

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Improving Organisational performance

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L02 = 988 words
L03 = 1073 words

Student Name: Nicola Westcott
Student Number: 1909408
CIPD Membership Number: 55478551

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: N Westcott
Date: 21/09/2020

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CIPD Candidate evidence matrix

(CEM1)

Candidate name: Nicola Westcott				CIPD Membership/registration No.: 55478551		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN): 1909408		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOF	Contributing to Improving Organisational Performance	1.1, 1.2, 3.1	MAWWFRS Annual Performance Assessment 2019 - 2020	EV1		
		1.1, 3.1	MAWWFRS Corporate Plan 2020 - 2025	EV2		
		1.1, 3.2	Chief Fire Officer Memo IIP 2018	EV3		
		1.1 & 1.2	Recruitment & Selection Procedure	EV4		
		1.1 & 1.2	Capability Procedure	EV5		
		1.2	Equality Procedure	EV6		
		1.2	Extract from Grievance Resolution Procedure	EV7		
		1.3	Email with legislative updates	EV8		
		1.3	Email with WAST agreement	EV9		
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		2.1	HR SLA	EV11		
		2.1	Managing On-call Attendance Procedure	EV12		
		2.1	Emails Capability	EV13		
		2.1, 3.2	Emails on-call acknowledgement payment	EV14		
		2.2	Line Managers Toolkits	EV15		

CEM1_CIPD Candidate evidence matrix V1.0

CIPD

		2.2	Emails advice	EV16		
		2.3	Email Core system upgrade	EV17		
		2.3, 3.1, 3.2	Current IDR	EV18		
		2.3	Meetings in regard system development	EV19		
		3.1	MAWWFRS last 5 years Stats	EV20		
		3.1	National Standards	EV21		
		3.1	MAWWFRS IDR Statement	EV22		
		3.1	MAWWFRS Development Pathways/Courses	EV23		
		3.2	MAWWFRS Leadership/Coaching	EV24		
		3.3	Contract Variations	EV25		
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:		N Westcott			Date:	20/09/2020

L01 – Be able to provide information on performance management activities within an organisation.

Mid and West Wales Fire and Rescue Service (MAWWFRS) vision is *'to be a world leader in Emergency Response and Community Safety'* (MAWWFRS 2020 website).

As a Public sector organisation MAWWFRS is accountable for expenditure and must manage its performance effectively to remain within budget. Each year the Service publishes its Annual Performance Assessment (EV1), which monitors performance against the improvement objectives that were set in the previous Corporate Plan. The Fire Authority made up of representatives from the six unitary authorities the Service covers has overall responsibility of the budget of the Service. According to Rees and French (2016, p.254), one of the aims of 21st century organisations is *'the need for consistency and requirement to minimise costs for the provision of their product or service'*.

MAWWFRS approach is to identify/maximise the potential of the workforce through effective people management/development, a high-performance culture whilst making effective use of public funds.

'Work undertaken by HR, Training Delivery and People Development Teams aims to recruit, develop, retain a highly skilled, motivated and diverse workforce that is representative of the communities it serves' (MAWWFRS Corporate Plan 2020-25) (EV2).

MAWWFRS recognises that a healthy and safe workplace is essential to effective performance. Many well-being initiatives have been introduced such as Mind Blue Light. MAWWFRS recognises the issues that can be caused by presenteeism – employees coming to work when unwell, which can lead to further health issues (CIPD, 2020a).

MAWWFRS has been awarded the Investors in People Platinum Accreditation (EV3).

Performance Management

'Performance management is the attempt to maximise this value creation and ensure that employees contribute to business objectives and should align with organisational strategy' (CIPD, 2019).

PM is often focused on leading and developing individuals within an organisation and MAWWFRS belief is performance through people.

In order to maintain the high-performance, MAWWFRS has several procedures embedded relating to PM activities:

- Recruitment & Selection (EV4)
- Transfer & Promotion
- Equality
- Dignity at Work
- Health and Fitness
- Capability (EV5)
- Managing On-Call Attendance
- Sickness & Absence Monitoring
- Flexible Working
- Home/Agile Working
- Discipline
- Grievance

These procedures help to ensure the organisation performs to the highest standard. Having a good recruitment and selection procedure helps to ensure the best candidate is selected. Having good capability, health and fitness and discipline/grievance procedures ensures issues with performance can be managed and dealt with in accordance with guidelines and limit the impact on performance.

The HR department is responsible for maintaining/reviewing all procedures in line with changing legislation and codes of practice. HR often liaise with line managers to ensure they are involved in the design of the procedures.

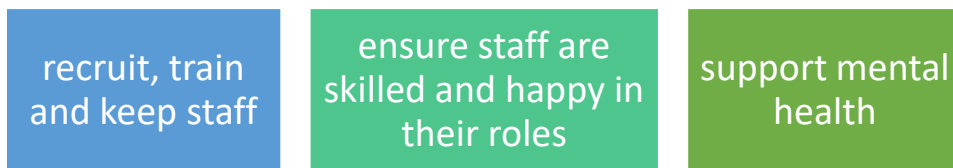
Line managers are responsible for ensuring their teams comply with the procedures. HR specialists work closely with Line Managers in order to ensure procedures are adhered to and provide advice and guidance when necessary.

Employees play a key part in the performance of the Service and have an implied duty to obey all instructions, co-operate with employer, fidelity, take reasonable care in carrying out duties (Daniels, 2019).

The Service Leadership Team are advocates of the procedures and ensure the overall service has sight and knowledge of all.

All MAWWFRS performance management procedures are underpinned by many legislative requirements many of which fall under the Employment Rights Act 1996, Equality Act 2010, ACAS, national frameworks, competency (EV1).

Through its embedded procedures and adherence to legislation MAWWFRS aims to:



MAWWFRS ensure that the recruitment process is fair and equal to all, and there is no discrimination.

The Employment Act 2010 harmonised and brought in more straightforward legislation to protect job applicants, employees/workers, and ex-employees. Protection was updated for many characteristics (Protected characteristics, 2015).

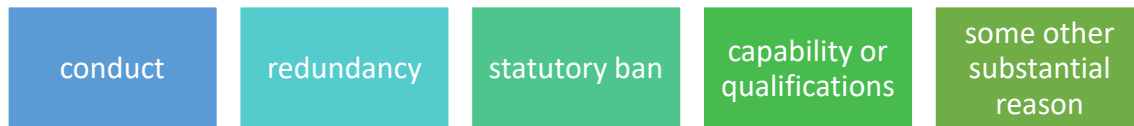
Following the introduction of The Equality Act 2010, nine pieces of major legislation and 100 smaller pieces were replaced, it made it easier and more straightforward for employees to pursue cases of potential discrimination. Employers must manage teams from culturally different backgrounds. The Service has an Equality and Diversity Procedure and Officer to ensure all are treated equally (EV6). According to Richard Sennett (2012), *'effective co-operation with people who are different from ourselves is a skill to be learned'*.

MAWWFRS is committed to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented by incorporating 'positive action' into its recruitment and selection procedure (EV4).

The service deals with poor performance through the following procedures:

- Capability (EV5)
- Health & Fitness
- Managing On-call attendance
- Sickness and Absence
- Discipline and Grievance

MAWWFRS follows the ACAS Code of Practice on discipline and grievance and adheres to the 5 potential fair reasons for dismissal under the section 98 ERA 1996:



MAWWFRS follows the ACAS guide on Conducting Employee Investigations (ACAS, 2020) (EV7).

MAWWFRS adheres to strict data protection guidelines and employs a Data Protection Officer, ensuring the GDPR Act 2018 is adhered to and has responsibility for records management across the Service. Any data breaches are dealt with accordingly and reported to the ICO within the necessary timeframe if it is a notifiable breach.

Through the procedures MAWWFRS has in place I can understand how these help manage its performance. The procedures follow best practice principles and not only aid line managers but also ensure the employees have clear guidance on how and why performance activities take place. Managing and developing employees/talent management and having effective internal communications follows the same roadmap as organisations such as BHF, who won three HR Excellence awards in 2019 (HR Magazine, 2019).

Information is provided to colleagues as and when necessary, guidance on how to complete tasks in order to ensure accurate data is regularly updated and provided to team members, including new regulations for the financial year and new agreements that had been put in place (EV8).

However, during the recent Coronavirus pandemic, the amount of legislation changes and guidance that was required to be issued increased substantially.

'The spread of COVID-19, commonly referred to as the coronavirus, is an exceptional circumstance with ongoing ramifications for organisations, individuals and society on every level' (CIPD, 2020b).

With UK and Welsh Government guidance (GOV.WALES, 2020) changing on an often-daily basis therefore it was essential to manage this in a timely and effective manner in order to maintain performance. As part of a National agreement the Service worked in collaboration with the Welsh ambulance Service during the pandemic (EV9).

Managing sickness absence caused by the pandemic and ensuring that the appropriate emergency cover was still being provided to the community was essential. Amendments were made to the recording systems in order to capture and report on the data. This also ensured that absence was monitored carefully to ensure no effect on performance (EV10). The data was required in order to report to ONS and Welsh Government and to ensure the correct payments were made to individual. The absences did not go towards any trigger points.

Measures were put in place to ensure all line managers/employees were kept up to date with changes, had access to well-being schemes/managing stress/home working, temporary changes were introduced to many procedures e.g. hold on probationary periods, changes to weekly drill nights to ensure social distancing, ensuring employees did not suffer financially by having to adhere to social distancing requirements in relation to responding to incidents (MAWWFRS @work, 2020).

Training courses were modified to ensure competency was maintained whilst still in adherence to guidelines and ensuring there was no knock-on effect to performance activities. Fitness levels of FF had to be maintained to ensure they did not fall below national standards and were in line with the Health and Fitness procedure.

As part of the Government plans, the fire service was tasked with working in partnership with the WAST (EV9). This meant after undertaking appropriate training, firefighters could volunteer to become drivers, deliver food parcels/medicine or undertake the removal of bodies (Sky News, 2020).

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Gwasanaeth Tân ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

ANNUAL PERFORMANCE ASSESSMENT

2019/2020

www.mawwfire.gov.uk

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Gwasanaeth Tân ac Aelod
Caeolbarth a Gogledd Cymru
Mid and West Wales
Fire and Rescue Service

Introduction

We are pleased to introduce our Annual Performance Assessment for 2019/2020.

This report outlines how we have performed against the Improvement and Well-being Objectives we set ourselves within our Corporate Plan for 2019-2024.

There is no doubt that we are a high performing Service and we are extremely proud of what we have achieved during 2019/2020. Our vision is "to be a world leader in Emergency Response and Community Safety" and over the last 12 months we have tried and tested new and innovative ways of delivering our services. However, we recognise that more needs to be done and remain committed to engaging with our communities, exploring new ways of delivering services and working with our partners to safeguard our communities. Our priority is to ensure our Improvement and Well-being Objectives are delivered effectively and within budget, whilst continuing to deliver a high-quality service to the communities of mid and west Wales.

This document outlines those areas where innovation has been used to improve our services and also highlights areas where we need to continue to focus our efforts.

About our Annual Performance Assessment

By 31 October each year we are required to publish our Annual Performance Assessment, which reports progress against our Improvement and Well-being Objectives from the previous year. We follow Welsh Government guidelines to ensure the ways in which we assess and report our achievements are understood by our communities, staff and stakeholders. Throughout our Annual Performance Assessment, we will tell you how we delivered against what we planned to do in 2019/2020.

The Annual Performance Assessment is also an opportunity for us to identify the lessons we have learnt and how we will incorporate them into our future planning and improvement processes.

You can access all our Corporate Plans, Annual Improvement Plans and Annual Performance Assessments on our website at www.mawwfire.gov.uk.

Our Vision is:-
**To be a World Leader in
Emergency Response and
Community Safety**



Gwasenarth Tân ac Aelod
Canolbarth a Gogledd Cymru
Mid and West Wales
Fire and Rescue Service

Our Commitment to Improve

As a public sector organisation, we know it is our duty to continually improve the way we work and deliver our services. Our five-year Strategic Aims, which are Our People, Our Environment, Our Communities, Our Future, Our Partnerships and Our Resources, reinforce our commitment to continuously improving the services we provide within our communities.

Indicators

We are required to report annually on our statutory and sector performance indicators. The following table and graph provides an overview of our performance against those statutory and sector indicators for 2019/2020.

	Mid and West Wales Fire and Rescue Service		North Wales Fire and Rescue Service		South Wales Fire and Rescue Service	
	2018/2019	2019/2020 (p)	2018/2019	2019/2020 (p)	2018/2019	2019/2020 (p)
Number of Fires Attended	3734	3152	2283	1950	6897	5474
Number of False Alarms Attended	4895	4631	2269	2274	7847	7827
Road Traffic Collisions Attended	870	944	220	179	1112	950
Special Service Calls Attended	3966	4484	535	469	2062	2596
Deaths and Injuries from Fires	59	45	48	50	69	66
Deaths and Injuries from Accidental Fires	42	31	28	46	54	47
Percentage of dwelling fires confined to room of origin	88.25%	85.37%	86.94%	88.51%	82.50%	83.07%

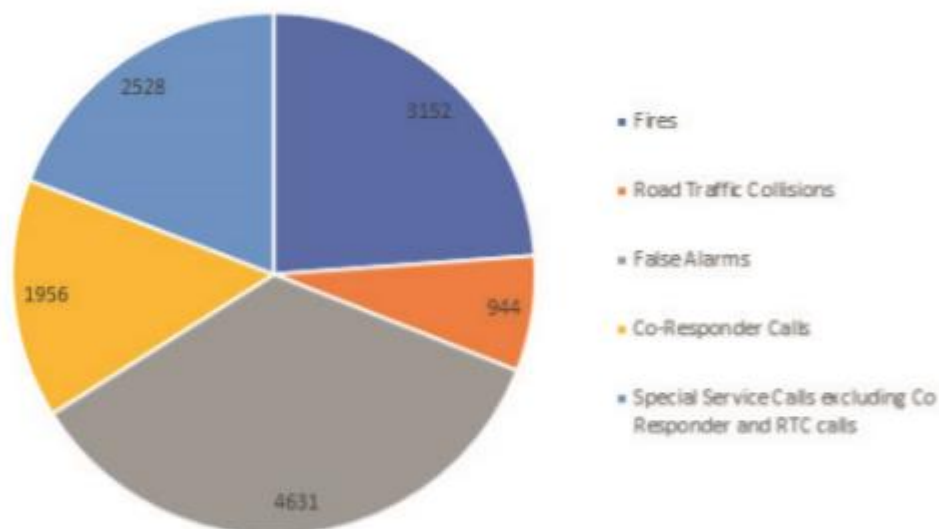
Incident	2019 2020	2018 2019	2017 2018	2016 2017	2015 2016	2014 2015	2013 2014	2012 2013	2011 2012
Fires	3152	3734	3190	2933	3392	3491	3916	3245	4522
RTC's	944	870	983	997	1079	1008	1133	1101	1004
False Alarms	4631	4895	4939	4489	4599	4464	4520	4521	4553
Co Responder Calls	1956	1684	2546	3765	2532	2303	1914	1677	718
Special Service Calls excluding Co responder and RTC Calls	2528	2282	2122	1926	1957	1650	2346	2182	1700
Total	13211	13456	13780	14110	13559	12916	13829	12726	12497

EV1 (cont...)



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Mid and West Wales
Fire and Rescue Service

2019/2020 Incidents Attended as a Percentage



Incidents Attended by Year and Type



Welsh Performance Indicators for 2019/2020

The three Welsh Fire and Rescue Services report annually on their performance in specific areas of Risk Reduction, Community Safety, and Workforce and Financial health.

