

Qualification: CIPD Diploma in Applied Human Resources

Contributing to the Management of Change

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

LO1: Be Able to plan for the Implementation of Change Processes within an Organisation

Word Count: 940

LO2: Be able to Implement a Change Plan.

Word Count: 999

LO3: Be Able to assess the Impact of Change Processes within an Organisation

Word Count: 849

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

Signed: S D Tillman

Date: 23 January 2021

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Candidate name: Sarah Tillman				CIPD Membership No: 55478686		
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AIOP	Contributing to the Management of Change	1.1	Managing Resources (Information contained within the Annual Improvement Plan)	EV01		
		1.2	Stakeholder Map	EV02		
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		1.4	Change Plan	EV04		
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		2.2	Arrange weekly meetings	EV18		
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		2.5	Testimonial Statement from Line Manager	EV25		
		3.1	Three Watch Duty System Review	EV26		
		3.1	Quarterly Comparisons	EV27		
Candidate declaration:						
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.						
Signature:		S D Tillman			Date:	23 January 2021

Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Implementation of Change within Mid and West Wales Fire and Rescue Service (MAWWFRS)

1.1 Requirement for Change

MAWWFRS is a public sector organisation that is responsible for providing public safety information, prevention and protection programmes, and emergency response cover for Mid and West Wales (About Us - Mid and West Wales Fire and Rescue Service, 2021).

As a public sector organisation, the Service is reliant on funding from the Welsh Government and levy from the six Unitary Authorities within our area (Our Finances - Mid and West Wales Fire and Rescue Service, 2021). Money isn't limitless, and as a public service, MAWWFRS has a duty to secure value for money in what it delivers; if a service can be delivered cheaper then all options must be explored. Changes that save money, deliver efficiencies whilst still maintaining a satisfactory level of service must be implemented.

1.1.1 Objectives

MAWWFRS continually strive to demonstrate value for money through innovation and doing things differently. The potential to achieve "doing more with less" is crucial to ensure the communities we serve receive value for money. It is imperative that we review our services we provide to the communities to ensure that we utilise our resources in the most effective and efficient way, without it impacting on the level of service that we provide to the public.

The MAWWFire (2018) report stipulated that the success of our community safety work combined with technological and societal changes to the way we live has resulted in the number of fires, loss of life and injuries to reduce significantly within the Swansea and Neath Port Talbot Command. Therefore, a review to the way in which we provide our service to these communities is essential (**EV01**).

1.1.2 Proposal

The implementation of an alternative crewing system that will reflect the current profile of the community is key to achieve the objectives.

At present the two crewing models in place are: -

The Flexible Day Crewing System: This operates on the principle that employees work 42 hours per week in addition to an average of 7 hours per week on standby.

The Flexible 2-2-4 System: This operates on the principle that employees work 42 hours per week and each station will provide 24 hours cover on a Wholetime basis; 2-day shifts, 2-night shifts, followed by 4 days off.

1.1.3 Proposed Crewing Model

The 'Three Watch Duty System' has the potential to meet the requirements of Neath Port Talbot and Swansea Command. This system will operate on the principle that employees work 48 hours per week over a nine-day cycle.

1.1.4 Benefit

The introduction of the three-watch system will enable MAWWFRS to:

- Provide efficient use of resources
- Maintain appropriate levels of response
- Maintain 24-hour cover
- Support the needs of the community
- Achieve long-term savings as there will be less personnel required on station
- Provide additional days of staff training

1.2 Analysis

The change of duty system will have an impact on various stakeholders within the Service (**EV02 and EV03**).

I have identified that the change will have a direct impact on:

- ICT: systems will require development to reflect the proposed crewing model.
- Fire Brigade Union (FBU): provide representation for the employees by working in conjunction with the Senior Management Team to agree the workable alternative and enable the positive progression onto the new style shift system.
- Senior Management: will devise a working group with all stakeholders and meet on a regular basis to implement the duty system and continually engage with employees via regular updates to inform staff on progress and participate in discussions to allow employees to voice concerns / opinions they have.
- Human Resources: provide advice and engage with affected personnel.
- Employees: invited to participate in discussion forums, kept in the loop via continual engagement and have the FBU on board as representation to ensure their needs are catered for.

1.3 Resources required for Change

For the implementation to be successful a leadership team with all stakeholders must be established. This may require short-term release of staff from their current role to participate in this project, a reallocation of workload so on-going tasks remain unaffected and input and support from other departments such as IT to amend

systems, Communications Department to issue regular communication and Human Resources who will facilitate the change.

1.4 Managing Change

Research indicates that change must be properly prepared for it to be implemented successfully; the primary goal of change management is to successfully implement new processes whilst minimizing negative outcomes (Managing Organizational Change, 2018).

1.4.1 Change Plan

A change plan will assist an organisation to manage the process from start to finish. This is because it will enable tasks, resources, and communications to be effectively managed along with minimising the overall impact of change. This is made evident by Bridges (2018) who defines a change plan as *activities and roles to manage and control the change during the execute and control phases of the project*.

Therefore to successfully implement the 'Three Watch Duty' system I have devised a change plan (**EV04**) which clearly outlines the objectives, a Communications Strategy which will be used to engage and motivate employees (**EV05**), a Gannt Chart (**EV06**) to illustrate the timescales involved with each task and an Action Plan (**EV07**) which specifies the resources and associated costs.

1.5 Agreement from Decision Makers

I communicated the change plan along with the associated documentation to the Senior Management Team in December 2018 for their approval. This was subsequently approved, and it was agreed that a working group would be formed, and the initiation phase would commence from 01 January 2019 (**EV08**).

Reference List

- Bridges, J., 2018. *How To Make A Change Management Plan* [online] ProjectManager.com. Available at:
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- SHRM. 2018. *Managing Organizational Change*. [online] Available at:
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EV01 – Managing Resources (Information contained within the Annual Improvement Plan).

Managing Resources

Communities receive value for money

What we want to achieve and why:-

The Welsh Government agenda for collaboration and doing more with less combined with the challenging austerity measures on public spending requires us to ensure that we manage risks within the community in the most effective and efficient way. We believe that we need to review the way in which we provide our service to the Communities of Neath Port Talbot and Swansea to ensure that it meets their needs whilst providing the most efficient and effective use of our resources.

The success of our community safety work combined with technological and societal changes to the way we live has resulted in the number of fires, loss of life and injuries reduce significantly. Experience has shown us that there are alternative ways in which to deliver the high level of operational response and community safety intervention and we believe it is important for us to continually demonstrate value for money through innovation and doing things differently.

