

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Improving Organisational
Performance

Title: Performance Management at MAWWFRS

Word Count: 2910 words

Student Name: Rachel Thomas

Student Number: 1201576

CIPD Membership Number: 55478540

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: RMThomas

Date: 01 October 2020

Performance Management at MAWWFRS

Rachel Thomas

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Evidence Matrix

Candidate name: Rachel Thomas				CIPD Membership/registration No: 55478540		
Qualification title: CIPD Diploma in Applied Human Resources (Level 5)				Student Number: 1201576		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOP	Contributing to Improving Organisational Performance		Email from management advising of the new ways of working for the HR Service Support Team	EV1		
			Internal Website – Library of Service policies and procedures	EV2		
			Email from HR Service Support Team advising of changes to Procedures	EV3		
			Line Manager Resources on @Work	EV4		
			Line Manager Resources on @Work – Capability	EV5		
			Email from Line Manager raising concerns surrounding working from home	EV6		
			Information created to answer queries from employees and line managers	EV7		
			Email from XpertHR	EV8		
			Recruitment and Selection Procedure – Difference in recruitment processes	EV9		

			Job Description Example	EV10		
			Person Specification Example	EV11		
			Email from line manager requesting job descriptions and person specifications	EV12		
			Statement of Employment Particulars	EV13		
			On-Call Induction Timetable email	EV14		
			Email requesting induction pack	EV15		
			Probationary Period Review Procedure	EV16		
			Email to line manager with probationary period documentation	EV17		
			Email to County Command Officer to check progress of On-Call employees	EV18		
			Invite to Probationary Assessment	EV19		
			Confirmation email from Training Delivery	EV20		
			Successful Completion letter	EV21		
			Managing On-Call Attendance Procedure	EV22		
			Email outlining details of non-attendance of employee	EV23		
			Record of Non-Attendance Form	EV24		

			Stage 1 – Managing On-Call Attendance Letter	EV25		
			Health and Fitness Procedure	EV26		
			Email from Fitness Team to action appropriate letter	EV27		
			Invite to Interview letter	EV28		
			Service Recognition Procedure	EV29		
			Email to CCBd with details of employee's eligible for Service awards	EV30		
			Email from CCBd requesting a meeting to discuss Service awards	EV31		
			Email from line manager requesting honorarium payment	EV32		
			Request from Head of HR to draft letter	EV33		
			Honorarium letter to individual	EV34		
			Email from Head of HR regarding IDR process	EV35		
			IDR – Line manager meeting online document	EV36		
			KPI's	EV37		

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:

R M Thomas

Date:

01 October 2020

1.0 Providing information on Performance Management activities

Mid and West Wales Fire and Rescue Service spend a lot of time acquiring people with the necessary skills and experience that it requires through its effective recruitment. Once employed, the organisations attentions then shift in order to find ways of getting the best out of its people and manage their performance to ensure organisational outputs are met. CIPD (2019a) defines performance management as *“the activities and processes that focus areas to maintain and improve employee performance in line with an organisation’s objectives”*.

As a member of the Support Team within the department, understanding all elements helps contribute to providing a satisfactory service to the employees and management of the Service. As the requirements for the role are very generic in terms of HR admin, performance management is not dealt with by this team.

MAWWFRS does not have a singular procedure that covers performance management, instead, it is made up of several procedures covering elements such as attendance, sickness, and recognition.

1.1 Accessing Information

As a member of the Service Support team, direction has been given by management to encourage line managers to look for and follow Service procedures (EV1), therefore when queries are received, in the first instance, they are directed to the Service’s internal website, where Service procedures and processes are easily accessible (EV2) in line with the new expectations of the business partnering approach.

Additionally, the HR Service Support Team will issue an ‘Employment Relations Update’ via email to all employees, outlining any major changes to procedures or processes, and a link whereby this can be accessed (EV3).

1.2 Business Partnering Model

Mid and West Wales Fire and Rescue Service is currently undergoing a series of changes, whereby the aim is to develop a ‘business partnering approach’ to the ways of working. CIPD (2019b) define this as *“working closely with leaders and management teams to help build organisational and people capabilities”*. This approach has created a hierarchy within the department, for whom employees are to contact: Service Support, Advisors, Managers, over seen by the Head of HR.

HR managers need to ensure that all required information such as key HR policies and procedures, are accessible and communicated to line managers, where in organisations like MAWWFRS, activities are devolved to line managers. As such, the HR team have created a section on the Service’s internal website for line managers, whereby the relevant procedures, flow charts and letters relating to a procedure are accessible. EV4 and EV5 shows that detailed processes are currently accessible for: Capability, Disability Toolkit, Sickness, Grievance, and Health and Fitness. If basic HR information can be passed onto line managers, more HR time can be spent on other strategic activities.

1.3 Line Manager Training

MAWWFRS operates 58 fire stations across 12000 square kilometres of Wales, employing around 1,300 employees (MAWWFire, 2020a). Due to the vast number of employees, line managers play a vital role in delegating and allocating work whilst ensuring that each employee is working to their full

potential. Daily communication with employees helps to build trusting relationships whereby concerns can be raised and addressed (Mattson, 2017).

Line manager training is provided on a quarterly basis, whereby policies and procedures are explained, as well as the requirements of a line manager. All the necessary information required to carry out such role, is accessible to line managers via the Service's intranet. Where responsibility has devolved from HR to line managers, training is essential in ensuring the correct decisions are made. Unfortunately, due to the current Coronavirus pandemic, sessions have been postponed as working arrangements for employees have changed and will therefore continue when suitable to do so.

1.4 External Sources

The Service aims to provide as much information as possible on various topics, to all its employees. Due to the coronavirus pandemic, the Service has been required to make a lot of amends to its current processes and procedures in line with Government guidance. This has therefore resulted in numerous questions from line managers (EV6).

Utilising the information provided by ACAS, Gov.uk and NHS, the Service has worked hard to create documentation aiming to address the concerns raised by employees and line managers relating to the pandemic and how to continue with issues such as performance management in such strange times. This information can be accessed via the Service's internal website (EV7). Consequently, the introduction of such information has reduced the number of queries being received by the HR Service Support Team.

As a department, it is understood that not all queries can be answered with the use of Service procedures, therefore by utilising the sources such as XpertHR, CIPD, and ACAS, specific answers can be generated, and utilised in other areas where possible. As the department is limited to the number of users on this system, all requests must go through management, whom generate the query, and pass on the response when received (EV8).

The work carried out by MAWWFRS is overseen by the National Fire Chiefs Council (NFCC) who are responsible for setting the basic guidelines for the Service to follow. Their aim is to improve and develop UK Fire Services, devolving administration duties to those in Support Staff roles. It is imperative that the Service follows this, as there may be repercussions should they not.

2.0 Supporting Line Managers to deliver Performance Management activities

Due to the complexity of some of the issues going on within the Service, line managers contact the HR department for many reasons, some of which are outlined below.

2.1 Recruitment and Selection

The Service's 'Recruitment and Selection' procedure clearly outlines the variation in recruitment processes for Operational personnel and Support Staff employees (EV9). When a job is advertised, a job description and person specification is developed in line with the requirement of the role as shown in EV10 & EV11. Line managers oversee amending or creating these documents as they have a better understanding of what is required for each role (EV12). By having such documentation in place, line managers have a basis in which to monitor and assess an individual's performance.

Additionally, when employees start with the Service, they get issued with a 'Statement of Employment Particulars' (EV13) that outlines their contractual obligations. Again, this is a means of ensuring the employees are performing to the necessary standards.

2.2 Induction and Probationary Periods

New employees are required to partake in an 'Induction' into the Service on their first day. Inductions are carried out by a HR Advisor. CIPD (2019c) suggests that a well-designed induction can encourage integration into the team, becoming productive quickly, whilst understanding the organisations' values and culture.

In terms of 'Operational' starters, the induction process takes one day to complete, whereby all departments have a timeslot to attend. An email is issued to the Executive Board, Training, Corporate Risk, ICT and Purchasing & Supplies with a timetable for the day (EV14).

Line managers are responsible for coordinating a 'Support' staff induction. Most of the time, the line manager wants to introduce the individual to the department and surroundings, prior to the necessary paperwork completion.

The HR Support Team collate all the necessary new starter paperwork upon request from the HR Advisor (EV15). Paperwork includes: Form of Commencement, Bank Details, HMRC New Starter Checklist, Service's procedures, and an employee handbook containing information on the Service and its values and objectives.

All employees of the Service are subject to 'Probationary Period Assessments'. The Probationary Period process is covered within two Service procedures: Probationary Period Review Procedure – Support Staff employees and On-Call Firefighter Progression.

Support Staff employees are required to have a meeting with line management every month for the first 6 months of employment where *"targets should be set, objectives outlined, and a timetable of supervision communicated"* (EV16). The HR Service Support Team contact the line manager with the appropriate forms to complete, requesting this is completed and returned to the department for analysis (EV17).

Operational employees are required to sit a 6 Month and 24 Month assessment as part of their probationary period as a means of assessing progress. Regular communication between People & Organisational Development, County Command Officers and HR is required to ensure that employees are ready for these assessments (EV18). Upon receipt of confirmation, invite letters are

issued to the individual (EV19). Upon completion of the assessment, confirmation is received from the Training Delivery Department (EV20), followed up by a letter to confirm the results (EV21).

2.3 Managing On-Call Attendance

On-Call Firefighters are contracted to provide a minimum number of hours cover to their chosen Fire Station which are noted on a DL7 – Hours of Availability form. The ‘Managing On-Call Attendance Procedure’ (EV22) stipulates the attendance expectations of those individuals employed within the On-Call sector. Should individuals fail to respond to emergency calls, or persistently fail to attend for their specified drill or training periods, line managers are required to deal with their attendance in accordance with the procedure.

In the first instance, line managers will meet with the individual to discuss the reasoning behind their non-attendance and will submit an email (EV23) or a ‘Record of Non-Attendance’ (EV24) following this, to HR outlining specific details of the calls or drill/training periods missed. In view of the information submitted to HR, a letter is drafted by HR and submitted to the line manager for final signing (EV25). The letter will get returned to the HR Support Team to be added to personal file. HR Advisors will monitor this process until such time they meet their contractual obligations. Alternatively, as outlined in EV22, should they fail to meet these obligations, this is classed as an act of Misconduct and linked to the discipline procedure.

2.4 Health and Fitness

On-Call Firefighters are required to attend a two-yearly fitness test. Stahl (2017) agrees with this approach, suggesting there is a link between a person’s lifestyle, and levels of productivity. A study carried out by Bristol University highlighted a 21% increase in concentration levels on days where candidates partook in exercise (Productivityist, 2017). MAWWFRS recognises that there is a link between healthy employees, and a productive workforce, therefore aims to develop a culture of health and well-being, encouraging all employees to leave physically active and healthy lifestyles (EV26).

In this regard, when an individual is unsuccessful at this assessment, a notification is received from the Fitness Team (EV27), and the necessary letter is drafted to the individual inviting them for a meeting with line management, actioned by the HR team (EV28). This is then issued to the line manager for signing and returned to the department and individual. This process continues until the individuals successful completes this assessment. Should they continue to fail on the fifth attempt, this procedure becomes a disciplinary process, whereby an employee is unable to fulfil their contractual obligations and may be subject to capability claims.

2.5 Recognition and Reward

An annual ceremony is held whereby individual and team contributions are acknowledged and rewarded. As part of the ceremony, Long Service and Good Conduct medals are awarded to individuals upon achieving 20/30/35 and 40 years’ service. As stipulated in the ‘Service’s Recognition Procedure’ (EV29), HR facilitates the notifications for eligibility for the medals. A report is run identifying who is eligible for such awards and issued to the Corporate Communications and Business Development Department (EV30), whereby invites are sent. Due to the pandemic, unfortunately this year’s ceremony has been cancelled, therefore meetings have been scheduled to discuss how best to distribute such awards whilst also ensuring that employees get the recognition they deserve (EV31).

Additionally, line managers can nominate employees for awards in the ceremony based on their contributions throughout the year. This information then gets released Service wide for employees to choose who should be awarded.

Line managers can request an 'honorary' payment to be made to individuals with good justification, for example, if they have gone above and beyond their role to cover a period of sickness, or if they have taken on more responsibility than what is outlined within their job description (EV32). A letter is then drafted upon request from the Head of HR on behalf of the line manager (EV33) and is issued to the individual (EV34). This means of 'reward' is down to the line-manager and is not equally addressed by all departments.

3.0 Assessing the impact of Performance Management activities

For the HR function to determine whether its contribution is effective, systems must be in place whereby evaluation can be made, both individually and as a collective. Wilkinson and Taylor (2016, p.30) explain that traditional evaluation methods focused on efficiency and effectiveness of processes carried out, where efficiency looked at how cost-effective each activity was, and how effective activities are in terms of meeting objectives.

It is argued that traditional performance management systems are now outdated. Arguments include whether they have an impact on individual performance, and secondly, that appraisals are a largely bureaucratic exercise and a tick in the box, where the information is not revisited once completed.

3.1 Independent Development Review

MAWWFRS ask employees to complete an Independent Development Review (IDR) on an annual basis. CareerSmart (2020) explain the purpose of an IDR from an organisation's perspective is to "assess an individual's performance and to reinforce the connection to the aims and objectives of the organisation". The IDR is an electronic form allowing individuals to access this information whenever convenient, made up of several questions in line with the Service's strategic aims and objections (EV35). Upon completion, it is submitted to line-managers whereby a meeting is scheduled to discuss any issues or concerns raised, as well as highlighting individual development requirements in line with career pathways established by the People & Organisational Development Department (EV36). Unfortunately, due to time constraints and increases in workload, these meetings often do not take place, instead are completed by line-managers who are not in the presence of the individual to discuss where behavioural assessments are made (Taylor and Woodhams, 2016). In this instance, the form is then returned to the individual who can then view any comments made.

3.2 Key Performance Indicators

Cambridge University Press (2020) define KPI's as *"a way of measuring a company's progress towards the goals it is trying to achieve"*. Peter Drucker's SMART approach explained by Mindtools (2019) enables specific, measurable, attainable, relevant and timely targets to be set and achieved.

In recent months, the HR department have started to use 'key performance indicators' (KPI's) to assess and measure the impact of performance not only within the department, but across the organisation. Using a shared document system, HR Advisors and Managers can provide updates on current/open cases relating to recruitment, sickness, discipline and grievance, and current workloads across the Service (EV37). Not only does this highlight areas that need improving, or issues that need resolving, but also provides justification to other managers within the organisation of what activities are being carried out within the HR department. This information is provided to Senior Management on a quarterly basis and is incorporated within their reports.

The COVID-19 pandemic has made the process of reviewing performance extremely difficult as outlined by Bagga (2020). Due to the need to social distance and work from home where necessary, face-to-face performance management discussions have taken a back step. KPI's are being affected dramatically by COVID related absence and is therefore not reflecting an accurate result of performance management activities.

4.0 Recommendations

Even though Mid and West Wales Fire and Rescue Service have numerous procedures in place to assist with performance management, there is a lot of information that needs to be understood by line managers in the first instance, prior to assessing the impact of their employees work.

Organisations such as Google, Apple and Netflix are known for their 'best practices' in terms of getting the most out of their employees, therefore adopting some of these, may benefit MAWWFRS in their approaches.

MAWWFRS use a 'top-down' approach to communication, whereby decisions are made at the highest level and transpired through to those lower down the hierarchy. Instead of using the role of a line manager as an authoritative role, line managers should be encouraged to mentor and coach their staff, passing on their knowledge and experiences to encourage the want for development opportunities within their departments.

Secondly, as highlighted by the Management Study Guide (2020) creating a happy workplace environment can impact on employee motivation, therefore impacting on performance. It has been noted across the Service that employees feel uncomfortable in their working environment, therefore by helping line managers identify issues, and resolve such problems, employees will be happier and more motivated to work. Also, this will gain a level of respect and trust towards their line manager.

Unfortunately, due to the demands on Departments, performance management is not something that is of high priority, therefore by using informal performance management methods, the organisation can gain more honest feedback from employees. In conjunction with the annual IDR, a regular informal approach to performance management would be beneficial to MAWWFRS, providing employees a frequent opportunity to communicate any concerns with line management.

It is noted within many of the Service's procedures, that decisions to award honorary payments for example, are down to the discretion of the line management. It is recommended that this is something that should be addressed formally within a service procedure to ensure that the same approach is taken by all line management, and not just a few with many employees missing out based on their line managers approach.

Reference List

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Wilkinson, K. and Taylor, S. (2016) 'Managing and Co-ordinating the HR Function', in Taylor, S. and Woodhams, C. (ed) *Studying Human Resource Management*. 2nd ed. London: Chartered Institute of Personnel and Development.