Below is a breakdown of our Sector Performance Indicators for 2019/2020.

Performance Indicator	2019/2020 Actuals	Average 2010/11 to 2014/15	Average 2015/16 to 2019/20	Average Percentage Difference 2010/11 to 2019/20
Total number of all deliberate fires attended per 10,000 dwellings	1580	2109	1550	-26.5% ↓
Total number of all accidental fires attended per 10,000 dwellings	1572	2040	1731	-15.1% ↓
Total number of all fires in dwellings attended per 10,000 dwellings	508	616	568	-7.9% ↓
Total number of all accidental fires in dwellings attended per 10,000 dwellings	460	567	532	-6.2% ↓
Number of deliberate fires in dwellings per 10,000 dwellings	37	49	36	-27.6% ↓
The total number of fires in non-domestic premises per 1,000 non-domestic premises;	200	260	209	-19.7% ↓
Total number of fire deaths per 100,000 population	3	7	6	-5.9% ↓

EV1 (cont...)



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Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Deaths caused by fires started accidentally in dwellings per 100,000 population;	2	4	5	-13.6% ↓
Deaths caused by fires started deliberately in dwellings per 100,000 population;	0	1	0	-100.0% ↓
Total number of injuries (excluding prec checks) arising from fires per 100,000 population	42	63	53	-15.3% ↓
Injuries (excluding precautionary checks) arising from fires started accidentally in dwellings per 100,000 population;	29	42	37	-11.4% ↓
Injuries (excluding precautionary checks) arising from fires started deliberately in dwellings per 100,000 population	3	5	4	-13.0% ↓
Total false alarms caused by automatic fire detection per 1,000 non-domestic properties	1418	1456	1534	-5.4% ↓
Dwelling fires attended where a smoke alarm was not fitted as a % of all dwelling fires attended	39.76%	36.4%	40.00%	-9.9% ↓



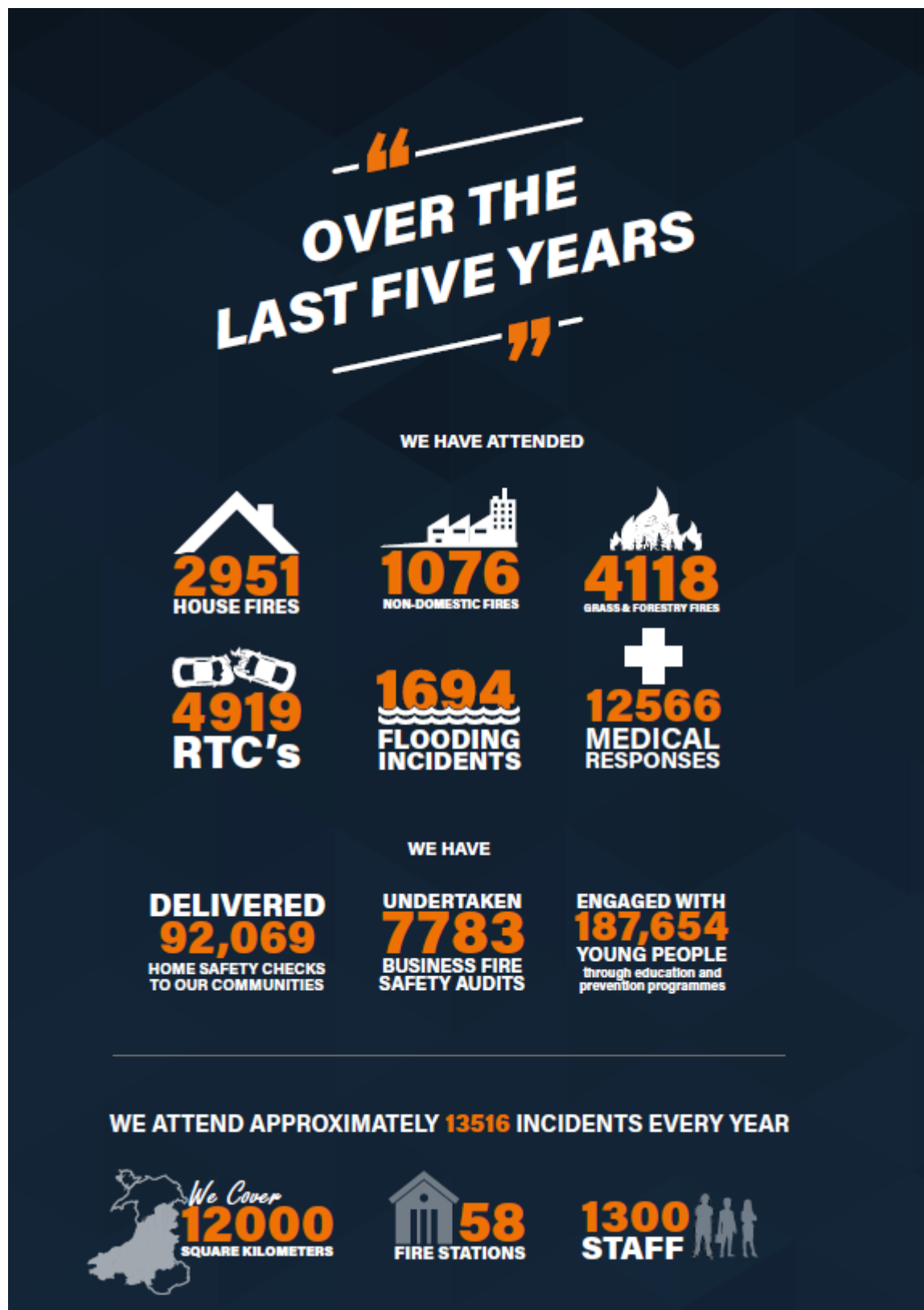
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Mid and West Wales
Fire and Rescue Service

CORPORATE PLAN

2020 | 2025

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EV2 (cont...)

Corporate Plan | 2020-2025

Mid and West Wales Fire and Rescue Service Executive Board

The Executive Board is the Service's Senior Management Team, led by the Chief Fire Officer, supported by the Deputy Chief Fire Officer and two Assistant Chief Officers.



Chris Davies *QFSM MBA*
Chief Fire Officer
Head of Paid Service



Roger Thomas
Deputy Chief Fire Officer
Director of Service Delivery



Iwan Cray
Assistant Chief Fire Officer
Director of Operational
Support and Improvement



Kevin Jones
Assistant Chief Officer
Director of Resources

Mid and West Wales Fire Authority

The Mid and West Wales Fire Authority comprises of elected Councillors that are appointed by the six constituent Local Authority areas.



**Councillor
Jan Curtice**
Chair of the
Fire Authority



**Councillor
Elwyn Williams**
Deputy Chair of the
Fire Authority

EV2 (cont...)

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JR0943 - Corporate Plan 20-25



**Ein Negeseuon
Diogelwch**
Our Safety
Messages



We are delighted to introduce our Corporate Plan 2020-2025. Our Corporate Plan sets out our vision for the future, which is "to be a World Leader in Emergency Response and Community Safety". We are confident that our Strategic Aims (2020-2025) and Improvement and Well-being Objectives (2020/2021), will enable us to deliver our statutory duties and furthermore, contribute to the requirements of the Well-being of Future Generations (Wales) Act 2015.

Despite budgetary constraints, we have continued to maintain a level of service which has ensured the communities of mid and west Wales remain safe places to live, work and visit.

Over the last five years (01/04/2014 to 31/03/2019), we have attended 2,951 house fires, a 2.0% decrease on the previous five years. During the same period, our attendance at Road Traffic Collisions has decreased by 5.0%, from 5,189 to 4,919. Our attendance at flooding incidents has decreased 3.0%, from 1,748 to 1,694.

Whilst our attendance at traditional fire service incidents is decreasing as a result of our preventative work in the community, we have continued to expand our prevention and operational response activities. Indeed, we have undertaken 93,064 Home Fire Safety Checks and engaged with 187,654 children and young people through our education programmes over the last five years. Our firefighters have also responded to 12,566 medical response incidents in the last five years, which is a 2.0% decrease on the previous five years.



Our Vision is:-
**To be a World Leader in
Emergency Response and
Community Safety**



We have achieved all this despite making savings of £9 million, which is approximately 20% of our overall budget (since 2006), without affecting service delivery. 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 in future budget reductions, by having an ongoing, open discussion with staff and the public, around how we can continue to make improvements and future efficiencies.

We are committed to adapting to these challenges in a positive way and our Corporate Plan 2020-2025 sets out our Strategic Aims for the next five years and our Improvement and Well-being Objectives for 2020/2021. We believe that collaborative working will assist us and our partners in successfully delivering shared outcomes; enabling us to improve the way we work; share our people and financial resources; and ultimately save more lives. We are also committed to finding innovative solutions to improve the way we work to improve firefighter safety, reduce our impact on the environment and ultimately contribute to the wellbeing of our communities.

We recognise that listening to your views is crucial, if we are to continue to deliver an effective, efficient and improved service to keep you and your families safe. We would encourage you all to let us know what you think of our Strategic Aims and Improvement and Well-being Objectives outlined within our Corporate Plan 2020-2025.



Mid and West Wales Fire and Rescue Authority is made up of 25 elected members who represent the six Local Authorities within the mid and west Wales area.



They are publicly accountable and have a statutory responsibility to maintain a Fire and Rescue Service for our communities, in accordance with the following legislation and regulations:

- Local Government (Wales) Act 1994;
- Mid and West Wales (Combination Scheme) Order 1995;
- Fire and Rescue Services Act 2004;
- Regulatory Reform (Fire Safety) Order 2005;
- Combined Fire and Rescue Services Scheme (Variation) (Wales) Order 2009;
- Local Government (Wales) Measure 2009;
- Fire and Rescue Services National Framework 2016;
- Well-being of Future Generations (Wales) Act 2015.

You can find out more about the Service, the Fire Authority and the responsibilities of our Executive Board by visiting our website: **www.mawwfire.gov.uk**.

www.mawwfire.gov.uk



Our Vision:

**To be a World Leader in
Emergency Response and
Community Safety**

Our Mission:

**To Engage, Connect,
Develop and Inspire people
to deliver an excellent
Service**

Our Values:

- **Do the Right Thing**
- **Treat People with Respect**
- **Perform with Excellence**



Our Performance

Over the past decade, through Improvement Planning and Risk Reduction, we have seen a significant reduction in the number of incidents we attend and better outcomes for those affected and the communities within which they occur.

The table shows the percentage reduction in the number of incidents, injuries and deaths over the last 10 years which provides a clear picture of success.

	2018/19 Actuals	Average 2009/10 to 2013/14	Average 2014/16 to 2018/19	Average Percentage reduction 2009/10 to 2018/19	2022/2023 Target
ALL FIRES FRS/RRC/S/001 (i)	3734	4473	3384	-25.2%	-20%
ALL FALSE ALARMS FRS/RRC/S/001 (ii)	4886	4814	4755	-1.2%	-10%
ALL ROAD TRAFFIC COLLISIONS FRS/RRC/S/001 (iii)	870	1118	987	-11.6%	-10%
ALL OTHER CALLS FRS/RRC/S/001 (iv)	3967	3384	4559	34.7%	No Target Set
DEATHS AND HOSPITALISED INJURIES FROM ALL FIRES. FRS/RRC/S/002 (i)	61	69	66	-4.4%	-10%
DEATHS AND HOSPITALISED FROM ALL ACCIDENTAL FIRES. FRS/RRC/S/002 (ii)	51	62	58	-6.2%	-10%
THE PERCENTAGE OF DWELLING FIRES WHICH WERE CONTAINED IN THE ROOM OF ORIGIN. FRS/EFR/S/003	88.6%	87.2%	87.0%	-0.2%	Maintain target of 87% if possible

Developing our Corporate Plan 2020-2025

This Plan outlines our five year Strategic Aims (2020-2025) and our Improvement and Well-being Objectives for 2020/2021.

In developing our Corporate Plan for 2020-2025 we have considered:

- The improvements we have made in delivering previous Corporate Plans.
- What our communities are telling us.
- What our staff are telling us.
- The resources available to us.
- The views of our partners and the importance of working collaboratively.
- The requirements of the Well-being of Future Generations (Wales) Act 2015.

Our other legislative requirements, including:

1. Local Government (Wales) Measure 2009;
2. Fire and Rescue Service National Framework 2016;
3. National Issues Committee;
4. National Resilience;
5. All Wales Equality and Diversity;
6. Welsh Language Standards.

EV2 (cont...)

Continuous improvement is only possible by employing the right people. We want to have employees who are representative of the communities they serve and who are trained to the highest standards in all aspects of the role they are required to undertake today and in the future.

We want to make a positive difference in what we do and how we do it in order to maximise our impact by ensuring that the way we operate gives our employees the freedom to make valuable contributions to the successful delivery of the Service.

How we will achieve our Strategic Aim?

We will:

Improve the diversity of our workforce to be more representative of the communities we serve.

We will achieve this by:

- Proactively tackling underrepresentation and exclusion within the Service.
- Ensuring that our staff take account of equality considerations in the development of all aspects of the Service, including new initiatives, projects, and policy and procedural developments.
- Continuing to ensure that the structure of the organisation reflects the needs of our Service and communities, by creating flexible working practices to support a healthy lifestyle and work life balance.
- Engaging with communities, stakeholders and partners on the divergent roles available in the Fire Service.

How we will measure the success:

- Evaluating the positive action events aimed at groups that are currently underrepresented within our operational workforce;
- Evaluating the feedback from engagement with employees from underrepresented groups, with the aim of identifying any potential or perceived barriers to progression within the Service, and make relevant changes as appropriate.

When:

- This will be achieved by the end of the 2020/2021 financial year.

EV2 (cont...)

Continuous improvement is only possible by employing the right people. We want to have employees who are representative of the communities they serve and who are trained to the highest standards in all aspects of the role they are required to undertake today and in the future.

We want to make a positive difference in what we do and how we do it in order to maximise our impact by ensuring that the way we operate gives our employees the freedom to make valuable contributions to the successful delivery of the Service.

How we will achieve our Strategic Aim?

We will:

Improve the diversity of our workforce to be more representative of the communities we serve.

We will achieve this by:

- Proactively tackling underrepresentation and exclusion within the Service.
- Ensuring that our staff take account of equality considerations in the development of all aspects of the Service, including new initiatives, projects, and policy and procedural developments.
- Continuing to ensure that the structure of the organisation reflects the needs of our Service and communities, by creating flexible working practices to support a healthy lifestyle and work life balance.
- Engaging with communities, stakeholders and partners on the divergent roles available in the Fire Service.

How we will measure the success:

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- Evaluating the feedback from engagement with employees from underrepresented groups, with the aim of identifying any potential or perceived barriers to progression within the Service, and make relevant changes as appropriate.

When:

- This will be achieved by the end of the 2020/2021 financial year.



Strategic Aim 1: **OUR PEOPLE**

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.

Where are we now?

Equality and Diversity lies at the heart of our Service culture and underpinning everything we do is our belief in our people. Through the work of the Human Resources, People Development and Training Delivery departments, the Service aims to recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

Providing our employees with a healthy and safe workplace is essential for effective performance. The Service supports all employees in maintaining their fitness to meet both the physiological and psychological demands of the role, supporting employees with their overall health and well-being through a range of advice, guidance and awareness initiatives.

We have adopted and are part of the National Framework for the prevention of 'Violence against Women, Domestic Abuse and Sexual Violence.' We have also implemented the 'MIND Blue-light' programme to support mental health and well-being in the workplace, providing early intervention and support for those who may find themselves experiencing challenges.

Where do we want to be?

