

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

Contributing to Resourcing and Talent Planning

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

LO1: Be able to review and evaluate an organisation's approach to talent planning.

LO2: Be able to recommend ways to improve an organisation's approach to talent planning.

LO3: Be able to contribute to people resourcing activities.

Total Word Count: 2,990

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

Signed: S D Tillman

Date: 24 May 2021

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Candidate name: Sarah Tillman				CIPD Membership No.: 55478686		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOP	Contributing to Resourcing and Talent Planning	1.1	Strategic Workforce Group – Terms of Reference	EV01		
		1.1	2021 Wholetime Recruitment Campaign	EV02		
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		1.1	MAWWFRS Procedural Guidance Document - Mentoring	EV04		
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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:	S D Tillman	Date:	24.05.2021
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Review and Evaluate MAWWFRS approach to Talent Planning

1.1 MAWWFRS approach to Workforce and Talent Planning

Workforce Planning is defined as *“the process of ensuring an organisation has current and future access to the human capital it needs to perform effectively”* (HR Zone,2021).

MAWWFRS have established a Strategic Workforce Group (SWG) which oversees workforce planning. The SWG have overall responsibility to ensure the workforce is managed in a systematic, efficient and coordinated manner, thereby ensuring that MAWWFRS has the right people in the right roles with the right skills to meet the required level of service delivery in the most cost-effective manner for present and future users (**EV01**). Examples of tasks undertaken include the proposal of new staff, renewal of existing staff contracts and aligning and integrating workforce planning and management with strategic and corporate planning cycles to enable and support the achievement of Strategic Plans.

A Wholetime Duty System recruitment process is undertaken annually (**EV02**) to ensure we have a continual flow of new recruits. This is attributed to the fact that previously it was more than likely individuals would retire when they reached their pensionable age or achieved the maximum service within the Firefighter Pension Scheme (FPS). However, with the recent changes made to the FPS, it has become apparent that individuals are remaining in employment for longer and therefore their date of retirement is unpredictable.

‘Talent Management’ has various definitions, however, for MAWWFRS, I feel the below definition is the most appropriate as it regards all employees as being part of a talent pool:

“The recruitment, development, promotion and retention of people, planned and executed in line with your organisation’s current and future business goals”. (Wellins, et al., 2006).

A corporate plan is produced every five years which sets out our vision for the future. Encompassed within the plan are strategic aims along with objectives of how this will be achieved. Resourcing and talent planning activities are key as it ultimately ensures **all** our staff “will have the knowledge and skills they need to safely deliver and develop our services” (MAWWFS 2021-2026) (**EV03**). For example:

Coaching and Mentoring: open to all personnel and provides a route for an employee to connect, learn and grow within the organisation, whilst developing their own career path for the future. A Mentoring procedure is in place which details the purpose of the scheme (**EV04**).

Talent Management Procedure (**EV05**): identifies individuals that demonstrate personal, qualities, attributes and / or leadership and management qualities and develop, retain and nurture these skills. This procedure is used to support career development, workforce planning and recruitment (MAWWFRS, PGD, Pod 3.4 – Talent Management, 2016).

Transfer & Promotion Procedure (**EV06**): this recognises the importance of personal and organisational development. As such, operational staff can apply for a transfer of location or temp/promotion within the Service and a panel will decide the most suitable means of filling operational vacancies based on the applications received. All decisions relating to workforce promotion and progression are based on objective, transparent and fair criteria in accordance with the principles contained within the Recruitment and Selection procedure. This enables employees to gain exposure in different departments and provide them with a more rounded view of the organisation as a whole and widen their opportunities in the future.

Annual Internal Development Review (IDR): a meeting between the line manager and employee will take place and the employee self-evaluates their own performance against the organisation's objectives which informs targets to work towards and identify training requirements.

1.2 Analysis of Internal and External information relating to Future People & Skills needs and the availability of Talent

It is crucial MAWWFRS are aware of the internal and external information available to identify the *“knowledge, skills, abilities and other factors required for current and future workforce roles”* (CIPD, 2018).

1.2.1 Internal Information

Employee Movements: The Service records data on a movement register which details resignations/retirements, internal promotions, enrolments, transfer of post or reversion (**EV07**). This enables the Service to identify any themes / patterns which informs what needs improving to maintain service delivery and what personnel maybe required in the future.

Demographic Data: individual employee demographic data is recorded (for example, gender, age, ethnicity, disability, and nationality) which is used to convey the extent to which MAWWFRS is meeting both the moral and legal obligations to recognise diversity and promote equality and inclusion within the workforce. The data is analysed to inform objectives of where the Service needs to be and ensure we can attract, appoint, promote, and retain as diverse a workforce as possible in the future (**EV08**).

Metrics: skills, performance, and training data are recorded, and the data is used to identify gaps so that development programmes can be put in place to fill future roles

1.2.2 External Information

Demographics: according to a CMI (2019) discussion paper, the future workforce is likely to be increasingly female, more diverse, and older. Research has also found that throughout Fire and Rescue Services in the UK, females account for just 10% of Chief Fire Officers (NFCC, 2019).

Based on MAWWFRS demographic data (**EV08**) this poses a risk to the Service as statistics show there is a shortage of female personnel along with an under-representation of diversity; it is evident the workforce needs to become for diverse.

Age: A third of all workers are now aged 50 or over (Centre of Ageing Better, 2019) and within UK FRA, 42% of Wholtime firefighters are between the ages of 46-55 (Gov.uk, 2019).

However, a recent court ruling confirmed that discrimination had occurred within the FPS and as a result, individuals will retain the right to remain in their legacy scheme whereby the retirement age is between 50 and 55. This could result in a large proportion of the older generation retiring and potentially leave a skills gap in critical areas. MAWWFRS will need to reassess their 'talent' and ensure they can fill critical roles now and in the future.

1.3 The Extent to which current Organisational Planning Activities are addressing Potential Needs

- Providing workshops to promote Equality, Diversity and Inclusion within the workplace which is aimed at middle managers (**EV09**) to achieve long term objectives set within MAWWFRS Annual Equality Plan.
- Female awareness days to encourage more female applicants into the role of firefighter via targeted awareness days. As stated above, females are underrepresented and MAWWFRS needs to act now to meet the requirements of a diverse workforce.
- Develop 'talent' via an ADC so the organisation will continually have the right people and skill set to contribute to the effectiveness of the organisation now and in the future (**EV10**). Personnel are also 'Temporary' promoted to gain experience in different sectors to enhance skills/knowledge throughout the service (**EV11**).

Reference List

- Centre of Ageing Better (2019) *The State of Ageing in 2019. Adding life to our years*. Available at: <https://www.ageing-better.org.uk/sites/default/files/2019-04/The-State-of-Ageing-in-2019.pdf> (Accessed 25 April 2021).
- CIPD (2018). *Workforce Planning Practice* [online] Available at: https://www.cipd.co.uk/Images/workforce-planning-guide_tcm18-42735.pdf [Accessed 19 May 2021].
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- Gov. uk (2019) *Fire statistics data tables*. Available at: <https://www.gov.uk/government/statistical-data-sets/fire-statistics-data-tables#history> (Accessed 25 April 2021).
- HR Zone. (2020) *What is Workforce Planning?* [online] Available at: <https://www.hrzone.com/hr-glossary/what-is-workforce-planning> [Accessed 17 May 2021].
- MAWWFS. (2021-2026). *Our Plans and Performance - Mid and West Wales Fire and Rescue Service*. [online] Available at: <https://www.mawwfire.gov.uk/eng/about-us/our-plans-and-performance/> [Accessed 25 April 2021].
- Mid & West Wales Fire & Rescue Service PGD: Pod 3.4 – Talent Management (2016) Internal Document
- National Fire Chiefs Council (2019) *Chief Fire Officers*. Available at: https://www.nationalfirechiefs.org.uk/Chief-Fire-Officers_ (Accessed 26 April 2021).
- Wellins, R., Smith, A. & McGee, L. (2006) *The CEO's guide to talent management: building a global leadership pipeline*. Pittsburgh: Development Dimensions International.

EV01 Strategic Workforce Group – Terms of Reference

Strategic Workforce Group

TERMS OF REFERENCE

1.0 ESTABLISHMENT

- 1.1** The Strategic Workforce Group (SWG) was established to ensure Mid and West Wales Fire and Rescue Service's (MAWWFRS) workforce planning and management supports the strategic planning objectives and is consistent with best practice.
- 1.2** The Terms of Reference have been developed to reflect the SWG's role in ensuring that workforce planning management supports MAWWFRSs Corporate responsibilities.

