

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

**Module Name:** Contributing to Employee Engagement

**Title:** Employee Engagement at MAWWFRS

**Word Count:** 2983 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:** 23 November 2020

# Employee Engagement at MAWWFRS

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Rachel Thomas

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## Evidence Matrix

| <b>Candidate name:</b> Rachel Thomas                                          |                                                         |                         |                                                           | <b>CIPD Membership/registration No:</b> 55478540 |                   |                         |
|-------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------|-----------------------------------------------------------|--------------------------------------------------|-------------------|-------------------------|
| <b>Qualification title:</b> CIPD Diploma in Applied Human Resources (Level 5) |                                                         |                         |                                                           | <b>Student Number:</b> 1201576                   |                   |                         |
| Unit code                                                                     | Unit title                                              | Assessment criteria no. | Evidence description                                      | Evidence reference number                        | Assessor initials | I/V initials if sampled |
| 5AEEG                                                                         | Contributing to Employee Engagement in the Organisation |                         | Sample 'stay' interview questions                         | EV1                                              |                   |                         |
|                                                                               |                                                         |                         | Gallup's Q12 survey                                       | EV2                                              |                   |                         |
|                                                                               |                                                         |                         | Interview appointment with HR Managers                    | EV3                                              |                   |                         |
|                                                                               |                                                         |                         | Email from HR Manager approving issuing Gallup Q12 survey | EV4                                              |                   |                         |
|                                                                               |                                                         |                         | Terian download of Service employees                      | EV5                                              |                   |                         |
|                                                                               |                                                         |                         | Email from HR Manager confirming sample size              | EV6                                              |                   |                         |
|                                                                               |                                                         |                         | Email to all employees regarding survey                   | EV7                                              |                   |                         |
|                                                                               |                                                         |                         | Response rate to survey                                   | EV8                                              |                   |                         |
|                                                                               |                                                         |                         | Survey results                                            | EV9                                              |                   |                         |
|                                                                               |                                                         |                         | Office rota                                               | EV10                                             |                   |                         |

|  |  |  |                                                             |      |  |  |
|--|--|--|-------------------------------------------------------------|------|--|--|
|  |  |  | Microsoft Teams calendar                                    | EV11 |  |  |
|  |  |  | Service social media pages                                  | EV12 |  |  |
|  |  |  | Service intranet (@Work)                                    | EV13 |  |  |
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|  |  |  | Email to re-advertise                                       | EV15 |  |  |
|  |  |  | Email to hiring manager with applications for consideration | EV16 |  |  |
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|  |  |  | Reward & Recognition Procedure                              | EV23 |  |  |
|  |  |  | Employee Relations Update                                   | EV24 |  |  |
|  |  |  | Benefit schemes available                                   | EV25 |  |  |

**Candidate declaration:**

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.

**Signature:**

*RMThomas*

**Date:**

23 November 2020

## 1.0 Measuring Employee Engagement

Understanding employee engagement has become a top priority for organisations, with research suggesting that engaged employees are healthier, happier and more fulfilled and motivated within their work. MacLeod and Clarke (2009) argue that employee engagement is *“the heart of the workplace relationship between employer and employee”* which, consequently, can have significant impacts on productivity. CIPD (2017) suggests that engagement is *“something that the employee has to offer and cannot be ‘required’ as part of the contract of employment contract”*, therefore implying the discretionary nature of engagement, whereby it cannot be automatically presumed, and employees will not automatically be engaged in the workplace.

The Covid-19 pandemic has dramatically impacted on organisational processes and employee engagement with employee levels of commitment, motivation and general satisfaction declining, with more reporting they feel ‘less engaged’ at work (Legal Island, 2020).

Measuring employee engagement allows organisations to understand and evaluate their current engagement processes and implement necessary changes if required. I was intrigued to find out whether the pandemic has impacted on employee engagement within Mid and West Wales Fire and Rescue Service. In order to do this, I first must determine the best methods of retrieving such information and measuring the outcome.

### 1.1 Diagnostic Tools

CIPD (2019) explain that quantitative data can be measured and illustrated through numbers such as surveys and questionnaires, whereas qualitative data can’t be measured and often represent an individual’s view or opinion as a result of interviews and focus groups.

In an organisation such as the Fire Service, qualitative data collections methods are used such as one-to-one interviews or focus-groups with employees or managers, to find out ‘real-time’ information about employee morale, employee performance or to reveal any problem areas within the organisation. Cameron and Price (2009) believe that this data collection method is good for gathering rich data, however interviewee skills need to be robust, ensuring that the discussion remains on topic.

Prossack (2020) suggests the use of ‘stay’ interviews as a means of measuring disengagement and dissatisfaction in the workplace, following a similar format to exit interviews in terms of identifying reasons why employees are leaving the organisation, stay interviews allow for issues to be resolved before they become incentives for employees to leave the organisation (EV1).

Alternatively, a questionnaire or survey can be distributed to find out equality data for the workforce or employee satisfaction levels. The results from which can be presented in various formats such as percentages or graphs. Cameron and Price (2009) believe that quantitative data collection is a good option should a large quantity of data be required relatively cheaply, on the other hand it must be designed and analysed properly which can be very time consuming.

By analysing survey results from more than 35 million employees around the world, Gallup researchers established 12 questions that, because of the wording and order questions are asked, result in accurate measures of employee engagement (Gallup, 2016) (EV2).

## **1.2 The Research Process**

An initial meeting was arranged with Human Resource Managers, to discuss potential ideas of gathering such information and the process of analysing the results (EV3). The pandemic has dramatically impacted work processes and workload within the Service, thus it was agreed to use an established diagnostic tool, Gallup Q12 Survey, which has proven effectiveness and saves time in designing a survey (EV4).

The Gallup Q12 survey allows individuals to indicate whether they strongly agree, agree, disagree, strongly disagree or neither agree nor disagree to each statement, and therefore should not be too time consuming to complete.

After taking a download of personnel (EV5), a further meeting was arranged with HR Managers to look at the sample size for this exercise. As an employer of around 1,400 employees, it was determined to utilise the various sectors that employees fall in: Operational, Support and Control staff. Operational roles differ dramatically to Support staff roles; therefore, it was determined that this method would provide a more accurate reflection on the work of the Service, and, the sector. EV5 shows that there are around 1000 Operational employees, 350 Support Staff employees, and 30 Control Room employees. Based on this information, and how simple it is to issue information to employees via email, the survey was issued to all employees, with a predicted response rate of around 50% (EV6).

I felt that it was important to highlight on the email issued to all employees, a deadline for completion to allow time for analysis of the results, and to form conclusions. The deadline for completion was 23 October 2020 (EV7).

## **1.3 Findings**

The survey was issued to all 1,400 employees, of which, 264 responded by the set deadline (56% Operational, 43% Support and 1% Control) (EV8). Due to the variances in responses between each of the sectors and the time taken to analyse such results, it was determined that for the purpose of this study, outcomes would be combined to get an overall feeling across the Service.

The findings clearly suggest that the Service needs to review and work on its methods of engagement (EV9). Firstly, it was addressed how employees do not fully understand what is required of them, this may be as a result of job descriptions not being specific enough in their requirements of the individual, or the lack of direction from management. Employees feel that the Service provides a lack of recognition for good work and does not acknowledge the opinions of others. There also seems to be a lack of engagement with employees relating to progression and development over the past six months, this may be caused by the changes in working arrangements due to the pandemic, and the increase in workloads.

On the other hand, the results suggest that the Service does provide enough equipment to enable individuals to carry out their roles, especially during the pandemic where more equipment has been required/requested, and also provides a sense of purpose to employees through the work being carried out. 66% of responses highlighted that they have gained a 'best friend' whilst working for the Service.

