

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Understanding the link between Individual and Organisational performance

Evaluation of Mid & West Wales Fire & Rescue Service approach to Performance Management

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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: 04/09/2020



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

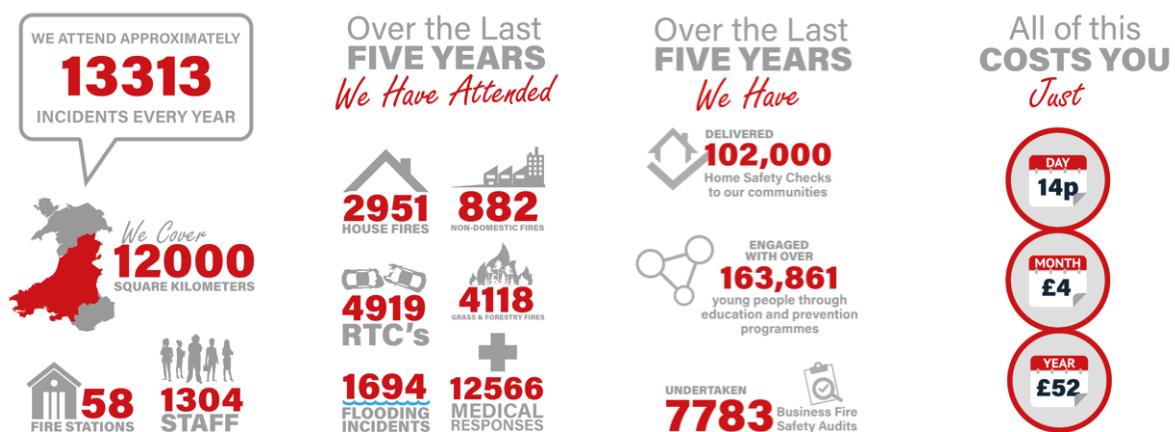
Mid and West Wales Fire and Rescue Service (MAWWFRS) is a public sector organisation with a 'vision to be a world leader in Emergency Response and Community Safety' (MAWWFRS 2020 website).

The service has a five-year Corporate Plan, which due to current uncertainties is reviewed annually. The Corporate Plan 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.

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

The Service is continually trying and testing new and innovative ways of delivering services. However, also *'recognises 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 Objectives are delivered effectively and within budget, whilst continuing to deliver a high-quality service to the communities of mid and west Wales'* (MAWWFRS Annual Performance Assessment 2018-19).

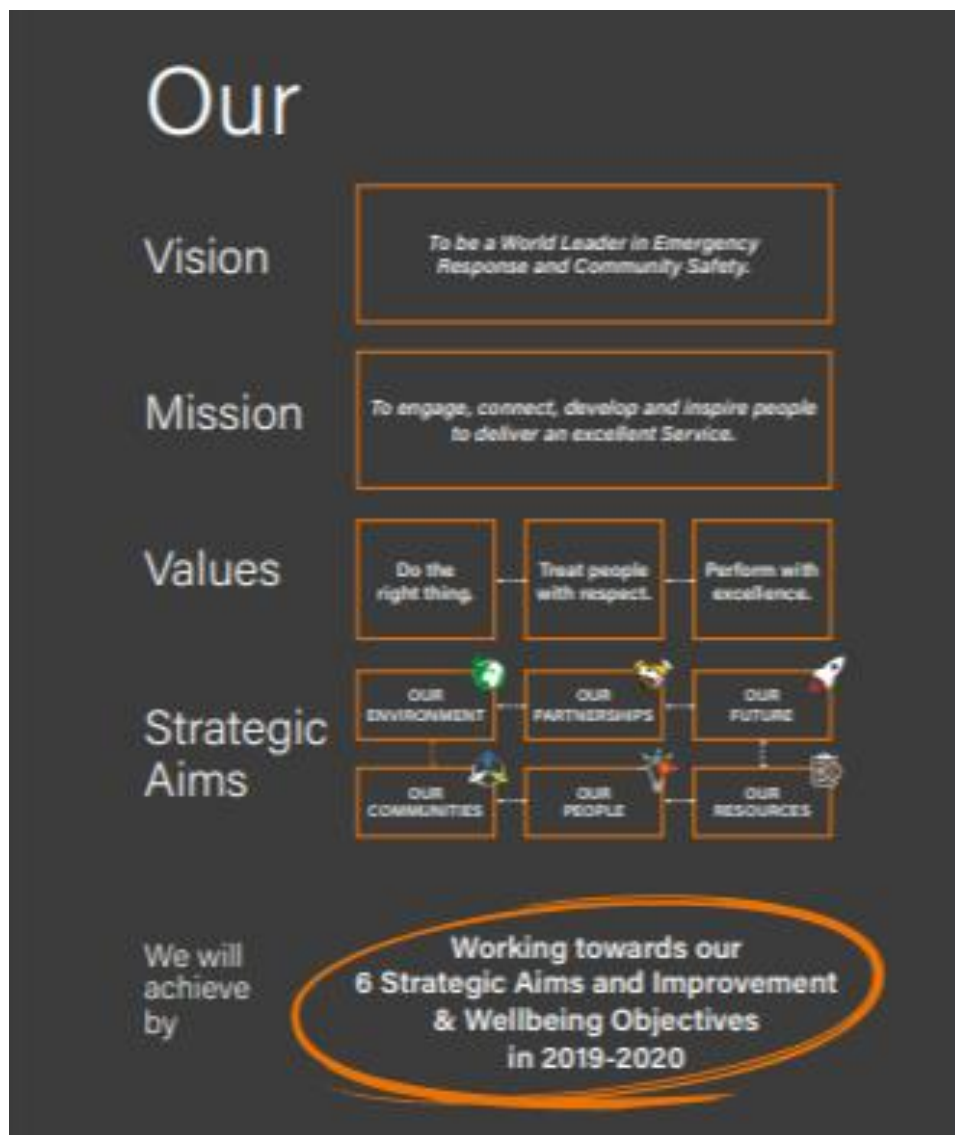
Over the past decade improvements in planning and risk reduction has led to a reduction in the number of incidents attended. This significantly improved performance has been achieved despite budget cuts of 20% since 2006 (approx. £9m).