Portfolio of Evidence

EV1

From: Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>
Sent: 23 August 2020 08:48
To: HR Service Support <humanresources@mawwfire.gov.uk>
Cc: Rohman Samantha H.Q. <S.Rohman@mawwfire.gov.uk>; Thomas Rachel H.Q. <rm.thomas@mawwfire.gov.uk>
Subject: Advise to Line Managers

Good morning all,

In line with the business partnering model being implemented within the department and across County Commands, please be advised that a lot of work has been carried out to ensure that all necessary documentation, processes and procedures have been uploaded onto @Work for the attention of all line managers and employees.

In this regard, should you receive any queries/questions which could be answered by reading such materials, please direct all employees to the @Work site in the first instance. Should the answer not be available via such link, please feel free to take further details and pass onto the relevant HRA for guidance.

Thanks

Karen Fairhurst
Rheolwr Adnoddau Dynol / Human Resources Manager

☎ Mewnol / Internal: Ext. 4437

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Policies and Procedures

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Resources, Procedures

Actions ▼

Policy ID	Title	Security Classification
Document Owner : Community Safety (CS) (1)		
Document Owner : Estates (2)		
Document Owner : Finance (4)		
Document Owner : Human Resources (HR) (56)		
HR 6.1	Recruitment Selection Pre-employment Checks Procedure	Not Protectively Marked
HR 6.10	Transfer and Promotion Procedure (Grey Book employees excluding Controls)	Not Protectively Marked
HR 6.11	Leave Procedure	Not Protectively Marked
HR 6.12	Sickness and Absence Management Procedure	Not Protectively Marked
HR 6.13	Restricted Duties Procedure	Not Protectively Marked
HR 6.14	Work and Family Procedure	Not Protectively Marked
HR 6.15	Flexible Working Procedure	Not Protectively Marked
HR 6.16	Flexible Working Hours Procedure	Not Protectively Marked
HR 6.17	Home Remote Agile Working Procedure	Not Protectively Marked
HR 6.18	Secondary Employment Business Internships and Voluntary Work Procedure	Not Protectively Marked
HR 6.19	Discipline Procedure	Not Protectively Marked
HR 6.20	Discipline Procedure re-CFO	Not Protectively Marked
HR 6.21	Discipline Procedure re-Brigade Managers	Not Protectively Marked
HR 6.23	Gwellfdrneth Galluogyddi	Not Protectively Marked
HR 6.23	Capability Performance Procedure	Not Protectively Marked
HR 6.24	Health and Fitness Procedure	Not Protectively Marked
HR 6.25	Grievance Resolution Procedure	Not Protectively Marked
HR 6.26	CCTV Digital Imaging Equipment Procedure	Not Protectively Marked
HR 6.27	Re-Employment of Retired Firefighters Procedure	Not Protectively Marked
HR 6.28	Employment beyond normal retirement age	Not Protectively Marked
HR 6.29	Attendance at work during inclement weather Procedure	Not Protectively Marked
HR 6.3	Volunteer Engagement Procedure	Not Protectively Marked
HR 6.30	On-Call providing cover at more than one Station Procedure	Not Protectively Marked
HR 6.31	Bank Crewing Systems Procedure	Not Protectively Marked
HR 6.32	Managing On-call Attendance Procedure	Not Protectively Marked
HR 6.33	Religious Observance Procedures	Not Protectively Marked
HR 6.34	Exit Interviews Procedure	Not Protectively Marked
HR 6.35	Incentives for Employers releasing On-Call Staff Procedure	Not Protectively Marked
HR 6.36	Dignity at Work Procedure	Not Protectively Marked
HR 6.37	Equality Procedure	Not Protectively Marked

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EV3

The screenshot shows an Outlook window titled "Employment-Relations-Update-18-2020-Revised Capability (Performance) Procedure and Health and Fitness Procedure - Message (HTML)". The interface includes a ribbon with tabs like File, Message, Help, Alchemy, and Tell me what you want to do. The Message tab is active, showing various actions like Ignore, Delete, Archive, Reply, Reply All, Forward, Meeting, More, To Manager, Done, Reply & Delete, Create New, Move, OneNote, Actions, Assign Policy, Mark Unread, Categorize, Follow Up, Translate, Find, Related, Select, Read Aloud, and Zoom. The email content is from "HR Service Support" (HS) to "All users". It contains three PDF attachments: "Employment-Relations-Update-18-2020-Revised-Capability-Performance-Procedure-and-Health-and-Fitness-Procedure.pdf" (189 KB), "HR-6.23-Capability-Performance-Procedure-V1-FINAL-SEPTEMBER-2020.pdf" (420 KB), and "HR-6.24-Health-and-Fitness-Procedure-V6-FINAL.pdf". Below the attachments is a link: "Employment-Relations-Update-18-2020-Revised Capability (Performance) Procedure and Health and Fitness Procedure". The text of the email states: "The above document is now available on the Service's @Work site, and can be accessed via the above link. A PDF version are also attached for ease of reference for those accessing remotely. Should you have any queries, please contact the Human Resources Department."

EV4

The screenshot shows a web portal interface. At the top, there is a search bar with the placeholder text "What are you looking for?" and a "Keywords..." input field. Below the search bar are radio buttons for "@Work", "Find a person", and "Google". To the right of the search bar are social media icons for Twitter and Facebook. On the left side, there is a sidebar menu with the following items: "Line Manager Resources", "Capability", "Disability Toolkit", "Health and Fitness Procedure", "Sickness - LIVE 01 APRIL 2020", and "Grievance Procedure - LIVE 01 APRIL 2020". The main content area is titled "Line Manager Resources" and contains five buttons: "Capability", "Disability Toolkit", "Sickness", "Grievance", and "Health and Fitness Procedure".

EV5

What are you looking for?

Keywords...

Search

☒ @Work ☐ Find a person ☐ Google



Procedure

Procedure

Guidance Notes

Guidance Notes

A Guide for Line Managers

Capability or Conduct Workflow

Process Table

Process Table

Templates

Template Letters

Performance Improvement Plan

EV6

From: Rees Helen (Head of Procurement and Contracting) <h.rees@mawwfire.gov.uk>
Sent: 04 May 2020 09:57
To: HR Service Support <humanresources@mawwfire.gov.uk>
Cc: Harding Susan H.Q. <S.Harding@mawwfire.gov.uk>; Miles Mark (Head of HR) <m.miles@mawwfire.gov.uk>
Subject: RE: Time Recording/Annual Leave

Hi,

I understand that due to the pandemic, staff need not work inside the core hours and that in order to be flexible to those with childcare responsibilities line managers could allow their staff some flexibility and that they only had to work 37 hours over the course of 7 days, in time periods that fit around their childcare responsibilities.

Can you please confirm that this is the case, and where I can find such information?

Regards,

Helen Rees Chartered MCIPS

Pennaeth Caffael a Chontractio / Head of Procurement and Contracting

Adran Gaffael a Chontractio / Procurement and Contracting Department

☎ (Allanol / External: 01267 226890

☎ (Estyniad Mewnol / Internal Extension: 4490

Ffon Symudol/Mobile: 07960 021631

✉ Epost / Email: h.rees@tancqc.gov.uk / h.rees@mawwfire.gov.uk

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

EV7

☐	Type	Name	Modified	Modified By
		COVID-19 HR FAQ for Employees 21-09-20	21/09/2020 14:49	Lewis Aled (T/Head of CCBD)
		What-happens-when-you-get-a-test-for-coronavirus-covid-19 Easy Read	20/08/2020 13:59	Higginson Caio H.Q.
		Test-trace-protect-process-summary-welsh	20/08/2020 13:58	Higginson Caio H.Q.
		test-trace-protect-process-summary-english	20/08/2020 13:57	Higginson Caio H.Q.
		Chief Fire Officers Memorandum - Coronavirus update - 302020	31/07/2020 16:47	Richmond-Jones Amy H.Q.
		COVID-19 HR Guidance for Employees 31-07-20 (003)	31/07/2020 16:12	Richmond-Jones Amy H.Q.
		JR1175 -People Cell Survey Report	29/07/2020 11:08	Richmond-Jones Amy H.Q.
		JR1149 - Employee Unlock Guidance_Tick	23/07/2020 07:55	Perry Jason H.Q.
		JR1149 - Head of Dept_Cmd Unlock Guidance_Tick	17/07/2020 17:17	Perry Jason H.Q.
		JR1149 - 5 Steps to Safer Working_V2_Tick	17/07/2020 17:14	Perry Jason H.Q.
		Return to driving	17/07/2020 11:50	Thomas Paul H.Q.
		Grey_Fleet_Daily_Checks	17/07/2020 11:50	Thomas Paul H.Q.
		COVID-19 HR FAQ for Employees 250620	02/07/2020 12:02	Richmond-Jones Amy H.Q.
		JR1149 - 5 Steps to Safer Working_Tick	23/06/2020 14:52	Richmond-Jones Amy H.Q.
		COVID-19 HR Guidance for Managers 16-06-20	18/06/2020 12:00	Richmond-Jones Amy H.Q.
		COVID-19 HR Guidance for Managers 18-06-20	18/06/2020 11:52	Richmond-Jones Amy H.Q.
		COVID-19 HR FAQ for Employees 170620	18/06/2020 11:49	Richmond-Jones Amy H.Q.
		Record of returning to the workplace after lockdown conversation	16/06/2020 14:28	Richmond-Jones Amy H.Q.
		HR-6.58 - Coronavirus (COVID-19) - Temporary Changes to Workplace Procedures_V2	12/06/2020 10:15	Richmond-Jones Amy H.Q.
		262020 - 10062020 (1)	11/06/2020 09:39	Richmond-Jones Amy H.Q.
		Service_Delivery_Unlock_Approach	10/06/2020 16:39	Lewis Aled (T/Head of CCBD)
		Response_Unlock_Approach	10/06/2020 16:38	Lewis Aled (T/Head of CCBD)
		Resources_Unlock_Approach	10/06/2020 16:37	Lewis Aled (T/Head of CCBD)
		OSI_Unlock_Approach	10/06/2020 16:35	Lewis Aled (T/Head of CCBD)
		COVID-19 HR Guidance for Managers 05-05-2020 FINAL	09/06/2020 15:10	Richmond-Jones Amy H.Q.
		Service_Unlock_Strategy	27/05/2020 10:01	Lewis Aled (T/Head of CCBD)
		Command_Social_Distancing_Guidance	07/05/2020 10:42	Lewis Aled (T/Head of CCBD)
		Remote Working - Information Security May 2020	05/05/2020 08:59	Higginson Caio H.Q.
		Remote Access authorisation form	05/05/2020 08:57	Higginson Caio H.Q.
		COVID-19 Mandate Fraud Guidance	01/05/2020 14:35	Higginson Caio H.Q.

EV8

FW: XpertHR Legal Advice - 13052917 SB



Rohman Samantha H.Q.
To: Thomas Rachel H.Q.; Phillips Lynwen H.Q.

Reply

Reply All

Forward



Fri 06/12/2019 09:37

From: Xpert Group mailbox <xperthr@markel.com>

Sent: 06 December 2019 08:39

To: Rees Steven H.Q. <s.rees@mawwfire.gov.uk>

Subject: XpertHR Legal Advice - 13052917 SB

Dear Steven,

Thank you for your email.

Paternity leave is an entitlement to leave for the father/ mother's partner and must be taken within 56 days of the child's birth or adoption. The right is to take one weeks leave or two consecutive weeks leave but the two weeks cannot be split into two one week periods. This is set out here: <https://www.xperthr.co.uk/employment-law-manual/paternity-leave/113063/#timing-of-paternity-leave>

APL has not existed for some time as this was replaced with shared parental leave: <https://www.xperthr.co.uk/employment-law-manual/shared-parental-leave/153899/>

Therefore I would suggest you let him take one week of paternity leave when the child is born and advise him that if he wants a second week off, this can be taken as annual leave or unpaid parental leave (unless you wish to offer him discretionary paid leave but you should bear in mind that this may set a precedent).

Kind regards

Sarah Browne
Solicitor

Markel Law LLP
Interchange, 81-85 Station Road, Croydon CR0 2AJ



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

HR 6.1, Recruitment & Selection Procedure

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

Contents

- 1.0 PROCEDURAL CONSIDERATIONS
- 2.0 THE RECRUITMENT AND SELECTION PROCEDURE
- 3.0 MONITORING
- 4.0 RETURN TO EMPLOYMENT
- 5.0 REVIEW OF PROCEDURE

APPENDIX A – OPERATIONAL FIREFIGHTER SELECTION PROCEDURE
APPENDIX B – REHABILITATION OF OFFENDERS ACT GUIDANCE (AS PROVIDED BY THE MINISTRY OF JUSTICE)

Document Information

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Document Owner	Head of Human Resources
Document Author	Human Resources Manager – Employment Relations
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Date Last Amended	August 2018
Date of Next Review	July 2019
Approval Details	
Equality Impact Assessment Reference	HR6.1EIA

HR 6.1 – Recruitment & Selection Procedure V4

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

Obtaining Candidates

With the exception of specific arrangement 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.

Positions will be advertised using the most appropriate and cost effective medium to maximize 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 Human Resources Department.

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.

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

Selection

HR 6.1 – Recruitment & Selection Procedure V4

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

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

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

2.0 THE RECRUITMENT AND SELECTION PROCEDURE

Preparation Stage

The recruitment and selection process should not commence until a full 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 staffing strategy for the function and should take account of the function's equal opportunities targets, by incorporating "positive action" initiatives into the recruitment and selection process. "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. Clarification of whether particular approaches constitute positive action as opposed to positive discrimination can be obtained from the Human Resources Department if required.

HR 6.1 – Recruitment & Selection Procedure V4

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The selection process should be:

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

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

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

Where a member of the Human Resources Department does not form part of the short-listing process, the completed short-listing matrix will be cross-referenced and scrutinised at Human Resources, in order to ensure consistency of approach and fairness.

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

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

Interviews should be conducted by at least two people and the composition of selection panels should, wherever possible, be reflective of the candidate base.

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

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

HR 6.1 – Recruitment & Selection Procedure V4

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

Considering Applicants with unspent convictions

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

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

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

The Employment Contract

At the end of the recruitment process, all records must be handed to the Human Resources Department, where they will be in line with the Service's Records Management Procedure – HR 6.39.

Offers of employment are conditional upon receipt of satisfactory references, medical assessment together with drug/alcohol testing and Criminal Background Checks - Basic Disclosures where applicable. For further detail in this regard, please see the Service's Pre-employment Check Procedure – HR 6.5.

3.0 MONITORING

In order to monitor the implementation and effectiveness of the Service's Recruitment and Selection Procedure, a suitable member of the Human Resources Department will be present at all interviews, and if requested can be present at any stage of the recruitment process, when available. Line Managers are therefore asked to liaise with the Human Resources Department well in advance of any interviews, to ensure availability to attend.

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

The option of "returning to employment" can be offered when an employee has voluntarily terminated their On Call Contract with MAWWFRS and requests a return to employment within four years of their last recorded day of duty.

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

Where an employee expresses an interest in returning to their On-Call duty contract, their initial contact with the Service should be made via the Human Resources

Department. The appropriate Command will be advised of the request and will make the necessary arrangements to meet and discuss potential On-Call availability.

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

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

- Fitness testing / Occupational Health
- Criminal Background Checks - Basic Disclosures

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

Rates of Pay

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

5.0 REVIEW OF PROCEDURE

This procedure shall be reviewed:-

- annually, or
- following receipt of new information
- upon implementation of new agreements which may affect the procedure.

APPENDIX A- OPERATIONAL FIREFIGHTER SELECTION PROCEDURE

1.0 PROCEDURAL CONSIDERATIONS

Operational firefighter selection for new recruits (including volunteer firefighters at the Service's volunteer stations) will be undertaken using agreed assessments based around the principles of those contained within the National Firefighter Selection (NFS) Toolkit. In order to streamline the process and ensure manageable numbers of applicants are processed at each stage, slight variations exist between the Wholetime (WDS) and On-Call recruitment processes, however, the assessment criteria will be applied consistently across both procedures.

The separate elements of the recruitment process will be based on the following assessments:

- On-line Registration / Application sift
- Written Tests
- Practical and Physical Tests
- PQA based structured interview (Inc role-play for WDS)
- Pre-employment screening (medical assessment, drug and alcohol testing, DBS/ check and references). Also see Procedure HR 6.5, Pre-employment Check Procedure.

Recruitment and selection activities will be coordinated by the Human Resources Department, who will ensure that all tests are conducted by suitably qualified personnel in terms of the written assessments and suitably trained personnel in relation to PQA application sift and PQA interview/role-play. The practical and physical tests will be coordinated and conducted by members of the Training Delivery Team.

2.0 WHOLETIME FIREFIGHTER SELECTION

WDS recruitment and selection will be undertaken at intervals determined by Service requirements. Application packs and forms will only be available during the designated 'Invitation to Apply' period, which will be advertised as appropriate.