We recognise that against a backdrop of ongoing financial pressure for all public sector authorities, our role continues to evolve. Innovative thinking and new ways of working will ensure that our workforce is equipped with the necessary tools and skills they will need to continue to provide a service that safeguards individuals and reduces risk within the communities we serve.

Monday, 22 October 2018

CHIEF FIRE OFFICER'S MEMORANDUM NO. 13/2018

Investors in People Platinum Accreditation – FULL REPORT

Dear Colleagues,

Following my previous CFO Memo, formally announcing that the Service has received the highest accolade from the Investors In People (IIP) accreditors, in the form of the Platinum Award, I would also like to share with you a copy of the full Insights Assessments Report. [CLICK HERE TO READ](#)

The report, an 81-page document written by the IIP Lead Assessor, covers all aspects and criteria that MAWWFRS have been tested against.

I hope, that like me, you will take great pride in reading some of the comments provided in relation to the professionalism of our Service.

The IIP Platinum Accreditation is an acknowledgement of a workplace that we should all be very proud to be a part of. Indeed, I have received notification from IIP that, currently, we are the only Fire and Rescue Service in the world who hold the Platinum Accreditation.

Of the 15,000 organisations affiliated to IIP, based in 75 different countries across the world, we are now part of an elite group of organisations who hold this accolade. Of all the IIP accredited organisations worldwide, only 1% have achieved the Platinum standard.

Once again, I would like to take this opportunity to thank you all for taking the time to participate in the survey and focus groups. The Report itself acknowledges the candour and openness of our staff to share their experiences and opinions. This, in itself, is a positive endorsement of people management and development practices within Mid and West Wales Fire and Rescue Service.

Well done everyone!

Chris

Chris Davies QFSM MBA
Chief Fire Officer



MID & WEST WALES FIRE & RESCUE SERVICE HUMAN RESOURCES PROCEDURAL GUIDANCE DOCUMENT (PGD)

HR 6.1, Recruitment, Selection & Pre-employment Check Procedure

US – Indicates updated section (for initial circulation/publishing)

Contents

- 1.0 DOCUMENT INFORMATION
- 2.0 THE RECRUITMENT AND SELECTION PROCEDURE
- 3.0 RETURN TO EMPLOYMENT (ON-CALL ONLY)
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APPENDIX A – OPERATIONAL FIREFIGHTER SELECTION PROCEDURE

APPENDIX B – REHABILITATION OF OFFENDERS ACT GUIDANCE (AS PROVIDED BY THE MINISTRY OF JUSTICE)

APPENDIX C - PRIOR CONSIDERATION PROCEDURE (PERMANENT EMPLOYEES)

APPENDIX D – VACANCY WORKFLOW (GREEN-BOOK & ROLE-SPECIFIC SELECTION)

APPENDIX E – PRE-EMPLOYMENT CHECK PROCEDURE

Security Classification	N/A
Document Owner	Head of Human Resources
Document Author	Human Resources Manager – Employment Relations
Date of Issue	01 April 2016
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Version Number	05
Date of Last Review	May 2020
Date Last Amended	May 2020
Date of Next Review	June 2021
Approval Details	Appendix C – Prior Consideration – ELT June 2019

1.0 DOCUMENT INFORMATION

All employees involved in the recruitment, selection and pre-employment check processes should be aware of their responsibilities under the relevant legislation, and have a responsibility to ensure that they attend for appropriate training, as and when directed.

It is imperative that there is no scope within the recruitment and selection process for the Service's reputation as an employer to be tarnished by accusations of bias, unfair advantage, nepotism or impropriety in the selection of new employees. To this end, if an employee involved in the recruitment and selection process has a close personal or family relationship with an applicant, they must declare this as soon as they are aware of the individuals' application. In line with the Authority's Code of Conduct for Officers, it would normally be necessary for the employee to avoid any involvement in the recruitment and selection process.

Documentation relating to applicants will be treated in accordance with current Data Protection legislation. Applicants may have the opportunity to receive feedback, however, the level and manner of feedback provided will be specific to each vacancy, and dependent upon the number of applicants in each case, as this affects the resource implications of feedback provision.

2.0 THE RECRUITMENT AND SELECTION PROCEDURE

Preparation Stage

The recruitment and selection process should not commence until an evaluation of the need for the role against the department/function strategic plans and budget has been completed.

The recruitment of employees will take into account the Service's need for new ideas and approaches, and support the Service's commitment to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented in the Service's workforce profile in order to maximise its ability to accrue the benefits of Diversity.

Recruitment should form an integral part of the Service's staffing strategy and where necessary should incorporate positive action initiatives to support the Service's aims to have a diverse workforce. Positive Action is lawful under the Equality Act 2010 and refers to a variety of measures designed to counteract the effects of past discrimination, for example:

- Placing advertisements in the minority ethnic press, the women's press and any other publication which is targeted at groups which are under-represented within the Service.
- Including statements in advertisements that encourage individuals from under-represented groups to apply for the advertised position.

EV4 (cont...)

Heads of Departments/ Commands should consider in discussion with the relevant Human Resources Advisor, whether or not such actions are justified in each case, taking cognisance of whether or not there are potential difficulties perceived in attracting a diverse applicant pool for a particular vacancy, and any potential budgetary implications in this regard.

Obtaining Candidates

With the exception of specific arrangements outlined in **Appendix A (Operational Firefighter Selection)** and **HR 6.10 (Transfer and Promotion Procedure)** which relate to the employment and career progression of uniformed employees, all vacant positions will normally be advertised and provide current employees with opportunities for career development, thus maintaining the skills and expertise of existing employees. In extenuating circumstances, the Head of Department / Line Manager, in consultation with the Head of Human Resources, may waive the requirement to advertise. This is likely to include the following circumstances:

- Where positions may provide suitable alternative employment for existing employees whose post has been identified for redundancy, including the termination of fixed contracts or following a restructuring exercise.
- Where positions may provide suitable alternative employment for existing employees who become disabled under the definition within the Equality Act 2010, and are unable to continue within their existing role.
- Where, upon a restructuring exercise, existing employees are "slotted" into roles based on an analysis of their skills/experience portfolios.
- Where the Head of Department / Line Manager can verify that the work is required for a specific purpose for no longer than 3 months, where it may prove more appropriate to temporarily transfer or promote internally, based on existing skills or experience, or more cost effective to utilise an agency worker.
- Where the Prior Consideration Procedure is utilised for permanent employees (**Appendix C**).

Positions will be advertised using the most appropriate and cost effective medium to maximise the number of suitably qualified candidates. This may include local and national publications and web sites and should adhere to the Service's visual identity. Internal adverts should remain open for a minimum of 7 days, and external advertisements should remain open for a minimum of 10 days. All advertisements will be arranged by the relevant Human Resources Advisor.

All advertisements will be consistent with the job description and person specification for the post.

Advertisements will be consistent with the Service's Equality Guidance and Welsh Language Scheme.

EV4 (cont...)

Advertisements will provide sufficient information to enable prospective applicants to decide whether or not to pursue a request for details, and will clearly indicate the closing date for applications, and the way in which further details may be obtained.

Selection

The selection process should be:

- Transparent
- Timely and cost effective
- Equitable
- Free from conflict of interest

All selection activities will be based on agreed job descriptions and person specification. Line Managers in consultation with the relevant Human Resources Advisor, will ensure that job specifications are up to date and accurately reflect the roles and responsibilities of the post.

Shortlisting must be undertaken by at least two individuals, one of which is involved in the interviewing process, and should be determined by measuring the attributes of each applicant methodically against each requirement of the agreed person specification.

The relevant Human Resources Advisor will cross-reference the completed short-listing matrix and scrutinise the process followed, to ensure consistency of approach and fairness.

A detailed record will be kept of the assessment of each applicant against the criteria. Please note that templates are available via the relevant Human Resources Advisor to assist in this process.

Any skills tests (e.g. presentations, in-tray exercises) must be directly related to the role and measured against objective criteria, and presentations for one post must be assessed by the same persons. Such tests, and in particular psychometric tests, must be administered by a competent and suitably qualified person. Candidates must be notified of the details of any skills assessment when they are invited for interview. Candidates should also receive a minimum of 7 days notice of the respective interview date, other than in exceptional circumstances.

Interviews should be conducted by the line manager and at least one other suitable person from the relevant Command or Department, and the composition of selection panels should, wherever possible, be reflective of the candidate base.

Interview questions must be designed to assess the candidate's suitability for the position, and the person specification should be used as the basis for determining such questions. Complete, clear and accurate records will be made of each candidate's performance.

EV4 (cont...)

The choice of appointee will be determined by the results of the entire assessment and selection process. The successful candidate will be informed as soon as possible.

Reasonable adjustments will be made upon request to all aspects of the recruitment and selection process for disabled applicants who qualify for consideration for that post.

A vacancy flowchart for Green-Book and Role Specific Selection can be found at **Appendix D**.

Considering Applicants with unspent convictions

The Rehabilitation of Offenders Act 1974 exists to support the rehabilitation into employment of reformed offenders who have stayed on the right side of the law.

It is the Service's policy not to appoint any individual with an unspent caution or conviction, and any applications from individuals who have such unspent convictions will not be short-listed to progress further within the selection process (other than in circumstances where the life of a caution or conviction expires during the selection process, at the discretion of the appropriate Director).

Under the Rehabilitation of Offenders Act, following a specified period of time which varies according to the disposal administered or sentence passed, all cautions and convictions (except those resulting in prison sentences over 4 years) are regarded as 'spent'. As a result, the offender is regarded as rehabilitated.

Guidance on the Rehabilitation of Offenders Act 1974, together with information on the duration of convictions prior to becoming spent, can be seen at **Appendix B**.

The Employment Contract

At the end of the recruitment process, all records must be sent to the Human Resources Department, where they will be stored and disposed of, in line with the Service's **Records Management Procedure**.

Offers of employment are conditional upon receipt of satisfactory references and medical assessment together with drug/alcohol testing and Criminal Background Checks - Basic Disclosures where applicable. For further detail in this regard, please see **Appendix E**.

3.0 REQUEST TO RETURN TO EMPLOYMENT (ON-CALL ONLY)

The option of "returning to employment" can be offered when an employee has voluntarily terminated their On call Contract with MAWWFRS and requests a return to On-call employment within four years of their last recorded day of duty. However, any period of Career-Break will form part of this four years, and no extension will be provided.

EV4 (cont...)

This facility is only available to employees looking to return to the role of an On-call firefighter. Although personnel who had previously held the role of a Crew or Watch Manager are eligible to apply, their return can only be to the role of a firefighter.

Where an employee expresses an interest in returning to their On-call duty contract, their initial contact with the Service should be made via the local station or command. The appropriate Command will make the necessary arrangements to meet and discuss potential On-call availability.

Where an assessment of eligibility has been conducted, and the applicant has satisfied the required criteria to return, a comprehensive assessment of the individual's skills and training should be undertaken by the appropriate Command. The Command, in conjunction with colleagues from the Service's Training Delivery Department will draft a suitable rehabilitation plan and outline the timescales for completion. A copy of this plan should be sent with the letter of appointment by the relevant Human Resources Advisor.

Rehabilitation training should not commence until the individual has undergone the appropriate assessments / pre-employment checks as listed below:

- Medical assessment
- Fitness testing
- Criminal Background Check - Basic Disclosure

Once the individual has completed the required assessments / pre-employment checks the relevant Human Resources Advisor will confirm the outcome with both the individual and the Command. The individual's first day of duty will also be confirmed at this point (if appropriate).

Rates of Pay

Individuals returning to On-call employment will receive development rate of pay until competence can be evidenced via the appropriate mechanisms.

4.0 REVIEW OF PROCEDURE

This procedure shall be reviewed:-

- (i) annually, or
- (ii) following receipt of new information
- (iii) upon implementation of new agreements which may affect the procedure.



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Canolbarth a Gorllewin Cymru
Mid and West Wales
Fire and Rescue Service

MID & WEST WALES FIRE & RESCUE SERVICE HUMAN RESOURCES PROCEDURAL GUIDANCE DOCUMENT (PGD)

HR 6.23, Capability Procedure

US – Indicates updated section (for initial circulation/publishing)

Contents

- 1.0 INTRODUCTION
- 2.0 PURPOSE
- 3.0 DEFINITION OF CAPABILITY
- 4.0 ESTABLISHING A LACK OF CAPABILITY
- 5.0 MANAGER'S ROLE IN ESTABLISHING A LACK OF CAPABILITY
- 6.0 PROCEDURE FOR ESTABLISHING A LACK OF CAPABILITY - **US**
- 7.0 RIGHT TO BE ACCOMPANIED
- 8.0 OFFERS OF ALTERNATIVE EMPLOYMENT
- 9.0 CONFIDENTIALITY
- 10.0 REVIEW OF PROCEDURE

APPENDIX A – WARNING STRUCTURE

APPENDIX B – WARNING STRUCTURE – FITNESS TESTING - **US**

APPENDIX C – GUIDANCE NOTES

APPENDIX D – SAMPLE LETTERS - **US**

Document Information

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Document Author	Human Resources Manager – Employment Relations
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Version Number	07
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Date Last Amended	June 2019
Date of Next Review	June 2020

1.0 INTRODUCTION

- 1.1 This procedure outlines the steps which should be followed when dealing with capability of all personnel, uniformed and non-uniformed, for performing the duties for which they were appointed. The procedure for dealing with concerns about performance during probation is separate from this procedure.
- 1.2 The procedure on capability is to improve, to an acceptable standard, the unsatisfactory level of performance of an employee with regard to work standards, quality, productivity or other capability factors. Also, in particular relation to any employee within an operational On-Call or Wholetime role, this will relate to the maintenance of adequate fitness standards in order to be able to undertake the operational role (see Procedural Guidance Document HR 6.24 Health and Fitness Procedure). The procedure ensures that all employees are treated consistently and are fully aware of their rights at all stages.
- 1.3 All members of staff have a contractual responsibility to perform their duties to an acceptable standard and they should be given all reasonable support and encouragement to do so.

2.0 PURPOSE

- 2.1 To encourage an honest, sensitive, realistic and constructive approach to all capability issues by all concerned - the employee, other employees, Line Managers, Heads of Departments and Principal Officers.
- 2.2 To enable, whenever possible, the employee with a capability problem to perform satisfactorily in the contractual post.
- 2.3 To ensure that capability difficulties are dealt with efficiently within agreed time periods (subject to circumstances) and with clear outcomes resulting at all stages. Solutions to the problem could include additional training, providing a mentor, coaching or some other kind of ongoing support to the individual. With regards to fitness standards, an appropriate development plan will be provided at each stage by the Service's Fitness Testing officers, for issue by Command managers.
- 2.4 To recognise that where an employee fails to reach or maintain a satisfactory standard of performance after the informal and formal procedure has been followed, dismissal from the Service is a possible outcome. However, in some circumstances it may be appropriate in the first instance for consideration to be given to the withholding of salary increments, demotion or alternative employment within the Service.

EV5 (Cont...)

- 2.5 To confirm that the overall responsibility for resolving capability cases rests with the Chief Fire Officer.

3.0 DEFINITION OF CAPABILITY

- 3.1 The Employment Rights Act 1996 states that when determining whether a dismissal is fair or unfair when related to capability, it is for the employer to show that:
- (a) Under Section 98(1), what was the reason for dismissal;
 - (b) That under Section 98(2), that the reason is related to the capability of the employee for performing work of the kind, which they were employed by the employer to do;
 - (c) Under Section 98 (3), "capability" means capability assessed by reference to skill, aptitude, health or any other physical or mental quality or qualification having taken regard of any reasonable adjustments which have/can be made to the employee's workplace/routines under the provisions laid down by the Equality Act (2010).
- 3.2 A distinction must be drawn between innate incompetence and lack of performance. Where poor performance arises from the employee's neglect of their duties rather than lack of ability to carry them out adequately, it will be better to rely on conduct and the discipline rules and regulations, and as such will be subject to the relevant disciplinary rules and procedures in force at the time, supported by a reference to capability as a secondary issue, with the production of whatever evidence is available to support that.

