee engagement to maximise an employee's potential for the benefit of the organisation.

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Subject: RE: Measure Employee Engagement Discussion

Sarah,

Following on from your email below I can confirm that I am available to discuss this as details below,

Thanks

[REDACTED]

[REDACTED]

Rheolwr Adnoddau Dynol / Human Resources Manager

☎ **Mewnol / Internal:** Ext. [REDACTED]

☎ **Allanol / External:** [REDACTED]

☎ **Ffon symudol / mobile:** [REDACTED]

* **Post:** [REDACTED] / ✉ **Mail:** [REDACTED]

Wefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

Rydym yn croesawu galwadau yn y Gymraeg a'r Saesneg / We welcome calls in Welsh and English.

Rydym yn croesawu gohebiaeth yn y Gymraeg a'r Saesneg - byddwn yn ymateb yn gyfartal i'r ddau ac yn ateb yn eich dewis iaith heb oedi / We welcome correspondence in Welsh and English - we will respond equally to both and will reply in your language of choice without delay.



Gwasanaeth Tân Ac Achub Canolbarth a Gorllewin Cymru
Mid and West Wales Fire and Rescue Service



From: Tillman Sarah H.Q. [REDACTED]

Sent: 16 October 2020 15:56

To: [REDACTED]

Subject: Measure Employee Engagement Discussion

Good Afternoon,

As discussed, as part of my CIPD, I am required to look at assessing the levels of employee engagement within the Service. Based on research I have undertaken I have identified three diagnostic tools which could possibly be used to achieve this.

Therefore in view of the above I have arranged a meeting for Monday 19 October at 09:30 hours via Microsoft Teams to discuss this so we can agree on the most appropriate tool to do this.

Cofion Cynnes / Kind Regards

Sarah Tillman

[REDACTED]

Adran Adnoddau Dynol / Human Resources Department

Allanol / External: [REDACTED]

Estyniad Mewnol / Internal Extension: [REDACTED]

Ebost / Email: [REDACTED]

Gwefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

Rydym yn croesawu galwadau yn y Gymraeg a'r Saesneg / We welcome calls in Welsh and English.

Rydym yn croesawu gohebiaeth yn y Gymraeg a'r Saesneg - byddwn yn ymateb yn gyfartal i'r ddau ac yn ateb yn eich dewis iaith heb oedi / We welcome correspondence in Welsh and English - we will respond equally to both and will reply in your language of choice without delay.



Brief Update on Agreement of Diagnostic Tool**Venue: Microsoft Teams****Time: 09:30 – 10:00**

My Line Manager and I held a meeting on Monday 19 October via Microsoft Teams to discuss the most appropriate tool to use to gauge employee engagement within MAWWFRS based on the initial research I had undertaken.

The brief notes below set out the main points of discussion:

Interviews

This method was immediately withdrawn. Purely because of the Coronavirus pandemic and restrictions in place within MAWWFRS my Line Manager felt that this method would not be appropriate for what I was trying to achieve. Even though they could have been facilitated via Microsoft Teams, which would have provided a rich source of data, it was acknowledged that due to the short time scale allocated for this exercise, I would not be able to achieve the desired goal; obtaining a large sample of data and analysing.

Gallup Q12 Index

This seemed to be the obvious choice to use as it has been proven to be an incredible tool that delivers actionable data. However, the main concern raised was that undertaken within my research; the employee can only simply answer with a yes or a no which could prove difficult to gauge the areas that need drastic improvement. There is no flexibility in terms of answers; as in perhaps an employee may 'Disagree' with a statement as opposed to 'Strongly Disagree' and in terms of measuring engagement there quite a significant difference with both these terms. There is also no option for an employee to elaborate on an answer should they wish to do so.

Survey

Similar discussion to that of the Gallup Q12; a survey will provide honest feedback, its more convenient for respondents so they can complete it during their free time and the results can be analysed in real-time. The only additional benefit to a survey is that there is more flexibility; the survey can be tailored to make it more reflective of MAWWFRS, I can provide a selection of choice to respond to and it can allow space for elaboration should the user wish to provide additional information.

As a result of the flexibility a Survey will provide it was agreed to proceed with this diagnostic tool.