Wherever possible, WDS recruitment will be undertaken collaboratively with North and South Wales Fire and Rescue Services.

Phase 1 – Online Registration

Phase 1 requires candidates to provide personal details and register their interest using an on-line registration system. Each applicant will also be asked a series of questions to ensure their eligibility to apply.

Candidates who have completed the online registration process will be sent an email advising them of how and when to access the next stage of the process.

Phase 2 – Behavioural Styles Questionnaire and Situational Judgement Test

Issued to applicants via an electronic link. Phase 2 requires electronic completion of a Behavioural Style Questionnaire and Situational Judgement Test. Successful

candidates will be invited to the Practical and Physical testing stage, and unsuccessful candidates will be advised accordingly.

Phase 3 – Practical and Physical Tests

Practical and Physical tests will be administered by suitably qualified Operational Officers. Successful candidates will be invited to the PQA interview and role-play, and unsuccessful candidates will be advised accordingly.

Phase 4 – PQA Interview and Roleplay

The PQA interviews and Role-plays will be conducted by suitably trained members of the Service. Successful candidates will either proceed to Phase 5, or be retained on a holding list for possible progression to Phase 5 at a future date. Unsuccessful candidates will be advised accordingly.

Phase 5 – Pre-employment screening (See also HR 6.5, Pre-employment Check Procedure in this regard).

The Human Resources Department, following consultation with the Training Delivery Department regarding commencement of course dates, will arrange for pre-employment screening consisting of drug and alcohol testing, medical examination, DBS checks, and references.

The Human Resources Department will also provide the appropriate information with regards to the necessary arrangements to undertake uniform sizing prior to commencement of employment.

The People Development Department will be provided with the details of the potential new starters, prior to the commencement date for probationary employment portfolios to be put in place.

Upon successful completion of all the pre-employment checks, the Human Resources Department will issue an offer of employment and the Training Delivery Department will arrange appropriate induction programmes.

3.0 ON – CALL FIREFIGHTER SELECTION

On-Call recruitment will be undertaken at intervals determined by Service requirements however, application packs and forms will be available to prospective applicants throughout the year.

The recognised phases for On-Call recruitment will be as contained within this Procedure.

Phase 1 – Application Form

Application forms will be held at Service Headquarters and administered by the Human Resources Department. The prospective applicant will be provided with an application form/optometric assessment form and an information pack, and the candidate is required to meet with the Station Liaison Officer to complete an hours of availability form.

Upon receipt of completed documentation, the Human Resources Department will conduct the initial sift of application forms. The Human Resources Department will log all candidates details electronically, which will be shared with On-Call Watch Managers and Station Liaison Officers with relevant information regarding each individual's place in the process.

If the hours of availability are not suitable to current station requirements at that time, the application form will be retained until the Command confirms the individual should progress to Phase 2. Regular communication will be maintained with the candidates and application forms will be held for no longer than six months without requesting consent from the individual as such intervals to retain the application form beyond that period.

Successful applicants will be invited to Phase 2 – Testing Day. Feedback will be provided to unsuccessful applicants detailing the area/s for which they require improvement.

Phase 2 – Testing Day

A testing day during which candidates will undergo the following assessments:

- Written tests
- Practical and Physical tests
- PQA based interview

Successful completion of each assessment is required prior to candidates becoming eligible to progress to Phase 3 of the process.

Candidates who are not successful during the Testing Day can be invited to a re-assessment.

Phase 3 – Pre-employment screening (See also HR 6.5, Pre-employment Check Procedure in this regard).

The Human Resources Department, will arrange for pre-employment screening consisting of drug and alcohol testing, medical examination, DBS checks, and references.

The Human Resources Department will also provide the appropriate information with regards to the necessary arrangements to undertake uniform sizing prior to commencement of employment.

Upon successful completion of all the pre-employment checks, the Human Resources Department will issue an offer of employment and the Training Delivery Department will arrange appropriate induction programmes.

5.0 VOLUNTEER FIREFIGHTER SELECTION PROCEDURE

Depending on the expectations of the Service, in terms of what specific roles crews will be expected to undertake at each volunteer station, the Head of Response within the Command will confirm in writing exactly what elements of the Firefighter Rolemap or Job Description are to be undertaken by the applicable station. The assessment outcome will be considered by a Head of Operational Response in liaison with the Head of Human Resources, and the Head of People Development

Following consideration, the appropriate recruitment and development process will be identified, utilising only the applicable parts of the current On-Call selection process.

For example, where a volunteer crew would not be expected to undertake casualty evacuation procedures on behalf of the Service, it would not be appropriate to expect prospective volunteers to undertake the 'dummy-drag' as part of physical assessment. As such, only assessments directly related to the confirmed station role will be implemented.

The agreed process for each volunteer station, based on the role expectations at that time, will be retained for record purposes by the Human Resources Department for future reference.

6.0 REVIEW OF PROCEDURE

This procedure shall be reviewed: -

- (iv) annually, or
- (v) following receipt of new information
- (vi) upon implementation of new agreements which may affect the procedure.

JOB DESCRIPTION

TITLE OF POST:	Operational Support Technician
RANK / ROLE:	Grade 4
POST REFERENCE:	ADM 104
LOCATION:	ORM – Working in Command Areas
RESPONSIBLE TO:	Head of Technical Services
MAIN PURPOSE OF JOB:	To inspect, service and maintain the Service's fire hydrants efficiently and safely as directed by the Water Officer

(Last updated: 16 April 2018)
 Page 1 of 3

Schedule of Responsibilities	Responsible to
Carry out hydrant inspections, safely and in accordance with the New Roads and Streetworks Act 1991 and the Traffic Management Act.	Head of Technical Services
Maintain qualifications to ensure compliance with the New Roads and Streetworks Act 1991; the Water Industry Act; Drinking Water Inspectorate Regulations; HASAW Act 1971 and the Traffic Management Act 2005. To protect the Service from any legal liability that could be incurred	Head of Technical Services
Maintain all necessary IT skills to enable the use of Service databases such as Hydra and the Asset management system.	Head of Technical Services
Liaise directly with water company inspectors to co-ordinate working activities efficiently on a local basis.	Head of Technical Services
Represent the Service at local site liaison meetings with water company and other 3 rd parties.	Head of Technical Services
Advise and provide local information relating to the design of hydrant layouts on new schemes and co-ordinate design requirements with water company staff.	Head of Technical Services
Comply with the outcome of the role specific risk assessments. All inspectors to maintain a 1 day HSE first aid qualification	Head of Technical Services

(Last updated: 16 April 2018)
 Page 2 of 3

Schedule of Responsibilities	Responsible to
Provide efficient and consistent quality control of work carried out on our behalf by the water companies.	Head of Technical Services
Manage hypodermic needle collection from all stations and hydrant vehicle sharps containers, ensure safe disposal of Bio-hazardous material.	Head of Technical Services
Liaise with and advise operational staff with regard to water supply locations and capabilities, and to inform mobile data provision.	Head of Technical Services

- ❖ The responsibility for administering the contents of this job description lies with the post-holder.
- ❖ The post-holder should continually check this job description and any responsibility not included and any proposed variations should be the subject of discussion with the Line-Manager.
- ❖ Where difficulties arise that cannot be resolved by the Line-Manager reference may be made to the Head of Department who will consult with parties as necessary.

Name:

PR:

Signature

Date:

(Last updated: 16 April 2018)
 Page 3 of 3

POST TITLE:	ESSENTIAL	DESIRED	METHOD OF ASSESSMENT
Operational Support Team			
LOCATION:			
POST NUMBER:			
GRADE:			
DEPARTMENT:			
ROAD AND ROAD WORKERS - TECHNICAL COMPETENCIES			
Team work qualification	☐	☒	Application form and interview
First Aid qualification	☐	☒	Application form and interview
Current Working Licence	☒	☐	Application form
ROAD AND ROAD WORKERS - PHYSICAL COMPETENCIES			
Knowledge and understanding of Road and Safety and Sign Management	☐	☒	Application form and interview
Knowledge of the physical system and software packages used in the management of the road network	☐	☒	Application form and interview
Knowledge and understanding of water main network and associated equipment	☐	☒	Application form and interview
Knowledge of physical information system software	☐	☒	Application form and interview
Understanding and knowledge of the work environment in the Operational Risk Management Department	☐	☒	Application form and interview
ROAD AND ROAD WORKERS - OTHER COMPETENCIES			
Experience of road mapping	☐	☒	Application form and interview
Proven ability to work effectively in high pressure	☒	☐	Application form and interview
Experience of working in the highways environment	☐	☒	Application form and interview
Experience of dealing with road closures in a professional and safe manner	☐	☒	Application form and interview
Experience in working as part of a dynamic team	☒	☐	Application form and interview
ROAD AND ROAD WORKERS - OTHER COMPETENCIES			
Willingness to acquire new skills and qualifications identified as being applicable to the job	☐	☒	Application form and interview
Ability to complete maintenance records	☒	☐	Application form and interview
Ability to work as part of a team	☒	☐	Application form and interview

Ability to work on own initiative	☒	☐	Application form and interview
Technical and computer approach to providing a quality service	☒	☐	Application form and interview
Good organisational skills	☒	☐	Application form and interview
COMMUNICATIONS SKILLS			
Good verbal and written communication skills	☒	☐	Application form and interview
English verbal and written skills	☒	☐	Application form and interview
Written verbal and written skills	☐	☒	Application form and interview
Ability to contribute meaningfully in group and team meetings	☐	☒	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:			
PREPARED BY:	Operational Risk Management Department		DATE PREPARED:
			April 2010

EV12

RE: JOB DESCRIPTIONS



HR Service Support
To: Lewis Spencer H.Q.

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

Wed 05/02/2020 09:12

FIR122-Station-Manager-A-RTC-Officer.doc 1 MB	Road-Safety-and-Youth-Intervention-Manager.doc 1 MB	WMA-Road-Safety-Coordinator-CRR.doc 201 KB
Youth Road Safety Assistant -JD-October-2019.doc 88 KB		

From: Lewis Spencer H.Q. <s.lewis@mawwfire.gov.uk>
Sent: 04 February 2020 16:27
To: HR Service Support <humanresources@mawwfire.gov.uk>
Subject: JOB DESCRIPTIONS

Hi All,

I'm carrying out a task on behalf Karen Jones in Community Safety.

Could you confirm if you hold any Job Descriptions for any of Road Safety positions ?

Many thanks,

Spencer.

Spencer Lewis
Station Manager



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

STATEMENT OF EMPLOYMENT PARTICULARS FOR ON-CALL EMPLOYEES

ON-CALL Version 7 – September 2016

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1

THIS PAGE TO BE COMPLETED BY HEADQUARTERS PERSONNEL

1. SURNAME:	2. ADDRESS:
FORENAME(S):	
.....	
.....	
3. DESIGNATION: Operational	4. CURRENT DATE FULL TIME EXTERNAL (MAIN) EMPLOYMENT COMMENCED:
ROLE: On-Call Firefighter	IF UNEMPLOYED, PLEASE STATE:
5. PLACE OF EXTERNAL (MAIN) FULL-TIME EMPLOYMENT:	6. DATE OF APPOINTMENT WITH MID AND WEST WALES FIRE AUTHORITY:

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7. CONDITIONS OF SERVICE	A. The National Joint Council for Local Authority Fire and Rescue Services (NJCS) is the body responsible for the supervision, from a national point of view, of all questions affecting the conditions of service of employees (other than those in Brigade Management roles) of Fire and Rescue Services established under the Fire Services Acts 1947 – 1959 (as amended by the Fire Services Act 2004). To this end the NJCS's principal role is to reach agreement on a national framework of pay and conditions for local application throughout the Fire and Rescue Service in the United Kingdom. The NJCS is committed to the local democratic control of Fire and Rescue Services to the community. B. Conditions of service for On-Call members of the Service are in accordance with those laid down by the National Joint Council for Local Authority Fire and Rescue Services as adopted by the Mid and West Wales Fire and Rescue Service and as amended or supplemented by agreements between the Chief Fire Officer and accredited representative bodies. C. You are subject to the Service's disciplinary procedures as laid down in HR 6.19 - Discipline Procedure.
8. OBLIGATIONS	Every On-Call member of the Service has an obligation to: A. Attend at the station to which they are attached for training and maintenance and Community Risk Reduction duties for an average of two hours each week, or such times as the Manager of the Station (subject to any orders of the Chief Fire Officer) considers necessary. B. Attend promptly at your designated station in response to a call during the agreed times of your availability, within 10 minutes of the respective pager alert being received. Due regard must be made to traffic regulations, road and traffic conditions and statutory speed restrictions. C. Attend at any fire or other occurrence or at any other station for standby duties in accordance with the orders you receive.

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8. OBLIGATIONS (Contd)	D. Besides firefighting and certain other emergency calls, On-Call members' responsibilities may include hydrant inspection, fire safety work, and the topography of risks within the aspects of 7(2)(a) of the Fire Services Act 2004. All duties are outlined within the provided Job Description for Firefighter. E. On-Call members are encouraged to participate in competitions, displays, charitable events and the bi-annual technical quiz both within the Service and at national level. F. Duties will be as formulated and allocated by the Chief Fire Officer (as per the agreed Job Description) and as directed by any manager to whom you are responsible within the appropriate chain of command. Upon appointment you will be responsible to the Manager of the Station to which you have been allocated.	9. AVAILABILITY (continued)	In these circumstances, it will therefore be necessary to review your continued employment. F. Failure to maintain contact with the Fire and Rescue Service for drills and/or in response to calls without just cause, will lead to disciplinary action.
9. AVAILABILITY	On-Call firefighters are individually conditioned to a pattern and level of availability for which an associated level of annual retaining fee is paid. A. To qualify for 100% retaining fee a member must provide cover of a minimum 120 hours per week. B. A member providing less than 120 hours per week will qualify for a 75% retaining fee. C. Performance in respect of response to incidents and attendance at drills will be monitored, and any shortcomings or deficiencies brought to your attention. Lack of improvement following warning of unacceptable performance will lead to termination of your appointment. D. On-Call personnel MUST NOT RESPOND to alert calls in any circumstances whilst unfit for duty through drink or drugs in line with the Service's Standing Orders for Health & Safety, HSP.10 Alcohol and Drugs. E. In the event of you being no longer able to provide the fire cover detailed on your application form, you are obliged to apply to change your hours of availability (using the appropriate form), the acceptance of which will be at the discretion of the Director of Delivery.	10. CHANGE OF CIRCUMSTANCES	Any changes to personal particulars, particularly changes of address, telephone numbers, next of kin, shift patterns, primary employment details and availability MUST be notified in writing immediately to the Service's Human Resources Department (On-Call Establishment section) who will make any necessary comments and recommendations as to your continued employment in discussion with the Director of Delivery, and ensure that your personal records are amended as appropriate.
		11. TRAINING	You must attend basic recruit training, breathing apparatus training, and when selected driver training, and other forms of external and internal, residential and non-residential training courses as prescribed by the Chief Fire Officer to meet the needs of the Service.
		12. PROBATION	A. You will serve a probationary period of two years during which assessments will be made every three months. If progress in all aspects is deemed satisfactory, your appointment will be confirmed. B. The Chief Fire Officer may terminate your appointment at any time during the probationary period if you are unlikely to satisfactorily achieve the required standard.
		13. PAYMENTS	A. In accordance with the National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service, fees will be paid in respect of the following: (I) Retaining Fees (II) Disturbance Payments (III) Hourly Rate B. Subject to your satisfactory service you will be entitled to an annual retaining fee which will be paid monthly, together with the payment of fees in respect of attendance at Drills which will be paid in arrears. Payment in respect of incident fees will also be paid monthly in arrears. The Authority reserves the right to vary the periodicity of payment. All payments will be made by direct credit to your bank and it will therefore be
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13. PAYMENTS (continued)	necessary for you to inform Human Resources of your bank name, address and your account number and sort code. C. When attending all day training courses of at least one week's duration, you will be paid in accordance with Section 4, Part B – Pay, Paragraphs 14 & 15 of the National Joint Council for Local Authority Fire and Rescue Services Scheme of Conditions of Service. D. You are cautioned that any entry on any document or form claiming financial return, e.g. F.31 for callouts etc. are subject to close scrutiny, and any fraudulent claims will be viewed as an act of gross misconduct.		to commence training, and a phased supply as training progresses. B. You are responsible for all items of uniform and equipment issued to you. They remain the property of Mid and West Wales Fire and Rescue Service and must be surrendered upon leaving the Service, unless permission is given to the contrary.
14. SICKNESS OR INJURY	A. If you are on sick leave, other than as a result of injury or illness arising out of authorised duty and without your own default, you will receive "full pay" which means your average weekly remuneration in the previous twelve weeks, taking all payments into account, subject to the production of a doctor's statement. B. If you are on sick leave as a result of illness or injury arising out of authorised duty, as an On-Call firefighter, you will receive "full pay" which means your average weekly remuneration in the previous twelve weeks, taking all payments into account. However, where you can provide satisfactory evidence that as a direct result of the illness or injury, you are suffering a financial loss in respect of your normal occupation, "full pay" means the amount of the actual loss (including your average weekly remuneration in the previous twelve weeks) subject to the maximum basic weekly rate of an Area Manager. Remuneration in this regard however, is subject to submission of form F12 for each week of absence. C. If you are retired on medical grounds you will have the right of appeal to an independent medical practitioner in a similar way to that provided for whole-time members under Rule H2, Schedule 9 of the Firefighter's Pension Scheme Order 1992.	17. LEAVE	Payment in respect of Annual Leave shall be in accordance with Section 1.1 Annual Leave – Unformed Employees, On-Call employees, paragraph (v) of the Service's HR 6.11 Leave Procedure.
15. MEDICAL EXAMINATIONS	Full details of medical examination requirements are contained in the Scheme of Conditions of Service and the Mid and West Wales Fire and Rescue Service Standing Orders.	18. HEALTH AND SAFETY AT WORK	The Mid and West Wales Fire and Rescue Service policy statement, in accordance with the Health and Safety at Work Act 1974, is contained in the Service's Policies and Procedures.
16. UNIFORM	A. On entry to the Service, you will be issued with a range of fire kit and corporate wear to enable you	19. DISCIPLINARY PROCEDURE	The Disciplinary Procedures are laid down in HR 6.19 - Discipline Procedure which are in line with ACAS guidelines. These procedures apply to all members of the Service below the role of Brigade Manager or equivalent.
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		20. GRIEVANCE	The Grievance Resolution Procedures are laid down in HR 6.25 – Grievance Resolution Procedures which are in line with ACAS guidelines. These procedures apply to all members of the Service.
		21. DISPUTES PROCEDURE	In cases of dispute between the Fire Authority and the Trade Unions, a procedure, based on the advice contained within the Scheme of Conditions of Service and as agreed locally, will apply.
		22. ACCREDITED REPRESENTATIVES	The Mid and West Wales Fire and Rescue Service, as your employer, supports the principle of collective bargaining and believes in the principle of solving industrial relation issues by discussion and agreement. You have the right to join the appropriate Trade Union and to take part in its activities. Details of the specified bodies are available for you to refer to at your station or can be obtained from Service Headquarters.
		23. ALCOHOL	Alcohol will not be consumed or stored on Fire Service premises for any reason in accordance with the Service's Alcohol and Drugs Procedure (see @Work).
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24. MOTOR INSURANCE	If you use a Motor Vehicle to travel to your Station in order to respond to an Incident, you are advised to ensure that your Motor Insurance covers you for such use of the vehicle. You are not required to provide or use such a vehicle and the Authority does not accept any responsibility for any additional cost to which you may be put in order to cover you for this use. Whilst reporting to your Station in response to a call and using a Motor Vehicle, you must conform with the provisions of the Road Traffic Acts.								
25. TERMINATION OF EMPLOYMENT	If your appointment is to be terminated, you will be given notice as detailed below. <table> <tr> <th>Period of Continuous Service</th><th>Minimum Notice</th></tr> <tr> <td>4 weeks or more, but less than 2 years</td><td>1 week</td></tr> <tr> <td>2 years or more but less than 12 years</td><td>1 week for each less year of continuous service</td></tr> <tr> <td>12 years or more</td><td>12 weeks</td></tr> </table> The minimum period of notice of termination of your employment that you will be required to give shall be the ordinary period from one pay period to the next.	Period of Continuous Service	Minimum Notice	4 weeks or more, but less than 2 years	1 week	2 years or more but less than 12 years	1 week for each less year of continuous service	12 years or more	12 weeks
Period of Continuous Service	Minimum Notice								
4 weeks or more, but less than 2 years	1 week								
2 years or more but less than 12 years	1 week for each less year of continuous service								
12 years or more	12 weeks								
26. RETIREMENT	The normal retirement age for On-Call System employees is the same as those for employees in the same role who are eligible to join the New Firefighters' Pension Scheme. The normal retirement age for On-Call employees, which is the minimum age at which pension benefits may be drawn, will therefore be age 60.								