The number responses allowed for a basic analysis of engagement levels to be made, however if I had more time, an analysis of each sector would enable specific issues to be identified and addressed. Also, if I were to do this again, I would use Gallup's Q12's as a starting point in designing my own questions specific to the Service and the sectors.

## **2.0 Current Organisational Approach**

Mid & West Wales Fire and Rescue Service (MWWFRS) operates 58 fire stations across 12000 square kilometres of Wales, employing around 1,400 employees. MWWFRS's vision is *"to be a World Leader in Emergency Response and Community Safety"* (MAWWFire, 2020a). To do this, their role is to deliver proactive and reactive fire and rescue services to the people of Mid and West Wales (MAWWFire, 2020b).

### **2.1 Drivers for Employee Engagement**

The onset of the Covid-19 pandemic has dramatically changed the ways of working, and as such has impacted on the ways of engagement with employees. Matthews (2020) has identified four key drivers of employee engagement at this time: Connection, Support, Employee Voice and Scope, that need to be of priority. Management Study Guide (2020) suggest there is not one specific driver for engagement, instead it is made up of a combination such as: reward and recognition, development and training opportunities and leadership.

#### **2.1.1 Connection**

As part of the Governments guidance, employees, in particular office workers, were encouraged to work from home where possible, resulting in around 350 Support Staff leaving the workplace to set-up operations to work from home. This has tested the relationship between the employee and the organisation, whereby trust has been placed on employees to continue 'business as usual' from a new work location. Working in a busy department, such as HR, a departmental rota has been established to encourage employees to return to the workplace to interact with others and rebuild the connection with the organisation (EV10).

#### **2.1.2 Technology & Social Media**

The Service has encouraged the use of Microsoft Teams for meetings, and as a way of contacting other employees. This has enabled meetings to take place with employees in remote areas, whereas previously, this would have involved travelling and ensuring available time in diaries. However, due to the simplicity of arranging such meetings, I feel like there has been an increase in the number of meetings I attend (EV11).

As a public sector organisation, the Service highlights key messages and events via its social media platforms and external website, where stakeholders such as its customers, local communities and partner agencies can view (EV12). The Fire Service seeks to ensure effective working relationships with all stakeholders, including Trade Unions. The use of regular Employee Relation Updates, Chief Memorandums, and webinars provides opportunities for messages to be communicated to all Service employees from organisation Directors, and subsequent questions to be asked and answered in return. Such communications allow employees to feel like they have been included and information, and consequently will feel more inclined to participate in shaping the future of the Service.

Additionally, through the use of the Service's intranet @Work, departments have the facility to upload and provide necessary information, which is readily available, for individuals to carry out their roles (EV13).

### **2.1.2 Turnover & Recruitment**

Due to the increased demands and commitments of operational roles, Service stats suggest that there is a dramatically higher turnover of employees within this sector, for example, for the period April 2019 – March 2020, the Service lost around 120 operational employees (MAWWFire, 2020c). By using 'Exit Interview Forms' the Service can monitor the reasons why employees in this sector are leaving in order to monitor and adapt engagement methods (EV14).

Recruitment for such roles is quite a challenge. The salary, in comparison to the level of commitment and responsibility, is very low, therefore as a Service through our recruitment literature, the Service aims to emphasis the feeling of reward and community spirit, which for some people is highlighted as a motivator suggested by Heathfield (2019).

In view of the above, the Service tends to recruit individuals into these roles rather quickly, therefore resulting in individuals without the necessary skills or experience, requiring training. On the other hand, when it comes to filling Support staff positions, should the recruiting manager feel that the candidates do not meet the requirements, these positions will be re-advertised (EV15) or passed onto local recruitment agencies who will assist in finding candidates for the role. Adverts tend to be advertised for two weeks, at which point all applications are sent across to the hiring manager for shortlisting (EV16) thus resulting in the process taking around 4 weeks to complete. Should a re-advertisement be required, the time taken to complete the process increases, and therefore impacts workloads at a later date.

### **2.1.3 Employee Wellbeing**

In extreme times of uncertainty, the role of line managers is pivotal in identifying and recognising the anxiety of employees, whether this is relating to returning to the workplace after a pro-longed period of working from home, financial wellbeing, or trying to carry out work around childcare commitments. The HR department has arranged fortnightly wellbeing 'chats' between their employees and managers, to discuss any worries or concerns employees may have during this time and to eradicate the possibility of future sickness absence (EV17). Sickness absence figures for the Service currently stand at between 60 – 100 individuals. With input of the 'People Cell', wellbeing webinars have been set-up, currently on Topic 3 – Digital Wellbeing, where all employees are encouraged to attend (EV18).

## **3.0 Best Practices**

Engagement has been highlighted as having various dimensions, however Purcell (2010) argues that there are common factors associated with engagement, known as 'building blocks' including:

- Trust in management
- Satisfaction with work
- Satisfaction with involvement in decision making in the workplace
- Quality of relationships between management and employees
- Satisfaction with the amount of pay received
- Job challenge
- Satisfaction with the sense of achievement from work

These building blocks can be seen as a starting point for engagement, and areas of interest for inclusion in HR policy and practice to encourage employees to exhibit discretionary effort.

MacLeod and Clarke's research (2009), identified four common themes that go together for successful employee engagement, known as the 'four enablers of engagement'.

|                            |                                                                                                                                                          |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strategic narrative</b> | Visible, empowering leadership providing a strong strategic narrative about the organisation, where it's come from and where it's going                  |
| <b>Engaging managers</b>   | Engaging managers who focus their people and give them scope, treat their people as individuals ensuring their feel valued and supported to do their job |
| <b>Employee voice</b>      | When employees' views are listened to and see their opinions count and make a difference                                                                 |
| <b>Integrity</b>           | The values are the organisation are reflected in day to day behaviours. There is no say-do gap.                                                          |

Emphasis on the role of managers in promoting an engagement culture have been highlighted by both MacLeod and Purcell. Bock (2016) uses the example of Google and their ways of management to depict elements of the enablers. Firstly, it removed all status symbols of its Managers in terms of their dress-code (Managers can be seen in casual wear and not suits), communal dining areas and parking spaces. The aim was to send a message to employees that Google live by their 10 values. The introduction of the 'Googleist Survey' annually asks around one-hundred questions, scored on a five-point scale, to around fifty-thousand Googlers to gauge their feedback on the organisation, and implement necessary changes if required.

The work by the Gallup Organisation aimed to address levels of employee engagement through a 12-question instrument. Harter et al (2002) states how by 2002, 198,514 people in 7,939 businesses had responded to the 12-question statements indicating whether they strongly agree, agree, disagree, strongly disagree or neither agree nor disagree to each statement.

The key findings suggest:

- Greater variation in the level of employee engagement between different business departments, compared to different organisations - due to the quality of the line management.
- Correlation between engagement scores and business performance
- Strong relationship between engagement and employee turnover

### 3.1 Factors Impacting Employee Engagement

From discussions held with HR Managers, it was identified that the potential barriers to engagement included the Service structure, the speed of progression within the Service, and the impacts of the pandemic (EV19).

Morgan (2015) suggests that there are 5 types of organisational structure, of which, MAWWFRS operates a traditional hierarchy structure with differing levels. Max Weber identified hierarchical structure as a central principle of a bureaucratic organisation (Kew and Stredwick, 2010). Due to the rigid organisational structure, those in higher hierarchical positions such as Directors, give instructions to those further down. 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, often leading to reluctance to change, and slow progression of change (EV20).

The Service aims to provide training and development opportunities for all employees, which in turn, results in transfers and promotions within the Service. In most instances, employees have come from roles where the level of responsibility is dramatically lower than that of line-manager roles, thus, these individuals do not necessarily know how to engage with their employees. Also, in current times, resources are overstretched carrying out work above the norm, and therefore do not have time to make engagement a priority. Consequently, this could result in an increase in sickness absence, or low productivity.