Signed:

S Turner

Signed:

K Fintona

Employee Engagement Survey

		Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Additional Comments
1	I am proud to work for MAWWFRS.						
2	I think about leaving MAWWFRS and looking for a job elsewhere.						
3	My Line Managers motivate me to go above and beyond within my role.						
4	I receive adequate feedback and communication from my line manager to keep me informed about what is happening.						
5	I have access to the appropriate tools to undertake my role.						
6	I have access to the learning and development I need to do my job well.						
7	I receive appropriate recognition when I do good work.						
8	I believe there are good career opportunities for me.						

Employee Engagement Survey

		Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Additional Comments
1	I am proud to work for MAWWFRS.	0	0	5%	19%	49%	Proud to serve the community and represent the organisation.
2	I think about leaving MAWWFRS and looking for a job elsewhere.	39%	29%	5%	0%	0%	
3	My Line Managers motivate me to go above and beyond within my role.	0%	23%	35%	15%	0%	Structure of the organisation makes it difficult for decisions to be made so limited to what I can do.
4	I receive adequate feedback and communication from my line manager to keep me informed about what is happening.	5%	25%	26%	17%	0%	Only occurs on an Ad-hoc basis – should be weekly to keep staff updated of any changes and to know what is expected.
5	I have access to the appropriate tools to undertake my role.	0%	2%	11%	37%	23%	
6	I have access to the learning and development I need to do my job well.	0%	0%	13%	41%	19%	
7	I receive appropriate recognition when I do good work.	50%	15%	3%	5%	0%	I feel it is 'expected' of me. Very rare individual recognition is received.
8	I believe there are good career opportunities for me.	0%	3%	6%	59%	5%	

Approaches to Employee Engagement

2.0 What Drives Employee Engagement?

Research into what drives employee engagement within an organisation has generated multiple contributing factors. MacLeod and Clarke (2009) identified four key enablers: -

- Leadership to ensure a strong and transparent culture.
- Engaged managers who offer clarity, appreciation of employees' effort and contribution, treat people as individuals and ensure employees feel valued.
- Employee voice to ensure employees can voice their ideas and be listened to.
- Organisational integrity whereby the values are reflected in day to day behaviours resulting in trust. (Taylor and Woodhams, 2016).

Yet Macey et al (2009) emphasize the importance of the work environment and the jobs people do, whilst Alfes et al (2010) established that the main drivers of engagement are meaningful work, senior management vision and communication, positive perceptions of one's line manager and employee voice (Armstrong, 2012).

2.1 Drivers for Employee Engagement within MAWWFRS

Employee engagement cannot be overstated; it can reduce staff turnover, decrease sickness levels and improve productivity. Within MAWWFRS the principle drivers of engagement are: -

Transparency: Within my department workshops are scheduled on a fortnightly basis (EV05), with a set agenda (EV06) and issues are discussed within an open forum; all team members voice their concerns and made aware of any issues. Employees are involved in decision making processes (EV07) to form future strategic objectives. During COVID-19 webinars took place providing employees with real-time information and an opportunity for a 'question and answer' session to senior management, thereby showing presentism (EV08).

Transparency creates trust between employers and employees, helps improve moral and lower job-related stress which increases employee engagement and boosts performance (Transparency in the Workplace: Why It Matters and How to Practice It - Glassdoor for Employers, 2019).

Technology: The Service's @Work intranet hosts a variety of resources and is accessible to all employees (EV09). This enables employees to work remotely, provides internal communications, promotes the company culture, values and knowledge along with an eye-catching banner which highlights key information each week. During COVID-19, when most of the workforce were working remotely, @Work acted as a platform to support employees and connect them with departments throughout the organisation.

Benefits: The Service provides competitive salaries, a cycle to work scheme, a pension scheme, generous annual leave entitlement and permanent and temporary flexible working arrangements to achieve a work-life balance. Research has established that 80% of employees would keep a job with benefits rather than offered more pay and no benefits (The undeniable link between employee benefits & engagement, 2020).