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27. APPEARANCE AND BEARING	A. For safety reasons, you are required to maintain your hair in a manner which does not impinge on your operational effectiveness and efficiency. Hair should not show below the fire helmet and facial hair should not impinge on the efficient use of the breathing apparatus facemask. In addition, facial jewellery should not compromise the efficient use of the above equipment. B. All items of uniform should be kept in good condition and employees should maintain a smart and professional appearance whilst on duty. C. The Fire and Rescue Services are held in high esteem by the communities they serve and employees are expected to act in a manner which upholds this at all times. D. You must report in writing to the Chief Fire Officer, on the initiation of criminal proceedings against you where they relate to criminal offences which have an implication within the framework of the Disciplinary Procedure.
28. EQUAL OPPORTUNITIES	Mid and West Wales Fire and Rescue Service is an equal opportunities employer. The Service's Equal Opportunities Procedure aims to give full consideration to the requirements and to the intent of all equal opportunities legislation (see HR 6.37 – Equality Procedure). As such the Procedure seeks to ensure that no job applicant or employee receives less favourable treatment on the grounds of gender, ethnicity, age, disability, religion & belief, sexual orientation etc, or is disadvantaged by conditions or requirements which cannot be shown to be justified.
29. THE FIRE AUTHORITY	The Mid and West Wales Fire Authority reserves the right to amend or to terminate any working arrangements, collective agreements or schemes which are included in your Contract of Employment either by consent (individually or collectively) or by termination as provided for within those arrangements, agreements or schemes in which case such provisions will cease.
30. DISMISSAL ON CONTRACTUAL GROUNDS	Any failure to fully comply with all terms of your Contract could result in your dismissal. In this respect, you are reminded that the information contained in your application forms part of this Contract and if any element of this is subsequently found to be incorrect or misleading, it is likely to lead to dismissal.
31. VEHICLE INSURANCE (APPLICABLE FROM 21 OCTOBER 2010)	"It is a condition of your employment that in the event that you utilise your personal motor vehicle for business activities, you must ensure that your insurance policy covers you for business use. (The term used by insurance

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	companies indicating 'cover to and from work' (commuting) is not Business Use cover."
32. BANK-CREWING SYSTEM	Hours – The Service's need for individuals to perform work varies from time to time, sometimes due to last-minute absences, and also due to temporary projects and changes in work-load. Should you (with the express permission of the relevant Head of Command or Department for release to undertake such work) confirm your availability to work at short notice via your inclusion on the Service's Bank Crewing list, you will enter into a Casual Hours arrangement with the Service. Under such arrangements, the Service has no obligation to offer you work at any time, and you are not entitled to a minimum number of hours of work per day, week or year. If the Service does offer you work, you are under no obligation to accept it. Work will be offered to the relevant individuals e.g. drivers, and accepted where appropriate to do so. All principles relating to these arrangements are outlined within the Service's Bank-Crewing System Procedural Guidance Document HR 6.31 – which can be accessed via the Service's @Work site. In the event that you do agree to undertake work offered to you via the Bank-Crewing System, you will be required to complete it to the Service's satisfaction. Remuneration – Any work undertaken via the Bank Crewing System will be paid at time and a half rate for the appropriate role undertaken during the 'assignment' where the individual will work in excess of 42 positive hours in that week. This is in line with the principles of the 'Grey Book' Conditions of Service, however, this has been specifically agreed by means of Local Agreement with regards to Bank-Crewing payments. Location – Should you choose to participate in the Bank Crewing System you will only be expected to work at locations chosen to be acceptable to you (for work under the Bank Crewing System), at the time of joining the list.
33. LEVELS OF FITNESS	You have a contractual obligation for ensuring that you maintain a level of physical fitness necessary to carry out your operational duties in accordance with Human Resources Procedural Guidance Document HR 6.24 Health & Fitness.
34. RETURN OF SERVICE KIT & UNIFORM UPON CESSATION OF EMPLOYMENT	It is the employee's responsibility to ensure that all items of Service issued kit and uniform is returned upon cessation of employment. In the event that items are not returned, the Service will issue an appropriate invoice to recover the value of the items which are not returned. Subsequent failure to repay the necessary value, may

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	result in the matter being reported to the Police for necessary action.
35. IMAGE RIGHTS	Any photographic images taken of employees with their consent (whether written or otherwise, and in the knowledge of the proposed use) during employment, will remain the property of the Service following cessation of employment. Employees who have consented to the provision of photographs will therefore have no right to insist that such images are removed for Service use in the event of resignation, retirement or dismissal.
36. DECLARATION	I AGREE TO ABIDE BY THE CONTENTS CONTAINED IN THIS DOCUMENT (ON-CALL STATEMENT OF EMPLOYMENT PARTICULARS) AND ACCEPT IN FULL THAT FAILURE TO DO SO WILL RESULT IN THE TERMINATION OF MY APPOINTMENT AS ON-CALL FIREFIGHTER WITHIN THE MID AND WEST WALES FIRE AND RESCUE SERVICE. Signed: Date:

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EV14

On-Call Induction Day Timetable - 15 March 2019

 Thomas Rachel
To: Martin Robert, Jacob Matthew, H.Q., Earlswood; Thomas Marie, H.Q.; Richmond Emma, H.Q.; Robertson Christine, H.Q.; Gard Emily, H.Q.; Gudgeon Elizabeth, H.Q.; PURCHASING & SUPPLIES Dept, H.Q.; Thomas Alison, HQ; Cook Steven, H.Q.; Langston Paul, Earlswood; Messam Neil, H.Q.; Philpott Steven, Swansea Command; H.Q.; +1 other

Mon 11/03/2019 11:34

Please be advised that on Friday 15 March 2019 the On-Call Induction day will be taking place at Earlswood Training Centre.

Please see below provisional timetable for the day, if you could please confirm your attendance.

09:00 – 09:15 – Rob Martin (Training)

09:15 – 09:30 – **Exec Board** (Welcome)

09:30 – 12:15 – **HR / Fitness Team** (Sports & Social)

Lunch (12:15 – 13:00)

13:00 – 14:30 – **(Corporate Risk)**

14:30 – 15:45 – Stores – Kit

15:45 – 16:00 – Geoff Brewis (Firefighter Charity)

16:00 – 16:30 – RFU & FBU

Kind Regards
Rachel

EV15

RE: Induction for new stores member

 HR Service Support
To: Thomas Rachel, H.Q.

Tue 18/08/2020 14:39

 You replied to this message on 18/08/2020 14:40.

Action Items

+ Get more add-ins

Hi Rach

Is there an induction pack ready for Paul Evans please.

Cofion/ Regards

HR Support Desk

Tim Cymorth Adnoddau Dynol - Adran Adnoddau Dynol

Human Resources Support Team – Human Resources Department - DMP

Allanol / External: 01792 705144

Estyniad Mewnol / Internal Extension: 2294

Ebost / Email: humanresources@tancgc.gov.uk / humanresources@mawwfire.gov.uk

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

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

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



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

HR 6.8, Probationary Period Procedure – Support Staff employees (NJC Green/Red Book)

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

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- 3.0 PERIODS OF NOTICE
- 4.0 EMPLOYEES ON SHORT TERM CONTRACTS
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- 7.0 EXTENSION OF A PROBATIONARY PERIOD
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- 9.0 DISMISSAL DURING PROBATIONARY PERIOD DUE TO UNSATISFACTORY CONDUCT
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APPENDIX E – 4 MONTH PROBATIONARY PERIOD REVIEW

APPENDIX F – 5 MONTH PROBATIONARY PERIOD REVIEW

APPENDIX G – 6 MONTH PROBATIONARY PERIOD REVIEW

Document Information

probationer during a trial period, giving guidance by advice or warning where necessary.

Groundwork put in at this stage will hopefully address any capability and/or conduct issues before further commitments are made with regards to continued employment.

Employees will not normally be permitted to apply for other vacancies within the Service, whether on a temporary or permanent basis, until they have successfully completed both the required probationary period, and subsequently served a further 12 months in post following completion, in order to ensure that the Service gains maximum return on investment with regards to the development of the employee within their initial role.

1.2 PURPOSE AND SCOPE

These guidelines apply to all Green/Red Book employees, and are intended to provide a consistent means of administering the probation process for all such employees, upon commencement of their provisional employment with the Service.

The Service's standard Support Staff Employee Statement of Written Particulars contains an explicit 6 month probationary clause. The reasoning behind this is that a consistent approach is applied throughout the Service, irrespective of the type and level of job undertaken.

There should be no requirement for Casual workers to undertake a probation period. The terms of their 'engagement' is intermittent and ad-hoc, and gives no mutuality of obligation.

2.0 PROBATIONARY PERIOD REVIEW FORMS

See Appendices A - G. These forms will be issued to the appropriate line manager from the Service's Human Resources Department upon commencement of employment of the respective employee (Appendix A only) and thereafter at the appropriate intervals (Appendices B - G).

All forms must be completed within the appropriate timescales arranged upon commencement of employment of the employee, and should be forwarded to the Human Resources Department once completed, for verification prior to filing on the employee's personal record file, and appropriate action as required.

Sufficient evidence must be provided to justify the manager's opinion with regards to positive or negative performance, and any forms that do not include sufficient justification will be returned to the manager from the Human Resources Department for further detail.

3.0 PERIODS OF NOTICE

3.1 PERIOD OF NOTICE – EMPLOYER / RIGHT OF THE SERVICE TO TERMINATE THE PROBATIONARY PERIOD AT ANY TIME, DUE TO UNSATISFACTORY CONDUCT

M&WWFRS has the right to terminate the employee's provisional contract of employment with one week's written notice or payment in lieu of notice, at any time

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Document Author	Human Resources Manager - Employment Relations
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1.0 PROCEDURAL CONSIDERATIONS AND PROBATIONARY PERIOD REVIEW GUIDELINES (GREEN/RED BOOK SUPPORT STAFF EMPLOYEES)

1.1 INTRODUCTION

All new employees to Mid and West Wales Fire and Rescue Service (M&WWFRS), conditioned to the National Joint Council for Local Government Services, and Joint Negotiating Committee for Local Authority Craft and Associated Employees Pay and Conditions of Service (known as the Green Book and Red Book respectively) will serve a probationary period of 26 weeks (six months).

In addition, temporary/fixed term employees should serve the same probation period or, if on a shorter contract of employment, be on probation for that period and be monitored in the same way.

All initial offers of employment for Green/Red Book employees will be made on a provisional basis, pending successful completion of such probationary periods, at which time a confirmed offer of employment will be issued (where applicable for permanent, and temporary contracts of applicable duration).

M&WWFRS reserves the right to extend the employee's probationary period for up to a further three months should it be deemed to be in the interests of both the employee and Service, as an outcome of the Probationary Period review process.

The rationale for a probationary period is a trial period to ascertain the individual's suitability for the post and continued employment within the Service. There is an obligation on the employer to take reasonable steps to maintain an appraisal of a

during the probation period, following any necessary dismissal procedures on the grounds of unsatisfactory conduct or capability. Dismissal procedures for employees within the Probationary Period will be in line with those implemented for all other Service employees.

3.2 PERIOD OF NOTICE - EMPLOYEE

If the employee feels they are not suited to the role during probation, they must give M&WWFRS one month's written notice to terminate their employment.

4.0 EMPLOYEES ON SHORT-TERM CONTRACTS

Where temporary/fixed-term contracts are of 6 months duration or less, then the probationary period will be deemed to cover the entirety of the contract.

The standard process should still be followed in such cases, but managers must be aware of the need to raise issues and take action where necessary within the shorter time constraints. If the contract of employment is extended, or the person is subsequently provisionally offered the position on a permanent basis, they should serve a total of 6 months probation.

5.0 RESPONSIBILITIES

5.1 EMPLOYEE RESPONSIBILITIES

Probation is a two way process and the new employee has a similar duty to the manager to ensure they raise issues and seek to ensure that any necessary action is taken together with their manager. Whilst final accountability for the process lies with the manager, new employees should actively seek to ensure that review interviews are undertaken and recorded, in line with these guidelines.

5.2 MANAGER RESPONSIBILITIES

A probationary period should not be entered into without the appropriate level of planning for the 6 month review process. Targets should be set, objectives outlined and a timetable of supervision communicated.

During the probationary period it is important for the employee to be given the appropriate assistance to reach/maintain the required standard of performance. Managers should ensure that fair levels of performance are identified with new employees, and that reasonable timescales are identified to achieve this. Where development needs are identified as necessary during the probationary period, these must be addressed by ensuring that the appropriate development is given and the outcome reviewed.

Throughout the probationary period, supervision is important. Supervision must be at regular intervals and is in addition to the probationary review meetings. The review interviews should be planned after the date of commencement of employment as follows, giving the employee advance notice:

- Initial meeting upon commencement of employment, at which terms of review will be agreed between employee and manager (see Appendix A for appropriate form).