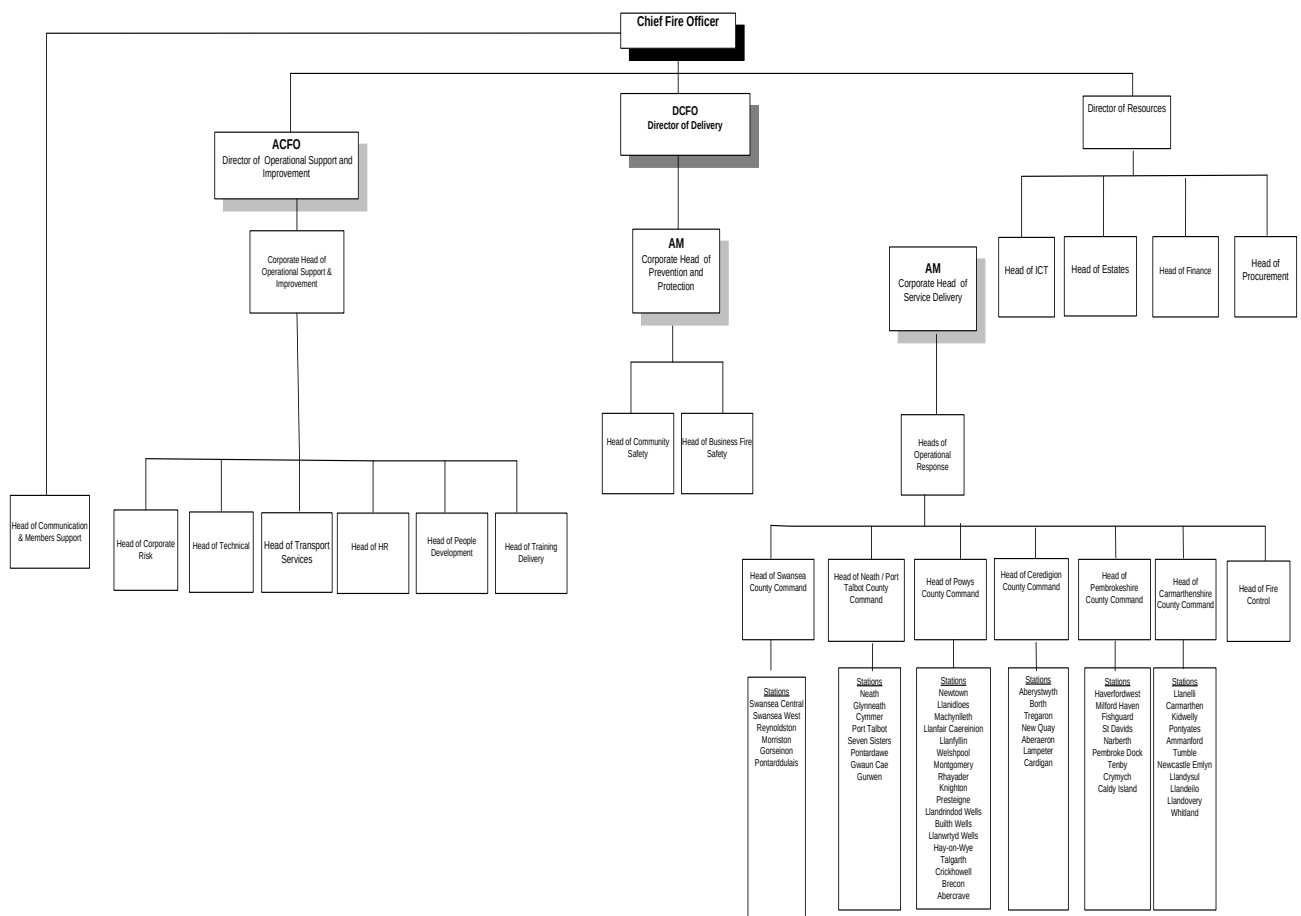
EV02 – Stakeholder Map

Organisational Structure

The Service is made up of three directorates:

- Resources
- Delivery
- Operational Support and Improvement

The Service's structure establishes a clear form of operations through these three directorates, so employees understand their responsibility and tasks in alignment with accomplishing Service objectives. The Service is structured as follows:



EV03 – Stakeholder Map – Analysis

Stakeholder Analysis

Stakeholder Identification

External Stakeholders	Internal Stakeholders	Special Interest Stakeholders
Political Welsh Government Local Authorities Town Councils PSB's AM's MP's	Employer Fire Authority	National Issues Com NFCC Other FRAs affected FBU
Financial governance Welsh Audit Office	Staff Internal Rep Bodies Staff affected Staff disgruntled Staff sceptical Staff engaged	
Staff Representative Organisations National and Regional Rep Bodies		
Other Public		

EV04 - Change Plan

Created by	Sarah Tillman
Date	01 December 2018

Vision
Mid and West Wales Fire and Rescue Service's vision is to make more efficient use of our resources within the Service whilst maintaining current operational response standards.
Objective
The Service is continually working within budget constraints due to increasing financial pressures. The aim is to provide the same level of service standard to the public with less personnel by introducing the 'Three Watch System' within Neath Port Talbot and Swansea Command. This will enable the Authority to save money, allow staff to have additional time off to train, maintain the 24 hours cover required and will support the current needs of the community.
Activities to achieve objectives
The following activities are required to achieve the objective: ▪ Create a working group involving all stakeholders to discuss the planning and implementation of the new duty system. ▪ Evaluate current systems and identify if any changes will be required. ▪ Implement a communication strategy. ▪ Draft and Issue revised contractual correspondence. ▪ Create 'Three Watch System' Guiding Principles Document. ▪ Monitor and evaluate the change.
<i>Business case (evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks)</i>
The Authority publishes a five-year Strategic Plan which outlines the strategic vision for Mid and West Wales for the next five years. The plan has a clear focus on improving the safety of our communities and our employees and sets out the corporate strategies for service improvements and reducing risk. During the five-year cycle, Annual Action Plans are provided in order to identify the Authority's specific areas of improvement for the coming year. One of the decisions contained within the 2018/2019 Annual Improvement Plan was to review the Wholetime Crewing Arrangements currently in place within the Swansea and Neath Port Talbot Command areas with the intention of making more efficient use of resources elsewhere and maintaining current operational response standards. The implementation of the Three Watch Duty System within Neath Port Talbot and Swansea County Command will achieve this as it will reduce the current establishment levels on station and enable the Service to utilise the over-established personnel to other locations. However, due to the reduction of personnel on station an options exercise will have to take place to provide members with a choice to indicate their preferred work location and

provide the individual with an opportunity to express an interest to determine if one of the alternative crewing arrangements the Service operates is more preferable.

Although every effort would be made to accommodate an individual's first choice, the Service cannot guarantee that this would be catered for due to the multiple applications that could be received for the same station.

People affected (stakeholders – employees, particular employees, customers, shareholders)

The following stakeholders have been identified as to whom the change will have an impact on:

- Operational Employees: the change will directly impact their working pattern.
- Senior Management: participate in meetings and have overall responsibility to ensure all the needs of the 'stakeholders' are met and engage with staff.
- ICT Department: will be required to update the current systems in place.
- Communications Department: will be required to publish communications on @Work and issue weekly updates on progress.
- Human Resources: will be required to provide advice, participate in meetings, and issue revised contractual correspondence to affected personnel.
- Fire Brigades Union: represent the employee and will be required to work in conjunction with Senior Management to agree the workable alternative shift system.

Scope of change (eg one site, one product group)

The change will:

- Affect personnel working in the Neath Port Talbot and Swansea Command areas.
- Impact job roles due to the reduction of personnel on station; job roles may change based on the options exercise that will be conducted and an individual selecting their preferred work location.

Roles (project manager, sponsor, team members)

The following roles have been identified as a requirement of the implementation of the Three Watch System:

- Project Manager –will be responsible for focusing on the design, development and delivery of the change to crewing model.
- Fire Brigades Union: will represent the employee and their requirements.
- Internal Communication Manager: will participate in meetings and issue regular progress updates via publications on @Work.
- Change Practitioner: provide focus and keep track of activities.
- System Developer: will evaluate current systems and determine what changes are required.
- Sponsor: will actively participate throughout the process and communicate directly with employees to ensure their voice is heard.