Staff Services: The Service is committed to providing as much support and guidance as possible to assist employees in maintaining their health and wellbeing and to remain fit and healthy (EV10). All these services contribute to the prevention of stress and create a positive working environment. CIPD have identified good health and well-being as a core enabler of employee engagement and organisational performance (Well-being at work, Factsheets, CIPD, 2020).

Development: There is a designated IDR programme (EV11) to assess an employee's requirements in line with career pathways (EV12). During 2019/2020 502 courses were delivered along with 331 operational personnel for Risk Critical Skills training to maintain their competencies (Mid and West Wales Fire and Rescue Service, 2020). This can be a contributing factor to retention of staff as research shows employees continually want to learn and maximise their potential; 42% of employees deem learning and development to be one of the most important benefit when deciding where to work (Autry, 2019).

2.1.2 Hotspots within MAWWFRS

Recognition and Appreciation: Even though the organisation holds an annual ceremony to acknowledge and reward employees, staff felt that within their own department, there was little appreciation or acknowledgement for their achievements and more of a sense of "it is expected of me".

Autonomy: Employees felt they had very little freedom within the workplace to enable them to make decisions and perform to the best of their ability. Employees noted the feeling of being micro-managed, as opposed to being 'left-alone' to get on with a task in hand. Trust was also noted as an issue with the employee feeling they always had to check their work prior to submission even though they had been undertaking the same role for several years.

Communication: Feedback indicated that communication appeared to be on an 'ad-hoc' basis. It was rare within departments to see any form of weekly briefings and employees felt they were the 'last to know' about senior management decisions within the organisation.

2.2 Barriers to Employee Engagement within MAWWFRS

Structure: The Service operates a 'top-down' approach. Employees feel they are not directly involved in aligning goals to the organisation, even though they have the knowledge to do so. Rather than relying on the employee's direct opinion, the Directors rely on senior leaders and make decisions based on their advice; leaders may not necessarily be equipped to set top-level goals effectively.

Leadership: Instances occur whereby members of staff are promoted and find themselves in the position of a leader without the necessary training. They go into the role not knowing what is expected of them. This hinders engagement levels, as employees look to leaders for guidance; poor leadership will result in poor performance and low morale.

Policies and Practices: MAWWFRS have several procedures covering different elements of performance management and they appear to be disjointed. Departments interpret the procedures differently and therefore not all are equally addressed within departments. For example, an honorarium payment is made to individuals should they go above and beyond within their role and it is outside the remit of their job description. However, this payment is not recognised by all departments as it is down to the line manager whether an individual receives such payment. This can reflect negatively within the workforce when employees see others being rewarded yet they do not receive the same recognition from their line manager.

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MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
26 Oct	27	28	29	30	31	1 Nov
2	3	4	5	6	7	8
		Annual Leave		Chief Service Circular App for Move Cyfed Pension Fund - Annual Meetin LPB - Stats due back from Neil 1600 Cyfarfod Ymgynghori Blynyddo		Email Pensions Change of Circumstances Spreadsheet HR Department Update
9	10	11	12	13	14	15
	14:00 DMIT; Meeting Room - Math; Rohman Samanthia H.Q.	CIPD				
16	17	18	19	20	21	22
	09:30 HR Departmental Meeting, Meeting Room - Caer Sulfie, Rohman Samantha H.Q.					
23	24	25	26	27	28	29
	10:00 DMIT; Meeting Room - Caer Sulfie, Rohman Samanthia H.Q.					14:30 Canceled DMIT; Meeting Room - Math; Rohman Samanthia H.Q.
30	1 Dec	2	3	4	5	6
	HR Department Update					

HUMAN RESOURCES
DEPARTMENT MANAGEMENT MEETING
AGENDA

- | | |
|--|-----|
| 1. Apologies for Absence | |
| 2. Department Objectives Update / Matters Arising | All |
| 3. Performance Focus (Metrics) | All |
| 4. Future Potential Budget Requirements | All |
| 5. Department Issues | All |
| 6. Matters to be progressed to Service Leadership Team | All |
| 7. Key messages to be communicated | All |
| 8. Command Issues | All |
| 9. Any Other Business | All |

From: Richmond-Jones Amy H.Q.
Sent: 28 September 2020 16:46
To: All users
Subject: Deputy Chief Fire Officer Memorandum – Draft Corporate Plan 2021-2026 – Consultation



Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Deputy Chief Fire Officer Memorandum - 39/2020.