2.0 RESPONSIBILITIES

- 2.1** The SWG is integral to ensuring MAWWFRS undertakes workforce planning and management activities as a corporate responsibility. The broad membership ensures a whole-of-organisation view to ensure MAWWFRS's workforce is managed in a systematic, efficient and coordinated manner. This ensures the Service has the right people in the right roles with the right skills to meet the required level of service delivery in the most cost effective manner for present and future users. The continuing role of this Group is important in implementing, monitoring and reporting on the corporate approach to workforce planning and management.
- 2.2** In undertaking these responsibilities, the SWG will:
 - 2.2.1** Implement a Service wide Strategic Workforce Planning and Management system that delivers cost effective, sustainable, systematic and coordinated management of its people;
 - 2.2.2** Ensure that the responsibility for all workforce planning and management activities are assigned within the organisation and that skill and responsibility levels are sufficient to achieve the required results;
 - 2.2.3** Ensure that the information flow for planning and reporting is in place to review workforce data and associated risks, using this information to inform future workforce planning and development.
 - 2.2.4** To oversee the development and implementation of the Strategic Workforce Plan (SWP), ensuring its integration with Corporate and Financial Plans.

- 2.2.5** Provide leadership to set the direction and priorities for the development of MAWWFRSs workforce planning and management practices.

2.3 In the above responsibilities, the Group's tasks will include:

- 2.3.1** Endorsement and regular review of MAWWFRSs Workforce Management Objectives, Strategy and Plans;
- 2.3.2** Review and respond to workforce performance reports;
- 2.3.3** Review and approve MAWWFRSs Strategic Workforce Plan.
- 2.3.4** Consistently implement enablers and controls that support decision making and efficiency of service delivery which govern investment in new Staff, renewal of existing Staff contracts and the terminating of contracts where appropriate;
- 2.3.5** Consult with Executive Board (EB), Executive Leadership Team (ELT) and Service Leadership team (SLT) in relation to workforce planning and management priorities and opportunities;
- 2.3.6** Development of workforce targets for MAWWFRSs in order to measure performance;
- 2.3.7** Aligning and integrating workforce planning and management with strategic and corporate planning cycles to enable and support the achievement of Strategic Plans.
- 2.3.8** Reviewing, as appropriate, the Corporate pay and grading structure including job sizing and job evaluation assessments.

3.0 DELEGATIONS

- 3.1** In order to meet its responsibilities, the SWG has delegated authority from the Chief Fire Officer to approve changes to budgets provided such variations remain within the allocated designations of the department budget as approved by Executive Board.
- 3.2** Variations which cannot be accommodated within the allocated designations of the department budget must be referred by the SWG to the Executive Board for consideration and recommended action.

EV02: 2021 Wholetime Recruitment Campaign

2021 Wholetime Recruitment Campaign. - Message (HTML)

File Message Help Alchemy Attachments Tell me what you want to do

Open Quick Print Remove Attachment Save As Save All Upload Upload All Select Copy Show Message

2021 Wholetime Recruitment Campaign.

FK [redacted] H.Q.

To [redacted]

Sat 13/02/2021 11:50

Dates WDS Recruitment 2021 - revised.doc 50 KB

Dear All

Please be advised that the Service will be undertaking another Wholetime Firefighter Recruitment Campaign commencing on 19 March 2021, and a pre advert will be published on our external website end of this month.

Attached is the timetable of each assessment throughout the process for your information.

Should you receive any telephone queries, please refer them to the recruitment@mawwfire.gov.uk.

Many thanks

[redacted]
Rheolwr Adnoddau Dynol / Human Resources Manager

✉ Mewnol / Internal: [redacted]
✉ Allanol / External: [redacted]
✉ Ffôn symudol / mobiles: [redacted]
✉ Post: [redacted]
Wefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

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

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

 Cymraeg

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

 INVESTORS IN PEOPLE | Platinum Unit 2021

EV03 Corporate Plan 2021-2026

Corporate Plan | 2021 - 2026

How we will achieve Strategic Aim One?

**We will: inspire co-production -
The development of all.**

We will: achieve this by:

- Capturing the lessons learnt from staff and stakeholders during the COVID-19 pandemic to inform organisational development;
- Ensuring that all staff are valued, empowered and recognise that everyone has something to contribute;
- Ensuring that all employees contribute to the successful delivery of the Service, ensuring that they are trained to the highest standards and are able to maintain their competence through continued professional development;
- Recognising that staff have valuable contributions to make and encourage them to get involved in the design and delivery of the services we provide.

How we will measure the success:

- Monitoring the number of staff who undertake training and development opportunities across the Service to assist with the Service's Succession Planning;

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- Monitoring of the number of staff applying for development opportunities;
- Evaluating the levels of engagement from staff throughout the Service.

When:

This will be achieved by the end of the 2021/22 financial year.

**We will: Support the health and
wellbeing of our people to help them
feel happy at work and build personal
resilience.**

We will achieve this by:

- Developing our understanding on what "positive well-being" looks like in the organisation, this could be achieved through exploring what arrangements are in place currently and where the Service would like to be, together with identifying what best practice exists in similar organisations;
- Developing a programme that promotes health and fitness and helps to build personal resilience;
- Implementing a proactive mental health programme throughout the Service for all staff;

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Corporate Plan | 2021 - 2026

- Having Health and Wellbeing Champions and TRIM practitioners who are able to offer support to colleagues;
- Offering health and well-being training for managers to not only recognise the signs but to help them to manage their teams with the right level of contact and support for each individual;
- Providing managers with the skills to manage their teams in consideration of the new approach to flexible working;
- Creating easy access to content via our internal intranet and external website.

How we will measure the success:

- Monitoring absence levels throughout the Service;
- Evaluating the attendance and effectiveness at wellbeing events;
- Evaluating the feedback from staff in order to continually improve organisational and staff resilience.

When:

This will be achieved by the end of the 2021/22 financial year.

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What this will mean and why it is important to you?

We want staff to have the confidence and space to grow and develop, enabling them to fulfil their potential and reach their career goals.

Our approach will identify and maximise the potential of our workforce through effective people management and development, maintaining a high performing culture, and continuing to provide a professional and appropriate Service, whilst making the most effective use of public funds.

We want our staff to be healthy and happy at work. Our records currently indicate that 40% of our sickness absence is related to issues linked to stress and anxiety. Historically we have provided reactive support to help our staff deal with or recover from stress, trauma or ill health by offering a counselling service, the MIND Blue Light Programme, TRIM, and support from the Fire Fighters Charity.

However, we want to be able to recognise the signs of poor mental health and prevent health issues from arising, by providing early support and intervention.

Our aim is to do what we can to help our staff enjoy longer, healthier and fulfilled lives while reducing our sickness levels.

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EV04 MAWWFRS Procedural Guidance Document – Mentoring

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

PGD POD 3.5 – MENTORING

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- 3.0 ROLES / RESPONSIBILITIES
- 4.0 CONFIDENTIALITY
- 5.0 HOW THE SCHEME WORKS
- 6.0 REVIEWING THE MENTORING PROCESS
- 7.0 TRAINING, BRIEFING AND SUPPORT
- 8.0 REVIEW
- 9.0 APPENDICES

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Document Author	
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Date of Last Review	First Issue
Date Last Amended	First Issue
Date of Next Review	
Approval Details	Mr Kevin Jones, Corporate Head of People & Organisational Development
Equality Impact Assessment Reference	PGD POD3.5

PGD POD 3.5 MENTORING VERSION 1

operate a waiting list. In such a case, priority criteria may apply as agreed by the Head of People Development.

2.3 CO-ORDINATION

The mentoring programme will be co-ordinated by the Head of People Development in consultation with the Corporate Head of People and Organisational Development and Director for Development.

3.0 ROLES / RESPONSIBILITIES

3.1 ROLE OF THE MENTOR

The mentor is expected to be able to assist the mentee as follows :-

- to provide impartial support for mentees in dealing with their current role;
- to provide a safe and confidential forum for exploring professional issues and problems;
- to act as a sounding board when the mentee has major decisions to make and needs to talk them through;
- to assist the mentee in looking at their strengths and weaknesses and helping them to action plan for future development;
- to help the mentee identify further training needs;
- to provide honest, accurate and constructive feedback and challenge assumptions;
- to foster a self-managed approach to learning;
- to help the mentee to develop broader perspectives by sharing knowledge of the policies and practices of the organisation and by sharing practical experience;
- to encourage and inspire mentees to develop their own networking opportunities;
- to provide statistical information as requested by the mentoring coordinator.