4.0 ESTABLISHING A LACK OF CAPABILITY

- 4.1 A lack of capability can be assessed by reference to:
- Skill and aptitude or general poor performance, or
 - Health, or any other physical or mental quality or qualification e.g. maintenance of required fitness standards for operational employees (see Procedural Guidance Document HR 6.24 Health and Fitness Procedure).
- Note:** Procedural Guidance Document HR 6.12 - Sickness Absence Monitoring Procedures will address issues related to ill-health.
- 4.2 When dealing with poor performance there is a need to be absolutely clear about what is poor performance. Examples of poor performance (the list is not exhaustive) may be:
- Poor quality work.
 - Low output.
 - Consistent/repeated failure to meet deadlines or targets.
 - Consistent inability to recognise common problems and/or find appropriate solutions.
 - Consistent unreasonable inflexibility.
 - Continuing inability to adapt to change, e.g. changes in working practices and targets despite appropriate training and coaching.

EV5 (Cont...)

- A significant or frequent mistake(s) despite coaching and support.
 - A demonstrable lack of skill, knowledge or ability to learn despite appropriate coaching, training and support.
- 4.3 The reasonableness of a case will be based on how it was handled before coming to the conclusion of lack of capability.
- 4.4 Management's aim should be to encourage the employee to improve their performance to an acceptable level. It should be possible to assess by how far the employee is performing below standard and to ascertain when the employee improves to the standard required. In terms of fitness standards, this will, in the main, be by means of the standard fitness test process, however, managers can also raise concerns around suspected fitness deficiency for consideration at any time. Management's first task is to decide whether a problem exists by asking the following questions:
- (i) What are the indications that the employee is not measuring up to the requirements of the job?
 - (ii) Have there been complaints of the employee's work from colleagues, customers, or members of the public?
 - (iii) Are there factual grounds to indicate inadequate performance, such as poor results?
 - (iv) Does the manager's own observation of the employee at work indicate dissatisfaction with their performance?
 - (v) Has the employee asked for help to overcome a problem?
 - (vi) Has an appropriate period of time elapsed to decide whether a problem exists in answering the above questions?
- 4.5 As part of the process of encouraging an employee to improve performance, the provision of training necessary to enable the employee to carry out the required duties may be important.
- 4.6 The judgement of what might be appropriate further training rests with the manager. The employee's response to an offer of further training in order to improve performance should be monitored and recorded.
- 4.7 It is good practice to provide a poor performing employee with direct supervision by someone skilled in the work, which the employee has been employed to do. In this way the employee can be made aware of the demands of the job and will have a good example against which to compare their performance.
- 4.8 If the employee fails to improve, the manager will have fulfilled another step in the process of being fair and reasonable, whilst receiving from the skilled employee assessments of the reasons for the poor performance, and possibly of the prospects for eventual improvement.
- 4.9 Reliance on IDR reports will not in itself be sufficient to support a decision for lack of capability or poor performance, although the content of such reports will be material to any case for inadequate performance. The IDR process should be used to clarify the standards expected and provide feedback to the employee on performance. The IDR process may be used to indicate concerns about

EV5 (Cont...)

performance, which may have previously been raised with the employee and continue to exist.

- 4.10 Even if management is convinced that an irredeemable incapacity exists, fairness will not be achieved unless an opportunity is given to the employee to explain why they are not measuring up to the requirements of the job and is cautioned about the risks to their continued employment if satisfactory improvement is not achieved and sustained.
- 4.11 Where an employee's standard of work may be attributable to the conditions in which they are required to work, management should assess the working conditions and the possible relevance of these to the employee's unsatisfactory performance.
- 4.12 A similar consideration applies where performance standards are set. If standards are set too high, it may be unfair to accuse the employee of poor performance for failing to achieve them. Therefore, management should enquire why the employee is not meeting standards.
- 4.13 It may be that the main cause of the poor performance or lack of capability is a change in the nature of the job. In such an event consideration should be given as to how the situation might properly be treated rather than as a capability issue.
- 4.14 The provisions of the Equality Act 2010 must be remembered, especially the obligation to consider reasonable adjustments when dealing with members of staff with a disability.

5.0 MANAGER'S ROLE IN ESTABLISHING A LACK OF CAPABILITY

- 5.1 It is management's responsibility to establish an employee's lack of capability or poor performance, and to show that there are grounds for believing the employee to be incompetent. In coming to that decision management must have discussed the employee's weaknesses with them. When discussing poor performance managers must be specific about their concerns and must demonstrate evidence and/or examples to support their assertions.
- 5.2 Discussion should be held to describe to the employee how they are failing to cope adequately with the work. The reasons for the dissatisfaction with the employee's performance and how the employee is falling short of the requirements of the job should both be explained to the employee. This should be done by reference to the job description, person specification and role-map and where an evaluation of the job has been undertaken.
- 5.3 Management must show that they acted reasonably in deciding an employee is performing poorly or lacks capability, by demonstrating that sufficient investigation into the matter has taken place. In terms of fitness, this is clearly indicated via the fitness-testing procedure results, however, as stated at 4.4 above, managers can also raise concerns around an employee's fitness level at any time.
- 5.4 It will be unsatisfactory to judge an employee as incapable without a constructive attempt to determine the reasons for it, and if possible to rectify them. When

EV5 (Cont...)

establishing reasonable timescales for improvement, managers must consider the complexity of the tasks involved in relation to the qualifications and experience of the individual.

- 5.5 Management's responsibility is to conduct an enquiry into the reasons of incapability/poor performance and to establish whether, and how, the employee is not performing satisfactorily.
- 5.6 Where the performance of an employee is perceived by the Manager to be seriously and persistently below the standard of work required, then they may proceed to a later stage of the procedure without following earlier stages, e.g. a final warning could be issued at stage 1 if the circumstances were sufficiently serious.

6.0 PROCEDURE FOR ESTABLISHING A LACK OF CAPABILITY

The procedure for establishing a lack of capability consists of six stages that are detailed below. At each stage of the procedure it is the manager's responsibility to deal with any poor performance issues of personnel within their sphere of managerial responsibility and these are identified in the Matrix at **Appendix A**, and **Appendix B** with regards to fitness standards. The role of the Head of Human Resources/Human Resources Officer at each stage in the procedure is to provide advice and guidance in the application of this procedure in each individual case and to ensure fairness at all times.

Where an individual has failed to meet the required standard of a fitness test, the results will be immediately emailed to the relevant Head of Command/Department and Response Managers, in order that the appropriate actions can be taken, where an individual can no longer remain on operational availability.

APPENDIX A - CAPABILITY PROCEDURE WARNING STRUCTURE

Key = DOR (DIRECTOR OF RESOURCES) HOHR (HEAD OF HUMAN RESOURCES), HRM (HUMAN RESOURCES MANAGER)
HRO (HUMAN RESOURCES OFFICER)

	STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5	STAGE 6
	INFORMAL INTERVIEW	FORMAL INTERVIEW	FORMAL INTERVIEW	FORMAL INTERVIEW	FORMAL INTERVIEW	
	NO WARNING	VERBAL WARNING	WRITTEN WARNING	FINAL WRITTEN WARNING	DISMISSAL	APPEAL
All personnel with no line management responsibility for others	Line Manager	Line Manager/ HRO	Head of Department / HRO	Director / HRM	DCFO / HOHR	CFO / Clerk
Line Manager - Uniformed roles up to an including Group Manager, non-uniformed Grade 10 and below	Line Manager	Head of Department / HRO	Head of Department / HRO	Director / HRM	DCFO / HOHR	CFO / Clerk
Head of Department - Uniformed – Area Manager, Non-Uniformed Grade 11 and above	Area Manager	Director / HRO	Director / HRO	DCFO / HRM	DCFO / DOR	CFO / Clerk

EV5 (Cont...)

APPENDIX B - CAPABILITY PROCEDURE WARNING STRUCTURE – FITNESS TESTING

Key = DOR (DIRECTOR OF RESOURCES) HOHR (HEAD OF HUMAN RESOURCES), HRM (HUMAN RESOURCES MANAGER)
HRO (HUMAN RESOURCES OFFICER)

	Development Plan issued at Stage 1	Development Plan issued at Stage 2	Development Plan issued at Stage 3	Development Plan issued at Stage 4		
Fitness Test results sent by email to Head of Command/Department plus Response Managers	STAGE 1 (Following initial failed Test)	*STAGE 2 (Following failed Re-Test)	STAGE 3 (Following further failed Re-Test)	STAGE 4 (Following further failed Re-Test)	STAGE 5 Following further failed Re-Test)	STAGE 6
	FORMAL INTERVIEW (Within 7 days of initial failed Test)	FORMAL INTERVIEW (8 weeks after Stage 1 Interview)	FORMAL INTERVIEW (10 weeks after Stage 1 Interview)	FORMAL INTERVIEW (14 weeks after Stage 1 Interview)	FORMAL INTERVIEW (18 weeks after Stage 1 Interview)	
	NO WARNING	VERBAL WARNING	WRITTEN WARNING	FINAL WRITTEN WARNING	DISMISSAL	APPEAL
All personnel with no line management responsibility for others	Line Manager	Line Manager	Head of Department	Head of Department / HRO	HOD/ HRM	Member of ELT/HOHR
Line Manager - Uniformed roles up to an including Station Manager	Line Manager	Line Manager	Head of Department	Corporate Head/ HRO	Corporate Head / HRM	Member of ELT/HOHR
Uniformed Group Manager	Relevant Corporate Head	Relevant Corporate Head	Relevant Corporate Head	Relevant Corporate Head / HRM	Relevant Corporate Head / HOHR	CFO / DOR
Uniformed Area Manager	Relevant Director	Relevant Director	Relevant Director	Relevant Director / HRM	Relevant Director / HOHR	CFO / DOR

* For station-based employees achieving a minimum Chester Treadmill Test result of 35.8, successful completion of the Drill Ground Assessment (See Procedural Guidance Document HR 6.24 Health and Fitness Procedure) at this stage will be deemed to be a successful fitness assessment, and the employee will therefore be removed from the Capability process prior to Stage 2.



Gwasanaeth Tân Ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

MID & WEST WALES FIRE & RESCUE SERVICE HUMAN RESOURCES PROCEDURAL GUIDANCE DOCUMENT (PGD)

HR 6.37, Equality Procedure

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- 1.0 PROTECTED CHARACTERISTICS
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- 10.0 EQUALITY RISK ASSESSMENTS
- 11.0 GRIEVANCES AND COMPLAINTS
- 12.0 STRATEGIC EQUALITY PLAN
- 13.0 REVIEW OF PROCEDURE

APPENDIX A – PROTECTED CHARACTERISTICS (FURTHER INFORMATION)

APPENDIX B – DUTY TO MAKE REASONABLE ADJUSTMENTS (FURTHER INFORMATION)

APPENDIX C – MEDICAL AND FITNESS ADVISORY PANEL

APPENDIX D – DECISION MAKING PROCESS

1.0 PROTECTED CHARACTERISTICS

The Equality Act defines direct discrimination as less favourable treatment because of a protected characteristic. The protected characteristics under the Equality Act are:

- age;
- disability;
- gender reassignment (including those who solely wish to live their lives as the opposite gender to the one in which they were born);
- marriage and civil partnership;
- pregnancy and maternity;
- race (which includes colour, nationality and ethnic or national origins);
- religion or belief;
- sex; and
- sexual orientation.

Further information on the protected characteristics can be seen at **Appendix A**.

2.0 THE LAW

Under the Equality Act 2010, it is unlawful to discriminate directly or indirectly in recruitment or employment because of any of the protected characteristics.

Employees should not discriminate against or harass a member of the public in the provision of services or goods. It is unlawful to fail to make reasonable adjustments to overcome barriers to using services caused by disability. The duty to make reasonable adjustments includes the removal, adaptation or alteration of physical features, if the physical feature makes it impossible or unreasonably difficult for disabled people to make use of services.

In addition, service providers have an obligation to think ahead and address any barriers that may impede disabled people from accessing a service.

3.0 TYPES OF UNLAWFUL DISCRIMINATION

3.1 DIRECT DISCRIMINATION

This is where a person is treated less favorably than another because of a protected characteristic. An example of direct discrimination would be refusing to employ a woman because she is pregnant.

3.2 INDIRECT DISCRIMINATION

This is where a provision, criterion or practice is applied that is discriminatory in relation to individuals who have a relevant protected characteristic (although it does not explicitly include pregnancy and maternity, which is covered by indirect sex discrimination) such that it would be to the detriment of people who share that protected characteristic compared with people who do not, and it cannot be shown to be a proportionate means of achieving a legitimate aim.

3.3 HARASSMENT

This is where there is unwanted conduct, related to one of the protected characteristics (other than marriage and civil partnership, and pregnancy and maternity) that has the purpose or effect of violating a person's dignity; or creating an intimidating, hostile, degrading, humiliating or offensive environment. It does not matter whether or not this effect was intended by the person responsible for the conduct.

3.4 ASSOCIATIVE DISCRIMINATION

This is where an individual is directly discriminated against or harassed for association with another individual who has a protected characteristic (although this does not cover harassment because of marriage or civil partnership, and pregnancy and maternity).

3.5 PERCEPTIVE DISCRIMINATION

4.0 EQUAL OPPORTUNITIES IN EMPLOYMENT

The Service will avoid unlawful discrimination in all aspects of employment including recruitment, promotion, opportunities for training, pay and benefits, discipline and selection for redundancy. Please see the following procedures in particular, in this regard, and all other Service procedures which also adopt these principles:

- [HR 6.1](#) – Recruitment and Selection processes – overarching principles
- [PD 8.1](#) – Development and Progression Procedure
- [HR 6.19](#) – Discipline Procedure
- [HR 6.20](#) – Discipline Procedure – Brigade Managers

Person and job specifications will be limited to those requirements that are necessary for the effective performance of the role. Candidates for employment or promotion will be assessed objectively against the requirements of the job, taking account of any reasonable adjustments that may be required for candidates with a disability. Disability and personal or home commitments will not form the basis of employment decisions except where necessary, the reasons for which will be objectively justified against a genuine business requirement.

The Service will consider any possible indirectly discriminatory effect of its standard working practices, including the number of hours to be worked, the times at which these are to be worked and the place at which work is to be done, when considering requests for variations to these standard working practices and will refuse such requests only if the Service considers it has good reasons, unrelated to any protected characteristic, for doing so. See the Service's Flexible Working Procedure [HR 6.15](#) in this regard.

The Service will monitor the ethnic, gender and age composition of the existing workforce and of applicants for jobs (including promotion), and the number of people with disabilities within these groups, and will consider and take any appropriate action to address any problems that may be identified as a result of the monitoring process.

The Service cannot lawfully discriminate in the selection of employees for recruitment or promotion, however, the Service may use appropriate lawful methods, including lawful positive action, to address the under-representation of any group that the Service identifies as being under-represented in particular types of roles.

5.0 DUTY TO MAKE REASONABLE ADJUSTMENTS

Discrimination can occur (see also section 3.8) when an employer fails to make reasonable adjustments in relation to the requirements of a disabled person. The duty to make reasonable adjustments applies during recruitment and selection and during all stages of employment, including dismissal. Further guidance on the duty to make reasonable adjustments can be seen within **Appendix B**.