Draft Corporate Plan 2021-2026 – Consultation.

Dear Colleagues,

As many of you will be aware, the Service is currently consulting on its Strategic Aims and Improvement and Well-being Objectives for the forthcoming year, as part of its Draft Corporate Plan 2021-2026. The consultation is open from Monday 28th September 2020 to Friday 4th December 2020. To view our Draft Corporate Plan 2021-2026 and to participate in our consultation, please complete the online questionnaire, which can be found on our website www.mawwfire.gov.uk.

I believe that our Service represents extremely good value for money, however, there is no avoiding the fact that the financial climate we are currently operating in will continue to place additional pressures on the levels of service we provide, as we stretch our resources even further. We will therefore continue to play our part by seeking opportunities to identify cost effective solutions through on-going and open discussions with staff and the public, around how we can continue to make improvements and future efficiencies.

The on-going COVID-19 pandemic has presented significant challenges for the Fire and Rescue Service. We continue to learn from the impact of the pandemic to ensure that our operational response remains unaffected wherever possible. We want to continue developing these areas in order that they can have a positive impact long into the future.

The Service remains committed to adapting to these challenges in a positive way and our Corporate Plan 2021-2026 sets out our Strategic Aims and Improvement and Well-being

Objectives for the next five years. We believe that collaborative working is key to the future of our emergency services, in order to successfully deliver shared outcomes, enabling us to improve the way we work, share resources and ultimately save more lives. We also remain committed to finding innovative solutions to improve the way we work, enhance firefighter safety, reduce our impact on the environment and ultimately contribute to the wellbeing of our communities.

Therefore, it is crucial you share your opinions, in order to help us to shape our Strategic Aims and Improvement and Well-being Objectives going forward. You will also play a key part in assisting us to deliver them, so I urge you all to get involved and have your say.

The Service's Strategic Aims and Draft Improvement and Well-being Objectives are outlined in more detail on [our website](#) along with our [online questionnaire](#) where you can share your views and help shape the future of your Fire Service.

Thank you,

Roger Thomas.
Deputy Chief Fire Officer.

Critical Incident Team Webinar

On Tuesday 10 November at 10:00, the Service's Coronavirus Critical Incident Team will be running an online Webinar.



The event will be available to all Service staff and is intended to provide you with an update on the Service's current position regarding its response to the Coronavirus outbreak.

The Webinar will be live and will also offer you an opportunity to ask questions via a moderated online Question and Answer Session, allowing you to participate in real time with the discussions.

For those that are unable to attend, the meeting will be recorded and shared post event.

To get involved, simply click on the image above or link below at 10:00 on Tuesday 10 November and join the meeting!

LINK TO MEETING - [https://teams.microsoft.com/l/meetup-join/19%](https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZidhM2YyNmY9NWMyY00MTovLWEyYTAOWIzYTE2ZDg5M2Vk%40thread.v2/0?context=%7b%22id%22%3a%22eb061aff-728f-4a60-96ce-0a87b4718bb1%22%2c%22oid%22%3a%2265444641-1db1-46b7-b151-1991cf974f08%22%2c%22isBroadcastMeeting%22%3atrue%7d)

[3ameeting_ZidhM2YyNmY9NWMyY00MTovLWEyYTAOWIzYTE2ZDg5M2Vk%40thread.v2/0?context=%7b%22id%22%3a%22eb061aff-728f-4a60-96ce-0a87b4718bb1%22%2c%22oid%22%3a%2265444641-1db1-46b7-b151-1991cf974f08%22%2c%22isBroadcastMeeting%22%3atrue%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZidhM2YyNmY9NWMyY00MTovLWEyYTAOWIzYTE2ZDg5M2Vk%40thread.v2/0?context=%7b%22id%22%3a%22eb061aff-728f-4a60-96ce-0a87b4718bb1%22%2c%22oid%22%3a%2265444641-1db1-46b7-b151-1991cf974f08%22%2c%22isBroadcastMeeting%22%3atrue%7d)

The screenshot shows the Gwent County Council website. At the top, there is a navigation bar with various icons and links. Below this is a search bar with the text 'What are you looking for?'. The main content area features a large banner with a warning sign and the text 'CORONAVIRUS Latest information'. Below the banner is a list of links to various documents, including 'UK Threat Level Update - 3 November 2020', 'Vehicles Provided for Senior Operations and Principle Officers Use (Gold ROTA)', and 'The wearing of Type R Surgical Masks at Joint Fire Control during the COVID-19 Pandemic'.