3.2 ROLE OF THE MENTEE

The mentee also has responsibilities towards the mentoring relationship which include:

- to bring clear and realistic expectations about what the mentoring relationship can achieve;
- to identify and bring forward appropriate issues for discussion;
- to be willing to challenge and be challenged;
- to approach the relationship with respect and openness;
- to treat information given by mentors with the same level of discretion

PGD POD 3.5 MENTORING

VERSION 1

1.0 INTRODUCTION

1.1 Mentoring is a confidential, one-to-one process that supports learning, development and thus performance improvements, for an individual, team or business. Generally, the process draws on the ability and expertise of members of the organisation to help others to develop their skills and to become more effective. When this is done well, it can provide great benefits to the organisation.

Mentoring is only one of the mechanisms available for assisting with skills development and career progression. Others include coaching, training courses, self-motivated learning, attachments, networking etc. Similarly a Welsh Learner's Mentoring Scheme has been set up to improve and encourage the use of Welsh in the workplace by increasing the confidence of employees in this regard. Further information on this Scheme is available on the CCMS section of the BIS.

Particularly, mentoring does not replace line managers' responsibility for the coaching and development of their employees.

2.0 PURPOSE OF THE SCHEME / POLICY

2.1 SCHEME AIMS AND OBJECTIVES

The purpose of the scheme is to provide a professional mentoring service that supports the development of all staff within the Mid and West Wales Fire and Rescue Service who are seeking to achieve development within their current role or career progression and promotion, to the benefit of the individuals and the organisation.

In particular its objectives are:

- to provide a means of impartial support for mentees in dealing with their current role and a safe forum for exploring professional issues and problems;
- to provide the mentee with a sounding board;
- to provide a mechanism for the provision of constructive feedback;
- to provide a means of helping the mentee to examine their strengths and weaknesses and of helping them to action plan for future training and development;
- to encourage a self-managed approach to learning;
- to broaden mentees' perspectives by facilitating the sharing of organisational knowledge and experience.

2.2 ELIGIBLE EMPLOYEES

The mentoring scheme is open to all operational and support staff employees; all those who consider a mentoring relationship will benefit and assist their professional development are invited to apply. However, only those individuals who have received formal mentoring training will be available to assist where possible. Mentors will be allocated taking cognisance of the mentee's role and responsibilities within the Service.

If demand for mentors exceeds the current availability, it may be necessary to

PGD POD 3.5 MENTORING

VERSION 1

and confidentiality as they expect to receive from the mentor;

- to recognise that the prime responsibility for coaching and skills development within their current role rests with their line manager;
- to retain responsibility for their own development;
- to be committed to delivering agreed action plans within agreed timescales.

4.0 CONFIDENTIALITY

4.1 Information exchanged during the mentoring relationship must be treated as strictly confidential, because in order to be effective, the mentoring relationship needs to be based on trust. Mentors will not provide any information on the mentee to line managers or anyone else without the mentee's prior knowledge and consent. Likewise, mentees must respect personal information shared with them by their mentor.

The issue of confidentiality will be covered in training, but as a rule, confidentiality will be respected unless a crime or disciplinary offence has been committed, or the individual is a danger to themselves or to someone else.

5.0 HOW THE SCHEME WORKS

5.1 SELECTION OF MENTORS

A flowchart showing the mentoring process can be seen at Appendix 5.

Mentors will be of the appropriate management level, although the right combination of skill, experience and credibility will be more important than rank/grade alone. In particular, the following attributes will be valued in mentors:

- good interpersonal skills;
- commitment to making themselves available;
- desire to help others develop;
- ethical conduct;
- commitment to organisational / corporate goals
- knowledge of the organisation.

Individuals interested in undertaking the mentoring role will be required to submit an application form outlining their suitability for the role to the mentoring co-ordinator.

Those selected will be provided with training before undertaking the mentoring role.

PGD POD 3.5 MENTORING

VERSION 1

EV05 MAWWFRS PGD POD 3.4 Talent Management

	
MID & WEST WALES FIRE & RESCUE SERVICE PROCEDURAL GUIDANCE DOCUMENT (PGD)	
PGD POD 3.4 – TALENT MANAGEMENT	
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3.0	DEFINITION OF TALENT CATEGORIES
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5.0	TALENT MANAGEMENT SELECTION CRITERIA
6.0	TALENT MANAGEMENT TIMEFRAME
7.0	APPEALS PROCEDURE
8.0	STRATEGIC GOAL
9.0	DEVELOPMENT FRAMEWORK
10.0	COACHING AND MENTORING
11.0	DEGREE AND MASTERS COURSES
12.0	EXPECTATIONS
13.0	REVIEW
14.0	APPENDIX 1 – FLOWCHART
15.0	APPENDIX 2 – NOMINATION FOR TALENT MANAGEMENT
16.0	APPENDIX 3 – APPLICATION FOR EXTENSION OF TALENT MANAGEMENT
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Date of Next Review	
Approval Details	Mr Kevin Jones, Corporate Head of People & Organisational Development
Equality Impact Assessment Reference	PGD POD 3.4
PGD POD 3.4 TALENT MANAGEMENT VERSION 1	

1.0 INTRODUCTION	
1.1	WHAT IS TALENT MANAGEMENT
There are wide variations that exist in how the term 'talent' is defined across different sectors and organisations. Despite these variations it is helpful to start with a broad definition of both 'talent' and 'talent management'. 'Talent' is a term that can be used to describe those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential. Talent management is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their high 'potential' for the future or because they are fulfilling business critical roles. There is clearly a link that exists between talent, talent management, and succession planning all of which support the way in which the Service identifies, integrates, develops, motivates and retains talented people. Talent management and succession planning can include performance management, training, talent reviews or development planning. Generally, the above concepts will be used to support career development, workforce planning and recruiting. Essentially, for the purpose of this Policy, talent management refers to all of the variables associated with the employment and development of employees which, as with all other corporate assets, requires strategic and proactive management. Talent management is the process by which Mid and West Wales Fire and Rescue Service (MWWFRS) will identify, manage and develop individuals now and for the future and it is concerned with: - Supporting a strategy that determines what MWWFRS needs to meet the current and future demands of the Strategic Plan. - Establishing a process that measures and develops workplace competence in line with organisational need. - Creating a range of developmental tools and processes that provide tailored approaches to the individual needs of talented employees. - Identifying ways to obtain and retain people who are critical to success. - Establish suitable approaches that support those with development needs. The mindset of talent management is based on an understanding that individuals demonstrate personal qualities, attributes and/or leadership and management potential and the aim is to develop, retain and nurture these skills.	
PGD POD 3.4 TALENT MANAGEMENT VERSION 1	

2.0 SCOPE AND APPLICABILITY	
2.1	Talent management is open to all employees, specifically those who demonstrate talent, either in the workplace or at an Assessment and Development Centre (ADC), by way of any or all of the following characteristics:
- Attributes or skills that can be developed to benefit the Service and the individual. - Supervisory, Middle or Strategic Manager personal qualities and attributes (PGA's). - A commitment to supporting organisational values and objectives irrespective of employment type, role or grade. It should be noted that individuals working under Grey Book Conditions of Service cannot be identified and promoted from one management grade to another e.g. Supervisory level to Middle Manager level or Middle Manager level to Strategic Manager level, without first passing the requisite ADC and role specific interview. The talent management process has been designed to help individuals to enhance or develop appropriate skills sets that can be utilised.	
3.0 DEFINITION OF TALENT CATEGORIES	
3.1	The MWWFRS talent management strategy categorises talent in three different ways:
- Broader Talent Activities and interventions designed to support individuals who are valued for the skills and experiences they have, who are looking for lateral development or promotion. - Latent Talent Initiatives designed to support talented individuals who have sufficient growth potential to advance the business. - High Level Talent Programmes and opportunities will be made available for those individuals with the attributes to achieve the highest management levels in the organisation. The broader talent initiatives are open to all members of staff who are seeking general development or have a transferable talent that can be used to improve organisational effectiveness. The latent and high level talent initiatives are targeted at candidates who have demonstrated skills or qualities that can support organisational development.	
4.0 APPLICATION PHASE	
4.1	Talented individuals can be nominated for development by any Head of Department (HoD), from any department within the Service. The talent management procedural guidance document applies to all individuals irrespective of employment type, role or grade. In the first instance the nominator should initiate discussions with the employee and subsequently with the employee's Line Manager.
PGD POD 3.4 TALENT MANAGEMENT VERSION 1	