A means of reward system is in place within the Service, whereby line managers can request an 'honorarium' 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. This means of 'reward' is down to the line-manager and is not equally addressed by all departments.

The pandemic has brought about the need for additional resources and equipment to allow individuals to continue their work remotely, as such this has impacted on the finances of the Services. Training and development opportunities have been removed or decreased to allow for these requirements.

### **3.2 Recommendations for Improvement**

Based on the above information and the key findings from the survey results, recommendations can be made on ways the Service's approach to engagement can be addressed. EV21 outlines the proposed strategies for improvement and an action plan on how these will be achieved.

Firstly, a team of Directors and support officers was created (Critical Incident Team (CIT)) to focus on how the Service would continue to provide vital emergency response and essential administration during such times, whilst abiding by social distancing rules. A sub-cell was formed for each area of focus for the Service: People, Communities, Logistics, Response and External, made up of representatives from relevant departments and Executives to provide feedback and recommendations to CIT (EV22). Even though this was set up as a temporary measure to cope with the pandemic, it appears that employees feel more engaged with the Service as a whole as information from Directors is being shared freely amongst employees, settling all worries and anxiety they may have had.

The CIPD (2019b) highlights the importance of developing people newly appointed into a line manager role. Line manager training is provided on a quarterly basis, whereby policies and procedures are explained. 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.

As addressed by Maslow and Herzberg, recognition is a form of motivation for employees. It has already been highlighted that processes are not seen as equal within different departments; therefore, amendments have been made to the Reward and Recognition procedure to ensure equality from line management (EV23 & EV24). Additionally, work has been carried out to provide 'incentives' for employees, such as: Cycle to Work working in partnership with Halfords, Vectis Cards, Let's Connect for technology and Salary Plan for vehicles (EV25).

The costs of making such changes will have an impact at first, however it is thought that over time this will outweigh the negatives through the increase in productivity and engagement of employees.

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## Evidence Portfolio

### EV1

#### Stay Interview Questions

Gauging employee interest in the company and the job is important to helping to ensure retention. "Stay interview" questions provide insight to how employees are feeling and what a supervisor can do to help the employee feel valuable and continue to grow.

1. What about your job makes you jump out of bed in the morning?
2. What makes you hit the snooze button?
3. What aspects of your job do you like the most and the least?
4. What would make you leave (our company) for another job?
5. Do you get enough recognition?
6. What kind of recognition would be meaningful for you?

## EV2

### GALLUP'S Q<sup>12</sup>

- |                                                                                              |                                                                                       |
|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>01</b> I know what is expected of me at work.                                             | <b>07</b> At work, my opinions seem to count.                                         |
| <b>02</b> I have the materials and equipment I need to do my work right.                     | <b>08</b> The mission or purpose of my company makes me feel my job is important.     |
| <b>03</b> At work, I have the opportunity to do what I do best every day.                    | <b>09</b> My associates or fellow employees are committed to doing quality work.      |
| <b>04</b> In the last seven days, I have received recognition or praise for doing good work. | <b>10</b> I have a best friend at work.                                               |
| <b>05</b> My supervisor, or someone at work, seems to care about me as a person.             | <b>11</b> In the last six months, someone at work has talked to me about my progress. |
| <b>06</b> There is someone at work who encourages my development.                            | <b>12</b> This last year, I have had opportunities at work to learn and grow.         |

## EV3

|                                                                                                                                                                                                                                                         |                     |                                                             |                                    |                                                                      |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------|--|
| <br>Send                                                                                                                                                              | Title               |                                                             | CIPD - Employee Engagement Meeting |                                                                      |  |
|                                                                                                                                                                                                                                                         | Required            | Fairhurst Karen H.Q.; Rees Steven H.Q.; Meeting Room - Math |                                    |                                                                      |  |
|                                                                                                                                                                                                                                                         | Optional            |                                                             |                                    |                                                                      |  |
|                                                                                                                                                                                                                                                         | Start time          | Mon 21/09/2020                                              | 10:00                              | <input type="checkbox"/> All day <input type="checkbox"/> Time zones |  |
|                                                                                                                                                                                                                                                         | End time            | Mon 21/09/2020                                              | 10:30                              | <a href="#">Make Recurring</a>                                       |  |
| Location                                                                                                                                                                                                                                                | Meeting Room - Math |                                                             |                                    |                                                                      |  |
|  Room Finder                                                                                                                                                       |                     |                                                             |                                    |                                                                      |  |
| <p>Good Morning,</p> <p>As part of my CIPD studies, I am required to look at the levels of employee engagement within the Service. In view of this, can I please arrange a meeting with you both to discuss potential ideas.</p> <p>Thanks<br/>Rach</p> |                     |                                                             |                                    |                                                                      |  |

## EV4

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

**Sent:** 22 September 2020 17:06

**To:** Thomas Rachel H.Q. <rm.thomas@mawwfire.gov.uk>; Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>;

**Subject:** Engagement Survey

Hi Rach,

Following on from our meeting on 21 September 2020, I was impressed to see that you had done your research on this topic along with various ways of measuring engagement in the Service. As we agreed in the meeting, let's go forth in issuing the Gallup Q12 survey for the time-being (thinking this will save you some time in designing a new survey, plus, as you mentioned, it is effective in gathering such information).

Let's have a look at staff availability in the first instance before issuing.

Thanks

Steve

**Steve Rees**

Rheolwr Adnoddau Dynol / Human Resources Manager

## EV5

Station Enquiry

Str.\Dent\Comm. Watch All Enquiry Date 28/09/2020 15

Filter AND OR Temp. Only Select Extra columns

| Full Access              | Brig. No. | Surname | Forename | Div Stn | Watch | Role | Post | Emp Type | Department | Duty Type | Age            | Birth Date |
|--------------------------|-----------|---------|----------|---------|-------|------|------|----------|------------|-----------|----------------|------------|
| <input type="checkbox"/> | 991       |         |          | M65     | X     | FF   |      | D        | STN        | D         | 38 Yrs-8 Mths  | 22/02/1982 |
| <input type="checkbox"/> | 992       |         |          | M61     | W     | FF   |      | W        | STN        | S         | 42 Yrs-6 Mths  | 28/04/1978 |
| <input type="checkbox"/> | 993       |         |          | NAC     |       | WMB  |      | W        | HQD        | D         | 49 Yrs-3 Mths  | 17/07/1971 |
| <input type="checkbox"/> | 994       |         |          | M51     | W     | FF   |      | W        | STN        | S         | 35 Yrs-9 Mths  | 31/01/1985 |
| <input type="checkbox"/> | 995       |         |          | M21     | X     | FF   |      | D        | STN        | D         | 25 Yrs-0 Mths  | 23/10/1995 |
| <input type="checkbox"/> | 996       |         |          | M46     | R     | FF   |      | W        | STN        | S         | 34 Yrs-6 Mths  | 29/04/1986 |
| <input type="checkbox"/> | 997       |         |          | M46     | B     | FF   |      | W        | STN        | S         | 35 Yrs-1 Mths  | 05/10/1985 |
| <input type="checkbox"/> | 999       |         |          | M54     | G     | FF   |      | W        | STN        | S         | 40 Yrs-9 Mths  | 09/02/1980 |
| <input type="checkbox"/> | 1000      |         |          | T02     |       | WMB  |      | W        | TRN        | D         | 35 Yrs-2 Mths  | 06/09/1985 |
| <input type="checkbox"/> | 1001      |         |          | M54     | W     | FF*  |      | W        | STN        | S         | 36 Yrs-4 Mths  | 14/06/1984 |
| <input type="checkbox"/> | 1002      |         |          | M54     | W     | CM   |      | W        | STN        | S         | 40 Yrs-8 Mths  | 15/02/1980 |
| <input type="checkbox"/> | 1003      |         |          | M31     | X     | FF   |      | D        | STN        | D         | 34 Yrs-9 Mths  | 30/01/1986 |
| <input type="checkbox"/> | 1004      |         |          | M32     | X     | FF   |      | D        | STN        | D         | 38 Yrs-9 Mths  | 24/01/1982 |
| <input type="checkbox"/> | 1007      |         |          | M54     | B     | CM*  |      | W        | STN        | S         | 38 Yrs-8 Mths  | 24/02/1982 |
| <input type="checkbox"/> | 1008      |         |          | M54     | W     | FF   |      | W        | STN        | S         | 34 Yrs-9 Mths  | 08/02/1986 |
| <input type="checkbox"/> | 1009      |         |          | PAC     |       | CM   |      | W        | CFS        | D         | 36 Yrs-4 Mths  | 19/06/1984 |
| <input type="checkbox"/> | 1010      |         |          | M51     | R     | FF   |      | W        | STN        | S         | 44 Yrs-1 Mths  | 23/09/1976 |
| <input type="checkbox"/> | 1011      |         |          | M46     | B     | FF   |      | W        | STN        | S         | 47 Yrs-11 Mths | 15/11/1972 |
| <input type="checkbox"/> | 1012      |         |          | WAC     |       | WMB  |      | W        | FS         | D         | 51 Yrs-5 Mths  | 29/05/1969 |
| <input type="checkbox"/> | 1015      |         |          | M45     | W     | CM   |      | W        | STN        | S         | 37 Yrs-11 Mths | 08/12/1982 |
| <input type="checkbox"/> | 1016      |         |          | M46     | W     | CM   |      | W        | STN        | S         | 44 Yrs-1 Mths  | 07/10/1976 |
| <input type="checkbox"/> | 1017      |         |          | M45     | R     | FF   |      | W        | STN        | S         | 30 Yrs-6 Mths  | 28/04/1990 |
| <input type="checkbox"/> | 1018      |         |          | M46     | R     | FF   |      | W        | STN        | S         | 34 Yrs-3 Mths  | 29/07/1986 |
| <input type="checkbox"/> | 1019      |         |          | M45     | G     | FF   |      | W        | STN        | S         | 29 Yrs-1 Mths  | 14/09/1991 |