Health and Fitness Team

Keywords:

Steve Pilgott
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Shane Earp
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The Fitness Team is dedicated to creating a culture of health and wellbeing within the Mid & West Wales Fire and Rescue Service. Through Fitness Testing, 1:1 consultations, development plans, awareness days, information booklets and online interaction we aim to provide the Service with everything needed to lead a healthy lifestyle.

If you have any questions regarding the Service Physical Fitness Test or anything relating to Health and Wellbeing, please do not hesitate to contact us.

Remember
Train hard, eat clean, stay fit and stay healthy.

The Health and Fitness Team

[Core Declaration Form](#)

Please complete the form above and email it to: s.pilgott@swmwa.co.uk please do not begin to use the equipment supplied until the form has been completed and returned. Thank you

Service Chaplains

A Fire Service Chaplain is an unpaid volunteer. He/She has another full-time job, but at any time may be called to respond to a particular request for service. You don't have to wait for the chaplain's visit to the Fire Station. If you would like to have a talk with him/her about something that's on your mind you can contact the Chaplain by phone and arrange to see him/her at a mutually convenient time and place. Contact information is available via the left hand side navigation.

Mid and West Wales Fire and Rescue Service has been fortunate to secure the services of five chaplains, all of whom are available to every member of the Service.

For further information, guidance and advice please view the [Fire Chaplains Brochure](#).

To get in touch with a Fire Service Chaplain please visit the [Contact Us](#) page available via the left hand navigation.

Corporate Health

The Corporate Health Standard is one of the Healthy Working Wales programmes and is the national mark of quality for health and well-being in the workplace. A short presentation has been created to give a summarised overview of [Corporate Health](#).

With the backing of Health Challenge Wales our aim is to assist individuals make small and inexpensive changes to their daily routine to lead healthier lifestyles. The Service wishes to encourage its staff to lead happy and healthy lives by providing information about local activities and services as part of the Health and Wellbeing Strategy.

Within this site you will find all the information you need to improve your health and wellbeing from details of exciting events such as health awareness days through to practical advice on any current wellbeing topics.

If you would like to make a contribution to our work, please do not hesitate to contact a member of the Corporate Health team. All contact details are included on our [@Work](#) site.

We would also like to hear about any success stories, Charity and Fundraising events. If you would like to find out more information about how you can join in and get involved, please see the 'Get Involved' tab on the left hand side.

Corporate Risk Department

[View CHS Action Plan April 2017.pdf](#)




Individual Development Review-IDR

What is an IDR ?

The Individual Development Review (IDR) is used as a review of the effectiveness of development activities and performance within the Service. Whilst development needs are addressed, primarily to ensure the continued safety of employees, the emphasis will always be on what positive steps can be taken to improve situations, identify and develop strengths and provide opportunity for all employees to reach their potential in their current and future roles.

The Service believes that IDRs are central to developing and supporting its employees, enabling them to make an effective contribution to the success of the Organisation. It is a positive process designed to assist people in ensuring that they have the right knowledge and skills in order to develop confidence and competence in their roles, and assisting with career progression when required.

What does the process involve ?

The process involves the employee filling out the relevant section relating to their reflections of the previous years development activities. It also enables them to identify potential areas of development activity. Once completed, the reviewing manager will consider their comments and make their own notes relating to the support of development sought, and performance over the previous 12 months. The process culminates in an IDR meeting where the two individuals concerned will discuss various aspects of support and development all of which will be documented.

Feedback on development sought will then be given to the employee and reviewing manager by the People Development department and a copy of the IDR document will be kept on the individual's file.