If the nominator and the line manager agree that development under this procedural guidance document is appropriate, the nominator will be required to complete an application form (using the Nomination for Talent Management Form attached) which should be sent to the Head of People Development. He/she will then write to the nominee to inform them that they have been identified under the talent management process. Upon receipt of the application form, the Head of People and Organisational Development will inform the Chair of the Transfer and Promotion Panel (T&PP) that a nomination under this policy has been made. In January, May and September of each year the T&PP will consider nominations and subsequently will endeavor to align the needs of the Service to the talents that have been identified. This strategic direction will help identify individuals who are able to support current and future business demands. Applications can be submitted at any time but will only be considered on the dates listed above. After making a nomination the nominator will be required to attend a T&PP to present the reasons for their nomination. The nominator will be required to answer any questions that might be posed. This arrangement will help the T&PP in the decision making process. If the T&PP agree that development under this policy will assist the individual and support current or future business needs, a development plan will be offered to the candidate by the Head of People and Organisational Development. All arrangements in this regard will be confirmed in writing. Candidates who are not offered development under this policy will receive feedback from the Head of People and Organisational Development outlining the reasons for such a decision.	
5.0 TALENT MANAGEMENT SELECTION CRITERIA	
Before a nomination is made to the T&PP the nominator must consider the specific type of talents and subsequent benefit the candidate presents to the Service. The nominator must be satisfied that the nominee meets a minimum of eight of the following criteria: - Has a work ethic aligned to the 'Service Message'. - Has a specialised knowledge that can be used to support business or operational need. - Has a qualification i.e. technical and/or academic, which supports business or operational need. - Has a specialist practical skill that supports business and/or operational need. - Have language skills that support Community or other initiatives. - Has a range of perspectives, experiences and/or businesses acumen. - Has a holistic and/or visionary outlook. - Has a proven track record in a specialist role. - Has a range of people management skills. - Has extensive 'change' or 'project management' skills. - Demonstrates all of the requisite Personal Qualities and Attributes	
PGD POD 3.4 TALENT MANAGEMENT VERSION 1	

EV06 MAWWFRS PGD 6.10 Transfer & Promotion Procedure

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

HR 6.10 Transfer & Promotion Procedure (Grey Book employees excluding Control)

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

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16.0	ON-CALL TO WDS SELECTION
17.0	DISCLOSURE & BARRING SERVICE (DBS) CHECKS
18.0	REVIEW OF PROCEDURE

Document Information

Security Classification	N/A
Document Owner	Director of Resources
Document Author	Head of Human Resources
Date of Issue	01 September 2020
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Version Number	03

Date of Last Review	September 2020
Date Last Amended	September 2020
Approval Details	ELT decision on eligibility to apply for Wholtime Supervisory posts from September 2019
Equality Impact Assessment Reference	EIA HR 6.10

1.0 INTRODUCTION

Mid and West Wales Fire and Rescue Service recognises the importance of personal and organisational development and is committed to achieving equality of opportunity and fairness for all employees without compromising Service Response standards.

This Procedure is the initial point of reference for matters associated with uniformed operational employees' Transfer and Promotion within the Service, other than for Control employees which is covered in document JFC-HR.03 – Joint Fire Control Workforce Progression.

The aim is to ensure that all decisions relating to workforce promotion and progression are based on objective, transparent and fair criteria in accordance with the principles of recruitment and selection contained within the Service's Recruitment and Selection Procedure.

2.0 SCOPE & APPLICABILITY

This Procedure applies to the Transfer and Promotion of all operational employees within the Service i.e. Wholtime Duty System (WDS), and On-Call, in terms of the requirements of eligibility for transfer, promotion and progression. The Specific areas relating to Progression Gateways, including Assessment and Development Centres, and Development Programmes are covered elsewhere, within the Procedural Guidance Documents for People Development, which can also be viewed on @Work.

It is important that employees recognise that the organisational needs of the Service will always take precedence, particularly in cases of ensuring the continuity of operational service delivery. This will be the foremost focus of the Transfer and Promotion Panel, (or Executive Leadership Team in liaison with the Panel where appropriate, and required, in the case of Group Manager selection), whilst taking account of other factors, where possible to do so.

Where Control personnel also hold current operational competence, linked with a current On-Call role or previous Wholtime operational role within the Service, consideration will be given to any application for transfer and/or promotion on a case-by-case basis, based on an assessment of current competence, and the relevant eligibility criteria for application at that time.

The selection for transfer of, or promotion to Group Manager level will sit outside the general Transfer and Promotion Panel decision-making process and will be managed

collectively by the Service's Executive Leadership Team in liaison with the Panel where appropriate, and required.

3.0 TRANSFER & PROMOTION PANEL - US

3.1 COMPOSITION OF TRANSFER & PROMOTION PANEL

The Transfer & Promotion Panel will meet to decide the most suitable means of filling operational vacancies up to the role of Station Manager, that exist throughout the Service. The Panel Chair will ultimately decide whether the attendees for each meeting are sufficient and of the appropriate level to make the decisions at hand.

The Panel will normally consist of:

• Director	Operational Support & Improvement (Chair)
• Corporate Head	Response (Vice-Chair)
• Corporate Head	Operational Support & Improvement
• Corporate Head	Prevention & Protection
• Corporate Head	Resources
• Head of Human Resources	
• Group Manager B – HR link	Response

In addition to the Panel, the Human Resources Manager (Resourcing/Establishment) and/or the Human Resources Advisor for (Resourcing/Establishment) will also co-ordinate and attend the meetings, who may also be represented by an alternative Human Resources Advisor where not available.

Where Panel members are not available to attend a meeting, they may nominate an alternative officer, at the appropriate level to attend in their absence. This person will subsequently have the authority (subject to the Chair's approval) to participate fully in the decisions taken at the meeting.

3.2 FREQUENCY AND ADMINISTRATION OF PANEL MEETINGS

The Panel will meet as and when organisational circumstances dictate.

Human Resources will be responsible for informing personnel of all transfers and promotions agreed at the meetings. This will be done as soon as practicable possible.

4.0 TRANSFER PROCEDURE WHOLETIME DUTY SYSTEM

4.1 SCOPE & APPLICABILITY

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4.0 TRANSFER PROCEDURE WHOLETIME DUTY SYSTEM

4.1 SCOPE & APPLICABILITY

Establishment

[illegible][illegible][illegible]

EV08 Staff Data

STAFF DATA (01 April 2020 – 31 March 2021)

Gender (Current Staff)	
Female	210
Male	1036
Total	1246

Disability (Declared) (Current Staff)	
Female	4
Male	32
Total	36

Age (Current Staff)	Female	Male
16-24	9	54
25-34	56	270
35-44	60	304
45-54	52	312
55-64	27	91
65+	6	5
Total	210	1036

Race/Ethnicity (Current Staff)	Female	Male
Chinese	0	1
White & Asian	0	1
Black African	0	1
Black Caribbean	0	2
Black Other	0	1
Bangladeshi	1	1
Indian	0	1
White British	189	980
White Other	1	9
Other Mixed	0	2
Prefer Not to Say	19	37
Total	210	1036

Religion or Belief (Current Staff)	Female	Male
Christian	74	413
Islam	0	2
Buddhist	0	2
Sikh	0	0
Other	1	4
None	68	343
Prefer Not to Say	67	272
Total	210	1036

Marital Status (Current Staff)	Female	Male
Single	88	442
Married	100	521
Partnered	3	16
Divorced	15	44
Widowed	2	2
Civil Partnership	0	3
Separated	0	5
Other	0	0
Prefer Not to Say	2	3
Total	210	1036

Gender Identity Same as Birth (Current Staff)	Female	Male
Yes	161	821
No	0	0
Prefer Not to Say	49	215
Total	210	1036

Pregnancy & Maternity (Current Staff)	Female	Male
Yes	7	N/A
No	203	N/A
Prefer Not to Say	0	N/A

Sexual Orientation (Current Staff)	Female	Male
Bisexual	5	7
Gay / Lesbian	2	2
Heterosexual	142	776
Transgender	0	0
Prefer Not to Say	61	251
Total	210	1036

EV09 Women in the Fire Service UK Online Event

Featured Post

Choose to Challenge

Women in the Fire Service UK
online event

Choose to Challenge

Women in the Fire Service



Choose to Challenge - WFS

10 May, 2021 Linsey Perry

Women in the Fire Service event is taking place in June 2021.