EV7

The Meeting

Once the manager has received the written statement, they must invite the employee to a meeting to discuss the grievance. The manager should contact their assigned HR Advisor for guidance.

The manager must ask the employee if they wish to use the Welsh language at the meeting and explain that if they do wish to use the Welsh language a simultaneous translation service from Welsh to English will be provided if the manager or any accompanying persons are non welsh speaking.

The manager should not delay *the invitation* to a meeting beyond 10 calendar days of receiving the written statement.

The meeting must be held at a time and place that are reasonable for the employee and anyone accompanying the employee.

Employees should be allowed to explain their grievance and how they think it should be resolved. Consideration should be given to adjourning the meeting for any investigation that may be necessary.

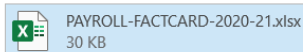
If the manager considers an investigation is necessary the Investigating Officers are expected to give due regard to the ACAS Guide on Conducting Workplace Investigations [ACAS Guide on Conducting Employee Investigations](#). Alternatively the manager may appoint someone to investigate the situation on their behalf.

A full written explanation should set out what action the employer intends to take to resolve the grievance within a reasonable timeframe; within 7 calendar days of the meeting where practicable.

HR 6.25 – Grievance Resolution Procedures, V7

6

EV8



PAYROLL-FACTCARD-2020-21.xlsx
30 KB



MAWWFRS - Powerpoint presentation re Emergency Vehicles 14 January 2020.pptx
650 KB

From: Westcott Nicola H.Q.

Sent: 01 April 2020 12:23

To: Amos Gemma (HQ) <g.amos@mawwfire.gov.uk>; Vaughan-Hughes Hope H.Q. <H.Vaughan-Hughes@mawwfire.gov.uk>

Subject: 2020-21 Rates

Hi Both

As discussed earlier please see attached updated guidance for 2020-21 in relation to new rates and also guidance for the use of emergency vehicle. Have a read and we can go over the new regulations again after you've had time to go through it.

Thanks

Nic



Mid and West Wales Fire & Rescue Service Vehicles used by the Emergency Services and their Tax Implications

Duncan Groves, Head of Employment Taxes, PSTAX

www.pstax.co.uk



Background to Presentation

- Transitional rules for the taxation of vehicles fitted with blues & twos coming to an end at 31 March 2020
- The 'new' use of asset rules will apply from 1 April 2020
- Officers (Police, Fire, Ambulance) will pay more tax on their 'assets' from 2020/21, while employers will pay more Class 1A NIC



t 0345 6861321
w www.pstax.co.uk

EV9

 MAWWFRS-2020-WAST-Covid-19-MOU-Drivers-V2 SM MM.docx 136 KB	 F18a - Account_of_Additional_Hours_Worked.doc 102 KB	 F18 - Account_of_Travelling_and_Incidental_Expenses-updated-Jun18.doc 106 KB
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From: Westcott Nicola H.Q.

Sent: 14 April 2020 10:25

To: Amos Gemma (HQ) <g.amos@mawwfire.gov.uk>; Vaughan-Hughes Hope H.Q. <H.Vaughan-Hughes@mawwfire.gov.uk>

Subject: FW: MOU Drivers

Importance: High

Hi

Just to keep you updated – this will be coming in shortly where Firefighters will be assisting the Welsh Ambulance Service during the pandemic. As we discussed earlier the attached agreement details the work that will be undertaken.

I have said we will try and merge the F18a & F18 into one do it can all be claimed on one claim to make it easier called Covid-19 WAST Assistance (hours and expenses).

Gemma – if you don't mind as discussed will you try and merge the two please – probably easier to leave a few lines for the hours etc and then add in the other expenses headings etc so they can claim the expenses on the lines underneath, if that makes sense. We'll also need the new logo not the squares, so not sure if you can get that off the letterheads etc or Rach might have it. Otherwise I know Lucy had it as she revised some of Finances forms before so would have had it off CCBD.

This is the New Project Code 003256 (WAST Ambulance Drivers) which can be added to the form, plus Hope if you keep an eye out for any other random claims that may need coding to this too.

Sean Lloyd has emailed to ask about what forms to claim so I mentioned we were going to look at designing a new one and would let him know as soon as possible.

Thanks

Nic



Gwasanaeth Tîm Awdurdod
Caeboeth a Gofreithwr Cymru
Mid and West Wales
Fire and Rescue Service

WELSH AMBULANCE SERVICES NHS TRUST AND MID AND WEST WALES FIRE AND RESCUE SERVICE

MEMORANDUM OF UNDERSTANDING SUPPORT TO THE WAST IN THE RESPONSE TO COVID-19 MAJOR INCIDENT

Introduction

A decision was made on 31st March 2020 to make a memorandum of understanding between the Welsh Ambulance Service NHS Trust (WAST) and Mid and West Wales Fire and Rescue Service (MAWWFRS) to provide a cadre of MAWWFRS personnel in support of the WAST during the Covid-19 Major Incident. This additional capacity will enable the WAST to ensure an improved level of service and care to the people of Wales during the Covid-19 pandemic.

The purpose of this Memorandum of Understanding will be:

- To agree roles, responsibilities, standards of performance and training that will be required.
- To set out the governance arrangements that will be put in place to enable the supplementary support to WAST in the form of driving and patient care support at revenue cost.
- To set out the financial terms and arrangements for the supply of the additional capacity

Reasons for decision:

To formalise arrangements to enhance the WAST response to the Covid-19 Major Incident.

To give MAWWFRS a formal role in support of the WAST in the response to Covid-19 Major Incident.

The WAST will request the support in terms of personnel of MAWWFRS as part of the Covid-19 Major Incident procedure.

Primacy

When deployed to the WAST for the purposes of ambulance response, the WAST will have primacy and MAWWFRS personnel will be expected to always act under

EV9 (cont...)

the instruction and guidance of the WAST. However, the final deployment decision remains with MAWWFRS based on FRS resilience.

Consultation

Although primacy will remain with the WAST, MAWWFRS will nominate a Liaison Officer who will be part of the Local Pandemic team of the WAST, in terms of supporting this MOU in identifying and releasing available FRS members. The WAST will consult with MAWWFRS Liaison Officer to ensure that the needs and welfare of the MAWWFRS members are properly represented. Likewise, any concerns relating to the performance and conduct of MAWWFRS personnel whilst on deployment with the WAST will be referred to the liaison officer for appropriate action and the individual will be returned to MAWWFRS if appropriate.

Activation of MOU

Activation by individual members must not take place under any circumstances. All activations will be in accordance with the following procedures: -

- WAST identify a need and request support from MAWWFRS with a minimum of 48 hours' notice
- MAWWFRS will review their holding list of members
- MAWWFRS will liaise with the relevant line manager to support the request
- Individual(s) identified will be requested to contact the Local Pandemic Team of the WAST to undertake the required duties
- Appropriate actions will be taken within WAST to ensure that all shifts undertaken are appropriately logged and recorded

Governance and Indemnity / Conditions of Service

The WAST will assume responsibility for the health, safety and welfare of the MAWWFRS members whilst deployed to ambulance response, including the provision of all necessary Personal Protective Equipment (PPE). As the members will be deemed to be on the business of the WAST for the duration of the incident, they will be covered by NHS Indemnity Insurance through the Clinical Negligence Scheme.

MAWWFRS, subject to the availability of members will: -

- Provide suitably trained and skilled personnel to act as drivers and provide support for patient care at the request of the WAST; whilst also ensuring MAWWFRS service delivery is always maintained
- Ensure individuals supplied will support WAST staff in the provision of ambulance response, and will always act within their level of knowledge, skill and experience
- Ensure, with the WAST, that individuals supplied have completed the required WAST provided training relevant to the role (not deem clinical) to a satisfactory standard.
- Ensure that individuals supplied are available to work 12-hour shifts for the WAST

EV9 (cont...)

- Firefighters in line with the National agreement will need to provide 7 days' notice to MAWWFRS to withdraw from their voluntary commitment.
- a) Financial Provision: when a MAWWFRS member is utilised by the WAST as per this MOU, a recharge commensurate with the full costs incurred by MAWWFRS will be chargeable to the WAST for each member for the full period of undertaking the role. This recharge will be deferred for reclamation until after the Covid-19 Pandemic or at quarterly intervals if earlier.

The recharge will be based on the following calculations: -

The recharge will be based on the hourly rate for a Competent Firefighter and will be uprated in line with any Firefighters Pay Award. Appendix 1 details the Current Pay Rate. Any increase in pay awards will be recharged to WAST from the effective date of the pay increase (subject to National Joint Council (NJC) firefighters pay awards).

The recharge will include on-costs for employers' National Insurance and Pension contributions at the current rate.

Recharges will be required to be settled either after the Covid-19 Pandemic, at quarterly intervals, or upon termination of this agreement, whichever is the sooner.

- b) Clinical Governance: is the responsibility of the WAST and encompasses the principles and practices to ensure clinical effectiveness by means of doing the right thing at the right time for the right patient.
- c) Nominations: MAWWFRS will identify a list of eligible members, based on a ratio of two On-Call members from each fire station and one Whole-time member from each whole-time watch (or day crewed station) within the area of MAWWFRS, provided members have shown an interest in supporting this MOU.

Criteria for applications:

- Full UK Manual Driving License required (which must include category C1), supported by MAWWFRS via their Corporate Risk Driving Mandate records
- Willing to undergo suitable training, including an initial course lasting two days provided by the WAST
- A caring attitude towards patients and the ability to show empathy
- Physically fit, able to lift and support patients
- Commitment to the service WAST provide for patients

MAWWFRS will be the gatekeeper for the releasing of staff and will manage the maximum numbers per region (Local Authority areas).

Should MAWWFRS identify a need to recall staff based on the statutory duties of the Fire and Rescue Service, WAST will release assigned members at the end of any on-going shifts.

EV9 (cont...)

d) Training:

- A two-day training course will be facilitated by the WAST at agreed locations within MAWWFRS service area
- PPE will be issued as required at training events by the WAST
- Training protocols will be in line with MAWWFRS social distancing guidance and at a ratio of 1:6
- MAWWFRS members will be required to complete the training to the WAST satisfaction

e) Incidentals: The WAST will cover any training, travelling, meal claims and accommodation costs incurred by the individual as per the WAST own procedures, which will be reclaimed either after the Covid-19 Pandemic, at quarterly intervals, or upon termination of this agreement, whichever is the sooner.

f) ~~TRIM~~: The WAST will actively monitor MWWFRS staff during their duties on behalf of WAST for their health and well-being. MWWFRS will also monitor staff ~~utilised~~ when they return to MWWFRS.

Closing Actions

MAWWFRS will be advised of the Covid-19 Major Incident Stand Down by the WAST.

Term of Agreement

This MOU shall become effective upon final execution by both parties hereto and shall expire when terminated in writing by either party.

EV10

From: Westcott Nicola H.Q.
Sent: 17 April 2020 11:42
To: Phillips Lynwen H.Q. <lb.phillips@mawwfire.gov.uk>; Amos Gemma (HQ) <g.amos@mawwfire.gov.uk>
Cc: Langston Paul H.Q. <pc.langston@mawwfire.gov.uk>
Subject: RE: Covid 19 Risk Assessment Special Leave top up

Hi Lynwen

This payment is made in arrears so in April 20 top up payments were made for March absence. This is in case they resume in the month and it avoids any overpayments.

Just for information I have set up a new absence code in Coretime in order to capture the details for reporting purposes. I will also include the details for any employees who are absent due to sickness or shielding on the ONS survey that we complete monthly.

Thanks
Nic

From: Phillips Lynwen H.Q. <lb.phillips@mawwfire.gov.uk>
Sent: 15 April 2020 13:25
To: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>; Amos Gemma (HQ) <g.amos@mawwfire.gov.uk>
Cc: Langston Paul H.Q. <pc.langston@mawwfire.gov.uk>
Subject: Covid 19 Risk Assessment Special Leave top up

Hia

Please could you advise if this payment is made in the same month or a month in arrears? (Just asking in case someone asks me)

Thank you

Cofion / Regards

Lynwen Phillips

Cynorthwy-ydd Adnoddau Dynol - Adran Adnoddau Dynol

Human Resources Assistant - Human Resources Department

☎ **Mewnol / Internal:** Ext. 4443

☎ **Allanol / External:** 01267 226843

✉ **Post:** lb.phillips@tancgc.gov.uk ✉ **Mail:** lb.phillips@mawwfire.gov.uk

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

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

LO2 – Be able to support line managers to deliver performance management activities within the organisation

The HR department in MAWWFRS has recently taken on a business partnering model and devolved some activities to line managers in Commands/department (CIPD, 2019). HR Advisers have been placed out in each Command (Business Unit) based on the Ulrich model.

Due to the devolvement of HR practices, Line managers (LM) are starting to work more closely with HR in the performance management process. LM's play a very important role in the day-to-day management of people/operations, by implementing HR policies and the continual learning and development of teams in the Service. LM's are also the first point of contact for employees and provide training/development opportunities throughout the employee's careers including CPD opportunities and recognise and reward talent. LM's can deal with and resolve HR issues that align with business strategy.

MAWWFRS has put together an SLA showing what can be expected from HR advisers and line managers (EV11).

Despite having detailed procedures and toolkits, LM's in MAWWFRS often require assistance/advice with performance activities such as:

- Managing On-Call attendance – on-call Firefighters should respond to incidents when they are alerted during the time they are providing cover, MAWWFRS recognises that there will be occasions that an employee may not be able to respond but if this becomes a regular occurrence then there will be effect on performance and the situation must be dealt with accordingly, LM's often require assistance to deal with employees under the various stages that they may be placed (EV12).
- Managing sickness absence – advice is often sought on how manage employee absence/trigger points.
- Capability – operational firefighters are required to meet the fitness standards in order to undertake their role effectively. Should an employee fall below these standards then this effects performance and they are temporarily removed from operational duties (EV13), my role is involved with the correct payment in relation to this whilst they are off the run.
- Recruitment - MAWWFRS recognises that working together with line managers on recruiting/selecting helps to ensure the best employees are selected by using competency frameworks. Can also be beneficial to ensure communication of the organisations mission/vision/objectives and values at this early stage.
- Inductions – line mangers often ask for assistance from HR with inductions for employees. According to Taylor (2014) having a good induction process *'improves the person-job fit, reducing turnover and absenteeism, and increasing employee commitment and job satisfaction'*.

A good induction process is an opportunity to ensure the organisation's culture and values are assimilated by the employee, raises awareness of policies and procedure and sets standards of behaviour upfront, thus preventing undesirable behaviour (less disciplinary hearings) (Taylor, 2014). Ensure the introduction process empathises the organisations views on performance management and creates the right cultural expectations from new employees (Marchington et al, 2016).

- Discipline and grievance - MAWWFRS follows ACAS guidelines (EV7). Flowcharts and template letters are provided to line managers to assist with issues.

- Reward – this year the Service recognised the commitment that on-call firefighter provide by rewarding them with an acknowledgement payment as long as they met the eligibility criteria (EV14) (CIPD, 2020).

MAWWFRS recognises the importance of the role that line mangers have and encourage leadership programmes (EV15) designed to inspire individuals and teams in the achievement of the Service's vision (CIPD, 2019a).