WholeTime 310 Day Mar 89 Retained 681 Other 367 No. of record 1447 Filtered 1447

## EV6

**From:** Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>  
**Sent:** 28 September 2020 12:00  
**To:** Thomas Rachel H.Q. <rm.thomas@mawwfire.gov.uk>  
**Subject:** CIPD – Engagement Survey

Hi Rach,

Further to our meeting, I agree that we need to look at each sector individually in order to gauge employee engagement levels in that particular area of the Service. In addition to this, the results can be combined to get an overall feeling across the whole Service.

Due to the pandemic, the majority of the Service are now accessing their emails remotely, and therefore believe that we could issue this to ALL employees, at least we are not missing anyone out and providing a sense of inclusion to all. Fingers crossed this will generate a response rate of around 50% for you.

If you need anything else, give me a shout.

Thanks  
Ka

**Karen Fairhurst**  
Rheolwr Adnoddau Dynol / Human Resources Manager

## EV7

Dear Colleagues,

As part of the Service's commitment to Employee Engagement and Wellbeing, the Human Resources Department would like to ask for your support in taking part in the attached survey.

Please could you spare 10 -15 minutes to complete a survey to identify levels of Employee Engagement.

The survey has been separated into sectors depending on the type of work you carry out, if you could select the sector that is most relevant i.e. WDS & RDS employees – Operational.

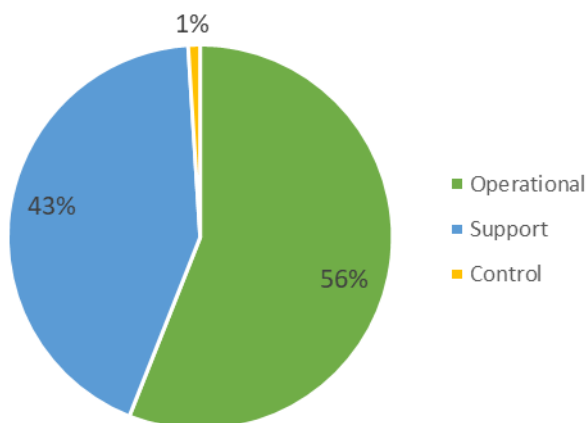
**Please note the survey closes on Friday 23 October 2020.**

[Rachel Thomas](#)

Human Resources Assistant  
Cynorthwy-ydd Adnoddau Dynol

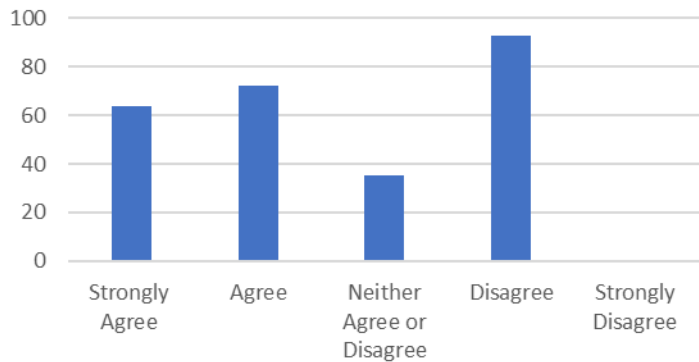
## EV8

**Response Sector**

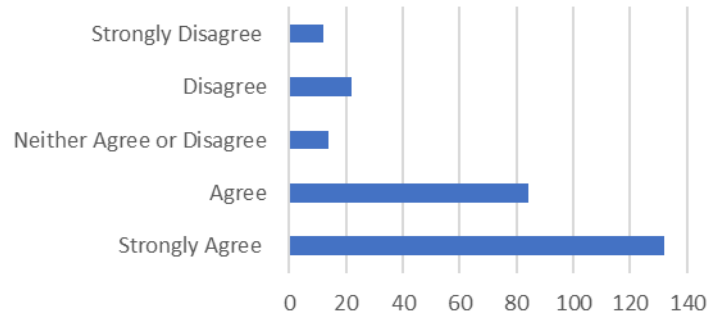


## EV9

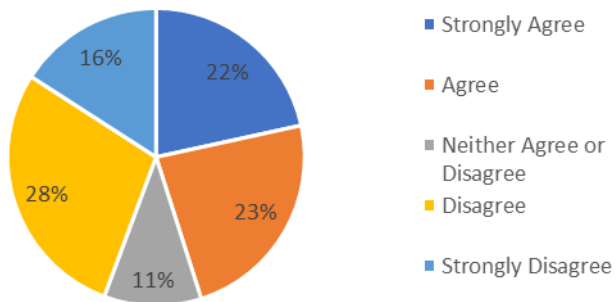
### 1) I know what is expected of me



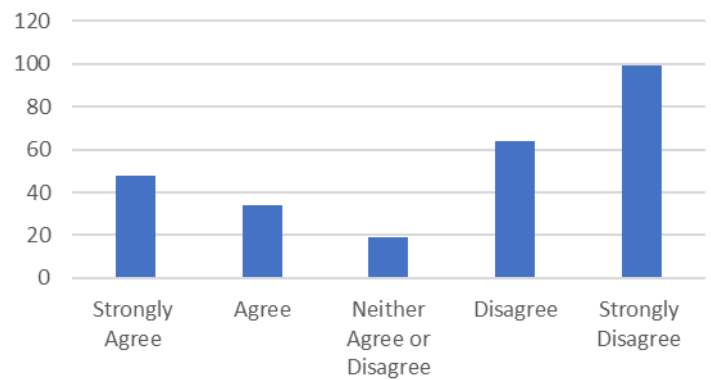
### 2) I have the materials and equipment I need to do my work right