Source: MAWWFRS website

MAWWFRS recognises that people are the most valuable asset of any organisation. The Service 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 2020).



MAWWFRS Website

MAWWFRS Corporate Plan aims to:

Recruit / Train /
Keep Staff

Ensure staff are
skilled & happy
in what they do

Support mental
Health (as roles
can be very hard)

Leading to:

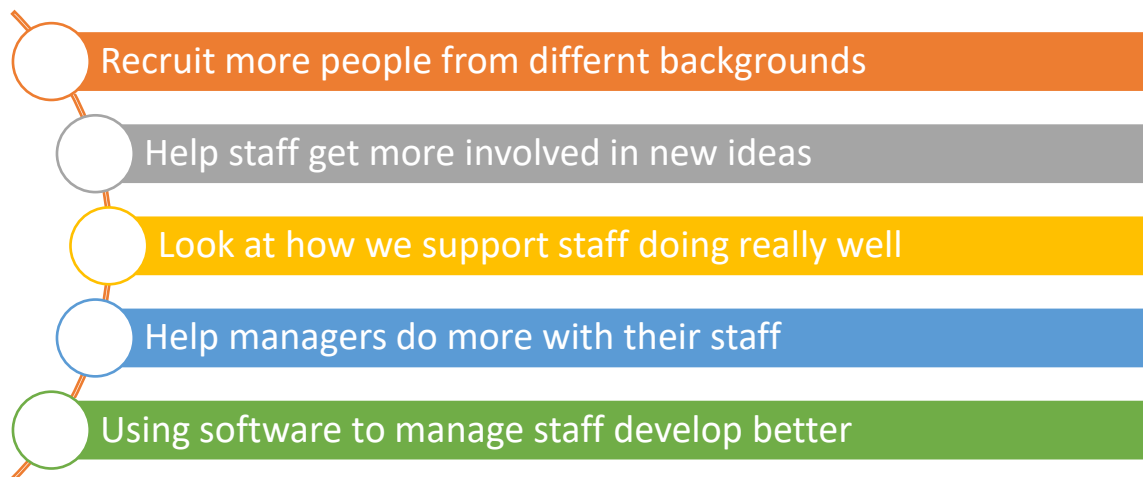
the best staff

the best
training

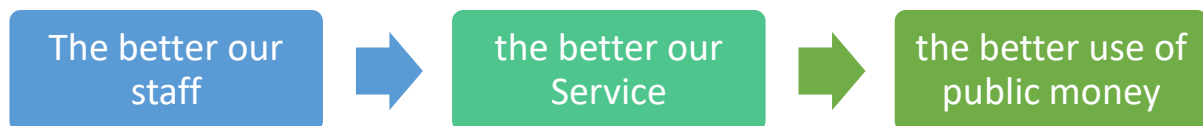
staff who
reflect our
community

staff who are
ready for the
future

By:



Outcome:



The Service uses an electronic system called PDRPro in order for Firefighters to plan development and record operational and training competencies.