The process is designed to take place in May/June time although an IDR can be completed at any time throughout the year e.g. if a person goes into a new role in August and identifies in September development needs to fulfil the role.

What support is available ?

IDR Co-ordinator based in People Development

Station Liaison Officer

Useful links:

Bis: POD 02 95 – Individual Development Policy

Bis: Guidance notes for Managers

Bis: Guidance notes for Employees

Organisational Development Pathways

Benefits of Organisational Development Pathways

Career Development

Organisational Development Pathways can be used by individuals and line managers to provide clear and identifiable career development. OD Pathways also assist in career succession planning and can be used to inform future budgetary requirements.

Individual Development Review

OD Pathways should be used in conjunction with the annual Individual Development Review (IDR) process to identify role specific skills requirements, professional development opportunities and performance management processes.

Qualification and Curriculum Framework (QCF)

OD Pathways have also been broadly mapped to the Qualification and Credit Framework (QCF) which provide the opportunity for more flexible routes to full qualifications, achievable in smaller steps through the accumulation of credit.



Strategies to raise levels of Employee Engagement within MAWWFRS

To identify strategies to raise the levels of employee engagement within MAWWFRS it is important to consider engagement activities that already exist and determine what 'best practice' looks like.

3.1 Best Practise

Googlegeist Survey: Google is known as one of the most influential companies in the world and is renowned for their 'world class' company culture. This is achieved via the issue of an annual 'Googlegeist Survey' which polls workers for their opinions on management, company strategy, compensation, and diversity and inclusion (D'Onfro, 2020). The results are published to the entire workforce with the previous year's results reflected upon and Google demonstrate how they have "listened, responded and adapted" to the people's views.

Gallup Q12: Identified 12 core elements of employee engagement that link powerfully to key business outcomes. The 12 questions measure the most important elements of employee engagement and range from expectations, recognition through to performance. This has been utilised by multiple organisations with the results used to develop employee engagement via an employee engagement strategy.

3.1.2 Research Viewpoints

IES identified that the strongest driver of employee engagement was that of the line manager and emphasised the critical importance of the employee-manager relationship; the line manager provides a sense of making an employee feeling valued and involved:

IES's diagnostic tool



(Report Summary: The drivers of employee engagement | Institute for Employment Studies (IES), 2004)

The Engage for Success report established four enablers of engagement, one of which was Engaging Managers. It emphasises that the relationship with the line manager is the most important at work; managers *"facilitate and empower rather than control or restrict their staff"* (Engaging Managers, 2014).

The link between recognition and engagement has also been recognised as generating a strong emotional commitment from the employee to the organisation simply by recognising and acknowledging employees for their work. According to the Globoforce and SHRM employee recognition survey, recognition programs tied to organisational values outperform other programs on every level (How to use recognition to drive employee engagement, Sage People, 2018).

3.2 Barriers to Engagement within MAWWFRS

Despite the compelling case for employee engagement it is evident MAWWFRS lacks in certain elements which need to be addressed within the workforce. I envisage there maybe barriers within my organisation as we have these constraints to work with:

A lack of alignment, insights and focus at the Top: MAWWFRS rely on leaders to provide them with insight into the workforce and advise them of what the people want. This will assist with forming future objectives and assist with organisational direction. When in hindsight, leaders assume what matters most to their team and feedback to senior management; MAWWFRS do not administer engagement surveys to gather vital feedback which could be of great benefit to the organisation and provide a better picture of areas that require improvement.

Culture of Mistrust: This has been evident during the recent pandemic. Staff were able to work from home, providing authorisation from their Manager had been approved, however, there were certain requirements that an employee had to adhere to. Firstly, they were required to 'check-in' each day, it was all regulatory focused and a comprehensive update was required at the end of each working day to advise of what had been accomplished (EV13). As soon as restrictions eased there was a sense of "bring people back" as soon as possible in the form of unlock plans and putting it in place immediately. This did not consider the wider workforces views on this matter and again the decision was made at the highest level. When you compare to other companies, Twitter for example, they strongly encouraged working from home and provided allowances to buy home office supplies (Paul, 2020).