- at 1 month service (see Appendix B)
- at 2 months service (see Appendix C)
- at 3 months service (see Appendix D)
- at 4 months service (see Appendix E)
- at 5 months service (see Appendix F)
- final review meeting at 6 months service (and decision made with regards to continued employment (where applicable) or otherwise (see Appendix G).

It is important that appropriate time is set aside to carry out the interviews, and a record kept of the action agreed at each stage (on the appropriate Probationary Period Review Forms see Appendices A - G). Where the manager's employment within the same role is discontinued through new appointment, retirement, resignation or other reason, it is the outgoing manager's responsibility to ensure that their replacement is fully briefed to carry out the remainder of the probationary review interviews, and any actions arising from them.

The Probationary Period Review Form, comparing the employee's performance and conduct against the requirements of the Job Description, Person Specification and other targets set, should be used to assess performance. The manager is not required to cover all areas of competence; these are listed as a guide and other factors e.g. project management or financial awareness may be equally or more relevant, and the criteria selected is therefore at the discretion of the line manager, bearing in mind the importance of selecting the criteria which are most critical to role performance.

Some employees will take such interviews in their stride, whilst others will find this process more difficult and in some cases more stressful, and due account should be taken of this during the interview process.

Managers should ensure that employees are as relaxed as possible during the process by maintaining a supportive and understanding approach. There should be constructive feedback on all positive and negative aspects. If there are issues for concern, then these need to be addressed more regularly outside of the above framework.

A copy of the probationary record should be given to the employee shortly after each interview, and a copy placed on the personal record file. This process is in addition to Individual Development Review meetings, although it may be appropriate to combine discussions, as long as the employee clearly understands expectations required from them under the probationary period.

6.0 CARRYING OUT PROBATIONARY PERIOD REVIEWS

The initial meeting should outline the conduct and performance expected of the employee, during their employment within the specific role (see Appendix A). Employees should leave this interview clearly understanding what is required of them and the standards that need to be achieved. The dates and times of future meetings should be arranged and agreed with the employee, wherever possible.

The following interviews at months 1 to 2 should review early conduct and performance. Positive elements should be fed back to the employee and any development needs identified. Arrangements must be made by the manager to ensure

7.0 EXTENSION OF A PROBATIONARY PERIOD

As outlined above, the probationary period is for a period of 6 months and is applied consistently throughout the Service. However, it is recognised that there may well be occasions when an extension to the probationary period could be in the interests of both line manager and employee. Some examples are specified below:

- When an unforeseeable absence on the part of either line manager or employee has rendered the period of assessment too short for a fair and reasonable assessment to be made on performance.
- Where there are matters of concern with performance, but rather than terminate the contract at 6 months a further time period is deemed a reasonable compromise to assess overall performance.

It is advised that an extension beyond 9 months is unlikely to be deemed reasonable.

Extending the probationary period should normally only be considered where there are exceptional mitigating circumstances outside the control of the employee (e.g. absence through illness certified by a Doctors Paper). The reasons for the proposed extension should be clearly understood by the employee and arrangements during the proposed extension should be explained. Supervision during any extension should be consistent with the procedure explained above.

The employee should be advised in writing before the end of the probationary period that their probation has been extended and that if their performance still does not achieve the required standard following the extension, their employment will be terminated with one week's notice.

8.0 CONFIRMATION OF SUCCESSFUL / UNSUCCESSFUL PROBATION (FOLLOWING COMPLETION OF 6 MONTHS SERVICE)

8.1 CONFIRMATION OF SUCCESSFUL PROBATION

The Human Resources Department will require confirmation of a successful probationary period, and the Form in Appendix G should be forwarded to Human Resources, as outlined in Section 8.0.

Line manager's are responsible for verbally confirming a successful probationary period with the employee (following consultation with the Head of Human Resources). Letters confirming permanent employment (where applicable) or continued employment within the temporary/fixed-term contract will be issued to the employee from the Service's Human Resources Department.

8.2 CONFIRMATION OF UNSUCCESSFUL PROBATION

The Human Resources Department will require confirmation of an unsuccessful probationary period, and the Form in Appendix G should be forwarded to Human Resources, as outlined in Section 8.0.

Line managers are responsible for verbally confirming an unsuccessful probationary period with the employee (following consultation with the Head of Human Resources). Letters confirming dismissal, and thus cessation of the employment contract under the

that any development needs are addressed, and to ensure that appropriate timescales for these are made clear, outlining the improvement required.

Managers should be mindful that most employees will require development and assistance during the early part of employment, especially with regards to Service specific information and work routines.

A significant improvement should be seen by month 3 in this regard, and employees should normally be performing to a satisfactory standard at this stage. If employees are not performing satisfactorily at this stage, or indeed any preceding stage, the following action should be taken:

- The manager should clearly explain to the employee how they are failing to perform to standard, and what they must achieve by the following review (or sooner where applicable) to redress the situation. This could be in the form of an action plan based on the SMART (Specific, Measurable, Achievable, Realistic and Time specific) principles, which can be easily monitored. The manager should emphasise that the employee should take advantage of every opportunity to reach the required standard, as their continued employment could be in question, should they fail to do so. However, emphasis should also be made that appropriate assistance will be provided to the employee to do so, by the manager and Service as the employer.
- Confirmation of the development needs and standards met/or otherwise must be logged clearly, and agreed by the employee (by means of signature) on the probationary report form (see Appendices B - G).
- A member of the Human Resources Department should be consulted as to the poor standard of performance (where appropriate) so that advice/guidance on the correct process and actions can be given at each stage.

The above process should be repeated at each monthly interval during the Probationary Period Review process.

By the time of the final review following 6 months of employment, most employees will have reached a satisfactory standard. These employees should be interviewed as for the preceding months, and informed of their satisfactory conduct and performance, and reminded that they should maintain the level of satisfactory performance and conduct achieved.

At this time, the manager should forward their formal recommendation to the Human Resources Department by means of the final Probationary Period Review form (see Appendix G), where the appropriate action will be prompted, and a letter sent to the employee advising them of the outcome of their Probation Period. At this time, the employee should also be informed of the manager's intention to confirm their appointment (following prior consultation with the Head of Human Resources).

In cases where an employee is still not performing to the required standard, it may in certain circumstances be decided that an extension of the Probationary Period may be beneficial to both the employee and the Service. See below.

Probationary procedure will be issued to the employee from the Service's Human Resources Department, providing one week's notice of termination.

9.0 DISMISSAL DURING PROBATION PERIOD DUE TO UNSATISFACTORY CONDUCT

As outlined in Section 3.1, M&WWFRS has the right to terminate the employee's provisional contract of employment with one week's written notice or payment in lieu of notice, at any time during the probation period, following any necessary dismissal procedures on the grounds of unsatisfactory conduct.

9.1 RIGHT OF APPEAL

Right of Appeal will be given to employees dismissed under the Probationary Review process, together with those dismissed for unsatisfactory conduct, in line with the Appeal principles outlined within the Service's Disciplinary and Capability procedures.

All Appeals should be made in writing to the Director of Resources within seven days of the former employee receiving notification of the termination of employment under the probationary procedure, or as a result of unsatisfactory conduct.

10.0 MONITORING AND REVIEW

The Service, through the Head of Human Resources, will continue to monitor the operation of these guidelines, and ensure that they are appropriate for the purpose intended.

This procedure shall be reviewed: -

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

EV17



Good afternoon

I note from the Service's records that Mrs Kelsey Tiffin has been employed with the Service for a period of 2 months. In line with the Probationary Period Review Procedure, you are asked to complete months 1& 2 of the attached document and return to the Human Resources Department.

Should you require copies of the job description, please do not hesitate to ask.

Cofion/ Regards

HR Support Desk

Tim Cymorth Adnoddau Dynol - Adran Adnoddau Dynol

Human Resources Support Team – Human Resources Department-RMT

EV18

6 Month Assessment Query



Thomas Rachel

To: Artis Joanne Swansea Command
Cc: Mathias Anthony Swansea Command

H.Q.

This message was sent with High importance.

Reply Reply All Forward

Fri 11/09/2020 11:39

Good Morning,

Can you confirm if the below individuals are ready to attend for their 6 month assessment? Spaces have become available on the assessment taking place on 22 September 2020 in Haverfordwest.

2017	Thomas Jack	Williams
2010	Samuel	Crocombe

If you could let me know ASAP, I can get the necessary invites issued.

Thanks

Rachel

Rachel Thomas

Human Resources Assistant
Cynorthwy-ydd Adnoddau Dynol

EV19



Golyfwrwr a/ Please ask for:
Miss Rachel Thomas
Rhif Ffôn/No. 4432 (01267 226832)
E-bost/E-mail: rm.thomas@mawwfire.gov.uk
Ffôn Nigdy/My RMT/HR/PR.3733
Eidd Cyt/Your Ref.
Dyddiad/Date: 12 August 2020



Rhif Swyddog Tân
Chief Fire Officer
Chris Davies c.davies

Y Penoddydd
Head of Fire Management
Gareth Davies
SA81 1PE
post@tanog.gov.uk

Headquarters,
Lime Grove Avenue,
Carmarthen,
Carmarthenshire,
SA31 1PE
mail@mawwfire.gov.uk

Ffôn / Fax:
01267 220562
Rhin / Tel:
0370 60 60 688

How to contact us
Tanog
Our Safety
Message

Prifys ym 1000000 gylchod yn
y Gymraeg yn Sainwg - sydd yn
ymalw yn gylchod yn Sainwg yn Sainwg
yn Sainwg yn Sainwg
Prifys ym 1000000 gylchod yn
y Gymraeg yn Sainwg

We welcome correspondence in Welsh
and English - we will respond equally in
both and will reply in your language of
choice without charge.
We welcome calls in Welsh and English.

www.tanog.gov.uk
www.mawwfire.gov.uk

Dear Mr Davies

6 MONTH PROBATIONARY ASSESSMENT

Further to the letter you received dated 03 April 2020, I have received confirmation from Station Manager Wayne Jarrett of the Training Delivery Department, that the necessary processes have been put in place in accordance to Welsh Government guidance, for assessments to continue during the Covid-19 pandemic.

In view of this, please see the below arrangements for your upcoming 6 Month Probationary assessment:

Date:- 23 September 2020

Times:- 0900 - 1800 hours

Venue:- Haverfordwest Fire Station, Merlin's Hill,
Haverfordwest, SA61 1PE

Dress Code:- Corporate Workwear & full structural fire-fighting
Personal Protective Equipment (PPE)

You are asked to ensure that, you bring all items of PPE issued to you, that the PPE is marked with your name and Service number as detailed in your PPE Log Book, and that any issues you may have with regards to ill-fitting PPE etc. are addressed within your County Command prior to your attendance.

This is a physically demanding course and you are asked to bring personal toiletries, a towel and sufficient fresh spare corporate work wear to change into should it be needed.

Please be advised that accommodation is available for those whose home address is located in excess of 51 miles away from the course venue, and as such you are asked to contact Mrs Jayne Gee on extension 2270 in good time, in order that these arrangements may be made.

Should your home address be within 51 miles of the course venue you are asked to contact your Station Liaison Officer in order to secure a vehicle for your journey.

Please be advised that details regarding your Initial Breathing Apparatus and Fire Behaviour Course will be communicated to you in due course by the Training and Delivery Department, if not already done so.

Should you have noted your intention to attend the course and are subsequently unable to do so due to illness you should inform Service Control as per Service Policy and ask that they inform the appropriate Officer leading the course.

Please be advised that you will be contacted 24 hours prior to your assessment to ensure that you are fit and well, and do not show any Covid symptoms

In the meantime, you are asked to confirm your intention to attend or otherwise as soon possible.

Yours sincerely

R Thomas

R Thomas
Human Resources Assistant

EV20

6m On-Call Assessment



Lloyd David

To: Thomas Rachel

Cc: Jarrett Wayne

Pembs. Command(Training)

H.Q.

Pembs. Command; Smith Gary

Pembs. Command

You replied to this message on 23/09/2020 08:49.

Hi Rach

How are you, hope all is well. Here is the latest list of our on call Super Heroes that have today past the 6m on-call assessment.

Ff A Cope 2903 M41

Ff S Crocombe 2910 M44

Ff K Harries 3610 M31

Ff T Newell 3868 M36

Ff C John 3880 M36

See you soon.

Dai Lloyd



Golymer i/ Please ask for: Miss Rachel Thomas
 Ffôn Est/Estn. No. 4432 (01267 226832)
 E-bost/E-mail: rm.thomas@mawwfire.gov.uk
 Ffôn Nghyf/My Ref: RMT/HR/PR.1719
 Eidd Cyf/Your Ref:
 Dyddiad/Date: 30 September 2020



Dear Mr Owen

6 MONTH PROBATIONARY ASSESSMENT

Further to your attendance at the 6 Month Assessment on 23 September 2020, I have received confirmation from Watch Manager Charlie Taylor, of the Service's Training Delivery function, that you successfully passed this assessment.

As part of your Probationary Period, you will be required to attend for Stage 2, 3 and 4 Assessments and further details regarding these will be communicated to you by a member of the People Development Department.

In the meantime, should you require any further information or assistance please do not hesitate to contact me on 01267 226832.

Yours sincerely

RMT Thomas

R Thomas
Human Resources Assistant

Prif Swyddog Tân
Chief Fire Officer
Chris Davies cjan@mwfrs.gov.uk

Y Penoddyr,
Heol Llyn Plegwydd,
Caerlyddin,
Sir Gâr,
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Headquarters,
Llyn Grove Avenue,
Caerlyddin,
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Ffôn / Fax:
01267 220562
Ffôn / Tel:
0370 60 60 680

HOW TO FOLLOW US | Ein Nodweddau

 Our Safety
 Messages

Rydym yn croeso i chi gyswrtu gyda ni yn y Gymraeg a'r Saesneg - byddwn yn ymateb yn gyflwr i'r ddau iaith os ydych chi ddesio i'w hysgrifdu.
 Rydym yn croeso i chi gyswrtu gyda ni yn y Gymraeg a'r Saesneg.

We welcome correspondence in Welsh and English - we will respond equally to both and will reply in your language of choice without delay.
 We welcome calls in Welsh and English.



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 www.mawwfire.gov.uk



Gwasanaeth Tân Ar Achos
Catholbarth a Gogledd Cymru
Mid and West Wales
Fire and Rescue Service

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

HR 6.32, Managing On Call Attendance Procedure

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

CONTENTS

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2.0	Managing On Call Attendance
2.1	Process for managing attendance
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2.3	Stage 2 Meeting
2.4	Stage 3 Referral to Head of Command
2.5	Booking Off
2.6	Link to Discipline Procedure
3.0	Review of Procedure
APPENDIX A	Managing On Call Attendance - Flowchart
APPENDIX B	Record of Non Attendance Table
APPENDIX C	Stage 1 Meeting Guidance
APPENDIX D	Stage 2 Meeting Guidance
APPENDIX E	Substitute Drill Activity

DOCUMENT INFORMATION

Security Classification	N/A
Document Owner	Director of Resources
Document Author	Head of Ceredigion Command (June 2014)
Date of Issue	01 April 2016
Date of Implementation	01 April 2016
Version Number	03
Date of Last Review	July 2018 by On-Call Review Team
Date Last Amended	July 2018
Date of Next Review	June 2019

HR 6.32 – Managing On Call Attendance Procedure V3

1

2.1.4 On Call staff are required to follow the procedure detailed in Service Order HR 6.12 **Sickness and Absence Monitoring Procedure**, when they are unavailable owing to illness or injury or unable to attend a programmed drill night or a pre-organized training and development event.

2.1.5 When it is identified that an individual has not attended during a period of availability, including non-attendance at a drill night or a pre-organized training and development event (see appendix E), without prior notification to the On Call Watch Manager, the following processes should be followed:

2.2 STAGE 1: MEETING

2.2.1 If a person fails to attend when alerted and they were showing available, or do not attend a drill night (see appendix E) without prior notification, the On Call Watch Manager will carry out a management investigation to establish the reason.

2.2.2 The On Call Watch Manager should meet with the individual to discuss the reasons for missing the call (or drill), ensuring that they are aware of the process for updating Rappel when they become unavailable or applying for a formal change of contractual hours if appropriate.

2.2.3 At the meeting the Watch Manager should complete form P90 ([Appendix B](#)) with the individual.

2.2.4 The form will include the following details:-

- Date and time of call or date of drill night which the employee failed to attend
- Reason for not attending
- Signature of the employee
- Signature of the Watch Manager

2.2.5 If the person failing to attend is the Watch Manager then the above meeting will be carried out by the Operational Response Manager.