There are a limited amount of spaces for the event and the closing date is 31st May,

All places will be given places on a first come-first served basis.

What is it, and who is it for?

Choose to Challenge is an interactive development session where we will reflect on some real-life scenarios relating to Equality, Diversity and Inclusion (EDI). The content of this workshop has been developed with middle managers in mind and is based around findings from the HMICFRS State of Fire report. Areas to be discussed include positive action, behaviours in the workplace, banter vs bullying, and impact assessments.

Middle managers are key to changing the culture of the FRS. Without their leadership, strategies to improve the workplace are difficult to implement. We hope to help middle managers recognise the right thing to do in problematic situations, and to realise their pivotal role in ensuring the health, safety and wellbeing of the workforce. These sessions are aimed at all middle managers in any department. Sessions are facilitated by senior leaders, past and present from the UK Fire and Rescue Service and supported by [Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service](#) (HMICFRS) and the [National Fire Chiefs Council](#) (NFCC).

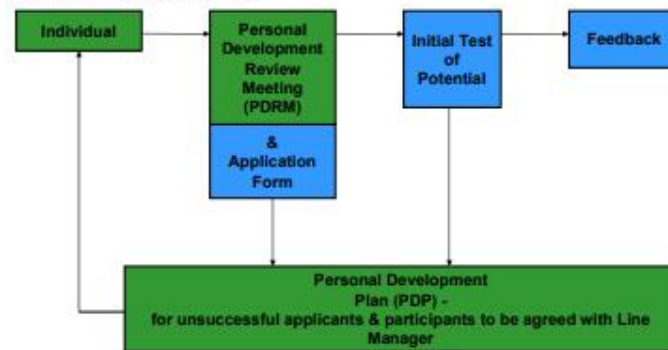
EV10 ADC Process



What will the ADC Process look like?

BLUE : The ADC Process

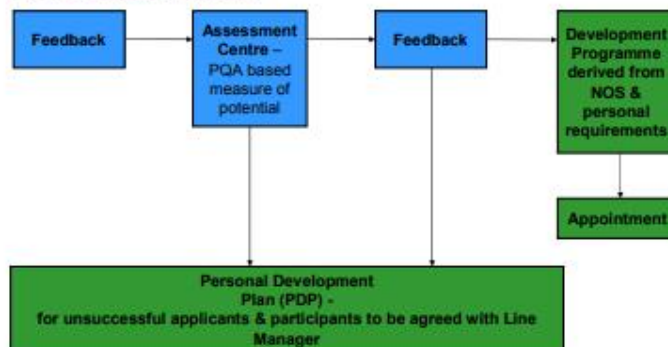
GREEN : Associated Processes



What will the ADC Process look like?

BLUE : The ADC Process

GREEN : Associated Processes



ADCs have a number of key features which include the following:

- ❖ **They are designed to measure skills required for a future role which have been identified from specific job analysis.** The National ADC Project consultants, Assessment and Development Ltd (A&DCLtd), have conducted interviews and focus groups to identify the skills required for each role within the three levels of management – supervisory, middle and strategic.
- ❖ **Assessment is made against clearly defined behavioural standards.** The PQA Framework, which is derived from the National Occupational Standards,

EV11 Email Evidence

RE: People Skills - Message (HTML)

File Message Help Alchemy Tell me what you want to do

Ignore Delete Archive Reply Reply All Forward Meeting IM More

Junk Delete Respond Quick Steps Move OneNote Actions Assign Mark Categorize Follow Translate Find Read Zoom Share to Insights

Aloud Speech Zoom Teams

RE: People Skills

TS Tillman Sarah H.Q.
To: Tillman Sarah H.Q.

Sarah

I can confirm that is correct.

Karen Fairhurst
Rheolwr Adnoddau Dynol / Human Resources Manager

Mewnol / Internal: Ext. 4437
Allanol / External: 01267 226837
Ffon symudol / mobile: 07883573343
*** Post:** k.fairhurst@mawwfire.gov.uk / **Mail:** k.fairhurst@mawwfire.gov.uk
Wefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

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

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



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



 **INVESTORS IN PEOPLE** | Platinum
Until 2021

Afternoon Karen,

Just to confirm, that as discussed the Service does undertake a form of 'Succession Planning' and this based on the available data we have in terms of a 'Retirement Profile'. As such, individuals are being temporary promoted within role, so for example, from a Watch Manager to Station Manager, in order for them to be exposed and gain insight into various areas throughout the Service so that in the event a vacant post arises an individual could in theory step into post and therefore this would not have an impact on Service delivery.

Thanks

Sarah

Recommendations to Improve MAWWFRS approach to Talent Planning

2.1 The following recommendations are based on the analysis undertaken to MAWWFRS approach to 'Talent Planning' to ensure that the people and skills needed in the future will be available:

1. Reassessment of the Talent Management Procedure

The CIPD (2020) states that having a clear Talent Management Strategy will enable organisations to build a high-performance workplace, encourage a 'learning' culture, add value to their employer brand, and improve diversity management.

MAWWFRS introduced the procedure, which is aligned closely with our business objectives, with the purpose of creating a culture which ensures that the right people, with the right capabilities, are in the right place, at the right time to support a dynamic service. However, there has been minimal uptake on the use of this since it was introduced.

Reasons for minimal uptake could be attributed to the fact that our 'People & Organisational Development' department are responsible for this procedure and HR were not involved during the implementation or development stages. Yet, CIPD research shows that HR play a critical role in providing guidance, facilitating talent pools, and maintaining momentum (CIPD 2020). In addition to this, CIPD (2020) also suggest taken a more 'blended' approach to talent management to ensure it is inclusive and engages all employees. This has the potential to diversify the workforce, improve employer brand and thereby making MAWWFRS an employer of choice.

In view of the above, my first recommendation is to implement the above changes into the Talent Management Procedure and monitor the number of referrals to determine whether it has been effective having input from HR and taking a more 'blended' approach.

2. Introduction of regular 1:2:1 Appraisals

Each year the service requires its employees to undertaken an annual Individual Development Review (IDR) to allow staff to demonstrate how they fit into the Organisation and understand their expected contribution, provide constructive feedback and recognition of achievement and identify and agree objectives for the following year in line with their individual Role maps / Job Descriptions / Organisational Pathways (**EV12**).

This process does not currently measure staff's personal qualities and there is no quantifiable measurement that can identify talent / suitability for further development within the organisation. This is key for effective succession planning.

The National Fire Chiefs Council launched the Inspiring Leadership Framework in 2019 with the aim of supporting current and future Fire Service Leaders (**EV13**). The framework sets out and defines the leadership behaviours needed at every level in the Fire and Rescue Service (NFCC, 2019). This shows a clear commitment from fire and rescue services to support all staff, ensuring a fair and consistent approach to performance and promotion. A Leadership Project has been set up to develop best practice approaches in the following areas which underpin the Leadership Framework and will have an impact on the performance and development of all FRA staff:

- Talent / Succession Management
- Core Learning Pathways
- Executive Leadership Programme
- Coaching and Mentoring
- Secondments
- Direct Entry Pathways
- Code of Ethics
- Supervisory Leadership Development
- 360 Performance Management

Therefore, my second recommendation is to replace the IDR process with regular 1:2:1 appraisal between managers and staff. The appraisal will focus on sector competence (have staff met the requirements of their role), qualities and behaviours (which can be measured against the NFCC Leadership Framework), CPD (information can be better captured within the appraisal process) and progression aspirations of staff.

This approach would give a clear indication of the performance of all staff within MAWWFRS and can provide a suitable baseline in which our staff can develop, with progress being captured via quarterly reviews. This process will provide good evidence for the purpose of Talent Management and Succession Planning within the service as management could identify staff that show potential for development within the Service and this will tie in with current processes that assist with further developing staff (Talent Management / Coaching and Mentoring), and furthermore this has the potential to be utilised when making internal transfer / promotion decisions.

3. Retention Strategy

MAWWFRS maintains a register of 'employee movements' to identify various trends. Having analysed the 'resignation' data over the last three years it was evident that the highest turnover of employees was within the On-Call sector followed by Support:

Year	Wholetime	On Call	Support	Control
2018/2019	29	94	27	0
2019/2020	40	102	22	2
2020/2021	7	32	6	0
Total:	76	228	55	2

The cost of employee turnover to the organisation is high, in terms of administration of the resignation, recruitment and selection costs, induction training for the new employee and providing a uniform within the operational sector.