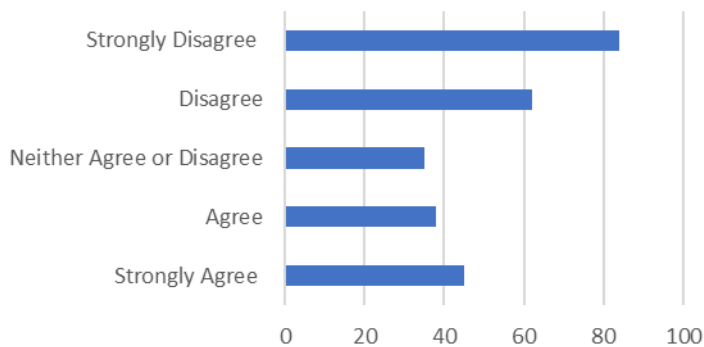
### 3) At work I have the opportunity to do what I do best every day



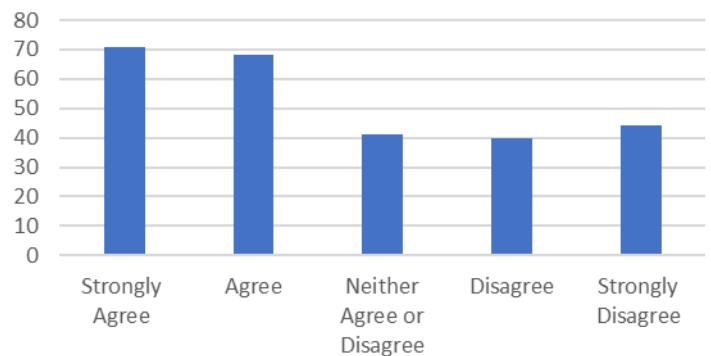
### 4) In the last seven days, I have received recognition or praise for doing good work



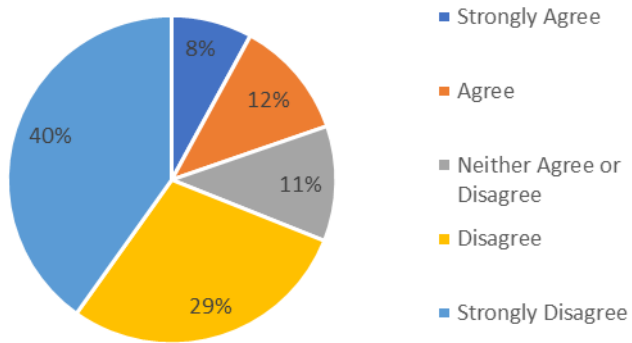
### 5) My supervisor, or someone at work, seems to care about me as a person



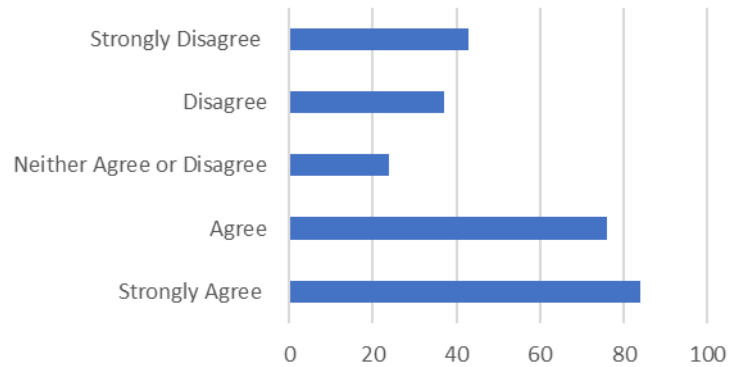
### 6) There is someone at work who encourages my development



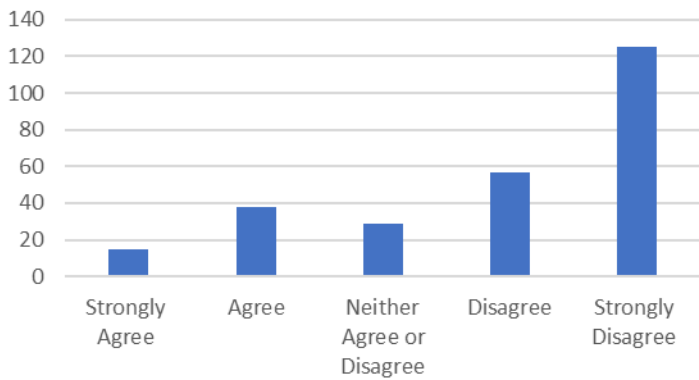
**7) At work, my opinions seem to count**



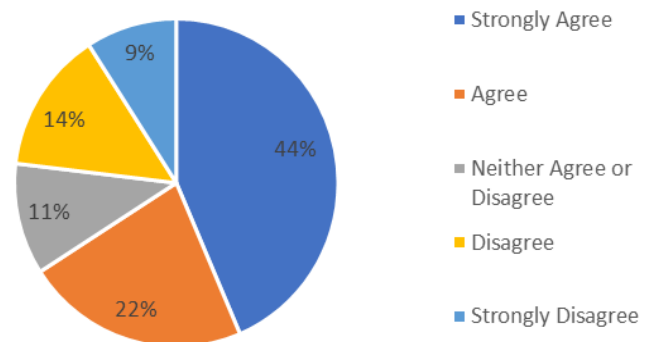
**8) The mission or purpose of my company makes me feel my job is important**



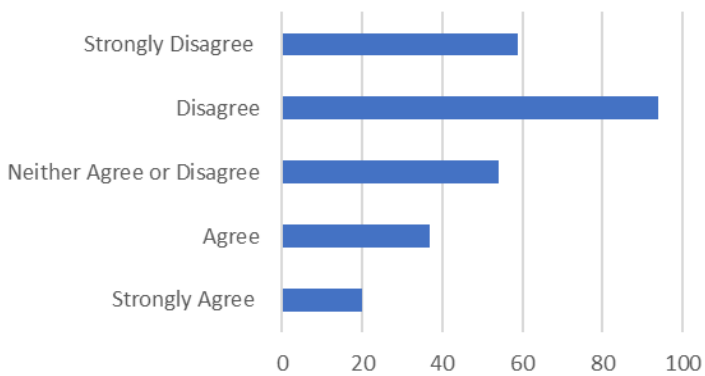
**9) My associated or fellow employee are committed to doing quality work**