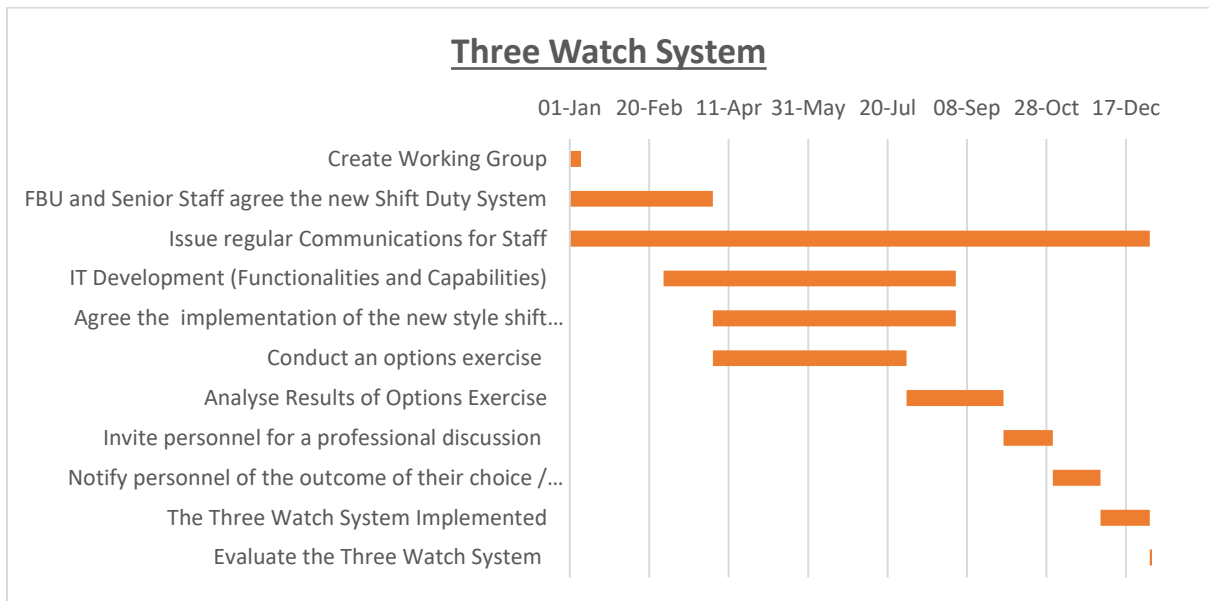
Communication strategy (<i>attach communication plan, list of change champions</i>)
I have devised a communication strategy will be taken into consideration throughout the implementation of the Three Watch Duty System.
Support to be offered (<i>advice, counselling, coaching, mentoring, representation, training - attach, for example, a training plan</i>)
Affected employees will be afforded the opportunity to participate in an 'options exercise' to request their preferred choice of work location. The options exercise will give staff the opportunity to indicate a preference for any of the current shift working arrangements operating at various locations within the service, including 42-hour Day Duties within the Services Central or Command Departments. Employees will also be invited to attend professional discussions with Senior Management to discuss their preferred choice of work location along with answering any queries which they may have. The Fire Brigades Union will be involved at all stages who will provide a leading, independent voice for the firefighters.
Timings and milestones
A Gantt Chart has been created to assist with the planning and scheduling of the 'Three Watch System' with the Evaluation 'On-going' to determine the success of this model. This sets out the timings and milestones of each task required.
Resources required
Due to the nature of the project an Action Plan has been drafted to show the resources, equipment, time, and people required to implement this duty system.
Monitoring activities
To determine if the change of duty system has been a success the service can actively monitor: - ▪ Turnout calls for each station and make comparisons to previous years. ▪ Check an individual's training matrix to determine if they were all in compliance as the Three Watch System allowed more time off to train; in theory they should be up to date. ▪ How much money the Authority has saved due to the change in duty system.
Success Measures
This will be measured annually over a three-year period. The success will be determined by the savings MAWWFRS has made by introducing the Three Watch System.

EV05 - Communication Strategy

Company Profile	Mid and West Wales Fire and Rescue Service operates 58 Fire Stations across 12,000 square kilometres of Wales and employs around 1,300 employees consisting of Operational, Support and Control staff.
Issue	Due to the success of our community safety work combined with technological and societal changes to the way we live, the Service has seen a visible reduction in fire, loss of life and injuries within the Neath Port Talbot and Swansea Command area. To future proof the Service and ensure the current profile requirements of the communities are met the Service will change the crewing model to a 'Three Watch System'. This will enable us to utilise our resources in the most efficient and effective way whilst saving money. However, the change of duty system will see a reduction of personnel on station and the Service would be unable to guarantee an individual's first choice. This will result in some individuals transferring work location / role.
Research	Previous changes that have occurred within the Service indicate that visibility is key; staff like to be kept in the loop and made aware of any potential changes which are likely to have an impact on their role.
Communication Objectives	Due to the change in duty system, operational staff will want to know what impact the change will have on their role, what options are available to them and how the duty system will work in terms of shift pattern, annual leave and training. Therefore, continually engagement is key for this change in duty system to be a success. This can be achieved via: ▪ Raising awareness of the change in duty system via weekly bulletins on @Work. ▪ Publish the minutes from the meeting to show transparency. ▪ Clearly set out how the duty system will operate ▪ Address concerns from staff by holding professional discussions. ▪ Undertake an options exercise to gauge affected personnel's preferred work location / role.
Audiences	The Service will need to communicate with: ▪ Fire Brigades Union ▪ Operational Staff ▪ Wider Workforce ▪ Human Resources ▪ Communications Department

	IT Department
Key Messages	The key messages that will need to be communicated are: - The benefits to the Three Watch System - How the Three Watch System will operate. - Provide an opportunity for staff to have their say. - The purpose of the introduction of the 'Three Watch System'.
Channels	The key messages will be conveyed through: @Work: Due to the area the Service covers, the intranet will be a key source of communicating change and providing weekly updates as all members of staff have access. Written Correspondence: An options exercise containing a proforma so staff can have their say and indicate their preferred work location / role. Professional Discussions: Affected personnel will be invited to discuss their chosen options with two nominated senior members of staff.
Risks	The following could prevent the Service from achieving the objectives: - Lack of engagement from Staff - Delay in conducting and analysing the results from the options exercise. - Staff availability.
Measurement	Any feedback will be provided either via the Fire Brigades Union as the employee representative or informal/formal discussions out in Command. This will automatically be fed back to the working group to address any concerns or issues raised.
Review	Regular review of communications will occur naturally following the implementation of the duty system.

EV06: Gannt Chart



**Evaluation will be on-going over a three-year period.*

EV07 Action Plan

Task	Resources	Costs
Working Group to consult with Stakeholders and implement the Three Watch System throughout the duration of the roll out.	Time of 3 x Senior Management, Human Resources Manager and Training Manager to attend meetings.	Approx. £21,757.42 <i>*Based on 1 meeting each week for 3 hours</i>
Roll out of the 'options exercise' to affected personnel to gauge their preferred work location throughout the Service and record the responses.	HR Assistant Time Access to the Human Resources System to identify personnel.	Approx. £3,818.50
Development of the Three Watch System Guiding Principles Document.	HR Manager (Employee Relations) and Deputy Chief Fire Officer time.	Approx. £13,807.67
Draft and Issue of regular communications throughout the process to keep members informed for the duration of the implementation.	Deputy Head of Communications time Access to @Work (intranet)	Approx. £10,500.00
Development of systems in place to cater for the revised working duty system.	ICT Manager's time Access to all Systems Potential new software.	Approx. £16,983.00
Professional discussion with personnel to discuss their options	2 x Station Managers time Access to a community room on Station.	Approx. £6,894.50

EV08 Testimonial Statement

Based on the outcome of the recommendations contained within the 2017/2018 Annual Improvement Plan it was evident changes were required within Neath Port Talbot and Swansea Command. As a result, Sarah put forward proposals to change the crewing model from a 2-2-4 station to a 'Three Watch System'. This will increase the working cycle over a 9-day cycle and operate a duty system where shifts will comprise of 24 hours on duty, 24 hours off duty, 24 hours on duty, 24 hours off duty, 24 hours on duty followed by 4 days off.

Sarah devised the Change Plan and we discussed this through in readiness for presentation to the Executive Board (Senior Management) on 17 December 2018. Sarah established the facts and clearly communicated her change plan to the Senior Management Team which involved: -

- Going through the Change Plan and looking at the proposals in detail to show how the duty system would operate.
- The benefits involved to the Authority.
- What the implementation of such a system would look like.
- The potential costs involved in doing so.

As her Line Manager, I was in attendance to assist with any questions she may have had.

The Senior Management Team agreed to the proposals and it was agreed that a working team would be set up from 01 January 2019 to inform discussions and progress this system throughout the year.