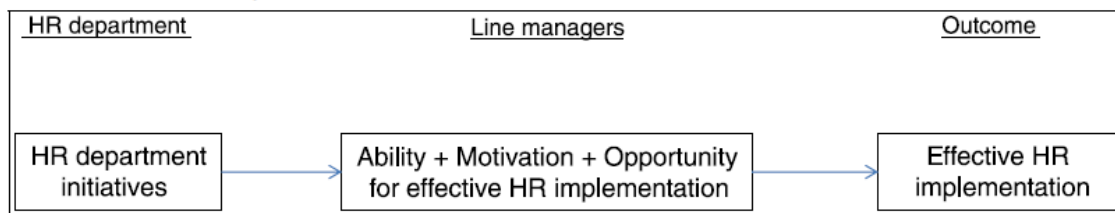
'These managers act as 'interpreters' of HRPs for employees by showing how they fit within their work units, and in so doing they are also able to influence employees' response to such practices' (Townsend et al., 2012).

LM's should feel able to approach HR for advice on issues that can effect or improve employee and organisational performance (EV16). HR can assist LM's to identify and address issues, training needs and can also act as co-ordinator of the performance process.

Having access to appropriate resources enables improved/timely information to support management tasks/staff. Inadequate systems/line managers, unmanageable workloads increase the risk of unreliable/incorrect information.

However, to ensure LM's can undertake their role effectively it is essential that HR ensure they are fully trained and have the tight interpersonal skills. Therefore, LM's must also continually be developed and managed. Positive relationships between LM's and the employees they manage are crucial. Yin, (1989) research model:

FIGURE 1 *Preliminary research model*



Source: **HUMAN RESOURCE MANAGEMENT JOURNAL, VOL 26, NO 4, 2016**

In line with CIPD (2019a) HR have developed Toolkits (EV15) to provide to line mangers for them to have the resources and knowledge to lead teams and individuals effectively. These are continually being developed/improved.

Member of HR often partake in the monthly Command meetings where any issues in performance are identified and the appropriate assistance provided.

MAWWFRS has tended to have many paper-based or duplicate recording systems which takes up a lot of line mangers time. Over recent years there has been a shift in mindset and the use of technology is becoming more prevalent in order to assist performance management.

The introduction of a combined HR/Payroll system (Core HR) in 2015 has meant that information is now held on one main database and can be accessed easily. The development of the system to record absence which also links directly with pay has meant that it is easier for reports to be extracted for analytics. Line managers and HR can monitor sickness absence easily and identify trigger points.

I am currently involved in the system upgrade that is currently taking place (EV17) in order to add e-recruitment, on-boarding and expenses which will assist line managers and HR in the

delivery of these functions. Having an online induction process means that employees can view all procedures of the Service in the Portal, thus passing on the Services mission and vision to employees from the outset of their employment.

Once these are complete work will commence on the training and development module of the system which will aid line managers in carrying out individual development reviews. Currently the IDR process is carried out on a separate system (EV18) Development needs are identified and addressed. Probationary reviews are also carried out as a paper-based exercise. I currently undertake IDR's for my team members but with the planned development of the system, my role will become more involved with the training department, IDR's from a different angle.

Reference

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CIPD (2020) *Strategic Reward and Total Reward* [Factsheet] 14 May 2020. Available at: <https://www.cipd.co.uk/knowledge/strategy/reward/strategic-total-factsheet> (Accessed 27 Jul 20).

Human Resource Management Journal (2016) *The HR department's contribution to line managers' effective implementation of HR practices* 17 June 2016 [Article]. Available at: <https://onlinelibrary.wiley.com/doi/abs/10.1111/1748-8583.12116> (Accessed 19 Sep 2020).

Marchington, M., Wilkinson, A., Donnelly, R., Kynighou, A. (2016) *Human resource management at work*. 6th ed. London: CIPD

MAWWFRS @work (2020) [intranet]

Taylor (2014) *Resourcing and Talent Management*. 6th ed. London: CIPD

Townsend, K., Wilkinson, A., Allan, C. and Bamber, G. (2012). 'Mixed signals in HRM: the HRM role of hospital line managers'. *Human Resource Management Journal*, 22: 3, 267–282.

Ulrich, D. (1997). *Human Resource Champions: The Next Agenda for Adding Value and Delivering Results*. Boston, MA: Harvard Business School Press.

Yin, R.K. (1989) *Case Study Research: Design and Methods*. Newbury Park, CA: Sage.



Adnoddau Dynol
Human Resources

SERVICE LEVEL AGREEMENT FOR HUMAN RESOURCE SERVICES (2020/2021)

www.tanogc.gov.uk / www.mawwfire.gov.uk



1. Objectives of the Agreement

The purpose of this Service Level Agreement (SLA) is to describe the key services the HR team provide and the quality standards our stakeholders can expect from us in terms of service delivery.

This Agreement sets out:

- The service we provide to employees and managers.
- The overall standard which we in HR aim to achieve in the provision of our services
- A mechanism for resolving any problems relating to the delivery of the service.

2. Service Commitment and objectives

The Human Resources (HR) Department is committed to providing a high-quality responsive support and advice service to MAWWFRS on people management issues, a comprehensive recruitment service and high-quality payroll, pension, employee information services, a professional and accredited occupational health and counselling service providing a specialist consultancy service.

HR aims to support the strategy of Mid and West Wales Fire and Rescue Services. This is achieved through gaining an understanding of the organisational needs and the provision of a high-quality HR consultancy service on people management issues (to include resourcing, development, employee relations, change management, Equality, Diversity & Inclusion; payroll services and pensions).

3. Service Users

- Executive Board
- Heads of Commands/Department
- Line Managers
- Trade Unions
- Core Staff
- Potential Employees
- External Organisations and Suppliers

4. How Human Resources is structured to provide services

This Service Level Agreement offers the whole Human Resources service and includes the following:

- HR Managers and HR Business Partners assigned to Commands and Departments
- Occupational Health & Counselling
- HR Service Support Desk
- HR Fitness Assessment Team
- Payroll
- Pensions
- Equality, Diversity and Inclusion
- Data Protection
- HQ Reception/Print Room

5. Responsibilities – who we are, what we do

The HR Team supports the service users and provides comprehensive strategic and operational guidance and advice relating to all aspect of people management issues in order that the Departments can effectively manage their key resource, their employees. The attached document sets out expectations of services in more detail.

6. Service Detail

HR are traditionally known for providing advice on key HR Matters. There is a document attached which sets out how we will work together with our Stakeholders but the following sets out some detail on the support we will provide in relation to these topics.

Occupational Health, Safety and Wellbeing Service

HR works with an external company to provide Occupational Health and Wellbeing Service which is a multidisciplinary service experienced and focused on supporting Managers in their responsibilities relating to the health and wellbeing of their employees.

10. Monitoring Performance

A HR Manager will hold monthly meetings with the Head of Command / Department and local Managers.

The HR team will carry out an annual review of the services and delivery being offered.

We endeavour to minimise errors and will rectify them as soon as they are brought to our attention.

MID & WEST WALES FIRE & RESCUE SERVICE
HUMAN RESOURCES PROCEDURAL GUIDANCE DOCUMENT
(PGD)

Gwasanaeth Tân Ac Achub
 Canolbarth a Gorllewin Cymru

Mid and West Wales
 Fire and Rescue Service

HR 6.32, Managing On Call Attendance Procedure

US – Indicates updated section (for initial circulation/publishing)

CONTENTS

1.0	Introduction
2.0	Managing On Call Attendance
2.1	Process for managing attendance
2.2	Stage 1 Meeting
2.3	Stage 2 Meeting
2.4	Referral to Head of Command
2.5	Booking Off
2.6	Link to Discipline Procedure
3.0	Review of Procedure
APPENDIX A	Managing On Call Attendance - Flowchart
APPENDIX B	Record of Non Attendance Table
APPENDIX C	Stage 1 Meeting Guidance
APPENDIX D	Stage 2 Meeting Guidance
APPENDIX E	Template Letters

1.0 INTRODUCTION

- 1.1 Mid and West Wales Fire and Rescue Service (MAWWFRS) recognises the commitment provided by operational staff on the On Call Duty System (On Call) as well as the complexity of the system and challenges presented to local managers to ensure that resources are used effectively.
- 1.2 This procedure provides guidance to On Call Supervisory Officers and the appropriate officers within the Command structure for managing On Call employees.
- 1.3 The procedure stipulates the attendance expectations of those individuals employed within the On Call sector. Guidance and template letters are also included within the appendices for use when addressing those individuals who fail to respond to emergency calls as part of their contracted hours of availability, as well as those who persistently fail to attend for the specified drill or training periods.
- 1.4 This procedure is specifically aimed at employees who have an On Call Duty System contract with the Service, and should be read in conjunction with the terms and conditions in the 'statement of employment particulars for On-Call duty system employees.
- 1.5 MAWWFRS supports an environment of mutual respect and equality of opportunity. In accordance with the Equality Act (2010), this document has been equality impact assessed to ensure all protected characteristics are considered.

EV12 (cont...)

2:0 MANAGING ATTENDANCE

2.1 PROCESS FOR MANAGING ATTENDANCE

- 2.1.1 MAWWFRS recognises that there may be occasions when staff are alerted but are unable to attend an incident due to a work or family emergency. It is not acceptable however, for this to happen on a regular basis.

EV12 (cont...)

APPENDIX A Managing On Call Attendance - Flowchart

Stage 1

An individual is available according to their DL7 and / or Rappel and fails to attend either 1 x Drill Period or 1 x Incident when Alerted.

On Call Watch Manager (or Ops Response Manager in the case of the On Call WM) to meet with the individual to discuss reasons for non-attendance and offer support where appropriate. Individual should be reminded of their contractual obligation to attend for drills and incidents.

Watch Manager and Individual to complete and sign P90 form. The outcome of the meeting is to be emailed to the HR 'On Call Team'. Outcome letter to be sent from HIR to individual confirming they are on Stage 1 of the Attendance Management Procedure which will be monitored over a period of 2 Months.

If there is an acceptable improvement at the 2 Month review meeting HR to issue letter to withdraw from Stage 1.

Stage 2

Where an individual is available on contractual hours and fails to attend either 3 x Drill Period or 3 x Incident when alerted or a total of 3 in combination – identified in the P90 during stage 1 monitoring.

Operational Response Manager is to meet with the individual. Discussions should include the P90, each missed attendance and where appropriate offer any appropriate support. Assurances should be sought from the individual that they are committed to improvement. Outcome letter to be sent from HIR to individual confirming they are on Stage 2 of the Attendance Management Procedure which will be monitored over 2 Months.

If there is an acceptable improvement in attendance during the 2 Month review period, the individual will be written to by HR confirming return to Stage 1.
Where the individual continues to miss calls and / or Drill Periods during the 2 Month Review the Individual is to be referred to the Head of Command.

Stage 3

Head of Command to consider the detail of Stage 1 and 2. In consultation with the Head of HR consider applying the Service's Disciplinary Procedure (HIR 6.19) paying particular attention to the Fast-track process. In cases where the individual continues to miss calls in the two months following the first discipline award, a further fast-track award may be considered as necessary.

If there is an acceptable improvement in attendance during the agreed two month review period following placement in Stage 3 the employee will be notified by the Head of Command and Stage 3 monitoring should continue, monthly, for the duration of the disciplinary award.

Where the individual continues to miss calls and / or Drill Periods during the review period (length of disciplinary award) a disciplinary hearing will be held and could result in the employee receiving a final written warning or dismissal from the Service.

EV13

4072 FF R Clarke Fitness Re-Test



Philpott Steven H.Q.

To: [Felton Richard](#)

(Head of Response Carms)

Cc: [Jones John](#)

Response Carms. Command; [Griffiths Aled](#)

Carms. Command; [Cooke Tracey](#)

Carms. Command; [Earp Shane](#)

H.Q.;

[Owens Nigel](#)

Carms. Command; [Gudgeon Elizabeth](#)

H.Q.; [Harding Susan](#)

H.Q.; [Langston Paul](#)

H.Q.; [Westcott Nicola](#)

H.Q.;

[Amos Gemma \(HQ\)](#)

[Reply](#)

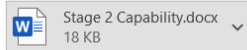
[Reply All](#)

[Forward](#)



Wed 20/05/2020 11:11

Yellow Category



PSA.

I must say FF Clarke has put in a great deal of effort at the start of his DP. He has lost 5kg in weight and has improved on his initial test by just over 2minutes.

If Mr Clarke continues to work this hard over the next 4 weeks, I am very confident that he will pass this test on his next attempt.

Best regards

Steve

Mid and West Wales Fire and Rescue Service National Mandatory Fitness Test

Subject: Chester Treadmill Test (CTT).

Name: R Clarke

Role: FF

Number: 4072

Station: ~~Whitland~~

Date Tested: 20/05/20

Time Achieved: 10:003

Result: FAIL

Capability Procedure: Stage 2

Action taken by the Health & Fitness Team

The employee has now been advised that due to failing the Chester Treadmill Test (National Firefighters Fitness Standards) they will be immediately removed from Operational Duties. A Development Plan has been provided along with full instructions of the National Standards that are required to be met, to pass the test.

Action to be taken by Command

In accordance with the Mid & West Wales Fire and Rescue Service Fitness Policy a formal Stage 2 Capability interview needs to take place within the next 7 days and recorded in writing and signed by all present (Copy of this record should be sent to HR to be placed on their PR file). Once complete, Human Resource Team are required to be informed of the outcome of this meeting. It is paramount that the employee is fully informed and understands the capability procedure and is monitored throughout this process.

Please ensure that the Fitness Team (Steve Philpott and Shane Earp) and HR Support Team are updated on all correspondence.

If the employee scores < 35.6 mlsO₂/kg/min (Sub 10 minutes on the CTT) they will be removed from operational duties immediately and remain non-operational until they have achieved the minimum fitness standard of 42.3 mlsO₂/kg/min (12:00 minutes on CTT).

EV13 (cont...)

If the employee scores 35.6 - 42.2 mlsO₂/kg/min V02 max (between 10:00 – 11:59 minutes on the CTT) they will be removed from operational duties immediately and be required to undertake a Drill Ground Assessment ([DGA](#)) [as](#) soon as possible to confirm their level of fitness. If successful, the employee will have achieved the required fitness standard and will immediately return to operational duties. If unsuccessful, the employee will remain non-operational until they have achieved the minimum fitness standard of 42.3 mlsO₂/kg/min (12:00 minutes on CTT).

As per the Fitness Policy, it will be Commands responsibility to arrange any required DGA and liaise with the Fitness Team to confirm a date, time and location for the assessment to be carried out.

Chester Treadmill Re-testing

Unless successful on a DGA, a Chester Treadmill re-test will take place a minimum of 4 weeks from the initial test date, where the National Standard of 42.3 mlsO₂/kg/min V02 max (12:00 minutes on the CCT) is required to be met. If this standard is not achieved, Stage 3 Capability will be formally implemented.

Date of Re-test: 17/06/20

Location: SHQ

Time: 1100

Please note: Failure to attend the re-test may result in advancing to the next stage of the Services' capability procedure.

Kind Regards,
HR & Fitness Team

EV14

From: Rowlands Stephen (Head of Service Delivery) <s.rowlands@mawwfire.gov.uk>

Sent: 17 March 2020 22:10

To: Phillips Stephen H.Q. <st.phillips@mawwfire.gov.uk>

Cc: Mansbridge Sarah H.Q. <S.Mansbridge@mawwfire.gov.uk>; Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>; Bishop Louise H.Q. <L.Bishop@mawwfire.gov.uk>; Malvisi Giac H.Q. <G.Malvisi@mawwfire.gov.uk>

Subject: Re: Acknowledgement pay calculation 4th March 2020 & values from payroll.

Evening all,

Thank you for the update.

Thanks also for the work that has gone into administering the payment at your busiest time of year!

Kind regards

Steve

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EV16

RE: People Development departmental review - Please could you provide me with some salary figures?



Rees Chris J W. (Deputy Head of People Development)
To: Westcott Nicola H.Q.