Communication: The 'top-down' approach is used whereby decisions are made at the highest level and feeds down to the lower hierarchy (EV14). When in hindsight, the line manager of the appropriate department should feedback decisions directly to their team, so they hear it first-hand, its more personal approach and provides an opportunity for staff to feedback directly to them with any concerns. This will form the basis of transparency, trust and form an open dialogue of open communication which is a key contributor to engagement.

3.3 Strategies to raise levels of Employee Engagement

To raise levels of employee engagement within MAWWFRS I propose to: -

- **Invite Feedback:** This has been made evident throughout the research as one key element which can assist with employee engagement. The issue of an annual survey will gain honest feedback from employees and allow the organisation to identify areas of weaknesses and determine what can the organisation do to improve engagement. This will convey the organisation values the views of their employees and wants to give people something they want as opposed to making assumptions.
- **Recognise Good Work:** MAWWFRS rarely publicises or recognises individual employees for their performance within the workplace. Therefore, with technology on the increase, and the majority of the workforce working remotely, the introduction of an app, such as 'Totem' will provide the perfect opportunity for staff to share stories and successes and be able to publicly thank colleagues for their efforts.
- **Line Manager Training:** This appears to be the common denominator throughout employee engagement. I propose to introduce a 'transition to manager' training programme with the intention of making them more effective, have an understanding of performance management along with the multiple policies and procedure in place and look at how they can get the best out of their team.

3.4 Recommendation

I am going to recommend the introduction of the line manager training programme within my organisation (EV15). This will assist with the framework for engagement as ultimately without the line manager there is no engagement.

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① This message was sent with High Importance.

Hi all,

Just a reminder to keep a list of things that are not being done, or will need to be tidied up as part of the recovery phase whenever that is.

If we have dropped something (e.g. CPD renewal), then note it and record whether or not the situation needs to be recovered. It just so happens that one doesn't!

There are a few relaxations at the moment, with medicals, payroll processes (today's request Nic), support time recording etc, so I just want to make sure they are all captured.

Please can this form part of the weekly update?

Thanks

Those of you who participate in the group catch up will be aware that I would like to evaluate the remote working arrangements so we can get some meaningful information at the end of the lockdown period. In particular, it would be good to know how much reliance there has been on the centre to facilitate some activities, and also to know how central record keeping has been affected. With that in mind, it would be helpful to have a daily update at the end of each day from those working remotely covering the following.

Work completed (please include numbers if possible for letters, calls, etc or time spent - whatever is easiest?)

Central assistance required
Challenges encountered
Documents sent for filing

If there is anything else you think might be useful from a learning perspective then please include any general comments that we can perhaps discuss at the weekly catch up, or we can undertake a wider review at the end of this period. Or I suppose we could do both depending on what information is received.

As I mentioned at the group catch up, I don't want this to be too onerous so bullet points in an email will be fine under each heading, but I think there is a good opportunity to capture some meaningful information about remote working.

I'm happy to discuss any queries or concerns, so give me a ring if needed.

Thanks all.