Signed:



Role: HR Manager

Implementation of the Three Watch System

2.1 Change Model

Research into change within an organisation indicates that the use of a change model will assist with key areas to focus on during change within an organisation.

One model frequently used within organisations is the Lewin's change model. Kurt Lewin believes that successful change in any organisation should follow three simple steps: unfreezing, changing, and refreezing. This process entails creating the perception that a change is needed, then moving toward the new, desired level and finally, solidifying as the new norm (Lewin's 3-Stage Model of Change: Unfreezing, Changing & Refreezing, 2012).

This model will act as a reference point as it is divided into three key areas:

- Unfreezing: The "preparation" stage; plan, consult and appoint.
- Changing: The "implementation" stage; Manage, provide guidance and resources.
- Refreezing: The "Making it Stick" stage; establish systems, monitor, and evaluate.

2.1.1 Implementation

The agreed plan was used to implement the change of duty system as follows:

2.1.2 Agreement of the Three Watch System

A working group was formed during the first week of January (**EV09**) with all stakeholders to enable discussions to take place. Initial discussions were between Senior Management and the Fire Brigades Union (FBU) to agree the proposals to replace the current duty system in place. After a few weeks of deliberation, the new Shift Duty System was agreed (**EV10**) and this was published on our internal intranet, @Work (**EV11**).

2.1.3 Implementation Phase

Regular Communication: Weekly communications were published on @Work to publicise the change in duty system, to inform staff of progress and provide key updates (**EV12**). Communication with employees is key as it has the ability for teams to work together towards a common goal (Mattson, 2017).

Options Exercise: The change of duty system reduced the number of personnel required on station. I was tasked with conducting an options exercise (**EV13**) to personnel (**EV14**) to provide them with the opportunity to indicate their preferred choice of working arrangement and location (**EV15**).

Professional Discussion: Upon analysis of the options exercise, staff were invited to attend a professional discussion (**EV16**) with Senior Management to establish their proposed role and to address any concerns.

Three Watch System Live: I notified personnel of the outcome and confirmed the effective date of transfer to the new duty system (**EV17**)

2.2 Information and Support to Stakeholders

To assist stakeholders with the implementation of the Three Watch System:

- I devised the Gantt Chart (**EV06**) which is a visual aid and set out the dates for each task from start to finish to ensure the project remained on track.
- I scheduled weekly meetings to include the time, location, and purpose of the meeting to confirm their availability to attend (**EV18**).
- I consulted with affected personnel by undertaking an options exercise and recorded the results (**EV19**) which was fed back to the working group for deliberation.
- Continual engagement with the workforce by publishing weekly updates on @Work and via the internal 'newsletter' which is also accessible on social media (Facebook, twitter etc) (**EV20**)

2.3 Techniques for maintaining Positive Working Relationships

A good work relationship requires trust, respect, self-awareness, inclusion, and open communication (Building Good Work Relationships: Making Work Enjoyable and Productive, 2020). During the implementation of change, MAWWFRS applied these techniques by providing:

Open Communication: minutes from each meeting were published on @Work along with the weekly updates; showing transparency and providing a clear flow of information.

Listening: personnel were asked to indicate their preferred choice of work location; pushing personnel to work the new duty shift system would automatically disengage staff.

Valuing the Workforce: Neath Port Talbot and Swansea Command stations were reconfigured to accommodate the needs of staff due to the extension of hours. A living quarter was designed so staff would feel "more at home" during the longer shift pattern.

Resolving Conflict: staff were able to raise issues via the Grievance Resolution Procedure. (**EV21**).

Working Group: Task and finish group set up with stakeholders for the sole purpose of implementing the system. All meetings were minuted and actions arising (**EV22**) were noted. This also provided the forum to address issues raised by employees via the Fire Brigades Union who attended each meeting.

2.4 Monitoring and Measuring the Effectiveness of Implementation

The implementation was continually monitored by the “task and finish” working group. This group enabled the project to identify issues along the way which could be resolved and as a result, posed minimal impact to tasks and timescales stipulated on the Gantt Chart.

To measure the effectiveness, data was measured and assessed quarterly to allow for comparisons to be made, for example against Training Matrix's; as this system allowed more time off to train, response times to attendances to incidents to ensure the service provided to the public remained unaffected (**EV23**).

In terms of saving, it did save the Authority money but not as much as originally thought. The total reduction of posts equated to 7, which worked out as the Authority saving 294 hours monetary wise (7 x 42 hours). In hindsight, each person working the three watch worked an additional 6 hours, so it only worked out a saving of 3.5 posts.

2.5 Records Management

The Service's 'Records Management Procedure' (**EV24**) outlines the principles of record management and stipulates the requirement of the maintenance of records in line with organisational requirements. In accordance with this procedure the following will be recorded appropriately for future reference:

- The agreed minutes from each meeting, signed off, which detail the discussions that took place and log how decisions were made.
- The binding Agreement of the Three Watch Duty System.
- Action Log to identify the date each task was completed.
- All Contractual correspondence issued to personnel.
- The decision process which captured the results of the options exercise.

2.5.1 Analysis

Working in conjunction with the Stakeholders the plan was executed and implemented successfully. I believe I contributed to the change by providing the appropriate information and support where required and applied techniques to ensure positive working relationships were maintained throughout (**EV25**).

Reference List

- Lewin's 3-Stage Model of Change: Unfreezing, Changing & Refreezing." *Study.com*, 11 September 2012, study.com/academy/lesson/lewins-3-stage-model-of-change-unfreezing-changing-refreezing.html [Accessed 20 January 2021].
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EV09 – Evidence of Working Group

MINUTES OF SERVICE IMPROVEMENT IMPLEMENTATION GROUP

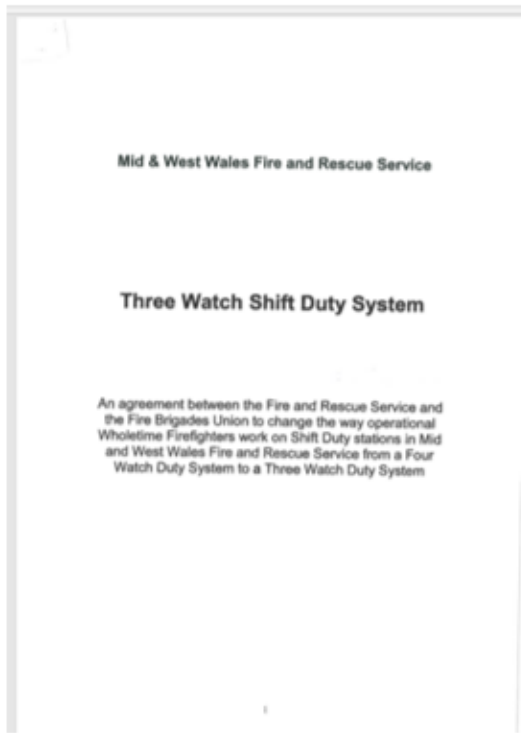
HELD AT SERVICE HEADQUARTERS, CARMARTHEN, CAER SUITE

Present

Director of Resources/Assistant Chief Officer
Corporate Head of Risk
T/Corporate Head of Service Delivery
Corporate Head of People and Organisational
Development
Head of Estates
Head of Corporate Communications and Members
Support
Head of Ceredigion County Command
Head of Powys Command
Transport Manager
Head of Training Delivery
Head of Procurement
Head of Technical Services
Head of Community Safety
Head of Corporate Risk
Service Control
Head of Finance
Head of Business Fire Safety
Head of Training Delivery and Development

Fire Brigades Union
Human Resources Manager

EV10 Agreement of the Three Watch Duty System



EV11 Publication on @Work

ANNUAL IMPROVEMENT PLAN :

SWANSEA/NEATH AND PORT TALBOT; WHOLETIME CREWING ARRANGEMENTS

Staff will be aware of the Fire Authority's decision contained within the Annual Improvement Plan, to review the Wholetime Crewing Arrangements currently in place within the Swansea and Neath and Port Talbot Command areas, with the intention of making more efficient use of resources whilst maintaining current operational response standards.