The system is based on the National Occupational standards for all roles.



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.

Source: MAWWFRS @work (intranet)

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



Source: MAWWFRS @work (intranet)

Technical Knowledge

All Wales Promotion Process

Mid & West Wales Fire and Rescue Service are committed to developing and supporting new and aspiring Managers and Leaders within the service. 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.

Mid & West Wales have adopted a regional approach to the promotion process, working in conjunction with both North and South Wales Fire and Rescue Services, ensuring both a standardised and consistent approach to the identification and development of its managers, which assists in the transferability of personnel within the region.



Below you will see the three levels of management within the organisation, click on the appropriate tab to access all you require to embark on the promotion process, whether it's your initial step or movement onto the next level of management.

Supervisory Level

Middle Manager Level

Strategic Level

Source: MAWWFRS @work (intranet)

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 (CPD).

Continual Professional Development (CPD)

The CPD scheme is designed to recognise and reward experienced employees who are able to demonstrate Continual Professional Development over and above that required at 'competent' level for their current level.

For employees to succeed in their application, they will be required to show that they have achieved this level of CPD against the national standards, for each of the national standards, evidence of how an individual has continually professionally developed will be required.

Source: MAWWFRS @work (intranet)

However, even though this does mean employees are interchangeable, this approach doesn't fit with the other organisations strategies such as Netflix who believe brings it is better to build on strengths rather than bring all to the same level.

CPD for operational staff also has a financial reward.

APPENDIX A

CONTINUAL PROFESSIONAL DEVELOPMENT (CPD) PAYMENTS from 1 JULY 2019

Fire Authority	CPD (£)	Fire Authority	CPD (£)
Avon	762	London	946
Bedfordshire & Luton	671	Merseyside	721
Buckinghamshire	580	Mid and West Wales	634
Cambridgeshire	594	Norfolk	625
Cheshire	768	Northern Ireland	649
Cleveland	979	Northamptonshire	680
Cornwall	309	Northumberland	830
Cumbria	533	North Wales	641
Derbyshire	793	North Yorkshire	473
Devon and Somerset	565	Nottinghamshire	949
Dorset and Wiltshire	714	Oxfordshire	706
Durham and Darlington	866	Royal Berkshire	709
East Sussex	560	Scotland	826
Essex	611	Shropshire	698
Gloucestershire	385	South Wales	666
Greater Manchester	929	South Yorkshire	1,039
Hampshire	662	Staffordshire	715
Hereford & Worcester	696	Suffolk	407
Hertfordshire	741	Surrey	732
Humberside	725	Tyne & Wear	1,001
Isle of Wight	329	Warwickshire	599
Kent	652	West Midlands	966
Lancashire	726	West Sussex	528
Leicestershire	677	West Yorkshire	882
Lincolnshire	397		

Source: NJC CIRCULAR NJC/4/19

The Service has Training Delivery and People Development departments who are committed to ensuring staff are given the knowledge and skills they need to safely deliver and develop the service. By ensuring they have the right capabilities for the future not only benefits the community but also the individual.

Training Delivery

The main function of Training Delivery is to deliver and facilitate initial and ongoing learning with core operational skills & competencies for personnel at stations, in departments and in commands. This is to help ensure that your operational skills and competencies are of the highest standards for the range of incidents that you are called to attend.

Source: MAWWFRS @work (intranet)

PEOPLE DEVELOPMENT

Welcome to the Development section. This section provides access to information relating to staff training and continuous development.

Mid and West Wales Fire and Rescue Service aims support individuals to reach their full potential and to ensure that Mid and West Wales Fire and Rescue Service maintain the highest standards of service to the communities we serve.

On this site is everything individuals should need to ensure their continuous development throughout their career ranging from new entrants to completing their NVQ through to Area Manager Development modules.