Therefore, my third recommendation is to implement a 'retention strategy' to reduce costs and employee turnover, increase retention and retain the talent within the organisation. Although there isn't a 'one size fits all' approach the implementation of a mix of strategies should contribute to building organisational resilience.

The CIPD (2021) consider the following practices have shown to play a positive role in improving retention:

- Pay and Benefits: reasonable rate of pay, salary sacrifice schemes, pension, annual leave etc.
- Flexible Working: try and accommodate an individual's preferences on working hours and times.
- Employee Well-Being: ensure managers are supported to help their teams thrive and manage issues such as workplace stress/presenteeism.
- Treat people fairly: perception of unfairness is a major cause of resignation, for example, perceived unfairness in the distribution of rewards.
- Development & Progression: provide opportunities for employees to develop skills throughout their career.
- Consult: provide employees with the opportunity to be heard through surveys/conversations/grievance systems.

Reference List

- CIPD. (2020) *Talent management* [ONLINE] Available at: <<https://www.cipd.co.uk/knowledge/strategy/resourcing/talent-factsheet#7239>> [Accessed: 18 May 2021].
- CIPD. (2021) *Employee turnover and retention* [ONLINE] Available at: <<https://www.cipd.co.uk/knowledge/strategy/resourcing/turnover-retention-factsheet>> [Accessed: 18 May 2021].
- NFCC. (2019). *New national Leadership Framework launched for fire services* [ONLINE] Available at: <<https://www.nationalfirechiefs.org.uk/News/new-national-leadership-framework-launched-#:~:text=The%20National%20Fire%20Chiefs%20Council,the%20Fire%20and%20Rescue%20Service>> [Accessed: 18 May 2021].

EV12 IDR

1.0 INTRODUCTION

- 1.1** Mid & West Wales Fire and Rescue Service is a progressive, high quality organisation which is committed to the development of all employees to help them to reach their full potential. The Service fully recognises that its single most important asset is its employees and acknowledges that, if the public are to continue to receive the very highest levels of service delivery and professionalism, then Learning and Development of all employees is paramount.
- 1.2** The Service, as an employer, is anxious to ensure that the investment in development is geared to achieving maximum benefit on its effectiveness, and to that end, is fully committed to the Investors in People concept as a means of both providing and measuring Learning and Development activities.
- 1.3** The Individual Development Review (IDR) is used as a review of the effectiveness of development activities within the Service. Whilst development needs are addressed, primarily to ensure the continued safety of employees, the emphasis will always be on what positive steps can be taken to improve situations, identify and develop strengths and provide opportunity for all employees to reach their potential in their current and future roles.
- 1.4** MAWWFRS believes that IDRs are central to developing and supporting its employees, enabling them to make an effective contribution to the success of the Organisation.
- 1.5** The IDR is a positive process designed to assist people in ensuring that they have the right knowledge and skills in order to develop confidence and competence in their roles, and assisting with career progression when required. It is a key component of the Organisational Development Pathways (Pathways), which has been implemented as part of the 'All Wales Organisational Development Strategy'.

EV13 NFCC Framework

Outstanding Leadership – this is about others

Leading Yourself	Leading Others	Leading the Function	Leading the Service
I am an ambassador for the service, taking pride and responsibility for the work we do and encouraging others to do the same.	I work with the team to establish a clear sense of purpose and set expectations to achieve our goal.	I work with people both inside and outside the organisation to set clear work and objectives, actively monitoring the performance of the team and giving positive developmental feedback.	I work with others to establish the strategic direction and the working goals of the organisation.
I take responsibility and accountability for the quality of my own work.	I take responsibility for team effectiveness which focusses on improving outcomes and decisions.	I am accountable for the output of my teams and devolve responsibility for work to the appropriate level.	- I communicate with passion and integrity to maintain and elevate the reputation of the service to staff, stakeholders and the public. - I use non-stigmatising behaviours or language and non-stereotypical language. - I promote two-way dialogue.
I value and appreciate differences in people and treat everyone with kindness and respect.	I encourage all the people in my team to speak and share their views.	- I value the team and know how to make best use of their diverse skills and strengths. - I use a variety of engagement methods to seek feedback and understand people's views on emerging issues.	I champion our ambition to display outstanding leadership at every level, to create an environment where people can bring their whole self to work and be the best they can be.
I role model proactively, learning new skills and behaviours.	- I look for opportunities to support others through appraisal and coaching, developing my own skills where necessary. - I use debriefing and other learning from the organisation to help my team develop. - I am flexible in my leadership approaches, appropriate to the individual and situation, to ensure people give their best.	- I look for opportunities to develop people and promote a learning culture. - I nurture future talent and proactively plan for succession. - I take the opportunity to coach, support and mentor people outside of my own immediate team or discipline.	- I foster and embed the principles of a learning organisation. - I ensure fair and effective systems and methods are in place for succession and nurturing people's career. - I role model ethical and outstanding leadership, encouraging a coaching culture and putting in place mechanisms which give people access to coaching and mentoring.

Contributing to People Resourcing Activities within MAWWFRS

3.1 Required resourcing Activity within MAWWFRS

At present, there is a lot of activity going on within the Firefighter Pension Scheme(s) which will have a significant impact on the workload within the Human Resources Department who have overall responsibility for the day to day employer administration of each scheme.

Firstly, a High Court Judgement issued against MAWWFRS which concerned the treatment of specific allowances and how the Service treated them in terms of whether they were pensionable or not. The application of this judgement will have a significant impact on the workload within HR as arrangements will have to be made to correct pension records of each individual who has been affected by the judgement over a set period of time (FBU, 2019).

Secondly, a recent judgement by the Supreme Court confirmed that the transitional protections introduced within the FPS 2015 were unlawfully discriminatory on the grounds of the age. It is expected that the process to remove the discrimination will not be implemented until 2023. However, each FRA is required to commence gathering data in readiness for the application of the judgement (FPS Regs, 2021). Again, this poses a significant impact on the HR department, particularly in relation to a potential options exercise and adjustment to Scheme Member's records.

Thirdly, following the European Court of Justice's decision in a case known as 'O'Brien v Ministry of Justice', the UK Government recognised the right for retained firefighters employed before 01 July 2000 to have access to a pension scheme from the start of their employment. This will necessitate an options exercise, for which legal discussions have commenced to consider the scope and the details of the settlement. Again, this will impact workload, along with deadlines which will need to be met to complete such exercise (FBU, 2021).

In view of the above and anticipating the volume of workload, it was necessary to undertake a recruitment exercise to resource a Pension Assistant. I attended ELT to present a paper with my proposals along with the reasoning for this which was subsequently approved (**EV14**).

3.2 Roles and Responsibilities

I was tasked with planning and preparing for the advert (**EV15**) and ensuring it went live by no later than 15 November 2019 (**EV16**). The Helpdesk were delegated with the task of monitoring the applications and updating a spreadsheet to record data (**EV17**). Once finalised, I was tasked with short-listing the applications based on the person specification matrix in conjunction with my Manager (**EV18**).

3.3 Organisational Procedures and Legislative Requirements

In line with our Recruitment, Selection & Pre-employment Check procedure (**EV19**) an evaluation of the need for the role against the department strategic plans was completed to advertise the role, the advert was advertised both internally and externally to provide current employees with opportunities for career development and the post was advertised on various websites to maximise the number of suitably qualified candidates.

The recruitment method was fair as a competency framework was used for the selection process; based on shortlisting and an assessment against each criteria of the person specification. Therefore, the method was free from discrimination and purely based on an individual's ability to undertake the role.

MAWWFRS approach used is also in keeping with Taylor's (2019) 'Good Practice and Recruitment and Selection Model' which effectively states that a job analysis is the essential foundation of any 'good practice' approach to recruitment and selection.

3.4 Planning and Preparation

As per (**EV18**), candidates were short-listed using the criteria set out within the Person Specification (**EV20**) making the process transparent, reasonable, and fair. I notified the successful candidates via email and invited to attend for interview (**EV21**). In line with the procedure, candidates would be interviewed for the role in conjunction with myself and Line Manager. I designed the questions using the basis of the person specification (**EV22**).