Senior Officers have been in discussion with the Fire Brigades Union (FBU) regarding options for achieving this outcome. The discussions have centred on the retention of a fixed shift pattern that conforms to the four key principles laid out within the National Joint Council Scheme of Conditions of Service Sixth Edition 2004 [updated 2009], Section 4.

I am pleased to be able to say that on 14 March agreement was reached to introduce a new Shift Duty System based on these principles (please see [attached](#)). The agreed system will be known as the Three Watch Duty System and will replace the existing 2-2-4 crewing arrangements at Swansea Central, Swansea West, Morriston, Neath and Port Talbot Stations. The changes associated with this agreement will come into effect on 1st April and will be introduced incrementally, and commensurate with the rate of reduction of establishment levels.

Negotiations have been extremely effective and I have to congratulate the way in which the Fire Brigades Union representatives have committed to develop workable alternatives to the existing arrangements. The agreed duty system is a product borne from an option presented by the Fire Brigades Union, which managers and officials working closely together were subsequently able to develop into a realistic solution that both parties felt able to sign up to.

Having agreed on the Three Watch Duty System we now continue to work on a phased implementation plan. This will begin immediately and building on the positive outcomes achieved through negotiation, the Fire Brigades Union will be invited to work with Service Managers to develop an implementation programme.

EV12 Examples of Weekly Communications

Neath Port Talbot and Swansea Joint Implementation Group Meeting

Friday, 28 March

On Friday 28 March, the first joint meeting of the Managers and FBU officials tasked with planning for the implementation of the new Three Watch duty system within the Swansea and Neath Port Talbot areas took place at Service HQ. An outline plan was discussed and a way forward established, which will allow for the positive progression onto the new style shift system. Click [here](#) for more information.

This newly formed implementation group consists of Service Managers, FBU Officials, and other key service stakeholders possessing specialist expertise critical to the project. The group will meet on a weekly basis at community rooms within the Neath Port Talbot and Swansea command areas to discuss and consider matters relating to implementing the new system and ensure the transition is as smooth as possible.

This group will also ensure that as the project progresses, regular updates are provided to inform staff on progress being made.

This Week's News

Swansea Bay Crewing Changes

Today, an agreement has been reached between senior officers and the FBU to introduce a new Shift Duty System. The agreed system will be known as the Three Watch Duty System and will replace the existing 2-2-4 crewing arrangements at Swansea Central, Swansea West, Morriston, Neath and Port Talbot Stations. The changes associated with this agreement will come into effect on 1st April. For more information, please see the attached [CFO memo](#).



GWASANAETH TÂN AC ACHUB CANOLBARTH A GORLLEWIN CYMRU

MID AND WEST WALES FIRE AND RESCUE SERVICE

CHIEF FIRE OFFICER'S MEMORANDUM

Neath Port Talbot and Swansea Three Watch Duty System Update

The Implementation Group for the new Three Watch Duty System within Neath Port Talbot and Swansea County Commands met on Friday 11 April. As you will already be aware, the new arrangements will replace the existing 2-2-4 crewing arrangements at Swansea Central, Swansea West, Morriston, Neath and Port Talbot Stations and will be implemented on a rolling programme.

At the meeting, Service Managers and FBU Officials agreed that Port Talbot Fire Station would be the first station to change over to the new duty system and the Implementation Group has agreed a plan to enable the new system to go live at that location on the 1st June.

As you will already be aware, changing over to the new system means that the current crewing level of 28 at Port Talbot will be reduced to 21. To aid this process we are currently writing to staff within the Neath Port Talbot and Swansea areas to request their preferred choice of work location. The Service will, where possible, endeavour to support preferred options, and for this purpose we urge all personnel to complete and return their preferences to the Human Resource Department by no later than April 25.

The options pro forma will give staff the opportunity to indicate a preference for any of the current shift working arrangements operating at various locations within the service, including 42 hour Day Duties within the Services Central or Command Departments.

The Implementation Group is currently meeting weekly to progress the implementation of the new duty system and regular progress updates will be circulated for your information.

EV13 Email Evidence to Conduct Options Exercise

From: Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>
Sent: 01 April 2019 13:33
To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>
Subject: Three Watch Duty System – Options Exercise

Sarah,

Please note that the Working Group have agreed the implementation of the Three Watch Duty System within the Neath Port Talbot and Swansea Command. As you are already aware this will reduce the establishment levels on station.

Therefore, could you conduct an options exercise to affected personnel in order to request their preferred choice of work location and note the choice made on their pro-formas once they are returned.

Thanks

Karen

Karen Fairhurst
Rheolwr Adnoddau Dynol / Human Resources Manager

☞ Mewnol / Internal: Ext.

☞ Allanol / External:

☞ Ffôn symudol / mobile:

* Post: k.fairhurst@mawwfire.gov.uk / ✉ Mail: k.fairhurst@mawwfire.gov.uk

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

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

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



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



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Director of Library

EV15 Options Proforma

**WMSWORTHY FIRE AND MARINE
Headquarters & Operations Centre**

Fire and Marine Services
FMS

OPTIONS PRO-FORMA

WHOLETIME PERSONNEL - NEATH-PORT TALBOT & SWANSEA

Please indicate which positions you would be interested in being selected for by rating your preference, 1, 2, 3 etc... with 1 being your preferred choice.

Preferred location to work the new Three Shift System at:-

Station 44 Morriston	☐
Station 45 Swansea Central	☐
Station 46 Swansea West	☐
Station 51 Neath	☐
Station 54 Port Talbot	☐

Apply to work a Flexible Day Crewing System at:-

Station 21 Aberystwyth	☐
Station 31 Haverfordwest	☐
Station 32 Milford Haven	☐
Station 36 Pembroke Dock	☐
Station 62 Carmarthen	☐
Station 68 Ammanford	☐

Apply to work a day duty (average 42 hours per week) 9 day fortnight at:-

Business Fire Safety	Please specify station	☐
Community Fire Safety	Please specify station	☐
Headquarters function	Please specify department	☐

Apply to work a Self Rostering Crewing System at:-

Station 56 Pontardawe	☐
Station 57 Llanelli	☐

Apply to stay on the 2-2-4 duty system for as long as possible, and transfer to a currently 2-2-4 based station (subject to availability), until the Three Shift System is implemented.

Please provide details of any other information you would wish to be considered as part of this request:

[Signature]

I understand that the final decision will be based on selection criteria, and any preference indicated above, or any accompanying information, does not guarantee selection for the chosen posts.

Name: _____ Service Number: _____

Signed: _____ Date: _____

EV16 – Invite for Professional Discussion

WYBODAETHYD

Gofynner am/
Please ask for:

Rhif Est/Extn. No.:

E-bost/E-mail:

Fy Nghyl/My Ref:

Fich Cyfl/Your Ref:

Dyddiad/Date: 15 October

Dear

CHANGES TO WHOLETIME CREWING SYSTEM **SWANSEA WEST FIRE STATION**

I refer to the letter you received dated advising you that Swansea West Fire Station is to transfer to the Three Watch Duty System in January

In order to establish the three Crew Managers who will continue to be based at Swansea West Station, I write to invite you to meet with Station Manager and Station Manager on Wednesday 22 October at 1200 hours in Swansea Central Community Room for a professional discussion.

Please be advised that the discussion will be orientated around community safety, operational response/support activities, and leadership and management in respect to the Crew Manager role at Swansea West. A decision will then be made based on the outcome of discussions held with each of the Crew Managers, and feedback provided accordingly.

I would ask that you confirm your availability as soon as possible by contacting
I at the Service's Human Resources Department by telephone, on 01267 at your earliest convenience.