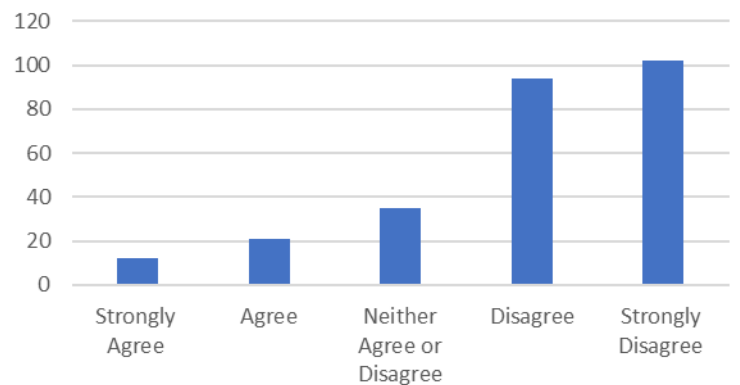
**10) I have a best friend at work**



**11) In the last six months, someone at work has talked to me about my progress**



**12) This last year, I have had opportunities at work to learn and grow**



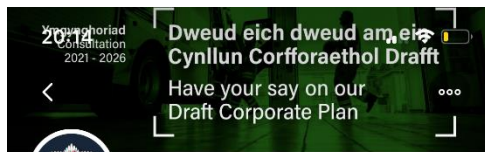
## EV10

| Reception          |               |                |                            |                        |                    |
|--------------------|---------------|----------------|----------------------------|------------------------|--------------------|
| Monday             | Tuesday       | Wednesday      | Thursday                   | Friday                 |                    |
| Delyth             | Delyth        | Delyth         | Delyth                     | Delyth                 |                    |
| Carol              | Carol         | Carol          | Dana                       | Sandra cover reception |                    |
|                    |               |                |                            |                        |                    |
| HR Office          |               |                |                            |                        |                    |
| Monday             | Tuesday       | Wednesday      | Thursday                   | Friday                 |                    |
| Ffion              | Charlotte     | Dana           |                            | Sandra                 | Support Desk       |
| Sam                | Rach          | Sam            | Sam                        | Rach                   |                    |
|                    |               | Gem            |                            |                        | Payroll            |
|                    |               |                | Hope                       |                        |                    |
|                    |               |                | Nic                        | Gem                    | Pensions           |
| Sarah Tillman      | Sarah Tillman |                | Sian                       |                        |                    |
|                    |               |                |                            | Jackie                 | ED&I & DPO         |
|                    |               |                |                            |                        |                    |
|                    | Lynwen        | Lynwen         |                            |                        | Occ Health         |
|                    | Ffion         |                |                            |                        |                    |
| Lizzie             |               |                | Sarah Thomas               | Paul                   | Advisors           |
|                    |               |                | Lizzie - if possible?!     |                        |                    |
|                    |               |                |                            |                        | HR Managers        |
| Steve              | Karen         | Karen          | Steve                      | Steve                  |                    |
|                    |               |                |                            | Karen                  | HOD                |
|                    |               |                |                            |                        |                    |
| 5                  | 6             | 5              | 7                          | 7                      | Total in HR Office |
| Charlotte WFH / MB | Dana WFH / MB | Ffion WFH - MB | Ffion WFH - MB             | Charlotte - WFH / MB   |                    |
| Dana               |               |                | Charlotte - WFH - Indexing |                        |                    |

## EV11

| Calendar                |                                                     |                                                                                             |                 |                                                                                        |                                    |                | Meet now | + New meeting |  |
|-------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------|-----------------|----------------------------------------------------------------------------------------|------------------------------------|----------------|----------|---------------|--|
| Today < > November 2020 |                                                     |                                                                                             |                 |                                                                                        |                                    |                | Week     |               |  |
| 15<br>Sunday            | 16<br>Monday                                        | 17<br>Tuesday                                                                               | 18<br>Wednesday | 19<br>Thursday                                                                         | 20<br>Friday                       | 21<br>Saturday |          |               |  |
| 9 AM                    |                                                     |                                                                                             |                 |                                                                                        |                                    |                |          |               |  |
|                         | POEST Meeting<br>Microsoft Teams Meeting - Field Ma |                                                                                             |                 |                                                                                        |                                    |                |          |               |  |
| 10 AM                   |                                                     |                                                                                             |                 |                                                                                        |                                    |                |          |               |  |
| 11 AM                   |                                                     | HR Departmental Meeting<br>Meeting Room - Caer Suite<br>Rohman Samantha H.Q.                |                 | Corporate Plan 2021-2026<br>Consultation - Internal Webinar<br>Richmond-Jones Amy H.Q. |                                    |                |          |               |  |
| 12 PM                   |                                                     |                                                                                             |                 |                                                                                        |                                    |                |          |               |  |
| 1 PM                    |                                                     |                                                                                             |                 |                                                                                        |                                    |                |          |               |  |
| 2 PM                    |                                                     | HR Planning and Performance<br>Meeting<br>Meeting Room - Caer Suite<br>Rohman Samantha H.Q. |                 | HR Support Desk Team Meeting<br>Meeting Room - Math<br>Rohman Samantha H.Q.            | People Cell<br>Thomas Allison H.Q. |                |          |               |  |
| 3 PM                    |                                                     |                                                                                             |                 |                                                                                        |                                    |                |          |               |  |
| 4 PM                    |                                                     |                                                                                             |                 |                                                                                        |                                    |                |          |               |  |

EV12



**Tân CGC / MAWWFire** ✓

@mawwfire

Tudalen Swydddogol. Dim ond adeg oriau'r swyddfa y mae'r dudalen yma yn cael ei fonitro. -- Official Page. This account is only monitored during office hours.

Wales, United Kingdom [mawwfire.gov.uk](https://mawwfire.gov.uk)

Joined September 2009

3,591 Following 15K Followers

Followed by Hedd The Fire Tones, St



Following

Tweets

Tweets & replies



**Tân CGC / MAWWFire**  
Gwiriwch eich lefel  
Coronafeirws mewn  
Diogelwch eich  
Mynnwch gael a  
heddiw

Check your local C...



**mawwfire\_rescue**

366  
Posts

1,296  
Followers

536  
Following

**GTACGC / MAWWFRS**

Product/Service

Tudalen Swydddogol. Dim ond adeg oriau'r swyddfa y mae'r dudalen yma yn cael ei fonitro. Official Page. This account is monitored during office hours  
[www.mawwfire.gov.uk/eng/newsroom/consultations/Fire & Rescue Service Headquarters, Lime Gr Ave, Carmarthen](https://www.mawwfire.gov.uk/eng/newsroom/consultations/Fire%20Rescue%20Service%20Headquarters,%20Lime%20Gr%20Ave,%20Carmarthen)

Followed by sarah\_debra\_tillman, samrohman and 16 others  
[See Translation](#)

Following

Message

Contact



Rob Quin



HAZMAT



Water Resc...



S4C



BBQ S...



20:15



Gwasanaeth Tân ac Ac...



**Gwasanaeth Tân ac  
Achub CGC / MAWW  
Fire and Rescue**

Fire station

Liked

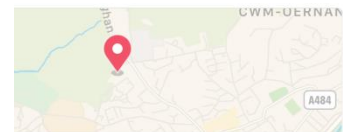
Send Message



Sian, Kelsey, Lizzie and 7,661 others like this

Photos Reviews Videos E...

[Suggest edits](#)



Fire Service  
ters, Lime Gr Ave,

[Get Directions](#)



 Gwybodaeth diweddaraf  
**CORONAVIRUS**  
Latest Information

|                                                                                                            |                                                                                     |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <a href="#">On-Call providing cover at more than one Station Procedure</a><br>November 18 - 2020   12:31PM |  |
| <a href="#">Dignity at Work Procedure</a><br>November 18 - 2020   12:27PM                                  |  |
| <a href="#">Equality Procedure</a><br>November 18 - 2020   12:11PM                                         |  |
| <a href="#">Means of Identification Procedure</a><br>November 18 - 2020   12:09PM                          |  |
| <a href="#">Aids to Vision Procedure</a><br>November 18 - 2020   12:05PM                                   |  |

Your one stop shop for Co-Responder and Defib information, including FAQ's, an Issue Reporting Tool and up to date advice and guidance.