2.2.6 Further guidance on how to conduct the Stage 1 meeting is available in [Appendix C](#).

2.2.7 The outcome of the meeting is to be recorded by letter (Stage 1) which will be placed on the individual's PR file.

2.3 STAGE 2: MEETING

2.3.1 Where an individual is available on contractual hours and fails to attend either 3 x Drill Period (training event) or 3 x Incident when alerted, or a total of 3 in combination – identified in the P90 during Stage 1 monitoring, the individual should be referred to the Command's Operational Response Manager for a formal meeting.

2.3.2 The Operational Response Manager should discuss the occasions of missed attendance to explore any prevailing problems or issues and where appropriate offer any relevant support. A review period of two months will be set with a target for the employee to improve their attendance.

2.3.3 The outcome of the meeting is to be recorded by letter (Stage 2) which will be placed on the individual's PR file. ([Appendix D](#) provides guidance on how to conduct this meeting).

3

Approval Details	
Equality Impact Assessment	HR6.32EIA

1.0 INTRODUCTION

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

2.0 MANAGING ATTENDANCE

2.1 PROCESS FOR MANAGING ATTENDANCE

- 2.1.1 MAWWFRS recognises that there may be occasions when staff are alerted but are unable to attend an incident due to a work or family emergency. It is not however acceptable for this to happen on a regular basis.
- 2.1.2 Following the introduction of the Rappel System, it is important for all On Call personnel to note that the hours input into Rappel should be in line with those specified on their application form, or most recently submitted and authorised DL7. Should any individual no longer be able to provide their contracted hours, they are required to submit a revised DL7 form in order to formally request a change to their contractual hours. This form must be authorised by the appropriate Command Officers prior to submission to the Human Resources Department.
- 2.1.3 Personnel who are booked available on the Rappel system are considered to have made a commitment to respond to emergencies for those hours, if alerted.

2

2.3.4 If there is an acceptable improvement in attendance during the agreed two month review period following placement in Stage 2 the employee will be notified by the Operational Response Manager and Stage 1 monitoring should continue.

2.3.5 Where the individual continues to miss calls and or Drill Periods during the 2 Month Review the individual is to be referred to the Head of Command.

2.4 STAGE 3: REFERRAL TO HEAD OF COMMAND

2.4.1 If during the two month review period of Stage 2 the individual continues to miss calls during periods of availability they will be referred to the appropriate Head of Command.

2.4.2 The Head of Command should consider the detail of Stage 1 and 2 and in consultation with the Head of HR consider applying the Service's Disciplinary Procedure (HR 6.19) paying particular consideration to the fast-track system.

2.4.3 In cases where the individual continues to miss calls in the month following the first discipline award, a further fast-track award may be considered as necessary.

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

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

2.5 BOOKING OFF

2.5.1 Although On Call personnel are expected to be available for duty during their contractual hours, as per their application form / most recently submitted and authorized DL7, the Service recognises that flexibility may be required from time to time. As such, personnel are permitted to 'book off duty' for a short period of time, with the approval of local managers. The approval from local managers will depend on whether the 'booking off' makes the appliance unavailable for emergency response and in this regard it is the individual's responsibility to find a suitable replacement to ensure that the appliance remains available.

2.5.2 Booking off is not considered to be appropriate in the following circumstances:-

- When it is a regular occurrence (i.e. when it begins to form a pattern of certain hours or certain days each week). In such an instance, personnel are required to submit form DL7 requesting either a temporary or permanent change to their contractual hours.
- When 'booking off' for a full day when contracted to be on duty. Unavailability for duty for the majority of, or a full day, requires personnel to book annual leave. Should personnel be unavailable for duty, but have already exhausted their annual leave entitlement for that year, they should request the appropriate period of unpaid leave as specified in the Annual Leave Procedure (HR 6.11).

4

2.6 LINK TO DISCIPLINE PROCEDURE

- 2.6.1 Continually missing calls and/or drill periods without a satisfactory explanation is considered to be a breach of contract. It is therefore considered to be an act of Misconduct.
- 2.6.2 In cases where a warning has already been issued the outcome of such an investigation and hearing could result in the employee receiving a final written warning or dismissal from the Service.

3.0 REVIEW OF PROCEDURE

This procedure shall be reviewed:

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

APPENDIX A Managing On Call Attendance - Flowchart

Stage 1

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

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

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

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

Stage 2

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

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

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

Stage 3

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

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

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

EV23

re: [redacted] - station 57 Amman Valley - Message (HTML)

File Message Help Alchemy Tell me what you want to do

Ignore Delete Archive Reply Reply Forward Meeting
Junk Delete Archive Reply Reply Forward All More

Quick Steps: To Manager, Done, Create New, Team Email, Reply & Delete

Move: Rules, OneNote, Actions

Assign Mark Categorize Follow Up: Policy, Unread, Tags, Follow Up

Editing: Find, Related, Select, Translate, Read Aloud, Zoom, Insights

re: [redacted] 4229 - station 57 Amman Valley

CC Coles Christopher (NPT Command)
To Thomas Rachel H.Q.
Cc Spurway Joel Neath/PT Command; Ashford Neil Neath/PT Command; Jones Gavin Neath/PT Command

You forwarded this message on 21/02/2020 15:29.

Hi Rachel,

Apologies for the delay on this email. I met with [redacted] 4229 (station 57) on Wednesday 12th February in Amman Valley Fire Station with regard to his failure to attend an operational incident when alerted that occurred on 29th January 2020. Attending this meeting also was CM Neil Ashford and CM Joel Spurway.

Prior to this meeting [redacted] had been asked by CM Neil Ashford as to why he had missed this call. He had stipulated that he did not hear the alerter and this is not the first time this has happened, however he has not missed a call for over 2 months. CM Ashford recorded [redacted] non-attendance on the relevant P90 form but at the time did not follow this up with an informal meeting.

This has now been done by myself and [redacted] has been informed of the need to improve on his record of missed attendances historically and has been told he will be placed back onto stage 1 of the attendance management procedure (he was previously in stage 1 but his attendance record had improved during the 2 month time frame he was in stage 1).

To that end could you please send [redacted] a letter to indicate he is being placed on stage 1 with the reference date effective 12th February 2020.

It is also worth noting a recommendation has been made for him to utilise 2 alerter's in the meantime as he has historically missed calls because he has not heard his alerter. CM Ashford and CM Spurway will ensure this action is completed.

Kind Regards,
Chris Coles
Station Manager
Rheolwr Gorsaf
Neath Port Talbot Operational Response



Mid and West Wales
Fire and Rescue Service

NON-ATTENDANCE

Appendix B.

24

Station 24 Name _____ PR No. 2625

PR No. 2625[illegible]

HR 6.32 – Managing On Call Attendance Procedure V3

	Response Manager Jones
	8800
	e.jones@mawwfire.gov.uk
	EJ/RMT/HR/PR.2625
	26 November 2019



Dear 

ATTENDANCE – STAGE 1

I note that you failed to respond to a call when alerted on 15 November 2019, while showing as available to do so.

I refer to your meeting with Watch Manager Louis Hunt on 25 November 2019 in line with the Managing On-Call Attendance Procedure, and as reminded in the meeting, failure to respond to incidents when you are contractually obligated to do so is deemed unacceptable under your contract of employment.

Due to the above, I write to confirm that you will be placed in Stage 1 of the Managing On-Call policy process and your attendance for calls will be monitored for a period of two months and will therefore be reviewed on 25 January 2020.

May I remind you that should your attendance not improve to a satisfactory standard during this period, i.e. fail to attend either 2 x Drill Periods or 2 x Incidents or a total of 2 in combination, you will be required to attend a formal Stage 2 meeting.

In the meantime, should you require any further information or assistance, please do not hesitate to contact your Watch Manager in the first instance.

Yours sincerely

E Jones
Response Manager Ceredigion

Cc Head of Response
Response Manager
Station Liaison Officer
Watch Manager
Establishment – HR

Prif Swyddog Tân
Chief Fire Officer
Chris Davies CFSM MBA

Y Pencadlys,
Heol Llwyn Pisgwydd,
Caerfyrddin,
Sir Gâr,
SA31 1SP
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Headquarters,
Lime Grove Avenue,
Carmarthen,
Carmarthenshire,
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mail@mawwfire.gov.uk

Facs / Fax:
01267 220562
Ffôn / Tel:
0370 60 60 699



E Jones
Response Manager Ceredigion

Cc Head of Response
Response Manager
Station Liaison Officer
Watch Manager
Establishment – HR

 - Stage 1 Attendance

Thomas Rachel H.Q.
To Jones Emyr Ceredigion Command
Cc Calligan Elisabeth Ceredigion Command

You forwarded this message on 10/12/2019 10:05.

2625-26-November-2019-Managing-On-Call-Attendance-Stage-1.doc
66 KB

Hi Emyr,

Please see the attached letter for you to sign.

Kind Regards
Rachel

Rachel Thomas

Human Resources Assistant
Cynorthwy-ydd Adnoddau Dynol

Allanol / External: 01267 226832
Estyniad Mewnol / Internal Extension: 4432
E-bost / Email: rm.thomas@tancgc.gov.uk / rm.thomas@mawwfire.gov.uk
Gwefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk



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

HR 6.24, Health and Fitness Procedure

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

Contents

- 1.0 INTRODUCTION
- 2.0 SCOPE
- 3.0 PROMOTING A HEALTHY LIFESTYLE
- 4.0 HEALTH AND FITNESS REVIEW PROCEDURES
- 5.0 PROCEDURE WHEN SOMEONE FAILS A FITNESS TEST
- 6.0 REVIEW OF PROCEDURE

APPENDIX A – FITNESS TESTING PROCEDURE FLOWCHART
APPENDIX B – FITNESS PROCEDURE WARNING STRUCTURE
APPENDIX C – NOTES FOR GUIDANCE – INTERVIEWING PROCEDURE
APPENDIX D – STAGE LETTERS

Document Information

Security Classification	N/A
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Document Author	Head of Human Resources
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Version Number	08
Date of Last Review	June 2020
Date Last Amended	June 2020
Date of Next Review	June 2021
Approval Details	Director of Resources
Equality Impact Assessment Reference	HR6.24EIA

3.1 Physical Activity Promotion

Physical activity is essential for good health and contributes to positive well-being. Many of the leading causes of disease and disability in our society – such as coronary heart disease, strokes, obesity, type 2 diabetes, hypertension (high blood pressure), colorectal cancer, stress, anxiety, osteoarthritis, osteoporosis and low back pain – are associated with physical inactivity. The public health importance of physical activity is clear, as adults who are physically active have 20-30% reduced risk of premature death, and up to 50% reduced risk of developing the major chronic diseases such as coronary heart disease, stroke, diabetes and cancers.

The workplace is an important setting in which people can increase their levels of activity to benefit their health and protect against illness. Physical activity helps people to manage stress, back pain, weight and medical conditions. Physically active employees also report less illness and recover more quickly from any illnesses they suffer. In addition, employees engaged in physical activity initiatives have reported greater enjoyment of their work, improved concentration and mental alertness and improved co-operation and rapport with colleagues.

For general health benefits, adults should achieve a total of at least 150 minutes a week of at least moderate intensity physical activity. Every bout of activity of 10 minutes or more counts and we should try to be active on every day of the week, building up to our 150 minutes. Any activity during leisure, working or travel also counts. Physical activity includes activities such as walking, cycling, gardening, dancing and housework, as well as participation in sport and formal exercise. However, low numbers of people in Wales participate in the minimum levels of activity necessary to promote good health.

3.2 Accessing Fitness Facilities, Information and Support

Employees have an obligation to ensure that they maintain an appropriate level of physical fitness for their role. However, the Service also recognises the benefits of physical fitness and physical activity to the rest of the organisation, no matter what the individual's role is. As such, in its attempt to promote physical activity to all, the Service provides all employees with a range of services to support them in being more active in and out of work.

3.3 Nutrition / Healthy Eating Promotion

Nutrition, healthy eating advice and guidance can be found on the Services' @Work Intranet, by accessing Staff Services – Health and Fitness Page.

4.0 HEALTH AND FITNESS PROCEDURES

To ensure that operational personnel maintain the recommended physical standards to complete their duties safely and effectively, every employee with an operational commitment will be required to undertake routine medicals and tests at specified intervals or as required. The physical standards identified are job related and as such differ, depending on the type of role that staff perform.

HR 6.24 - Health and Fitness Procedure V6

1.0 INTRODUCTION

Mid and West Wales Fire and Rescue Service (MWWFRS) recognises the links between healthy employees and an efficient, productive workforce. Workplaces with a strong culture of well-being regularly see improved employee health, reduced sickness absence and improved staff retention. As such the Service strives to develop a culture of health and well-being and encourages all employees to lead physically active and healthy lifestyles. This procedure details the Service's commitment to employees relating to nutrition and physical fitness.

All employees are encouraged to be physically active for general health benefits. However, for operational personnel it is essential that they maintain sufficient levels of physical fitness to enable them to carry out their role(s) both safely and effectively.

It is recognised that fitness standards must reflect the occupational demands of firefighting and that these standards be job specific and take into consideration the different roles within the Service. Standards will be based on National guidance and set at the minimum acceptable level, to ensure the safety of the firefighters themselves and the public which they serve.

MWWFRS is committed to ensuring the health, safety and welfare of its employees, as far as is reasonably practicable. Employees are also reminded of their own duties under Section 7 of the Health and Safety at Work Act 1974, to take care of their own health and safety and that of others who may be affected by what they do (or fail to do) whilst at work.

2.0 SCOPE

This procedure outlines the Service's approach and commitment to employee health and fitness. It should be noted that whilst employees are encouraged to lead healthy lifestyles whilst at work where approved and appropriate, operational duties and commitments must always be given priority.

The Service supports an environment of mutual respect and equality of opportunity. In accordance with the Equality Act (2010), this document has been Equality Impact Assessed to ensure all Protected Characteristics are considered. Should an employee perceive that an adverse impact does exist, it is their responsibility to bring it to the attention of their line manager. This document also complies with other relevant legislation.

3.0 PROMOTING A HEALTHY LIFESTYLE

It is well known that diseases related to certain lifestyles (tobacco use, excess alcohol consumption, physical inactivity and an unhealthy diet) are largely responsible for almost two thirds of premature deaths globally and can significantly impact on an individual's quality of life, health status and ability to work.

Promoting healthy lifestyles is a priority and can help the Service address some of the

Station based personnel that ride a fire appliance (Firefighter, Crew Manager and Watch Manager) will be expected to demonstrate the physical ability to be able to perform tasks that are critical to their role. These include lifting and extending fire service ladders, hose running, wild land fire, casualty evacuation, stair climbing and equipment carrying activities, whilst wearing appropriate personal protective equipment (PPE).

Senior Officers (Station Managers and above) will be expected to demonstrate the physical ability to be able to perform critical incident command roles, which include walking and stair climbing activities, whilst wearing appropriate PPE.

All WDS and On-Call operational personnel will undertake a Fitness Test (FT) at least once every 2 years. You may be tested sooner than two years to bring your test date in line with other Personnel on your assigned Station.

- All Stations will be provided a minimum of one-month notice prior to the FT. Once the date has been confirmed, the Fitness Test must be given high priority and cannot be postponed unless extenuating circumstances exist.
- Any employees that are unavailable to perform the Fitness Test on the specified date will be assessed at the earliest, convenient opportunity. Wherever possible, those required to perform their FT should not be sent on detached duty on the day of the test.
- If the proposed date of testing is not suitable, then the Fitness Team must be notified as soon as possible, so that the appointment can be re-scheduled.
- It is the responsibility of the individual and the line manager to ensure appointments are kept. If any employee fails to attend an appointment or successively cancels appointments, the matter will be reported to the relevant Line Manager / Head of Department. It is the duty of the individual to notify the Service at the earliest opportunity if they are unable to attend for an appointment e.g. annual leave etc. 'Failure to attend' is interpreted as any occasion where an employee fails to attend without giving prior notification or an appropriate or satisfactory reason.
- All employees may be subject to more frequent fitness testing should they require it, or if a situation arises, which requires an individual to be tested.

4.1 Fitness Testing Procedures

As part of the Fitness Test each employee will be required to undergo a series of physical measurements to determine their health and fitness status and suitability for operational duties. Individuals will be required to undergo the following measurements:

- Height
- Weight
- Pre-screening fitness test form
- Chester Treadmill test (CTT)
- Resting blood pressure and pulse

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The physical fitness of operational employees will be managed in the following manner depending on their pre-screening and CTT result:

- A) The Service recognises and adheres to the guidelines set by our Occupational Health providers Insync, which allows a Firefighter to remain operational with a blood pressure lower than 180/110 mm hg.

If, during a Fitness Test, a member of staff is identified to have a blood pressure reading higher than 180/110 mm hg (in either category Systolic/Diastolic) they will not be allowed to attempt the Fitness Test and will be immediately removed from operational duties.