Yours sincerely

EV17 – Confirm Three Watch System

Golymer am/
Please ask for:
Rhe Est/Est. No.
E-bost/E-mail:
Fy Nghyl/My Ref:
Fich Cyl/Your Ref:
Dyddiad/Date: 21 November

Dear

TRANSFER TO THREE WATCH DUTY SYSTEM **STATION 46 SWANSEA WEST, SWANSEA COUNTY COMMAND**

Further to the letter you received dated 30 October , regarding the above, I write to confirm that the effective date of your transfer to the Three Watch Duty System has been confirmed as 02 January . You will be posted to Red Watch.

As stated in the letter you received dated 30 October , you will be expected to work an average of 48 hours per week, for which you will receive the appropriate remuneration based on the National Joint Council for Local Authority Fire and Rescue Services rates of pay for your role. Your annual salary will be which is the rate for a Competent Crew Manager.

Apart from the above, your terms and conditions will remain as outlined in the letter you received dated 30 October

On a separate matter, as you may be aware the European Working Time Directive provides for regulations within the United Kingdom, which draw a distinction between what is, and what is not, classified as working time. The regulations also provide guidance regarding rest period, which employees should observe.

The contractual hours will have no effect on the 48 hours limit of the Working Time Directive. However, and as agreed with the FBU Union, you will be required to complete the attached opt out agreement should you wish to undertake additional work related duties that may incur additional working hours, including duties such as Bank Crewing, Small Fire Unit, overtime and On-Call contracts.

Please note that it is important that the Service holds the necessary data regarding any work commitments its employees have, either within or outside of their role within the Authority, in order that it is able to ensure that employees are adhering to the principles of the Working Time Directive, and where the potential exists for a breach of these regulations the employees are provided with the opportunity to opt out of the specific restrictions.

EV16 – Email Evidence to Book Meeting Room

From: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>
Sent: 21 December 2019 09:45
To: HQ Reception HQ. <mail@mawwfire.gov.uk>
Subject: Caer Suite

Good Morning

Could I please book out the Caer Suite from Tuesday 01 January 2019 from 09:00 – 12:00 for the Implementation of the Three Watch System.

Could this booking be a re-occurrence each week with the last meeting booked in for 27 December 2019.

Any problems please let me know

Thank you

Sarah

Cofion Cynnes / Kind Regards

Sarah Tillman

Swyddog HR - Pensiynau/ HR Officer - Pensions

Adran Adnoddau Dynol / Human Resources Department

Allanol / External: 01267 242639
Estyniad Mewnol / Internal Extension: 5539
E-bost / Email: sd.tillman@tancgc.gov.uk / sd.tillman@mawwfire.gov.uk
Gwefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

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

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



Good Morning Sarah,

Please be advised the room has been booked out as requested.

Thanks

Cofion Cynnes / Kind Regards

[REDACTED]

Allanol / External: [REDACTED]
Estyniad Mewnol / Internal Extension: [REDACTED]
E-bost / Email: [REDACTED]
Gwefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

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

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



EV19 – Monitoring Outcome of Options Exercise

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Brig. No.	Surname	Forename	Address 1	Address 2	Address 3	Post Code	Subst. Div/Stn	Subst. Watch	Subst. Role	Initials	Title	Received
2	246							M44	B	FF	S	Mr	Yes
3	278							M44	B	FF	S	Mr	Yes
4	308							M44	G	FF	H	Mr	Yes
5	324							M44	B	FF	DWC	Mr	Yes
6	423							M44	W	FF	P	Mr	Yes
7	447							M44	R	WMA	RD	Mr	Yes
8	463							M44	G	CM	NJ	Mr	Yes
9	593							M44	W	WMA	G	Mr	Yes
10	598							M44	G	FF	RM	Mr	Yes
11	607							M44	W	FF	GJA	Mr	
12	615							M44	R	FF	KW	Mr	Yes
13	650							M44	G	WMA	SJ	Mr	Yes
14	658							M44	B	WMA	SP	Mr	Yes
15	661							M44	B	FF	NJ	Mr	Yes
16	673							M44	W	FF	J	Miss	
17	692							M44	W	FF	KA	Mr	Yes
18	693							M44	G	FF	RB	Mr	Yes
19	706							M44	B	CM	KS	Mr	Yes
20	712							M44	R	FF	ML	Mr	Yes
21	725							M44	R	FF	ML	Mr	Yes
22	727							M44	R	FF	AL	Mr	Yes
23	728							M44	G	FF	C	Mrs	Yes
24	738							M44	W	CM	IL	Mr	Yes
25	763							M44	W	FF	R	Mr	Yes
26	790							M44	R	FF	DA	Mr	Yes
27	809							M44	B	FF	WD	Mr	Yes
28	827							M44	B	FF	J	Mr	Yes
29	830							M44	G	FF	A J	Mr	Yes
30	895							M44	R	CM	CSP	Mr	Yes
31	189							M45	W	WMA	DR	Mr	Yes
32	372							M45	B	FF	JH	Mr	Yes
33	467							M45	B	FF	KH	Mr	Yes
34	469							M45	G	FF	KD	Mr	Yes
35	481							M45	G	CM	M	Mr	Yes
36	485							M45	R	WMA	DM	Mr	Yes



This Week in Brief

No 23

New shift system goes live at Port Talbot

The first stage of the planned shift changes at Neath Port Talbot and Swansea wholtime fire stations came into effect earlier today (Tuesday 3 June), with the introduction of a new shift system at Port Talbot Fire Station. Port Talbot is the first of the five stations to change over to the new three watch duty system, with Neath, Morriston, Swansea Central and Swansea West planned to follow. [Click here](#) to read more about the new duty system which has been implemented as a result of a joint approach between the Senior Management Team and the FBU.



EV21 Grievance Resolution Procedure



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

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

HR 6.25, Grievance Resolution Procedures

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

Contents

- 1.0 INTRODUCTION
- 2.0 GENERAL PRINCIPLES OF GRIEVANCE RESOLUTION
- 3.0 RAISING A GRIEVANCE INFORMALLY
- 4.0 MEDIATION
- 5.0 RIGHT TO BE ACCOMPANIED
- 6.0 FORMAL PROCEDURE
- 7.0 COUNTER CLAIMS/ALLEGATIONS
- 8.0 VICTIMISATION
- 9.0 MALICIOUS COMPLAINTS
- 10.0 COLLECTIVE GRIEVANCE.
- 11.0 WITHDRAWAL OF GRIEVANCE
- 12.0 RELATIONSHIP WITH DISCIPLINE PROCEDURES
- 13.0 SUPPLEMENTARY NOTES
- 14.0 EXEMPTIONS AND DEEMED COMPLIANCE
- 15.0 REVIEW OF PROCEDURE

Document Information

Security Classification	N/A
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Document Author	Head of Human Resources
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Version Number	08
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Date of Next Review	19 August 2021
Approval Details	Director of Resources
Equality Impact Assessment Reference	HR6.25EIA