[Reply](#) [Reply All](#) [Forward](#) [...](#)

Sat 18/07/2020 16:00

Thank you Nicola, diligent as ever and I appreciate your time 😊

Kind Regards,

Chris

Chris Rees

Dirprwy Bennaeth Datblygu Pobl a'r Gyfundrefn
Deputy Head of People and Organisational Development
Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru
Mid and West Wales Fire and Rescue Service
📠 Mewnol / Internal: 5526
📠 Allanol / External: 01267 242626
📠 Symudol / Mobile: 07989 234111

From: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>
Sent: 17 July 2020 14:54
To: Rees Chris J W. (Deputy Head of People Development) <c.j.rees@mawwfire.gov.uk>
Subject: RE: People Development departmental review - Please could you provide me with some salary figures?

Hi Chris

I've attached a spreadsheet with the costs, er's pension has increased for FPS in 2019 to 27.3% & LGPS to 15.2% in 2020. I've attached the appropriate allowance %'s to each.

Let me know if you need anything else 😊

Thanks
Nic

From: Rees Chris J W. (Deputy Head of People Development) <c.j.rees@mawwfire.gov.uk>
Sent: 09 July 2020 06:50
To: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>
Subject: People Development departmental review - Please could you provide me with some salary figures?

Morning Nicola,

I'm in the process of conducting a departmental review and wondered if you could furnish me with some annual salary on (total including pension contribution and NI etc) costs for each of the roles below please? Could you also check the pension contribution % is up to date, as my chart before, originated from the 2018 financial year. And to finally confuse things, could you calculate the WM B role on the equivalent of the training delivery role where a 5% allowance is built into the pay and conditions please? All the other operational SM A and WM A roles are currently conditioned to the 12% uplift.

Hope that all made sense and thank you for your help.

Kind Regards,

Chris

Chris Rees

Dirprwy Bennaeth Datblygu Pobl a'r Gyfundrefn
Deputy Head of People and Organisational Development
Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru
Mid and West Wales Fire and Rescue Service
📠 Mewnol / Internal: 5526
📠 Allanol / External: 01267 242626
📠 Symudol / Mobile: 07989 234111

EV16 (cont..)

On-Call 'Aggregated Pay scheme'



Thomas Emyr
To: Westcott Nicola
(Head of Response - Ceredigion Command)
H.Q.

Reply Reply All Forward ...

Thu 17/09/2020 07:24

Hi Nicola,

I hope you're keeping well. As part of the On-Call review/implementation project, focus has now turned to Key Focus Area (KFA) 6 'Contracts & Remuneration'. The service is looking to develop an aggregated pay scheme that looks to remunerate for the demands that are required of today's On-Call Firefighter. It will be developed upon the existing employment contract, the 75% & 100% system (NJC agreed), but with additional payment to cover the following demands;

- Requirement to maintain theoretical Maintenance of Competence (*i.e reading from home to ensure that valuable drill time isn't taken up*).
- Admin burden placed upon the On-Call JOs (will refer back to 2017 research and follow up with quick straw poll to gauge accuracy against today's demands).
- Review of the current allowance of 14hrs per year/per station for Standard testing (*it currently is nowhere enough*).
- Aggregate payment for attendance at Risk Critical courses, spreading it into their monthly pays, only focusing on ICS, BA, RTC & Manual Handling (due to their standardisation) Rope & Water will not be included due to variances.
- Look to move away from the current remuneration for On-Call Annual Leave, which if I'm correct in thinking is an average of the last 12months activity for that particular Station = daily A/L rate.

Therefore, would it be possible to assist me in the following please;

- Based on your professional knowledge and experience, have a think about a single recognised payment that fairly reflects how much an On-Call Annual Leave day is worth (*based on historical data, which can then be discussed*), I would suspect this would also minimise work for payroll in the future.
- Would it be possible to provide me with an overview of pay submission against the Account Code 260 (*On-Call Standard Tests*), if submissions for the last 12 months are available that would be incredibly helpful.

Many thanks in anticipation,

Cheers Emyr

Any questions or queries, please don't hesitate to contact me.

Cofion/Regards,

Emyr

Emyr Thomas MBA
Pennaeth Ymateb, Ardal Rheoli Siriol, Ceredigion / Head of Response, Ceredigion County Command
Gwasanaeth Tan ac Achub Conolbarth a Grollewin Cymru / Mid & West Wales Fire & Rescue Service
Mewnol / Internal: Ext. 8801
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Allanol / External: 03706060699
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Gwasanaeth Tân Ac Achub Canolbarth a Gorllewin Cymru, Lon Pisgwydd, Caerfyrddin, SA31 1SP.
Mid and West Wales Fire and Rescue Service, Lime Grove Avenue, Carmarthen, SA31 1SP.

EV17

From: CoreHR Upgrades Team <upgradesreply@corehr.com>
Sent: 03 September 2020 08:58
To: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>
Cc: upgradescheduling@corehr.com
Subject: CoreHR - XD Upgrade Scheduled Confirmation

Hi Nicola,

Congratulations! Your CoreHR XD upgrade has now been scheduled by **Upgrade Services (On Behalf of Karen Fairhurst)** and the key dates are outlined below.

You have selected the '**Standard Upgrade**' package.

In advance of the upgrade, we would advise reviewing the Release Space and familiarising yourself with the upgrade methodology and the detailed project plans.

- **Prepare:** Your upgrade will officially kick-off on Monday 07/09/2020.
- **Preview:** Your Preview environment will be upgraded to the latest XD release on Friday 11/09/2020. Your Preview environment will remain offline from Friday 11/09/2020 5.30pm to Monday 14/09/2020.
- **Go-Live:** Your Production environment will be upgraded to the latest XD release on Friday 02/10/2020. The downtime required to complete this upgrade will be scheduled over the weekend to minimise its impact to your organisation and will run from Friday 02/10/2020 5pm to Monday 05/10/2020.



IDR 2020

This must be completed in the presence of your Line Manager (By Microsoft Teams or Observing Social Distancing).

Please ensure that this is done through the employee's personal account (not the Line Manager or Station / Watch's account)

This is your opportunity to review how you contribute to the Services Corporate Objectives and have a positive impact on your own development.

About you

1. Where do you work? *

- ☐ Carmarthenshire
- ☐ Ceredigion
- ☐ Neath Port Talbot
- ☐ Pembrokeshire
- ☐ Powys
- ☐ Swansea
- ☒ Departments

EV18 (cont...)

Your Achievements and Development

4. What are your main achievements over the last 12 months? *

Managing the payroll section effectively during staff shortages to ensure that all deadlines were met. Dealing with the additional workloads that Covid 19 has placed and continues to place on the section. Managing the team remotely to ensure team members are coping with the situation and workloads as well as providing assistance / guidance as necessary. Developing new / improved ways of carrying out tasks remotely.

5. How did this contribute to the Service Corporate Objectives? *

Our People | Our Communities | Our Future | Our Environment

This contributed as follows:

Our People - ensured all employees were able to rely on payments being made as promptly as possible to ease any financial burdens. Employees are aware they can contact and receive answers to any issues as quickly as possible.

Our Communities - by ensuring any issues are resolved / payments are prompt ensures employees have confidence in the section and gives them an understanding of their role / entitlements which then assists their role within the community.

Our Future - the increased use of technology has proven efficient / effective therefore should continue in the future in order to make the Service

Our Environment - increased use of technology has reduced the volume of paper used within the section, home working / less travel to meetings reduces pollution which leads to a lower carbon footprint.

6. What professional development would you like to achieve in line with your role over the next 12 months? *

At the moment I am undertaking CIPD level 5, I am half way through the course and prefer to concentrate on achieving this qualification, therefore do not wish to undertake any further development at the moment. The course allows me to understand other functions within the department. I also undertake all legislative updates on HR/Payroll as and when these occur.

EV18 (cont...)

What course could assist you in achieving your professional development?

Please select a total of up to 3 courses from either the general menu or a role specific course. The courses available are taken from the Services Organisational Pathways which are available on @Work.

Any development course outside of your pathway will require a justification from your Line Manager

7. General Courses

- ☐ Assess Occupational Competence in the Workplace
- ☐ Award in Education and Training
- ☐ Budget Management
- ☐ Challenge Programme (ILM Level 5)
- ☐ Conflict Management
- ☐ Discovery Programme (ILM Level 3)
- ☐ First Aid
- ☐ Food Hygiene
- ☐ Internal Quality Assurance (IQA)
- ☐ Interview Training
- ☐ Mentoring and Coaching Awareness
- ☐ NVQ Level 4- Business Management
- ☐ Pioneer Programme (ILM Level 7)
- ☐ Project Management
- ☐ Welsh Language

EV18 (cont...)

8. Community Risk Reduction

- ☐ ADHD Awareness
- ☐ Auditing Complex Premises
- ☐ Autism Awareness
- ☐ BB100 Fire Safety in Schools
- ☐ BS 9251 Assess Sprinkler Systems
- ☐ BS 9991 Residential Buildings
- ☐ BS 9999 Fire Safety in Commercial Buildings
- ☐ BSEN 12845 Assess Commercial Systems
- ☐ BTEC Level 3 Fire Setters Intervention
- ☐ Building Regulations & Technical Guidance
- ☐ CCBD - Photography / Videography
- ☐ Certificate in Counselling Skills
- ☐ Child Protection
- ☐ Child Sexual Exploitation
- ☐ Construction Design & management (CDM) regulations
- ☐ Crime Prevention Course
- ☐ Deaf Awareness Training
- ☐ Dementia Awareness
- ☐ Drill Ground Supervision
- ☐ Enhanced HTM Healthcare Premises
- ☐ Ethnic Minority & Traveller Training
- ☐ Fire Engineering Design 1
- ☐ Fire Engineering Design 2
- ☐ Fire Engineering Design 3

EV18 (cont...)

13. Service Response

- ☐ Drone Operator
- ☐ Fire Investigation Level 1
- ☐ Fire Investigation Level 2
- ☐ Hazmat Officer
- ☐ NILO
- ☐ Ship / Marine Firefighting
- ☐ Water Incident Manager (WIM)
- ☐ Wildfire Level 2 - Operational
- ☐ Wildfire Level 3 - Tactical
- ☐ Incident Command Development

EV19

 Accepted on 11/03/2020 11:23.

Digitised Payment

Organizer [Slaymaker Sion](#) ([Firewatch Implementation Manager](#))

Sent Wed 11/03/2020 11:03

Time 16 March 2020 10:00-11:00

Location [Meeting Room - T20 Pod](#)

Response  Accepted [Change Response](#)

Hi Nic,

Can we have a quick catch up please ahead of the Digitised Payment meeting next week. The sort of things I wanted to initially discuss was:
How many 'F' form are there and are they all in use? (we can't find an F5 or 6 for example, also are they all payroll related forms e.g. F25, F37....)

What are the frequency of use of the different forms..... do we need to consider solutions for all of them or are some so infrequently used that they can remain as paper forms? (dental, nhs prescriptions.....)

How are pay codes allocated and at what point; how would you want this built into any digitised system?

Are all the fields in the F forms necessary or are some legacy from previous requirements?

And anything else you can guide us with.....

Thanks, Sion.

EV19 (cont...)

Organizer  Slaymaker Sion (Group Manager)

Sent Mon 09/03/2020 12:41

Time 18 March 2020 15:00-17:00

Location [Meeting Room - Tywi](#)

Following the decision not to progress with Firewatch implementation we are now looking to discharge the objectives of the original business case in a different way. One of the key areas of change will be the transition from paper based pay/expenses claims to a digitised solution.

You have been identified as key stakeholders in this process and as such it would be useful if you could attend this first meeting so that we can progress work arising. I've struggled to find a suitable time that suits all so please could you ask someone to deputise if you are unable to make this.

I will circulate a draft TOR and proposed Agenda over the next few days.

Thanks, Sion.

L03 – Be able to assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

MAWWFRS currently has a five-year Corporate Plan, which due to current uncertainties is reviewed annually. This sets out Strategic Aims and Improvement and Well-being Objectives, in accordance with the Well-Being of Future Generations (Wales) Act 2015 and has a robust programme of activities for the next year, recognising short/medium and longer term needs of the communities it serves (EV2).

As well as the Corporate Plan each year the service publishes its Annual Performance Assessment (EV1) which reports against the improvement objectives from the previous year.

The Service is continually trying and testing new and innovative ways of delivering services *'Our priority is to ensure our Improvement Objectives are delivered effectively and within budget, whilst continuing to deliver a high-quality service to the communities of mid and west Wales'* (MAWWFRS, 2020b).

Over the past decade improvements in planning and risk reduction has significantly improved performance has been achieved despite budget cuts of 20% since 2006 (approx. £9m) (EV20).

MAWWFRS recognises *'that people are the most valuable asset of any organisation and strives to have a work-force which reflects the communities it serves and be the best employer it can be, to enable us to provide the highest level of service to those communities we serve, whilst also recognising the commitment and effort required of its employees to achieve this goal'* (MAWWFRS 2020a).

The Service uses an electronic system called PDRPro to plan and record operational and training competencies, based on the National Occupational standards for roles (EV21). This ensures that all Firefighters are developed against the same criteria thus ensuring a robust and consistent approach in recording methodology in order to assess future developments needs as well as providing a record for continual professional development.

Performance for all employees of the Service is monitored continuously and training needs recorded through annual Individual Development Reviews (EV22). MAWWFRS have tailored the IDR process to suit the role, courses are available dependant on the role of the individual and the department they are part of (EV23). In line with CIPD (2017).

MAWWFRS recognises that coaching and mentoring is an effective method of supporting (EV24).

MAWWFRS has a very good development system in place, however due to the nature of the organisation that focus is very much operational based (frontline staff/activities) which is what the public see/is reported on, but more emphasis could be placed on developing support staff who also play an important role, often in the background.

Operational staff based have more time provided in ensuring competency however support staff tend to have more informal on-the job training and only the annual IDR process to identify training requirements/development needs, whereas operational staff tend to have more regular catch up sessions. It is also very focussed on ensure everyone has training to the same standard rather than building on people strength's but this is due to the nature of the organisation.

High Performance Working (HPW) is a bundle of HR policies and procedures in an organisation and are believed to have a positive impact on organisational performance (Taylor, 2016).

MAWWFRS has many of the procedures in place as identified by analysis of HPWS by (Boselie et al 2005; Datta et al 2005; Marchington and Wilkinson 2012):

- Recruitment and Selection – applicants are sought from a broad field and assessed on ability to perform well in the role
- Investment in training/development – employees are given the opportunity to develop their careers by being provided with up to date training
- Internal Promotion Opportunities – encourages employees to remain with the organisation thus maximising on the investment made in training
- Grievance – a fair system with clear guidelines to ensure employees feel that they can raise issue of unjust treatment without resigning
- Participation/Team Working/Information sharing – provide opportunities for employee participation in decision making thus leading to improvement in decisions taken/future plans. Vertical/horizontal feedback
- Performance Appraisal System – all employees have a goal to work to which should also align with the organisational objectives
- Flexible Working – increases motivation, ensure employees are multi-skilled, able to transfer to other areas
- Good Work-Life Balance – ensure initiatives are in place to assist employees from becoming stressed which can lead to poor performance or absence
- Harmonisation of terms/conditions – the same rules apply to all hours/holidays/pension/work-place facilities
- Diversity – the Service supports diversity, its culture and values and make use of diverse skills to achieve high performance and competitive advantage (Kandola and Fullerton, 1994)

MAWWFRS has been awarded the IIP Platinum accreditation which is the highest accolade that can be achieved against the Investors in People Standard and is currently held by only 1% of IIP accredited organisations. The IIP *'defines what it takes to lead, support and manage people in a way that produces sustainable results'* (IIP, 2020).