3.5 Process

In line with our organisational procedures the successful candidates received the minimum of 7 days' notice of the respective interview date. The interview was conducted by my Line Manager and I, as I would be the direct line manager for the potential candidate. During the interview, written, clear, and accurate records of the candidate's performance was recorded (**EV23**) as the choice of appointee is based on the outcome of the entire assessment. As a result of the interviews, a candidate was selected and informed one week after the interview took place (**EV24**).

3.6 Evaluation

CIPD (2020) define Workforce planning as the continual alignment of needs and priorities of the organisation with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements as well as its organisational objectives.

With the above definition in mind, the objective for MAWWFRS was to recruit a Pension Assistant into the service due to the multiple changes occurring within the

FPS. This was successfully achieved through the recruitment and selection process as evidenced throughout this assignment. The appointment of this post will assist the Service in meeting the forthcoming legislative requirements along with the requirements of the service, for example, the potential of an 'Options Exercise' to be undertaken.

I felt that my contribution to this process was satisfactory as I was able to clearly provide evidence for the requirement of this post and report to the Executive Leadership Team for approval. I was also delegated the responsibility of planning and preparing for this post by designing the Job description, Person Specification and Advert. To achieve this, I looked at 'best practice' guidance on the CIPD website, along with organisational guidance to ensure the process was fair and met certain requirements, such as the Equality Act 2010, Data Protection etc.

Reference List

- CIPD. (2020). *Workforce Planning* Available at: < <https://www.cipd.co.uk/knowledge/strategy/organisational-development/workforce-planning-factsheet#gref>> Accessed: 23 May 2021
- FBU. (2019) *High Court rules additional payments for firefighters are pensionable* (online) Available at: <<https://www.fbu.org.uk/news/2019/04/01/high-court-rules-additional-payments-firefighters-are-pensionable#:~:text=High%20Court%20rules%20additional%20payments%20for%20firefighters%20are%20pensionable,-01%20April%202019&text=The%20High%20Court%20has%20ruled,have%20huge%20implications%20for%20firefighters>> Accessed: 23 May 2021.
- Fbu. (2021). *O'Brien v Ministry of Justice outcome update* (online) Available at: < <https://www.fbu.org.uk/circular/2021hoc0131mr/o%E2%80%99brien-v-ministry-justice-outcome-update>> Accessed: Accessed: 23 May 2021.
- FPS Regs. (2021) *Firefighters' Pension Schemes Regulations and Guidance* (online) Available at: < <https://www.fpsregs.org/index.php/age-discrimination-remedy/implementation>> Accessed: 23 May 2021.
- Taylor, S. (2019) *Resourcing and Talent Management*. 7th ed. London: Chartered Institute of Personnel and Development.

EV14 Report to ELT for approval of Pension Assistant Post

ACTION NOTES

MEETING: EXECUTIVE LEADERSHIP TEAM

DATE: 7 NOVEMBER 2019

Attendees:

Chief Fire Officer
 Director of Service Delivery
 Director of Resources
 Director of Operational Support & Improvement
 Corporate Head of Prevention & Protection
 Corporate Head of Response
 Corporate Head of Operational Support & Improvement
 Chief Fire Officer's Personal Assistant

In attendance:

Head of Finance
 Pensions Officer – Sarah Tillman (ST)
 Item 19/11/5 –
 Item 19/11/22 –

19/11/9	Pension Scheme Administration Support	
	ST referred to the introduction of the Firefighters Pension Scheme in 2015 when it brought significant additional statutory responsibilities on the Fire Authority in terms of the management, administration and governance of the Scheme and its associated Schemes.	
	The employment of a Pensions Officer in 2015 enabled the Fire Authority to fulfil its responsibilities as Scheme Manager in relation to governance and administration arrangements including the Statutory requirement for a Local Pension Board. However, pension scheme administration was becoming increasingly complex and recent Court judgements would have a significant impact on day to day activities for which there was currently little or no resilience due to the specific nature of the reference.	
	Additionally, the financial management and accounting undertaken by the Accountancy and Systems Manager was also affected by these rulings, which had introduced additional work around valuation data, retrospective contribution debts, the employers' contribution increase and associated grant and the annual top-up grant reporting. It had also impacted on the level of information required for Pension fund reporting within the service's Statement of Accounts disclosures. ST went on to outline the requirement for an additional resource to support the existing arrangements and meet the future demands of an increasingly complex statutory duty.	
	ELT noted the content of the paper and approved the appointment of an additional post of a Pensions Assistant on a two-year fixed term contract basis by virements of in year savings from the 2019/20 budget.	S Tillman

EV15 Planning for the Role

Sent: 08 November 2019 14:12
To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>
Subject: Pension Assistant Role

Sarah,

In light of ELT approving the appointment of a Pension Assistant Role, I would be grateful if you could arrange to draft the Advert, Job Description and Person Specification in line with the requirements of the role and in keeping with our recruitment and selection procedure.

If possible, this advert will be required to go live by Friday 15 November with a view that a person will be appointed and in post by February 2020 due to the upcoming workload.

Should you require any assistance please let me know,

Thanks

Karen Fairhurst
Rheolwr Adnoddau Dynol / Human Resources Manager

☎ **Mewnol / Internal:** Ext. 4437
☎ **Allanol / External:** 01267 226837
☎ **Ffon symudol / mobile:** 07883573343
* **Post:** k.fairhurst@mawwfire.gov.uk / **✉ Mail:** k.fairhurst@mawwfire.gov.uk
Wefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

EV16 – Advertise Role

PensionsAssistant-JD-Nov-2019-WELSH

To: [REDACTED] H.Q.
Cc: [REDACTED] H.Q.,
[REDACTED] HR Service Support; [REDACTED] T; [REDACTED] .Q.; [REDACTED] f HR)

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

Wed 13/11/2019 13:41

 PensionsAssistant-JD-Nov-2019-WELSH.docx 58 KB	 Pensions-Assistant-PS-Nov-2019-WELSH.docx 259 KB	 PensionsAssistant-JD-Nov-2019.doc 94 KB
 Pensions-Assistant-PS-Nov-2019.doc 1 MB	 Pensions-Assistant-November-2019-Advert.docx 31 KB	

Good afternoon [REDACTED]

Please could you put the attached advert out?

Could it go on:

- @work
- External website
- Indeed
- Gov.uk
- People Exchange

Should you have any queries, please let me know.

Kind regards

EV17 Monitoring Applications

		PR Number	Title	Initials	Surname	Address	Address1	Address2	Address3	Postcode	Ethnic	Comments
1.	M										White British	
2.	F										White British	
3.	M										White British	
4.	F										White British	
5.	M										White British	
6.	F										White British	
7.	F										White British	Received application after closing time (16:55 Hours)
8.												

EV18 Shortlisting Matrix

Pensions Assistant - Human Resources Department													
		Essential	Essential	Essential	Essential	Essential	Essential	Essential	Essential	Essential	Essential	SUB TOTAL	Desirable
Surname	Initials	Proficiency in Microsoft Office packages and general IT applications	Knowledge of pension administration practices, including employer responsibilities and administration regulations	Understanding of Data Protection principles and issues relating to a disclosure of personal information	Previous experience of working in a pension scheme administration environment or processing pension / payroll information	Excellent interpersonal skills in order to communicate with and advise employees and members of the public	The ability to interpret and extract relevant information from various sources, and turn complex material into succinct, relevant and engaging reports	The ability to work under pressure to tight deadlines, often having to prioritise to meet unexpected or changing workload	The ability to advise, influence and persuade others, often at senior levels	Excellent written and communication skills	Ability to prepare and present confidently to professional audiences	Rating out of 10	Hold or working towards professional qualification e.g. Foundation Degree in Pension Administration and Management
		1	1	1	1	1	0	1	0	0.5	0	6.5	0
		0	0	0	0	0	0	0	0	0	0	0	0
		1	0	1	0	0	0	0	0	0.5	0	2.5	0
		0	0	0	0	1	0	0	0	0.5	0	1.5	0
		1	0.5	0	0	0.5	0.5	0.5	0	1	0	4	0
		1	1	1	1	1	0	1	0.5	1	1	8.5	1
		1	0	0	0	0.5	0	0.5	0	1	0	3	0

EV19 – Recruitment, Selection & Pre-Employment Check Procedure



Gwasgwrth The Ar Adhys
Cwmwlwrth a Gwrlwrth Cymru
Mid and West Wales
Fire and Rescue Service

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)
- 4.0 REVIEW OF PROCEDURE

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

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.