Organisational Development is managed using the Wales Fire and Rescue Services Organisational Development Strategy 2018 - 2021. This strategy has been developed for implementation by the three Fire and Rescue Services in Wales over a three year period from April 2018 to March 2021. The aim of the strategy is to ensure that the Fire and Rescue Services of Wales have effective processes in place to provide a competent workforce to deliver an effective service to the communities of Wales.

[2622 All Wales POD Strategy 2018-2021 \(1\).pdf](#)

[2622 All Wales POD Strategy 2018-2021.pdf](#)

Source: MAWWFRS @work (intranet)

All employees also complete annual Individual Reviews (IDR's) which identify training and development requirements which are then used in conjunction with the organisational development pathways.

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.

Source: MAWWFRS @work (intranet)

The pathways are designed to suit the needs of the individual based on the role they are in



Source: MAWWFRS @work (intranet)

The Service is also committed to creating flexible working practices to ensure a healthy work-life balance.

The service recognises that staff have valuable contributions to make and encourage them to get involved in the design and delivery of services. This involvement of all helps staff feel valued, empowered. Ensuring employees are trained to the highest standards and maintain their competency through continued professional development ensures the successful delivery of the service.

In line with CIPD (2017) MAWWFRS recognises that coaching and mentoring is an effective method of supporting

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.

Source: MAWWFRS @work (intranet)

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

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](#)

[Station Manager Leadership Programme](#)

[Crew Manager Leadership Programme](#)

[Watch Manager Leadership Programme](#)

Source: MAWWFRS @work (intranet)

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

Line Manager Resources

Line Manager Resources

[Capability](#)

[Disability Toolkit](#)

[Sickness](#)

[Grievance](#)

[Health and Fitness Procedure](#)

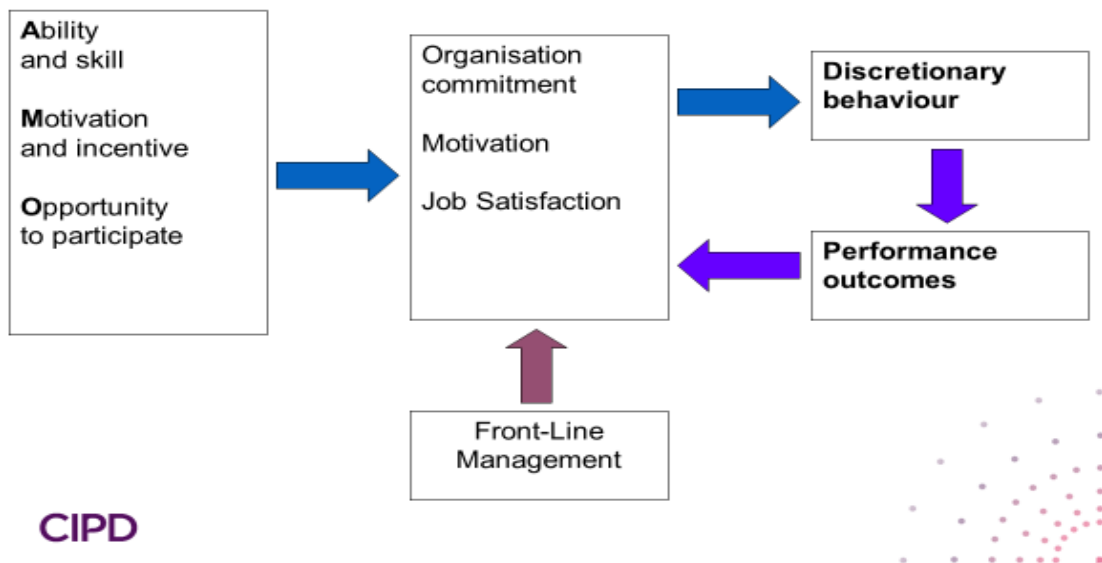
Source: MAWWFRS @work (intranet)

The HR department has recently and taken on a business partnering model and devolved some activities to line managers in Commands/departments (CIPD, 2019).

Conclusion:

Overall, in my opinion MAWWFRS has an effective performance management system in place and updates, adapt procedures/guidance on a regular basis to suit the needs of not only employees but also the service. The Service has HPWS in place to recruit, keep and upskill staff. I can see how the Service follows the people management model.

People performance model



Source: Purcell et al, 2003

However, I do think that 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, keeping things ticking over which often goes unnoticed.

References

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