MAWWFRS has measures in place to try and reward performance such as:

- On-call acknowledgment payment made to on-call employees as a thank you for their commitment to the Service
- Annual Celebrating Success Evening to recognise and reward talent in numerous categories and also award long service medals to those who have been with the Service for 20, 25, 30, 35 and 40 years (find something on at work)
- The Service has also employed a fitness team to assist with fitness levels across the Service in order to meet the national standards

The above are a good way of improving performance but even so the Service still struggles with the retention on on-call employees, this is not only a local but national issue and has a direct impact on performance.

The Thomas Review (2015), suggested that Services move away from these contracts in order to allow individuals more flexibility. Thewlis, (2011) found that 50% of employees that had left, had struggled with work-life balance due to the hours of cover required. A reduction in the level of cover may have influenced their decision to remain.

Knight (2013), suggested an increase in flexibility could not only assist in retaining current employees but also assist in the recruitment of new employees thus leading to overall savings

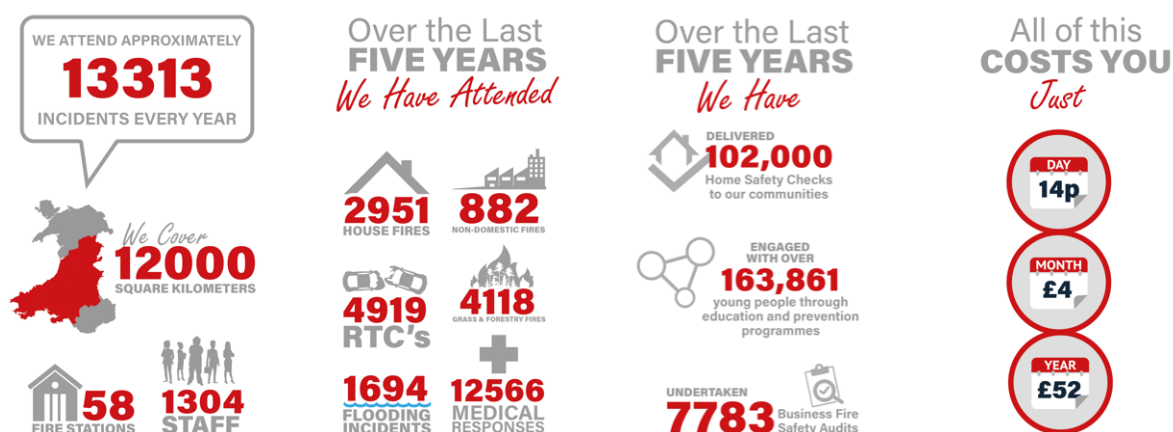
Recommendations:

- Review on-call contracts - on-call contracts are amended to allow for greater flexibility. Currently on on-call firefighter contracts only allow for 100%/75% cover, possibly introducing contracts of 85%/50% may attract and retain more individuals (EV25).
- Advocate career breaks rather than leaving the service altogether if personal circumstances change, on-call firefighters could then return with minimal training required, therefore resulting in less of an impact on organisational performance as well as reducing the need for the high initial training costs.
- Continue to introduce and develop technology on order to assist with performance management.
- Induction process is moving online but must ensure it meets the Service aims *'induction is an opportunity for an organisation to welcome their new recruit, help them settle in and ensure they have the knowledge and support they need to perform their role. For an employer, effective induction may also impact turnover, absenteeism and employer brand (CIPD (2019)).*

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EV20



EV21

National Occupational Standards (NOS)

National Occupational Standards describe what people have to do in their workplace and the standard of work they should achieve. NOS also describe the essential areas of knowledge; understanding and skills people are expected to demonstrate in their employment. National Occupational Standards have been agreed by employers and employee representatives and approved by the Education Regulatory Authorities.

National Occupational Standards are divided into units, each covering a key component of a job. Units are further divided into elements (different activities). Each element contains performance criteria; these are clear statements by which an individual can judge whether their work is up to the required standard. Each unit also specifies the knowledge and understanding and personal competencies (attributes) individuals need to perform competently.

NOS can therefore be used to help develop the knowledge, skills and performance individuals need, or to diagnose where an individual may be experiencing problems and enable them to tackle these. It is useful to think of National Occupational Standards as a requirements specification detailing the key components and performance requirements of a job.



Datblygu Pobl
People Development

Individual Development Review (IDR)

People Development

Version 1

Author: GM G Thomas
17 June 2020



Background

Due to the current situation with COVID, the proposed improvements to the IDR process have been delayed and the intention is to see these improvements for the IDR process in 2021, however the Service is conscious that we need maintain our commitment to developing people and improving what we do. Therefore, the IDR process for 2020 has been shortened to enable staff, in conjunction with their Line Manager, to review their achievements and areas of strength last year, discuss how they contributed to the Services corporate objectives and look ahead and agree a timetable for development.

The IDR process normally consists of 3 areas:

1. Employee to complete self-assessment
2. Line Manager to complete an assessment of employee
3. Meeting with Line Manager to review self-assessment and agree development opportunities

The 2020 IDR process has been refined to remove steps 1 and 2, and proceeds straight to the meeting where you can complete your review in conjunction with your Line Manager and discuss development opportunities and how these can be achieved through either 'On the job' training, coaching and mentoring, development courses or any other form of learning. Any

EV22 (cont...)

learning / development courses which are outside of your development pathway **will** require a rationale from your Line Manager.

The IDR Meeting

Ideally the recommended method during the current situation is to utilise Microsoft Teams and share the IDR form on the screen so both can see the questions and development opportunities / courses available, however if this cannot be done then the IDR meeting can be completed in the same room adhering to **all** social distancing protocols. At the end of the process, everyone has the option to receive a copy of their completed IDR by email if they 'tick' the box at the end of the form prior to submitting.

IMPORTANT – you will need to access the IDR form through your own account as the form will recognise you and automatically input your name into the database of replies.

For the On Call, the facility of the IDR Lite is available again, this will be undertaken under the same guidance as above however the opportunity for development courses does not exist, therefore any On Call wishing to undertake development courses this year will need to complete the normal IDR and not the IDR Lite.

There are some additional benefits of the new process in that the option to complete the form in Welsh is available and you have the facility to complete the IDR on your mobile phone if you do not have access to a Service computer.

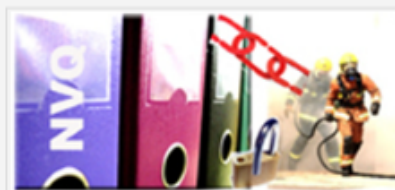
Any questions please get in touch with People Development.

EV23

National Vocational Developments (NVQs)

The Learning & Development department is an approved Skills for Justice Awarding/ Examining Body to offer the following qualifications / awards.

- Emergency Fire Services Operations in the Community NVQ level 3
- Emergency Fire Services Control Operations NVQ Level 3
- Emergency Fire Services Watch Management NVQ Level 3
- SFJ Awards Level 3 Certificate in Fire Safety (Fire Auditors)
- SFJ Awards Level 3 Award in Initial Incident Command
- SFJ Awards Level 4 Award in Intermediate Incident Command in Fire and Rescue Services
- SFJ Awards Level 6 Award in Advanced Incident Command in Fire and Rescue Services
- SFJ Awards Level 3 NVQ Diploma in Emergency Fire and Rescue Service Operations in the Community
- SFJ Awards Level 3 Award in Assessing Competence in the Work Environment
- SFJ Awards Level 3 Certificate in Assessing Vocational Achievement
- SFJ Awards Level 4 in Understanding the Internal Quality Assurance of Assessment Processes and Practices
- SFJ Awards Level 4 Award in Internal Quality Assurance of Assessment Processes and Practices
- SFJ Awards Level 3 Certificate in Learning and Development
- SFJ Awards Level 3 Award in Education and Training
- SFJ Awards Level 4 Diploma in Learning and Development
- SFJ Awards Level 3 Certificate in Problem Solving in Community Safety



The NVQ is a reflection of an individual's commitment to their development of competence over a period of time. Each individual is assessed on station on a continual basis by a qualified, occupationally competent assessor. Each station/ assessor is supported by the Assessor Support Team on a monthly basis which ensures the quality assurance process and enhances the progression of each individual. The NVQ centre has made significant progress and can now offer direct certification of qualifications.

[Assessment Plan](#)[Question and Answer Template](#)[Evidence Template](#)[Appeals Process](#)[NVQ Matrices](#)

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.

EV23 (cont...)

11. HR, FEL, Transport

- ☐ BPS Level A
- ☐ CIPD
- ☐ CPC Road Haulage Transport / Operations
- ☐ Fitness Instructor Level 3
- ☐ Fork Lift Training
- ☐ IRTEC Vehicle Inspector
- ☐ IRTEC Vehicle Technician
- ☐ LGC & PCV Instructor
- ☐ NVQ Level 2 Supply Chain Management
- ☐ NVQ Level 3 LGV Maintenance
- ☐ NVQ Level 3 Vehicle Mechanical & Electronic Systems
- ☐ NVQ Level 4 Supply Chain Management
- ☐ Qualified DSA Examiner

12. ICT, Finance, Procurement, Estates

- ☐ Asbestos Awareness
- ☐ Certificate in Information Security Management
- ☐ Certificate in Technical Training
- ☐ CIPFA
- ☐ CIPS Exam
- ☐ Construction Skills Certification Scheme (CSCS) Card
- ☐ Contract Management Programme
- ☐ DSE Assessment
- ☐ Facilities Management
- ☐ HNC/HND in Construction/Surveying/Engineering
- ☐ IEMA Associate Level
- ☐ Information Technology Infrastructure Library Foundation Course
- ☐ ISEB Certificate in Freedom of Information

Development Programmes

Leadership Development Programmes

Mid and West Wales Fire and Rescue Service is committed to the development and support of its leaders, managers and specialists and we recognise that our most important resource is our people. The service needs excellent leaders with the right skills, knowledge and behaviours with the ability to drive and inspire individuals and teams towards the vision of the service. The Leadership Development Programmes seek to develop the future leaders of an operational service charged with managing risk within the community and the saving of life, property and the environment during emergency incidents. They will equip our leaders to become an inspirational, innovative and high performing leader and manager within a modern fire & rescue service. The documents and links below will provide you with the information required to complete the programme.


[Firefighter Development Programme](#)
[Crew Manager Leadership Programme](#)
[Watch Manager Leadership Programme](#)
[Station Manager Leadership Programme](#)

Coaching and Mentoring

Introduction Text

Coaching is a series of structured conversations where the coach helps the client to achieve a mutually identified set of goals to improve performance and / or develop.

Mid and West Wales Fire and Rescue Service has positioned coaching as an effective method of supporting people in their personal and professional development, in achieving organisational objectives, and in assisting with organisational change and development. The benefits of coaching are mutual to the individual and the organisation.

The development of a leadership and coaching culture is supported at the highest level and is one of the objectives within the Service's Organisational Development Plan.

Coaching can be used as a development tool for individuals and teams and has been proven to help engage, motivate and develop people at all levels.

We plan to continually revise and improve these guides based on experience and the feedback that we receive.

EV25

From: Evans Anthony (On-Call Support)

Sent: 14 December 2018 10:20:59

To: Woodhead Richard (Head of Service Response); Richardson Chloe (On-Call Support); Edwards Euros Pembs. Command; Fairhurst Karen H.Q.; Westcott Nicola H.Q.; Thomas Alan Fire Control

Cc: 'Alan.Thomas@firecontrol-bridgend.pnn.gov.uk'

Subject: On Call Review Final Report (Contracts and remuneration) Focus Group

Dear colleagues,

Please be advised that your assistance is being requested to form a stakeholder group. The purpose of the group will be to develop Key Focus Area 6 of the On Call Review Final Report (Contracts and remuneration). The group will scope out what a remuneration package might include so that appropriate recommendations can be made about the way in which our On Call Staff are remunerated. There has been some research associated with this focus area, both by the On Call Review Team, and the FBU. The research will provide sufficient material to commence discussions for the group.

Group members;

Group Manager Ricky Woodhead, Service response

Station Manager Anthony Evans, On Call Support Team

Chloe Richardson, On Call support Team

Euros Edwards, Fire & Services Association (RFU)

Karen Fairhurst, Human Resources MAWWFRS

Alan Thomas, Fire Brigade Union

Nicola Westcott, Payroll Manager MAWWFRS

Please can you all indicate your availability to attend a meeting that will commence at 14:00hrs on the 3rd January at Service Headquarters.

Contract payments by Nicola Westcott

Contract A 100%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	8	£ 173.84	£ 321.75	£ 141.04	£ 246.82	£ 883.45	£ 10,601.40
WM Dev	8	£ 161.68	£ 294.00	£ 128.88	£ 225.54	£ 810.10	£ 9,721.20
CM	8	£ 158.96	£ 287.75	£ 126.16	£ 63.08	£ 635.95	£ 7,631.40
CM Dev	8	£ 153.68	£ 275.83	£ 120.88	£ 60.44	£ 610.83	£ 7,330.00
FF	8	£ 146.56	£ 259.50	£ 113.76	£ 28.44	£ 548.26	£ 6,579.12
FF Dev	8	£ 121.68	£ 202.83	£ 88.88	£ 22.22	£ 435.61	£ 5,227.36

Contract B 85%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	6.8	£ 147.76	£ 273.49	£ 141.04	£ 246.82	£ 809.11	£ 9,709.34
WM Dev	6.8	£ 137.43	£ 249.90	£ 128.88	£ 225.54	£ 741.75	£ 8,900.98
CM	6.8	£ 135.12	£ 244.59	£ 126.16	£ 63.08	£ 568.94	£ 6,827.32
CM Dev	6.8	£ 130.63	£ 234.46	£ 120.88	£ 60.44	£ 546.41	£ 6,556.88
FF	6.8	£ 124.58	£ 220.58	£ 113.76	£ 28.44	£ 487.35	£ 5,848.21
FF Dev	6.8	£ 103.43	£ 172.41	£ 88.88	£ 22.22	£ 386.94	£ 4,643.24

Contract C 75%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	6	£ 130.38	£ 241.31	£ 141.04	£ 246.82	£ 759.55	£ 9,114.63
WM Dev	6	£ 121.26	£ 220.50	£ 128.88	£ 225.54	£ 696.18	£ 8,354.16
CM	6	£ 119.22	£ 215.81	£ 126.16	£ 63.08	£ 524.27	£ 6,291.27
CM Dev	6	£ 115.26	£ 206.88	£ 120.88	£ 60.44	£ 503.46	£ 6,041.46
FF	6	£ 109.92	£ 194.63	£ 113.76	£ 28.44	£ 446.75	£ 5,360.94
FF Dev	6	£ 91.26	£ 152.13	£ 88.88	£ 22.22	£ 354.49	£ 4,253.82

EV25 (cont...)

Contract D 50%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	4	£ 86.92	£ 160.88	£ 141.04	£ 246.82	£ 635.66	£ 7,627.86
WM Dev	4	£ 80.84	£ 147.00	£ 128.88	£ 225.54	£ 582.26	£ 6,987.12
CM	4	£ 79.48	£ 143.88	£ 126.16	£ 63.08	£ 412.60	£ 4,951.14
CM Dev	4	£ 76.84	£ 137.92	£ 120.88	£ 60.44	£ 396.08	£ 4,752.92
FF	4	£ 73.28	£ 129.75	£ 113.76	£ 28.44	£ 345.23	£ 4,142.76
FF Dev	4	£ 60.84	£ 101.42	£ 88.88	£ 22.22	£ 273.36	£ 3,280.28
* Based on July 2019 rates							