## Co Responder and Defib Portal

EV14



Overseas: 01492 555555  
Cymru: 01492 555555  
Mid and West Wales  
Fire and Rescue Service

## Mid and West Wales Fire and Rescue Service

### Exit Interview Form

---

**Employee**

|                      |  |                          |  |
|----------------------|--|--------------------------|--|
| Name:                |  | Service No:              |  |
| Department/ Site:    |  | Location:                |  |
| Current Role/ Grade: |  | Current Line Manager:    |  |
| Length of Service:   |  | Last Date of employment: |  |

---

**Interviewer (where applicable)**

|                    |  |                        |  |
|--------------------|--|------------------------|--|
| Name:              |  | Role:                  |  |
| Date of Interview: |  | Location of Interview: |  |

---

**1. What were the top reasons (up to 3) that prompted you to consider leaving (rank in order of importance)?**

|                                                                              |                                                                 |
|------------------------------------------------------------------------------|-----------------------------------------------------------------|
| <input type="checkbox"/> Retirement                                          | <input type="checkbox"/> Lack of career options/training        |
| <input type="checkbox"/> Career change                                       | <input type="checkbox"/> Dissatisfied with direction of Service |
| <input type="checkbox"/> Secured a better position                           | <input type="checkbox"/> Health reasons                         |
| <input type="checkbox"/> Dissatisfied with direct manager                    | <input type="checkbox"/> Family circumstances                   |
| <input type="checkbox"/> Dissatisfied with senior management                 | <input type="checkbox"/> Returning to college/ university       |
| <input type="checkbox"/> Problems with co-workers                            | <input type="checkbox"/> Commute                                |
| <input type="checkbox"/> Individual contribution not sufficiently recognized | <input type="checkbox"/> Unique business opportunity            |
| <input type="checkbox"/> Job role did not meet expectations                  | <input type="checkbox"/> Other: _____                           |

**Comments:**

---



---



---

**2. What is your opinion of the following:**

|                                         |           |      |      |      |
|-----------------------------------------|-----------|------|------|------|
| Communication to/from line management   | Excellent | Good | Fair | Poor |
| Communication to/from senior management | Excellent | Good | Fair | Poor |
| Overall management effectiveness        | Excellent | Good | Fair | Poor |
| Compensation and benefits               | Excellent | Good | Fair | Poor |
| Focus on teamwork/working together      | Excellent | Good | Fair | Poor |
| Performance appraisal/feedback system   | Excellent | Good | Fair | Poor |
| Command culture                         | Excellent | Good | Fair | Poor |
| Equipment used in your position         | Excellent | Good | Fair | Poor |
| Working Conditions                      | Excellent | Good | Fair | Poor |

EV15

## Fleet-Technician-Advert-Re-Advertisement-April-2019



Gudgeon Elizabeth H.Q.  
To Thomas Rachel H.Q.

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

Wed 01/05/2019 16:17

- 
[Fleet-Technician-Advert-Re-Advertisement-April-2019.docx](#)  
 30 KB
- 
[Fleet-Technician-WELSH-PS-Updated-April-2019.doc](#)  
 1 MB
- 
[Fleet-Technician-ENGLISH-PS-Updated-April-2019.docx](#)  
 ..

Hi Rachel

Please can you put this advert on @work and send to CCBD for the website? The JD should already be saved under documents in the background of @work so this will save you uploading them.

It will need to go on indeed, gov.uk and people exchange cyrmu too please.

Any queries, please let me know.

Thanks

Lizzie Gudgeon

Swyddog Adnoddau Dynol / Human Resources Officer  
Adran Adnoddau Dynol / Human Resources Department

## EV16

### Deputy Head of Estates - Applications for Shortlisting



Thomas Rachel  
To: Davies Huw (Head of Estates)  
Cc: Flannery Craig (Corporate Head of Resources)

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

Tue 14/07/2020 14:20

You replied to this message on 10/08/2020 15:31.



Good Afternoon,

Please find attached copies of the received applications for the post of Deputy Head of Estates which closed on Friday 10 July 2020.

As this post was re-advertised, emails went out to those who applied previously requesting confirmation should they wish for their application to be considered during this process also. Applications for those wishing to continue are also attached.

I have also attached a blank shortlisting matrix for completion based on the information highlighted within the person specification.

Kind Regards

**HR Support Desk**

Human Resources Support Team  
*Tim Cymorth Adnoddau Dynol*

## EV17

Title

Wellbeing Chat

Required

Fairhurst Karen H.Q.; Thomas Rachel H.Q.;

Optional

Start time

Wed 02/09/2020 10:00

☐ All day ☐ Time zones

End time

Wed 02/09/2020 10:30

[Make Recurring](#)

Location

Microsoft Teams Meeting

### Microsoft Teams meeting

**Join on your computer or mobile app**

[Click here to join the meeting](#)

[Learn More](#) | [Meeting options](#)



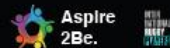
## Digital Wellbeing



**Parry** Teri-Ann  
To Thomas Rachel

H.Q.  
H.Q.

We are proud to have partners who support the work we do:

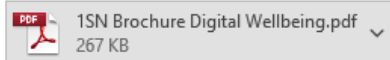


→ Forward



Tue 10/11/2020 08:29

You replied to this message on 11/11/2020 08:52.



Andrius has confirmed these dates but I haven't received the video yet but will send it on when I have it.

Please see below available dates for the Wellbeing Webinar topic Digital Wellbeing, it is being run in two parts the first in November and part two in December so please select a convenient date in both November and December.

(There are two dates allocated to the People Cell so please avoid these dates unless you attend this Cell).

### Digital Wellbeing initial session

November 19<sup>th</sup> 10.30  
November 20<sup>th</sup> 10.00 (People Cell)  
November 24<sup>th</sup> 14.00  
November 24<sup>th</sup> 19.30  
November 25<sup>th</sup> 14.00  
November 30<sup>th</sup> 10.30

### Digital Wellbeing reflection session

December 3<sup>rd</sup> 10.30  
December 4<sup>th</sup> 10.00 (People Cell)

**Employee Engagement Meeting**  
**Microsoft Teams**  
**30 October 2020 @ 10:00 hours**

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 30/10/01 | Attendees: Rachel Thomas – HR Assistant<br>Karen Fairhurst – HR Manager<br>Steve Rees – HR Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 30/10/02 | <p><b>Factors Impacting Engagement</b></p> <p>1) Service Structure</p> <ul style="list-style-type: none"> <li>• Top down structure – decisions made by Directors</li> <li>• Bottom up communication minimal</li> <li>• Information takes a long time to transpire through hierarchy</li> </ul> <p>2) Training &amp; Development</p> <ul style="list-style-type: none"> <li>• Budget restrictions (Departmental &amp; Service-wide)</li> <li>• Transfer &amp; Promotion panel – progression of Operational employees</li> <li>• Line manager training</li> <li>• Interview training – helpful when recruiting candidates</li> </ul> <p>3) Reward &amp; Recognition</p> <ul style="list-style-type: none"> <li>• Honorariums – dependent on line manager – not equal throughout the Service</li> <li>• Celebrating Success Evening – 20/30/35/40 year Service awards/ nomination for awards</li> <li>• Praise from line-management – Not all line managers are encouraging in their approach</li> </ul> <p>4) Coronavirus pandemic</p> <ul style="list-style-type: none"> <li>• Budget requirements have been shifted from certain areas to accommodate requirements</li> <li>• Increase in home working/remote working</li> <li>• Changes in Government guidance – impacting on Service policy and procedure</li> </ul> |
| 30/10/03 | <p><b>Suggestions for Improvement</b></p> <ol style="list-style-type: none"> <li>1. Creation of Cells/Forums to feed comments and suggestions into CIT and ELT</li> <li>2. Focus on providing line manager training on a regular basis – webinars instead of face-to-face training</li> <li>3. Changes to the 'Reward &amp; Recognition' procedure to ensure clear guidance to all</li> <li>4. Encourage staff to communicate with one another (non-work related) to catch up and check on employee welfare during the pandemic</li> <li>5. Ensure that revised information is relayed to line management during training session</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

Signed:



## Executive Board

The Executive Board is the highest management function within the Service and is comprised of the Chief Fire Officer, supported by three other Principal Officers, who are respectively responsible for the Service Delivery Directorate, Resources Directorate and the Operational Support and Improvement Directorate.



**Chris Davies QFSM MBA - Chief Fire Officer**



**Roger Thomas - Deputy Chief Fire Officer**



**Kevin Jones - Assistant Chief Fire Officer**



**Iwan Cray - Assistant Chief Fire Officer**

## Departments

Each of the four management Directorates within the Service is comprised of a number of separate Departments. The roles of these departments is quite varied, addressing functions such as Business Fire Safety, Front-Line Operations, Control Room Activities, Finance and Human Resources.