The individual is then required to see their GP at their earliest convenience to be checked. They will be required to provide the Service with a letter from their GP, providing evidence of a blood pressure reading below 180/110 mm hg and confirmation that they are safe to return to operational duties. This will supersede the fitness teams blood pressure readings and a member of the fitness team will then be in contact to rearrange the individual's fitness test.

- B) Station based personnel (SBP) that ride a fire appliance (Firefighter/Crew Manager/Watch Manager) with an aerobic fitness capacity of 42.3mlO₂/kg/min (achieving 12 minutes on the CTT) have demonstrated the required levels of cardiorespiratory fitness to perform their role safely and effectively and will be considered physically fit for operational duties.

- C) SBP that ride a fire appliance (Firefighter/ Crew Manager/ Watch Manager) Scoring above 35.6 mlO₂/kg/min (10min on the CTT) and below 42.3 mlO₂/kg/min (12 min on the CTT) are considered possibly unfit for operational duties and will be removed from operational duty and begin a Development Period. These personnel will be required to undertake a Drill Ground Assessment (DGA).

The DGA must be attempted at the earliest opportunity. Operational staff who pass the DGA will return to Operational Duties. Personnel who fail the DGA, or do not undertake the assessment, will remain in the Development Period in conjunction with the Capability Procedure and will not be permitted to return to Operational Duties until they demonstrate the required standard of fitness.

All re-tests will be conducted at the employees Command Headquarters or a mutually agreed location. Failure to pass the Firefighter Physical Fitness Test, within the 18 - week Development Period, may result in an individual being dismissed from the Service.

- D) Senior Officers or Incident Commanders (Station Manager and above) with an aerobic fitness capacity of 36.8 mlO₂/kg/min or above (10 min 15 secs on the CTT) have demonstrated the required levels of cardiorespiratory fitness to perform their role safely and effectively and will be considered physically fit for Operational Duties.

- E) Senior Officers' or Incident Commander (Station Manager or above) who score below 36.8 mlO₂/kg/min (10:15 on the CTT) will be removed from Operational Duties, and will begin a development period.

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- Agree with employees a weight loss programme that includes the setting of realistic targets.
- Advise the Service on an employee's return to work (e.g. from sickness, maternity etc.) / rehabilitation strategy.

4.2.3 Line Manager Responsibilities

- Encourage employee's compliance with the Service's Health & Fitness Procedure.
- Assist in ensuring that staff attend health and fitness tests and consultations.
- Assist in supervising any return to work / rehabilitation strategies following an employee's restriction to non-operational duties.
- Raise any concerns regarding the operational fitness of an employee with Occupational Health through the management referral routes that are available (line managers would not be assessing someone's fitness or weight but should be making those who can assess weight and fitness aware, that there may be a problem).
- Immediately seek advice from the Human Resources Department, Occupational Health and the Health and Safety Department if there are any concerns over an employee's capability to perform operational duties safely.

There are 3 specific situations where it may be possible to identify employees who may potentially require weight management support. They are:

- Occupational Health following routine medical appointments and/ or Fitness Tests.
- A line manager may refer individuals to Occupational Health for assessment, where concern and / or doubt exists over the capability of the employees to perform their role due to excessive weight or levels of fitness.
- A self-request consultation by the employee for appropriate advice.

Overweight and obesity will primarily be assessed using Body Mass Index (BMI). The BMI is defined as the weight of the individual (in kilograms) divided by their height (in metres) squared (Kg/m²).

- A BMI over 25.0 is usually classified as overweight and is associated with long-term health risks.
- A BMI over 30.0 is usually classified as obese and is associated with significant increases in long-term health risks, possible reduced operational performance and increased occupational health and safety risks.
- A BMI over 35.0 is usually classified as morbidly obese and is associated with greatly increased general health risks, which is likely to negatively effect on operational performance and significantly increase occupational health and safety risks.

BMI < 25.0	No further action.
BMI 25.0 – 29.9	Education and voluntary monitoring
BMI 30.0 – 34.9	Education and voluntary monitoring *

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All re-tests during the development period will be conducted at the employees Command Headquarters or a mutually agreed location. Failure to pass the Firefighter Physical Fitness Test in the 18 - week Development Period, may result in an individual being dismissed from the Service.

- F) In circumstances where individuals have a record of poor health or a pro-longed period of no physical exercise, a sub maximal test may be used to predict the outcome of the CTT.

- G) Employees will be given all appropriate support and guidance to achieve the required fitness levels within the prescribed time-scales.

- H) The Fitness Advisors will notify the appropriate Command Managers of any individuals failing to meet the required standard. Command Managers are responsible for ensuring that personnel who fail their tests are formally interviewed in accordance with the timescales set out in the Capability Procedures.

- I) It is the responsibility of the Command to organise and facilitate the running of all DGA's. Command Managers must ensure that the appropriate personnel, accompanied by the Fitness Team are available to conduct the assessment. Command must also ensure that all staff completely understand their situation and what is expected of them, in-order to return to operational duties. It is paramount, that the individual fully understands the consequences of not achieving the required physical standards, within the allocated timeframe.

4.2 Weight Management

Weight Management advice can be found on the Services' @Work Intranet, by accessing Staff Services – Health and Fitness Page.

4.2.1 Employee Responsibilities

- Maintain a state of physical fitness for operational duties that includes an appropriate body weight, aerobic fitness, strength and muscular endurance levels.
- Take appropriate steps to prevent being overweight and obesity.
- Familiarise themselves with the general advice provided in this procedure and other sources of information provided by the Service for the promotion of a healthy lifestyle and weight management.
- Accept advice offered by the Service's Occupational Health provider.
- Comply with any advice that may be recommended in line with this procedure.
- Attend review consultations as required.
- Comply with any return to work / rehabilitation strategy following a period of non-operational duties.

4.2.2 Occupational Health Responsibilities

- Promote healthy lifestyles amongst all employees and give advice where appropriate, during routine consultations.
- Initiate early intervention and advice in cases of weight increase and/or a reduction in aerobic fitness.

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BMI > 35.0	Health & Fitness Assessment and / or operational capability assessment * *
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* In some circumstances an individual may be required to undertake compulsory monitoring of their weight if Occupational Health consider that there are additional risk factors in relation to the impact that their weight may have on their operational safety.

5.0 PROCEDURE WHEN AN INDIVIDUAL FAILS A FITNESS TEST

The fitness of an Operational employee is a requirement for the role and therefore employees will be tested on a regular basis to ensure these standards (as set out above) are being maintained. If an operational employee fails the Fitness Test, it will be classed as poor performance. At each stage of this procedure it is the manager's responsibility to deal with any poor performance issues of personnel within their sphere of managerial responsibility and these are identified in the Matrix at Appendix B. The role of Human Resources at each stage in the procedure is to provide advice and guidance in the application of this procedure in each individual case and to ensure fairness at all times.

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

5.1 Process for Conducting Meetings

- The individual should be invited to a meeting to explain the situation and standard required. The purpose of the meeting will be to:
 - Explain the problem – discuss the required fitness level.
 - Be constructive – Acknowledge if any improvement has been made between stages. Set out the support available to help the individual to attain the required level of fitness and the expectation on the individual to be proactive at increasing their fitness level and maintaining it.
 - Give the employee the chance to explain or reply and to put forward any mitigating factors that should be considered.
 - The time-scales for fitness reviews are shown at Appendix B and a fitness development plan is provided at the initial stage of the process and is reviewed and discussed at each re-test.
 - Ensure that the employee is aware of the possible consequences of continued poor performance, that is, the matter being dealt with under the next stage in the procedure.
 - Issue the appropriate warning.
- The interview must be recorded in writing and signed by all present as an accurate and true record and retained on the personal record file and a copy sent to the employee.

5.2 STAGE 1 – FORMAL INTERVIEW

- If an operational employee fails a fitness test, then the Officer identified in the Matrices at Appendix B will as a first step meet with the employee and their trade

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- union representative or a work colleague. The meeting should take place within 7 days of the test result.
- (b) The Officer identified in the Matrix at **Appendix B** will hold the Review Meeting at the agreed date. The purpose of the meeting will be to review what was agreed at the previous meeting and what improvements have been made, if any, and to discuss with the employee the next course of action.
 - (c) If the employee has attained the required fitness standard, to the satisfaction of the Officer identified in the Matrix at **Appendix B**, a letter stating this will be sent to the employee and a copy placed on the employee's personal record file.
 - (d) If the Officer identified in the Matrix at **Appendix B** failed to meet the appropriate fitness standard at re-testing, they will formally deal with the matter under the next stage in the procedure - Stage 2 Formal Interview (Verbal Warning).
- 5.3 STAGE 2 – FORMAL INTERVIEW (VERBAL WARNING)**
- (a) The Officer identified in the Matrix at **Appendix B** will meet with the employee and their trade union representative or a work colleague. The meeting should take place within 7 days of the test result.
 - (b) The Officer identified in the Matrix at **Appendix B** will hold the Review Meeting at the agreed date, with the employee and their trade union representative or work colleague. The purpose of the meeting will be to review what was agreed at the previous meeting and what improvements have been made, if any, and to discuss with the employee the next course of action.
 - (c) If the employee has achieved the required fitness standard at re-test, to the satisfaction of the Officer identified in the Matrix at **Appendix B**, a letter stating this will be sent to the employee and a copy placed on the employee's personal record file.
 - (d) If the employee has failed the re-test the Officer identified in the Matrix at **Appendix B** will issue a letter clearly stating that the formal verbal warning will remain on record for a period of 6 months from the date of issue, and refer the matter to the Officer identified in the Matrix at **Appendix B** to conduct the next stage in the procedure - Stage 3 Formal Interview (Written Warning).
- 5.4 STAGE 3 – FORMAL INTERVIEW (WRITTEN WARNING)**
- (a) The Officer identified in the Matrix at **Appendix B** will meet with the employee and their trade union representative or a work colleague. The meeting should take place within 7 days of the test result. The purpose of the meeting will be to:
 - (b) The Officer identified in the Matrix at **Appendix B** will hold the Review Meeting at the agreed date, with the employee and their trade union representative or work colleague. The purpose of the meeting will be to review the test results and what improvements have been made, if any, and to discuss with the employee the next course of action.

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- (b) In the case of the Officers identified in the Matrix at **Appendix B** deciding not to dismiss the employee, a second final written warning will be issued along with any other sanctions imposed on the employee. In addition, the Officers identified in the Matrix at **Appendix B** will:
 - Consider whether the remedial action taken at Stage 4 - Formal Interview (Final Written Warning) should be continued or changed in any way.
 - Agree appropriate remedied action such as additional on or off the job training, counselling and support.
 - Agree a reasonable timescale for improvement, usually 6 weeks and fix a date for a Review Meeting, to review performance. The time-scale for fitness reviews are shown at **Appendix B** and a fitness development plan will be provided at each stage of the process.
 - Ensure that the employee is aware of the possible consequences of continued poor performance, that is, dismissal.
 - Advise the employee that there is no right of appeal against the second final written warning.
- (c) The interview must be recorded in writing and signed by all present as an accurate and true record and retained on the personal record file and a copy sent to the employee.
- (d) In the case where the employee was not dismissed, the Officer identified in the Matrix at **Appendix B** will hold the Review Meeting at the agreed date with the employee and their trade union representative or work colleague. The purpose of the meeting will be to review what was agreed at the previous meeting and what improvements have been made, if any, and to discuss with the employee the next course of action.
- (e) If the employee has attained the required fitness standard, to the satisfaction of the Officer identified in the Matrix at **Appendix B** a letter stating this will be sent to the employee and a copy placed on the employee's personal record file.
- (f) If the Officer identified in the Matrix at **Appendix B** considers that the employee has failed to meet the required fitness standard at the end of the review, they will terminate the employee's employment on the grounds of capability.
- (g) In the case of the Officer identified in the Matrix at **Appendix B** deciding to terminate the employee's contract of employment on the grounds of capability, the employee will be informed of the decision, which will be confirmed in writing. The period of notice given will be in accordance with the employees contract.
- (h) The employee will be informed of the decision, which will be confirmed in writing. The dismissal will be effective immediately and the employee will be paid in lieu of any contractual notice period.

5.7 RIGHT OF APPEAL AGAINST TERMINATION OF EMPLOYMENT

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- (c) If the employee has achieved the required fitness standard at re-test, to the satisfaction of the Officer identified in the Matrix at **Appendix B**, a letter stating this will be sent to the employee and a copy placed on the employee's personal record file.
 - (d) If the employee has failed the re-test the Officer identified in the Matrix at **Appendix B** will issue a letter clearly stating that the formal written warning will remain on record for a period of 6 months from the date of issue, and refer the matter to the Officer identified at **Appendix B** to conduct the next stage in the procedure - Stage 4 Formal Interview (Final Written Warning).
- 5.5 STAGE 4 – FORMAL INTERVIEW (FINAL WRITTEN WARNING)**
- (a) The Officer identified in the Matrix at **Appendix B** will meet with the employee and their trade union representative or a work colleague. The meeting should take place within 7 days of the test result. The purpose of the meeting will be to:
 - (b) The Officer identified in the Matrix at **Appendix B** will hold the Review Meeting at the agreed date, with the employee and their trade union representative or work colleague. The purpose of the meeting will be to review the test results and what improvements have been made, if any, and to discuss with the employee the next course of action.
 - (c) If the employee has achieved the required fitness standard at re-test, to the satisfaction of the Officer identified in the Matrix at **Appendix B** a letter stating this will be sent to the employee and a copy placed on the employee's personal record file.
 - (d) If the employee has failed the re-test, the Officer identified in the Matrix at **Appendix B** will issue a letter clearly stating the formal final written warning will remain on record for a period of 12 months from the date of issue, and refer the matter to the Officer identified in the Matrix at **Appendix B** to conduct the next stage in the procedure - Stage 5 Dismissal.
- 5.6 STAGE 5 - DISMISSAL**
- (a) The Officer identified in the Matrix at **Appendix B** will meet with the employee and their trade union representative or a work colleague. The meeting should take place within 7 days of the test result. The purpose of the meeting will be to:
 - Explain that following the Stage 4 – Formal Interview (Final Written Warning) of the capability procedure the need to move to Stage 5 – Dismissal.
 - To review the employee's case and assess what improvements there may have been, if any, and discuss with the employee why they feel they have not been able to meet the required fitness level.
 - Give the employee the chance to explain or reply and to put forward any mitigating factors that should be considered.
 - To determine whether the employee's employment should be terminated on the grounds of capability or whether any other alternatives such as, demotion, transfer to another job or the withholding of salary increments should be considered.

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- (a) The employee has the right to appeal against dismissal, which must be sent to the Officer identified in the Matrix at **Appendix B** within seven working days of receiving written confirmation of the decision.
- (b) Appeal Hearings will be arranged as soon as possible after receipt of the appeal in writing.
- (c) The appeal will be heard by the Officers identified at **Appendix B** who will not previously have been involved in the procedure, after which there is no right of appeal internally.
- (d) In cases where an appeal against dismissal is upheld by the Panel and a decision made to re-instate/re-engage, the appellant shall suffer no loss under the previous contract of employment from the date of the dismissal up to the date of re-employment.

6.0 REVIEW OF PROCEDURE

This procedure shall be reviewed:-

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

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

Subject: Chester Treadmill Test (CTT).

Name: Phil Rogers

Role: FF

Number: 3623

Station: ~~HWest~~

Date Tested: 2/3/2020

Time Achieved: 08:46

Result: Fail

Capability Procedure: Stage 1

Action taken by the Health & Fitness Team

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

Action to be taken by Command

In accordance with the Mid & West Wales Fire and Rescue Service Fitness Policy a formal Stage 1 Capability interview needs to take place within the next 7 days and recorded in writing and signed by all present (Copy of this record should be sent to HR to be placed on their PR file). Once complete, Human Resource Team are required to be informed of the outcome of this meeting. It is paramount that the employee is fully informed and understands the capability procedure and is monitored throughout this process.

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

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

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

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

Chester Treadmill Re-testing

Unless successful on a DGA, a Chester Treadmill re-test will take place a minimum of 6 weeks from the initial test date, where the National Standard of 42.3 mlsO₂/kg/min V02 max (12:00 minutes on the CCT) is required to be met. If this standard is not achieved, Stage 2 Capability will be formally implemented.

Date of Re-test: 13 Apr 20

Location: H West

Time: 11am

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

Kind Regards,
HR & Fitness Team



~~Gwawr~~ / Please ask for:	Station Manager John Jones
~~Gw~~ /Extn. No.	01267 242600
~~E-mail~~ /E-mail:	j.l.jones@mawwfire.gov.uk
~~Gw~~ /Ref:	TC/JJ/Fitness Inf Int/4072
~~Gw~~ /Your Ref:	9994072
~~Gw~~ /Date:	14 April 2020



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

Dear Mr Clarke

INFORMAL INTERVIEW – FITNESS TEST RESULT

Further to your recent Fitness Test, which took place on 08 April 2020, you are required to attend for an informal interview with myself in order that we are able to discuss the implications of your test result.