HR 6.25 – Grievance Resolution Procedures, V8

1

EV22 Action Points from Meeting

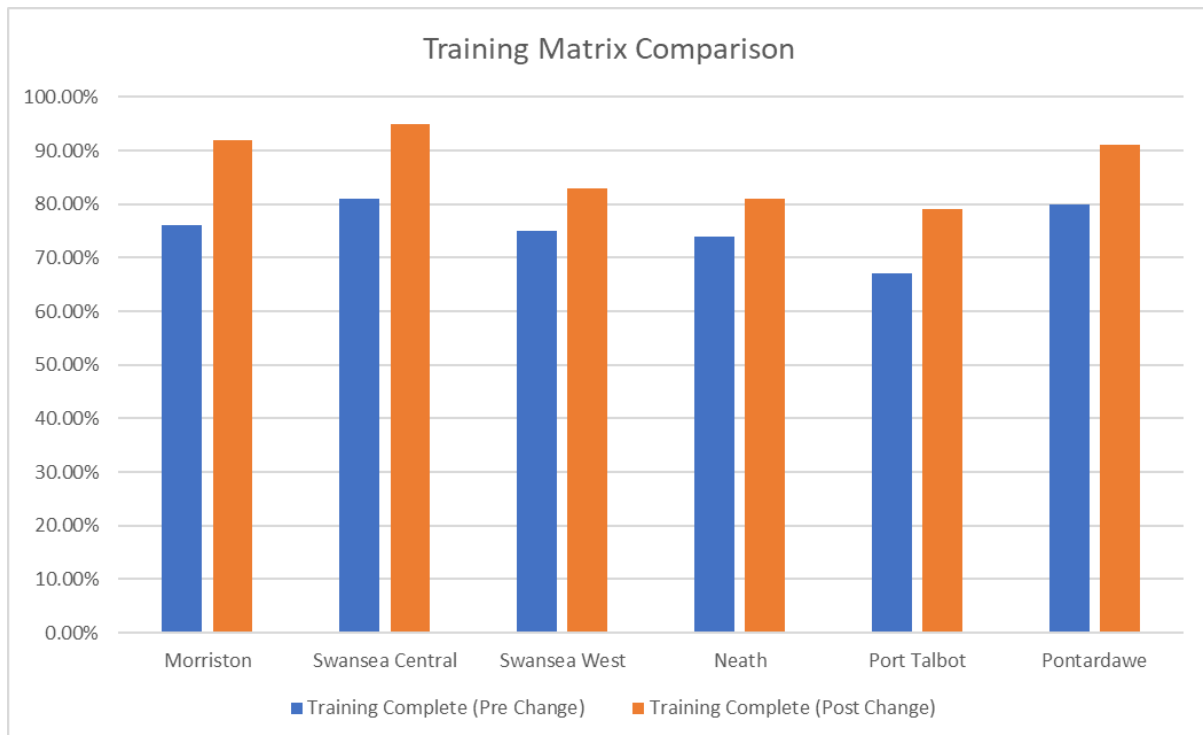
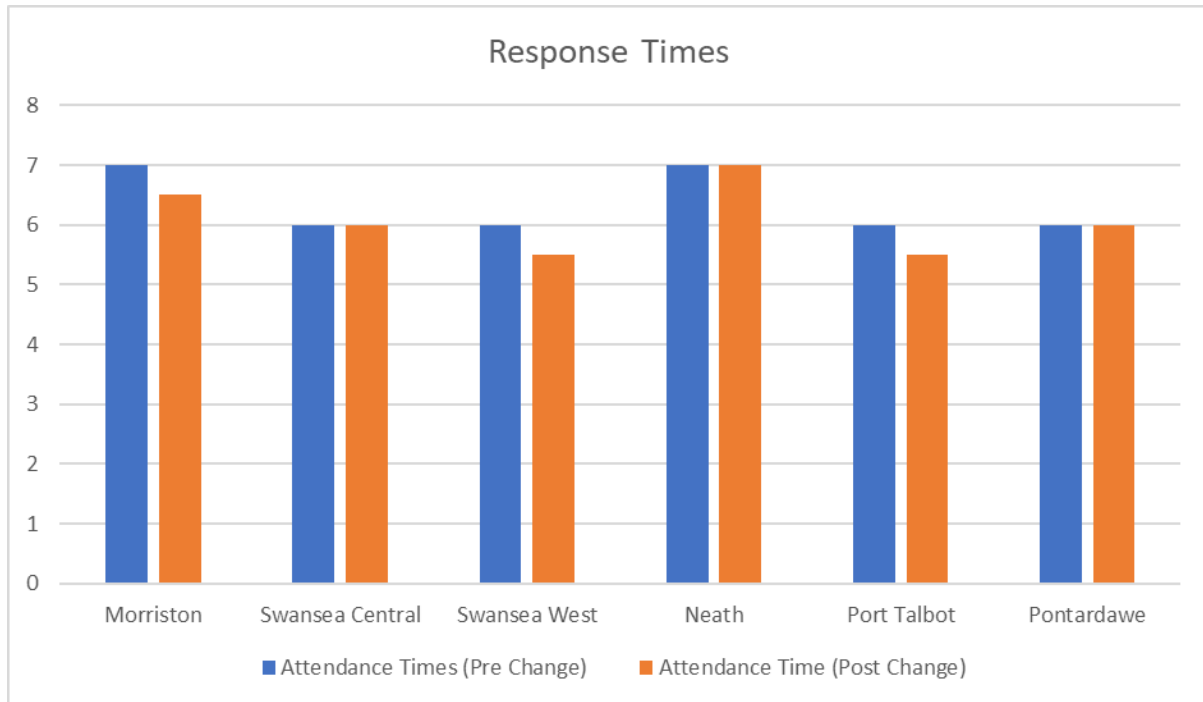


ACTION POINTS

3 WATCH SYSTEM IMPLEMENTATION MEETING – 11 JUNE 2012

<u>Task</u>	<u>Owner</u>
1. Meet with building contractors to discuss outstanding work at Port Talbot	Estate Manager
2. Chase ICT Department regarding the outstanding tasks, with regards to surplus laptops and booster router for WIFI.	IT Manager
3. To discuss at the next FBU Brigade Committee Meeting, the Colour of Watches – whether Green or Blue. To provide an update at the next meeting.	FBU
4. To discuss Deferred Rotes at next FBU Brigade Committee Meeting (whether 2 x DRs equate to 24 hrs, similar to FOS protocol).	FBU
5. Create Three Watch System Guiding Principles Document.	Area Manager
6. Forward suitable wording regarding Deferred Rotes and Time Allowed by next meeting, for inclusion in the Three Watch System Guiding Principles Document.	Station Manager
7. Liaise with [REDACTED] from ICT regarding Terrie's capability when recording Deferred Rotes.	FBU
8. Issue new Statements of Employment Particulars to Port Talbot personnel.	HR Manager
9. Discuss Time in Lieu and Detachment arrangements with existing WMAs throughout North Port Talbot and Swansea Commands.	Station Manager
10. Seek clarity from ACFO [REDACTED] regarding whether Service issues communication on next implementation phase of the Three Watch System (M48 Swansea West).	Area Manager
11. Seek clarity from ACFO [REDACTED] regarding Port Talbot's cook increase in hours.	Area Manager
12. Representative from ICT to be invited to next meeting.	Area Manager
10. Book room for next meeting.	HR Assistant
11. Circulate list of Action Points to Group members before next meeting.	HR Manager

EV23 Measuring Effectiveness of Change



EV24 Records Management Procedure



Gwasanaeth Tân Ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

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

HR 6.39, RECORDS MANAGEMENT PROCEDURE

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

CONTENTS

- 1.0 PROCEDURAL CONSIDERATIONS
- 2.0 CREATION AND CAPTURE OF RECORDS
- 3.0 ARRANGING RECORDS (CLASSIFICATION)
- 4.0 RETENTION PERIODS FOR RECORDS
- 5.0 DESTRUCTION OF RECORDS
- 6.0 REVIEW OF PROCEDURE

APPENDIX A – RETENTION SCHEDULE

DOCUMENT INFORMATION

Security Classification	N/A
Document Owner	Head of Human Resources
Document Author	Head of Human Resources
Date of Issue	01 April 2016
Date of Implementation	01 April 2016
Version Number	03
Date of Last Review	01 April 2016
Date Last Amended	18 July 2018
Date of Next Review	March 2017
Approval Details	Director of Resources
Equality Impact Assessment Reference	HR6.39EIA

EV25 Testimonial Statement

Throughout the change process, Sarah was able to work alongside other stakeholders to ensure the plan was executed and provide support as and when required. This contributed to the change in duty system within Neath Port Talbot and Swansea Command being implemented successfully.

Sarah's contribution to the change from a HR perspective was:

- Arranging the meeting's each week and making sure stakeholders were available to attend.
- Provided administration support by conducting an options exercise with affected personnel.
- Monitoring the returns of pro-formas whereby individuals stipulated their choice and recorded all the data in excel to present to the working group for deliberation.
- Issued contractual correspondence from start to finish to advise individuals of their workplace and confirm start dates etc.
- Provided advise verbally if individuals telephoned in with a query and was able to sign-post to guidance available on @Work.
- Evaluated certain KPI's at intervals to make a comparison before and after the change to ensure the objectives were met and the service provided to the communities remained unaffected.