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.

EV20 Pension Assistant Person Specification

POST TITLE:	Pensions Assistant
LOCATION:	Service Headquarters, Carmarthen
POST NUMBER:	
GRADE:	Grade 5
DEPARTMENT:	Human Resources Department
DIVISION:	N/A
SECTION:	N/A

	<u>ESSENTIAL</u>	<u>DESIRABLE</u>	<u>METHOD OF ASSESSMENT</u>
<u>QUALIFICATION/VOCATIONAL TRAINING/COMPETENCE</u>			
Hold or working towards professional qualification e.g. Foundation Degree in Pension Administration and Management	☐	☒	Application form and Certificates
Member of the Chartered Institute of Payroll Professionals	☐	☒	Application form and Certificates
<u>KNOWLEDGE</u>			
Proficiency in Microsoft Office packages and general IT applications	☒	☐	Application form and interview
Knowledge of pension administration practices, including employer responsibilities and administration regulations	☒	☐	Application form and interview
Understanding of Data Protection principles and issues relating to a disclosure of personal information	☒	☐	Application form and interview
An understanding of and the ability to use statistical information	☐	☒	Application form and interview
An awareness and understanding of the Service's Pension Schemes	☐	☒	Application form and interview
<u>EXPERIENCE</u>			
Previous experience of working in a pension scheme administration environment or processing pension / payroll information	☒	☐	Application form and interview
<u>JOB RELATED / PERSONAL SKILLS</u>			
Excellent interpersonal skills in order to communicate with and advise employees and members of the public	☒	☐	Application form and Certificates
The ability to interpret and extract relevant information from various sources, and turn complex material into succinct,	☒	☐	Application form and interview

<u>COMMUNICATION SKILLS</u>			
Welsh written and verbal skills	☐	☒	Application form and interview
Excellent written and communication skills	☒	☐	Application form and interview
Ability to prepare and present confidently to professional audiences	☒	☐	Application form and interview
WHERE A CRIMINAL RECORD CHECK HAS BEEN IDENTIFIED AS RELEVANT TO THIS POST THE LEVEL OF CHECK AND JUSTIFICATION FOR CARRYING OUT SUCH A CHECK IS SPECIFIED BELOW: STANDARD DISCLOSURE: ☒ ENHANCED DISCLOSURE: ☐ JUSTIFICATION: Access to financial systems and personal and sensitive information			
PREPARED BY:	Head of Human Resources	DATE PREPARED:	November 2019

EV21 Pensions Assistant – Invite to Interview

		PR Number	Title	Initials	Surname	Address	Address1	Address2	Postcode	Date and Time	Confirmed
1	F										Yes (confirmed via email 29/11/2019)
2	F										Yes (confirmed via email 29/11/2019)
3	M										Yes (confirmed via email 29/11/2019)
4	F										Yes (confirmed via email 29/11/2019)

Pensions Assistant, Invite to Interview

TS Tillman Sarah H.Q.
To [REDACTED]

[↩ Reply](#)
[↩ Reply All](#)
[→ Forward](#)
[⋮](#)

Good Afternoon [REDACTED]

Pensions Assistant

I write to inform you that the short-listing process in connection with the above has been completed, and I am pleased to confirm that you have been selected for an interview at 14:00 hours on Tuesday 17th December 2019 at Service Headquarters, Lime Grove Avenue, Carmarthen, SA31 1SP.

Please note that you will also be required to do a 15 minute presentation as part of the interview process on 'The Employer responsibilities in administering the Pension Schemes.

I would be grateful if you could contact me soon as conveniently possible via email, in order to confirm your intention to attend or otherwise and to also advise if you would benefit from having any adjustments made to the selection process.

Kind regards,

HR Support Desk

Human Resources Support Team - [REDACTED]

Tim Cymorth Adnoddau Dynol

Allanol / External: 01267 [REDACTED]

Estyniad Mewnol / Internal Extension: [REDACTED]

EV22 Planning and Preparation Witness Testimony

During the planning and preparation stage for the role of Pensions Assistant, Sarah was predominately in charge with overseeing the recruitment process from start to finish. This is because the newly appointed Pension Assistant would directly report to her and has the overall responsibility for the individual.

As such, Sarah was tasked with:

- Short-listing the application forms received which were then cross checked by a HR Manager in line with our Recruitment & Selection procedure.
- Advising the successful candidates via email and arranging for them to come in for interview.
- Designing the interview questions based on the person specification to determine the suitability of the candidate for the role.
- Arranging a meeting room along with the necessary IT equipment for the presentation to take place.

As her Line Manager, I was selected to form part of the interview panel as Sarah reports directly to me. I would also be able to assist with any difficult questions should they have arisen.

Signed:



Role: HR Manager

Date: 17 May 2021

EV23 Notes from Interview

 Cambridgeshire Fire and Rescue Service Cambridgeshire Fire and Rescue Service Fire and Rescue Service	
Vacancy :	Pensions Assistant
Candidate Name :	[REDACTED]
Interview date :	17/12/2019
Interview venue :	Service Headquarters
Interviewing Panel 1 :	[REDACTED]
2 :	[REDACTED]
Question 1	
Provide a 15-minute presentation on The Employer responsibilities in administering the Pension Schemes.	
Key aspects to look for: (not an exhaustive list) • Provide information (Starters / Changes / Leavers) • Administer the Ill Health Process (Refer to RMP / QMP) • Provision of Annual Pension Returns Data • Estimate Requests • Calculating Pensionable Remunerations as and when requested • Awareness of requirement to communicate changes in policy to scheme members • IDRP	
Notes : - FPI 1992 - Final Salary, SS (NPA), 30 yrs commuted pension. - FPI 2007 - Final Salary to SS - 5% reduction - FPI 2015 - CARE, NPA 40 - SS reduction added pension - LGPI - Administered by Cambridgeshire County Council - Auto enrolment (every 2 years) - Authorised signatories list - Pension related - 1 month - Manager - 1 month - Leavers - 1 month - Death in Service - 1 week	
Mark - Question 1	Interviewer's signature
[REDACTED]	[REDACTED]

 Cambridgeshire Fire and Rescue Service Cambridgeshire Fire and Rescue Service Fire and Rescue Service	
Vacancy :	Pensions Assistant
Candidate Name :	[REDACTED]
Interview date :	17/12/2019
Interview venue :	Service Headquarters
Interviewing Panel 1 :	[REDACTED]
2 :	[REDACTED]
Question 2	
Can you provide a summary of your knowledge / experience relevant to the job description and person specification that you have gained in recent years?	
Key aspects to look for: (not an exhaustive list) • Experience of working within a Pensions Environment • Relevant Pensions experience • Knowledge of Microsoft Office / other relevant applications • Understanding of Data Protection Principles and issues relating to the disclosure of personal information	
Notes : - DPF 13.12 years 3 schemes + Fire - CIPP credit course - 1 year course - Previous Capita - provided information to employer + how to improve - Set up a team, provided presentation seminar course via presentation - Microsoft Office + advanced course excel - Accountancy - 1 year	
Mark - Question 2	Interviewer's signature
[REDACTED]	[REDACTED]

EV24 Appointment of Successful Candidate

	<i>Galaxycom/</i> <i>Please ask for:</i> <i>Galaxy Est/Extn. No:</i> <i>E-Galaxy E-mail:</i> <i>Galaxy/My Ref:</i> <i>Galaxy/Your Ref:</i> <i>Galaxy/Date:</i>	
		23 December 2019

Dear 

**PENSIONS ASSISTANT, SERVICE HEADQUARTERS,
CARMARTHEN**

Further to your recent interview in connection with the above vacancy, I write to provisionally offer you the post of Pensions Assistant based at Service Headquarters, Carmarthen.

As you will be aware, this post is subject to the receipt of references and medical clearance satisfactory to this Authority and in this regard, I would ask you to complete the attached health questionnaire and return it as soon as conveniently possible to Dr R Jones, Insync Corporate Healthcare Ltd, Excalibur Drive, Thornhill, Cardiff, CF14 9BB.

I would also ask you to complete and return the enclosed D906 Fair Processing Declaration Form within 7 days of receipt, by post or email, should you require any further information with this form, please contact 

The commencement date of this appointment will be communicated to you as soon as we receive confirmation with regards to the above documents.

Should you have any matters which require clarification, please contact Pensions Officer, Mrs Sarah Tillman on  in the first instance.

Yours sincerely