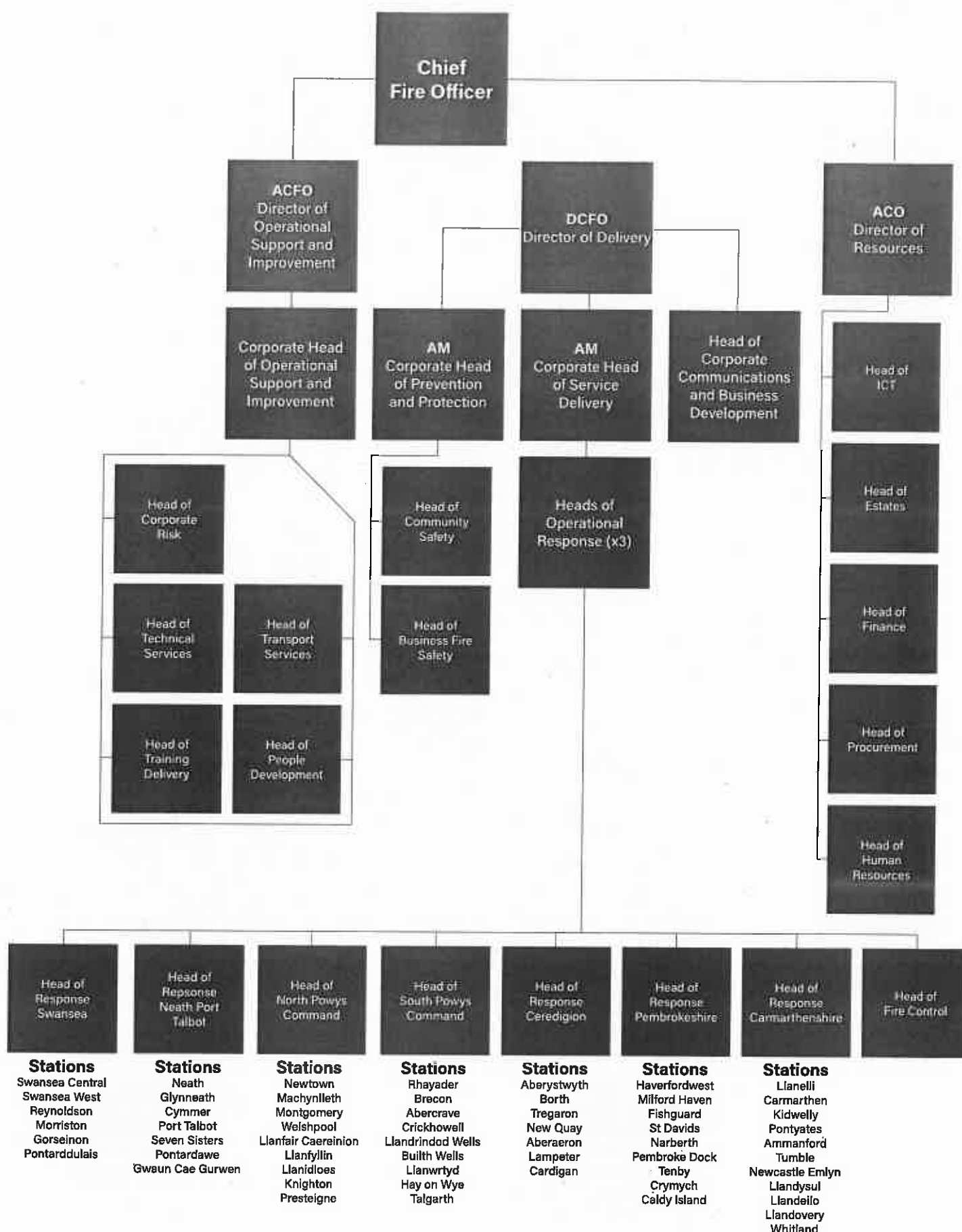
Hi all,

Hope you are all keeping well.

Some useful information whilst working from home on a temporary basis.

Regards

Organisational Structure



	Targets	Strategies	Timescale	Resources
1	To create 'buy-in' from the top and reiterate the importance of Employee Engagement based on the research undertaken.	Create a PowerPoint Presentation to present to the Senior Management Team and include initial Survey results.	1 Month to draft presentation & schedule meeting.	HR Manager / HR Advisor
2	Identify Personnel (Grade 9 / Station Managers and Above) to establish the number of personnel in a leadership / managerial role.	Run a report off the HR System to identify Personnel.	1 Week.	HR Assistant.
3	Establish Manager's views on Engagement within the Service to identify areas of weakness.	Draft & Issue a Questionnaire and Analyse the Results.	3 Weeks	HR Manager / HR Assistant
4	Develop skills and qualities of individuals.	Ensure everyone has completed the leadership development programme.	7 Months – (15 condensed online virtual sessions)	People Development Department.
5	Understanding of the Policies and Procedures in place.	Arrange a familiarisation workshop.	1 Month	HR Manager/Learning and Development Officer.
6	Re-establish Line Managers understanding of Engagement.	Re-issue of questionnaire and analyse the results to determine any improvement.	2 Week.	HR Advisor.
7	Establish the levels of engagement within the Workforce.	Issue a survey to the workforce to establish a benchmark of engagement within MAWWFRS and analyse the results.	4 Weeks	HR Advisor.