Signed:



Role: HR Manager

Assessing the Impact of the Change to the Three Watch System

3.1 Measuring the Effectiveness of the Change Process

It is crucial for MAWWFRS to determine whether the implementation of change has been successful in meeting the required objectives and determine whether any improvements can be made. Brandwave Marketing (2016) explain that measuring change is key as it will ultimately confirm whether the change has hit all the objectives and the results can feed into future initiatives.

There are common ways in which change is often measured such as Employee Surveys, Communication metrics, Key Performance Indicators (KPI's) or Change benefit tracking.

3.1.1 Employee Survey

SHRM (2021) advise that employee surveys are an excellent vehicle for gaining direct employee insight. Therefore, a survey was issued to personnel into the first initial twelve-month review of the Three Watch Duty System. Watches and Watch Members were encouraged to respond to several questions in the survey which resulted in a combination of responses, which were mainly undertaken by individual members, except for a few watches who provided a combined response (EV26).

3.1.2 Key Performance Indicators

Wikipedia (2021) define a KPI as *“a type of performance measurement used to evaluate the success of an organisation or of a particular activity (such as projects, programs, products, and other initiatives) in which it engages”*.

The key objective of the Three Watch System was to ensure that the introduction of the duty system had no impact on the level of service provided to the public. To determine if this has been successful the service made quarterly comparisons pre and post change on activities such as response times to an incident, training matrix's; training was conducted on day's off so they should be in compliance and sickness figures; if they were higher it would be evident the system required improvement (EV27).

3.2 Analysis of Results

Based on the results of the Survey it was positive to see that over 64.7% of respondents felt that the Three Watch System a positive impact on work life balance. The main themes indicated that the level of predictability aided with childcare issues, it was 'family friendly' and provided continuity of training. Additionally, 94.12% felt this shift to be more productive due to the increase in hours and this was evident as 82.35% felt it was easier to meet station targets.

Nevertheless, there were themes emerging from the results such as the longer hours can be tiring and there is little recognition given to members who have agreed to work longer hours and lack of support from Middle Management. This was disheartening to see as Heathfield (2020) advises that the key elements expected

from Senior Leaders before and after change is for them to pay attention and to ask employees how things are going, recognise the human element of change and to reward the accomplishment of the new expectations.

It was also recognised that employees felt that since the implementation there was no feedback in terms of statistics; did the system set out to achieve the objectives.

The KPI's provided the reassurance that the shift system set out what it intended to achieve; the training matrix's were in compliance as the figures showed they increased dramatically each quarter in comparison with the previous year and the change of duty system had no effect on the operational response provided to the public.

It is evident there are areas which require improvement to benefit both employee morale and the organisation.

3.3 Communicating the key outcomes to Stakeholders

The outcome of the results from the survey, along with the analysis of results from the KPI's, were provided to the Senior Management Team to discuss at directorate level. I highlighted the key areas that required improvement based on the results from the Survey.

I recommended for a de-brief session to be conducted on each station to provide an opportunity to share the results found from the implementation of the Three Watch System and to provide an opportunity for a Q&A session.

I also reiterated the importance of leadership visibility; being visible, available, and caring, leaders can see and learn if employees need support or help. Since the implementation of change it appears this has reduced therefore it is imperative to look at avenues to show support to our staff.

3.4 Evaluation of Performance in Contributing to Change

Due to the nature of my role within MAWWFRS my knowledge of how to manage, enable and support change management initiatives effectively is limited. Due to the structure of the service, any change initiatives undertaken throughout the service tends to be dealt with at Senior Management Level. Therefore, my area of expertise to contributing to the change was acting as the "facilitator". I was able to provide information upon request, provide administrative support, present information to Stakeholders and evaluate KPI's to determine whether the change had been a success.

Moving forward I am going to request to attend a 'change management' course to develop my knowledge within this remit. I will also request to participate in future change initiatives and play more of an 'involved' role to gain further experience.

Reference List

- Brandwave Marketing LTD. 2016. *The Importance Of Measuring Success...* - *Brandwave Marketing LTD*. [online] Available at: <<https://brandwavemarketing.com/importance-measuring-success/>> [Accessed 23 January 2021].
- En.wikipedia.org. 2021. *Performance Indicator*. [online] Available at: <https://en.wikipedia.org/wiki/Performance_indicator> [Accessed 23 January 2021].
- Heathfield, S., 2020. *How To Provide Executive Support And Leadership In Change Management*. [online] The Balance Careers. Available at: <<https://www.thebalancecareers.com/executive-support-and-leadership-in-change-management-1917803>> [Accessed 23 January 2021].
- SHRM. 2021. *Managing Employee Surveys*. [online] Available at: <<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingemployeesurveys.aspx>> [Accessed 23 January 2021].

EV26 Three Watch Duty System – Review

Three Watch Duty System - Review

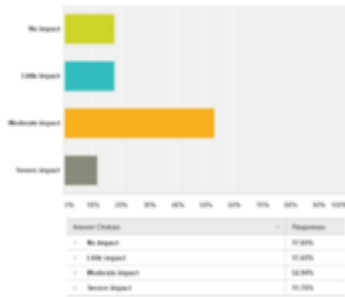
Introduction

This feedback has been gathered in response to Section 11 'Review' of Three Watch Duty System (3WDS).

Watches and Watch Members themselves were encouraged to respond to a number of questions in a survey. This resulted in a combination of responses which were mainly undertaken by individual members with the exception of a few Watches who provided a combined response.

Questions & Results

Q. What impact do you feel working the 3WDS has had on your work life balance?



Q. On comparison to the previous shift system worked at your station what are the positive aspects?

Analysis of responses

The main theme of the responses indicates:

- That the level of predictability aids with childcare issues in the same way as the Shift Duty System (224).
- Overall remains family friendly.

- Continuity of training: Training as a Watch and the ability to reduce course durations because of a longer working day is seen to be a benefit.
- It is felt because of the reduction in handover time there is an added increased productivity on Watch.

The full range of answers can be found in appendix A.

Q. On comparison to the previous shift system worked at your station what are the negative aspects?

Analysis of responses

The main theme of the responses indicates:

- Longer hours can be tiring especially during spare conditions.
- Lack of IT infrastructure.
- Difficulties with interoperability with 224 shift duty stations – compatibility has been difficult at times during the role out phase of the 3WDS.
- The comments and attitudes regarding the shift system by some Middle Managers causes low morale.

The full range of answers can be found in appendix A.

Q. Do you feel that the shift is more or less productive?



Q. Which of the statements below reflects the impact on achieving Watch/ Station targets?



Q. How do you feel the system is managed?

Analysis of responses

The main theme of the responses indicates:

- A majority of members feel the system is managed well at a local Watch level however, the lack of support at times from Middle Management is having an effect on the perception and effectiveness of the 3WDS in commands and service wide.
- Bark Crewing System needs to be organised more efficiently to meet the needs of the 3WDS and all other shift systems.

The full range of answers can be found on appendix A.

Q. Do you have any other comments, questions, or concerns?

Analysis of responses

The main theme of the responses indicates:

- The system is not being given a fair chance.
- Little recognition is given to members who have agreed to work longer hours and see a reduction in the work force as a result of a reduced budget.
- Crewing issues are mainly caused by the refusal of Middle Management to follow the agreed operating parameters set out in the 3WDS agreement.

- More resilience could be found in the form of peripatetic staff, this could also support all shift systems.
- One blue print for each station is required, infrastructure work needs to be carried out and completed prior implementation to reduce disruption to station.

The full range of answers can be found in appendix A.

Ends.

Appendix Below

EV27 – Quarterly Comparisons