The meeting will be held at ~~Whitland~~ Fire Station on Monday 20 April 2020 at 1000hrs, and you are able to bring either a work colleague or Trade Union Representative with you should you so wish, and you should make the appropriate arrangements in this regard.

Please be assured that both the Service and your local managers are committed to assisting you to achieve the required fitness standard, and I have been advised that the Fitness Team have already provided you with a Development Plan in this regard, during your discussion around the test result.

I would ask you to confirm your ability to attend on 20 April 2020 by contacting me on my mobile 07891768339 or via my email address above, in order that I am able to re-schedule if necessary.

I would advise you however, that you will be required to attend within one week of the proposed date, so that the position can be appropriately discussed and clarified as soon as possible.

Yours sincerely

SM John Jones
Operational Response Manager
Carmarthenshire Command

Cc. Human Resources
Fitness Team

Pwrddog Tân
Chief Fire Officer
Chris Davies OFSM MSA

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ROFFOLYTH/RYNGWYBODAETH
 Ein Negeseuon
Diogelwch
Our Safety
Messages

Rydym yn croeso i chi gyswrtu yn
y Gymraeg a'r Saesneg - byddem yn
ymateb yn gyflwr i'r ddau ac yn ateb yn
eich dewis ieth heb oedi.

Rydym yn croeso i chi gyswrtu yn y
Gymraeg a'r Saesneg.

We welcome correspondence in Welsh
and English - we will respond equally to
both and will reply in your language of
choice without delay.

We welcome calls in Welsh and English.



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

HR 6.49, Service Recognition Procedure

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

Contents

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7.0	REVIEW OF PROCEDURE

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To ensure uniformity in the wearing of medal ribbons, as many as four ribbons should be accommodated in one row before starting another. There should be no space between the rows; an incomplete row must be placed directly above, and to the centre of the completed row. All decorations and medals authorised by the Sovereign are worn on the left breast, others should be worn on the right breast.

The order for wearing of medals issued by the Sovereign will be as follows:

1. British Orders of Knighthood.
2. Decorations.
3. Medals for Gallantry and Distinguished Conduct, including Queen's Fire Service Medal for Gallantry.
4. Queen's Gallantry Medal, Queen's Fire Service Medal for Distinguished Service.
5. Campaign Medals and Stars (in order of date).
6. Polar Medals (in order of date).
7. Jubilee, Coronation and Durbar Medals (including Diamond Jubilee).
8. Efficiency and Long Service Decorations and Medals, including Fire Service Long Service and Good Conduct Medal.
9. Foreign Orders, Decorations and Medals (in order of date).

Any medals or decorations, other than those awarded by the Sovereign may only be worn at the discretion of the Chief Fire Officer and appropriate application should be made.

5.0 WEARING OF BADGES/INSIGNIA

The wearing of lapel-type badges and/or insignia with Service uniform other than those referred to in sections 2.0 and 3.0 is not permitted, other than the following:

- those denoting an employee as a Welsh speaker and able to provide bilingual services to colleagues and customers.
- support staff employees who are in receipt of the Service's 20, 30, 35, 40, 45 or 50 Years' Service Badge.

The wearing of badges such as those relating to sports teams, trade union affiliation etc, will not be permitted.

6.0 RETIREMENT

RETIREMENT PRESENTATIONS

Whenever possible the Command or Department should make arrangements to attend the employee's last shift period and present the appropriate certificate to the employee.

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1.0 INTRODUCTION

As a Service, we recognise the commitment of fire service personnel who have dedicated 20, 30, 35, 40, 45 or in exceptional cases 50 years of their working lives to keeping our communities safe from fire and other emergencies.

2.0 LONG SERVICE AND GOOD CONDUCT MEDALS

Operational employees become eligible for the Queen's Long Service and Good Conduct Medal following 20 years of service, while non-uniformed colleagues are presented with a glass award in recognition of their 20 years' service. All employees, both operational and non-operational, become eligible to receive the Service's Meritorious Medal, following 30 years of continuous service with Mid and West Wales Fire and Rescue Service only specifically.

Personnel celebrating 35, 40, 45, or even 50 years of service in exceptional cases, will also receive a bar for each 5 year period, to be placed on their Meritorious Medal in recognition of their continued commitment past 30 years.

Notification of eligibility for the Medals/Awards will be facilitated by the Human Resources Department when due. The criteria for submission, eligibility, wearing, forfeiture, restoration, etc for both the Long Service and Good Conduct Medal and the Service's Meritorious Medal is laid out within this procedure.

3.0 PRESENTATION OF MEDALS

The Queen's Long Service and Good Conduct Medals and the Service's Meritorious Medals (and bars), along with the glass award to non-operational personnel celebrating 20 years of service, will be presented at the Service's Celebrating Success Awards Ceremony.

The Queen's representative, in the form of the Lord Lieutenants for the Counties, will be asked to present the awards to eligible employees. This will be the only formal arrangement made for presentation of the medals. Only in exceptional circumstances will local arrangements for presentation be made.

4.0 WEARING OF MEDALS AND MEDAL RIBBONS

Medal ribbons will be worn at all times on undress uniform and corporate wear. On ceremonial occasions medals will be worn on undress uniform as indicated in the instruction concerning dress for the specific occasion.

The Queen's Long Service and Good Conduct Medal and Medal Ribbons should always be worn on left breast, while the Service's Meritorious Medal and Medal Ribbon should be worn on the right.

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2

It is expected that the Head of Command or Department or his/her deputy be present to make the presentation to the retiree. It is the responsibility of the Station or Department managers to inform the Head of Command or Department that an individual is due to retire, to enable suitable arrangements to be made.

A copy of a signed certificate by the Chief Fire Officer, in recognition of the employee's retirement, can be obtained via the Executive Leadership Team's Secretariat. A request for a Member of the Executive Leadership Team to attend to present the certificate, can also be made through the Executive Leadership Team's Secretariat.

7.0 REVIEW OF PROCEDURE

This procedure shall be reviewed :-

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

HR 6.49 – Service Recognition Procedure V4

4

EV30

RE: Celebrating Success 2020 - Message (HTML)

File Message Help Alchemy Tell me what you want to do

Delete Archive Reply Reply All Forward Create New Move Assign Mark Categorize Follow Up Translate Read Aloud Zoom Insights

RE: Celebrating Success 2020

Thomas Rachel H.Q.
To: Lewis Aled (T/Head of CCBD)

You forwarded this message on 11/03/2020 10:35.

Long Service Breakdown (2020).xlsx
28 KB

Please see attached.

Thanks
Rachel

Rachel Thomas

Human Resources Assistant
Cynorthwy-ydd Adnoddau Dynol

Allanol / External: 01267 226832
Estyniad Mewnol / Internal Extension: 4432
E-bost / Email: rm.thomas@tancgc.gov.uk / rm.thomas@mawwfire.gov.uk
Gwefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

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

Rydym yn croesawu gohedfaeth 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.

EV31

RE: Celebrating Success Ceremony 2019 - Message (HTML)

File Message Help Alchemy Tell me what you want to do

Delete Archive Reply Reply All Forward Create New Move Assign Mark Categorize Follow Up Translate Read Aloud Zoom Insights

RE: Celebrating Success Ceremony 2019

Page Dana H.Q.
To: Lewis Aled (T/Head of CCBD)
Cc: Rohman Samantha H.Q.; Thomas Rachel H.Q.; Fairhurst Karen H.Q.; Perry Linsey H.Q.

From: Lewis Aled (T/Head of CCBD) <aj.lewis@mawwfire.gov.uk>
Sent: 17 September 2020 10:15
To: Page Dana H.Q. <d.page@mawwfire.gov.uk>
Cc: Rohman Samantha H.Q. <S.Rohman@mawwfire.gov.uk>; Thomas Rachel H.Q. <rm.thomas@mawwfire.gov.uk>; Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>; Perry Linsey H.Q. <L.Perry@mawwfire.gov.uk>
Subject: RE: Celebrating Success Ceremony 2019

Hi All

I am sure Mark will update you but it was decided today in SLT to run local station events in order to mop up the outstanding 20, 30, 35 and 40 year medals/pins/awards.

As such, is there value in us getting together for half hour over the next couple of weeks to discuss and plan how we can go about this? Ultimately, its ensuring we have the most up to date list of outstanding recipients, collating the medals/pins/awards in commands/HQ/Earlswood and sending them out in the internal mail in order from local representatives to hand out. Few other bits we need, which is mostly CCBD related to be honest, but we can discuss.

Thanks for your support
Aled

EV32

From: Lloyd Sean (Head of Response - Carms Command) <s.loyd@mawwfire.gov.uk>
Sent: 25 February 2020 14:45
To: Miles Mark (Head of HR) <m.miles@mawwfire.gov.uk>
Subject: FW: HONORARIUM - 5506 DAVIES

Hi Mark,

I have asked Tracey to work out the honorarium for Emma Davies. Currently as Suzi in in central response, Emma has assisted Tracey with the extra office work. Emma has fulfilled the duties lost in the interim while being a staff member short and feel she should be rewarded with the financial award.

Hope this is ok, it's the first time I have done one of these. If you require more information, please let me know

Regards

Sean

Sean Lloyd
Pennaeth Ymateb, Ardal Reoli Siriol, Gaerfyrddin / Head of Response, Carmarthenshire County Command

EV33

FW: HONORARIUM - 5506 DAVIES



Miles Mark (Head of HR)
To: Thomas Rachel H.Q.

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

Wed 04/03/2020 11:44

[Action Items](#)

[+ Get more add-ins](#)

Hi Rachel,

Can you please draft an honorarium letter for Emma Davies please. The value is at the bottom of the email trail.

Thanks
Mark

	Gobweddau/ Please ask for:	Miss Lizzie Gudgeon
	Gobweddau/ No.	01267 226886 (4486)
	Gobweddau/ E-mail:	e.gudgeon@mawwfire.gov.uk
	Gobweddau/ Ref:	LG/RMT/HR/PR.5506
	Gobweddau/ Ref:	
	Gobweddau/ Date:	04 March 2020

Dear 

HONORARIUM

I refer to the additional workload that you have been required to undertake recently, to meet the additional demands placed upon your role due to a vacancy within Carmarthenshire Command from January – March 2020.

To fully recognise these additional demands, it has been agreed by Head of Response, Sean Lloyd, that you will receive an ex gratia payment of £282, which I hope you will feel offsets the extra work you have undertaken.

Arrangements have been made for the Payroll function to make the appropriate adjustments in your March salary.

I would like to take this opportunity to thank you for your continued commitment to the work of Carmarthenshire Command, and should you have any queries please do not hesitate to contact Human Resources Officer, Miss Lizzie Gudgeon.

Yours sincerely

MA Miles
Head of Human Resources

cc Payroll Manager



Prif Swyddog Tân
Chief Fire Officer
Chris Davies CFM MBE

Y Pencadlys,
Heol Llwyn Pisgwydd,
Caerdyddin,
Sir Gâr,
SA31 1SP
post@tancgo.gov.uk

Headquarters,
Lime Grove Avenue,
Carmarthen,
Carmarthenshire,
SA31 1SP
mail@mawwfire.gov.uk

Ffôn / Fax:
01267 220562
Ffôn / Tel:
0370 60 60 699

HOW TO FOLLOW US
f t i
LIKE FOLLOW SHARE
Ein Negeseuon
Diogelwch
Our Safety
Messages

Rydym yn croeso i chi gyswrtio yn
y Gymraeg a'r Saesneg - byddwn yn
ymateb yn gyflwr i'r oedau ac yn ateb yn
eich dewis iaith heb oedi.
Rydym yn croeso i chi gyswrtio yn y
Gymraeg a'r Saesneg.

We welcome correspondence in Welsh
and English - we will respond equally to
both and will reply in your language of
choice without delay.
We welcome calls in Welsh and English.



www.tancgo.gov.uk
www.mawwfire.gov.uk

EV35

FW: 2020 IDR process opened via Microsoft Teams



Miles Mark (Head of HR)

To Fairhurst Karen H.Q.; Rees Steven
Gudgeon Elizabeth H.Q.; Thomas Sarah

H.Q.; Phillips Lynwen
H.Q.; Langston Paul

H.Q.; Evans Jackie
H.Q.; James Ffion

H.Q.; Thomas Alison
H.Q.; Holland Charlotte

H.Q.;
H.Q.; +14 others

Fri 26/06/2020 11:45

Reply

Reply All

Forward



Hi all,

A quick update on the 2020 IDR process which has now been launched via Microsoft Teams. This can be accessed via the @work home page carousel and also via the People Development Tab. I have attached the IDR process guidance for your ease and would respectfully ask you to encourage all staff to complete, at their earliest convenience please?

SM Simon Pearson launched this year's IDR process but will swop roles with SM Aled Griffiths on 01st July and therefore please direct all future enquiries to Aled.

Kind Regards,

Chris

Chris Rees

Dirprwy Bennaeth Datblygu Pobl a'r Gyfundrefn
Deputy Head of People and Organisational Development
Gwasanaeth Tân ac Achub Canolbarth a Gorllewin Cymru
Mid and West Wales Fire and Rescue Service
☎ **Mewdol / Internal:** 5526
☎ **Allanol / External:** 01267 242626
☎ **Symudol / Mobile:** 07989 234111
✉ **E bost / Mail:** c.j.rees@mawwfire.gov.uk

EV36

IDR 2020

Pages - Home

https://forms.office.com/Pages/ResponsePage.aspx?id=_xoG649yYEqWzgqHtHGLsc51PLaUp7JPmOeB_MotQEtUMkZVMVjXQThEUIROQ0xSUFVUNE1HWjVCQ5

English (United Kingd...

IDR 2020

This must be completed in the presence of your Line Manager (By Microsoft Teams or Observing Social Distancing).
Please ensure that this is done through the employee's personal account (not the Line Manager or Station / Watch's account)
This is your opportunity to review how you contribute to the Services Corporate Objectives and have a positive impact on your own development.

Hi Rachel, when you submit this form, the owner will be able to see your name and email address.

* Required

About you

1. Where do you work? *

☐ Carmarthenshire

☐ Ceredigion

EV37

Long-term Sick Absence Cases													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Karen/Sarah	13	11	15	9									
Steve/Lizzie	17	17	15	11									
Sue/Paul	7	7	8	9									
	37	35	38	29	0	0	0	0	0	0	0	0	0
Restricted Duties Cases													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Karen/Sarah	6	8	9	6									
Steve/Lizzie	7	8	7	6									
Sue/Paul	3	3	3	5									
	16	19	19	17	0	0	0	0	0	0	0	0	0
Investigation Cases													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Karen/Sarah	0	0	1	1	2								
Steve/Lizzie	0	1	2	1	2								
Sue/Paul	1	1	3	3	2								
	1	2	6	5	6	0	0	0	0	0	0	0	0
Discipline Cases													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Karen/Sarah	4	3	3	2	2								
Steve/Lizzie	0	1	1	1	1								
Sue/Paul	0	0	4	4	5								
	4	4	8	7	8	0	0	0	0	0	0	0	0
Grievance Cases													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Karen/Sarah	2	3	2	2	2								
Steve/Lizzie	3	3	4	3	3								
Sue/Paul	1	1	1	1	2								
	6	7	7	6	7	0	0	0	0	0	0	0	0
Complaint Cases													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Karen/Sarah	2	1	2	1	2								
Steve/Lizzie	2	4	3	0	3								
Sue/Paul	0	0	1	1	0								
	4	5	6	2	5	0	0	0	0	0	0	0	0
Recruitment Cases													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Long-term Sickness Cases	37	35	38	29	0	0	0	0	0	0	0	0	0
Restricted Duties Cases	16	19	19	17	0	0	0	0	0	0	0	0	0
Investigation Cases	1	2	6	5	6	0	0	0	0	0	0	0	0
Disciplinary Cases	4	4	8	7	8	0	0	0	0	0	0	0	0
Grievance Cases	6	7	7	6	7	0	0	0	0	0	0	0	0
Complaint Cases	4	5	6	2	5	0	0	0	0	0	0	0	0
Recruitment Cases	22	21	9	8	10	0	0	0	0	0	0	0	0
Recruitment Cases (excluding WT campaigns)													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Karen/Sarah	8	9	8	2	3								
Steve/Lizzie	7	7	1	5	6								
Sue/Paul	7	5	0	1	1								
	22	21	9	8	10	0	0	0	0	0	0	0	0
Current Workloads													
	Karen/Sarah	Steve/Lizz	Sue/Paul										
Long-term sick	9	11	9										
Restricted Duties	6	6	5										
Investigation	1	1	3										
Disciplinary	2	1	4										
Grievance	2	3	1										
Complaint	1	0	1										
Recruitment	2	5	1										
	23	27	24										