EV21

| Area of Focus          | Proposed Strategy                                                                                                                                                                                                                                                         | Resources Required                                                                                                                                 | Costs                                                                                       | Target dates for review and completion                                               |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Communication          | Creation of 'Cells' to feedback comments into CIT and ELT                                                                                                                                                                                                                 | Cross section of 50 employees from different Service sectors                                                                                       | 2 hours salary for 50 employees on a weekly basis                                           | Ongoing – Utilise current cell structure on a permanent basis                        |
| Line Manager Training  | <p>Carry out regular training sessions for new line managers outlining current Service procedures and processes.</p> <p>Provide refresher training for existing line managers to encourage future engagement and provide updates on Service procedures and processes.</p> | <p>Training representative to conduct training session.</p> <p>Presentation made up of all required information.</p> <p>Training room</p>          | <p>2 hours salary for 1 Trainer</p> <p>Salary of 12 employees for 2 hours (per session)</p> | Immediate – role out by January 2021 (possible return to normal because of pandemic) |
| Reward and Recognition | Look to improve Service procedure to address all means of reward and recognition to ensure consistency.                                                                                                                                                                   | <p>HR representative to review procedure and amend where necessary</p> <p>Upload &amp; issue of new documentation to line managers through ERU</p> |                                                                                             | Immediate – issue to line managers by December 2020 - <b>Complete</b>                |

## EV22

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|
|          | however, the Service will not be replacing once they come to the end of their usable lives.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | CF to take to CIT for update           |
| 06/11/04 | <p><b>TTP</b></p> <p>Individuals being contacted by TTP to self-isolate. Service conducting own form of TTP. Response are evaluating when individuals were last on stations and the level of risk and removing individuals from Station in some instances. Cases currently in Powys &amp; Pembro.</p> <p>HOD's/ Response leads to review unlock plans in line with new fire break rules. Consideration to be given to how this looks moving forward.</p> <p>MR questioned use of QR codes for use of contractors, currently no method of tracing these. Employees are encouraged to use fobs and signing in.</p> <p>Original decision from CIT was not to use QR Codes, however relevant point made in terms of non-service employees.</p> | CF to take to CIT for update           |
| 06/11/05 | <p><b>DSE Assessments</b></p> <p>Raised in Communities Cell and Health &amp; Safety meeting regarding the re-issue of assessment. IS noted that this has also been raised as a risk by the Joint Council for Wales. Already noted as an action on PIA.</p> <p>May highlight issues which will impact Service in terms of equipment availability. Suggestions are to take equipment from HQ in the first instance. Service has reclaim capability from Welsh Government if Covid related – could fall into this.</p> <p>If individuals require any equipment, encouraged to contact line manager.</p> <p>IS to feedback at Management Union meeting on 19 November 2020.</p>                                                                | JM to speak to Emma Edwards for update |
| 06/11/06 | <p><b>Action Plan</b></p> <p>AT received few updates from Cell members. AT to work closely with Departments on updates. Aiming for all actions to be Green by 13 November 2020.</p> <p>Document available on Teams – Currently working on Version 8.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        |
| 06/11/07 | <p><b>How are we doing?</b></p> <p>CIT Webinar taking place on 10 November 2020 @ 10:00 hours.</p> <p>Cell member views include:</p> <ul style="list-style-type: none"> <li>Work processes have been adapted to allow for WFH</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                        |

|             |              |
|-------------|--------------|
| Agenda Item | Action Owner |
|-------------|--------------|

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                             |
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|          | <ul style="list-style-type: none"> <li>Employees looking forward to returning to normality/ returning to HQ</li> <li>Noticeable increase in Teams meetings – fatigue with Teams – difficult to manage time in delivering the deliverables</li> <li>Look at what more could be done, rather than how we are doing</li> <li>Benefit to providing rationale behind decisions so employees understand</li> <li>Variances in Unlock Plans – even within a Command – No one blanket plan for Service</li> <li>Focus to be made on individuals who have not yet returned to the workplace and remain alone – checking their well-being</li> <li>On-Call employees struggling with the number of updates being received</li> <li>Employees feeling sense on involvement from the inclusion in Cells such as People Cell</li> <li>Flexibility of work – agile working, relaxing of working hours – appreciated by employees with struggles at home such as childcare</li> <li>Ops Response Officers are stretched in terms of work capacity – do our resources align with the risk temporarily and permanent.</li> </ul> | PM to email CF                              |
| 06/11/08 | <p><b>Meeting Structure</b></p> <p>Amalgamated the original three cells – Supervisory/ Middle Manager/ Core cell. Cell agreed that it allows for questions to be answered immediately as there are a broad range of representatives who can answer. Consensus to remain as one Cell. Minutes from meetings and Q&amp;A's available on Teams. <i>Note: Answers from Q&amp;A's only valid at the time of writing.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                             |
| 06/11/09 | <p><b>Wellbeing Webinar – Topic 3</b></p> <p>Meeting held with Aspire2Be on Friday 08 November 2020. Next topic has been agreed: Digital Wellbeing. Focused on Green book and Departmental staff. Issued to People Cell members first.</p> <p>Looking at additional topic after Christmas: Health and Nutrition, touching back on elements from Topic 1.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                             |
| 06/11/10 | <p><b>Resilience Training</b></p> <p>Request made via Aberystwyth Psychology Group, looking for representative from the Service to take part in collectively working with other agencies. 90 Minute Sessions.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | CR to pass on details to Ceredigion Command |
| 06/11/11 | <p><b>AOB</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                             |

at CIT regarding this. Groups are still recognised as a form of face covering.

|          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                 |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
|          | <p>Question raised by PM regarding the purpose of the FFP3 masks. Noted that outer visor protection does not come down when using the personal respirators. HS1 has been completed and submitted – current discussions with Corporate Risk and ORM on the options moving forward. Communication to go out clarifying purpose of FFP3 masks and personal respirator.</p> <p>Request for numbers of those in the Service who have tested positive and who are currently isolating. CF agreed information is anonymous and can therefore be shared.</p> <p>Service's approach to shielding – Public Health Wales have not requested for individuals to shield during second lockdown. Line managers encouraged to look at NHS risk assessment and available guidance.</p> <p>LH noted from working as part of the crew in Llanelli, when individuals go into isolation, does the Service check individuals wellbeing. Is this something the Service needs to strengthen?</p> <p>RDS isolation through TTP – financial support is available from the Service. Further information available in FAQ's.</p> <p>Creation of a Service App – allowing communications to be issued to all personnel quickly.</p> | <p>CF to take to CIT for update</p> <p>CF to provide update at next meeting</p> |
| 06/11/12 | <p><b>Date of Next Meeting</b></p> <p>13 November 2020</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                 |



## 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

- 1.0 INTRODUCTION - US
- 2.0 LONG SERVICE AND GOOD CONDUCT MEDALS - US
- 3.0 PRESENTATION
- 4.0 WEARING OF MEDALS AND MEDAL RIBBONS
- 5.0 WEARING OF BADGES/INSIGNIA - US
- 6.0 RETIREMENT
- 7.0 REVIEW OF PROCEDURE

#### Document Information

|                                      |                                                           |
|--------------------------------------|-----------------------------------------------------------|
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| Document Author                      | Human Resources Manager – Employment Relations            |
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| Approval Details                     | SLT- March 2018 / ELT December 2018 (30+ yrs eligibility) |
| Equality Impact Assessment Reference | HR6.49EIA                                                 |

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 Durbur 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.

#### 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.

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.

## EV24

**From:** HR Service Support <humanresources@mawwfire.gov.uk>

**Sent:** 14 November 2020 16:45

**Subject:** Employment-Relations-Update-16-2020-Service-Recognition-Procedure

<http://atwork/Library/Policies-and-Procedures/ServicePolicies/Service%20Recognition%20Procedure.pdf>

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.

## EV25



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