

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Resourcing and Talent Planning - Portfolio

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

Signed: N Westcott
Date: 19/05/2021

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Candidate name: Nicola Westcott				CIPD Membership/registration No.: 55478551		
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Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
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Candidate declaration:						
• I confirm that the work/evidence presented for assessment is my own unaided work. • I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action. • I agree to this work being subjected to scrutiny by textual analysis software if required. • I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998. • I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records. • I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.						
Signature:		N Westcott			Date:	19/05/2021

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

1.1 Assess how and to what extent the organisation undertakes workforce and talent planning.

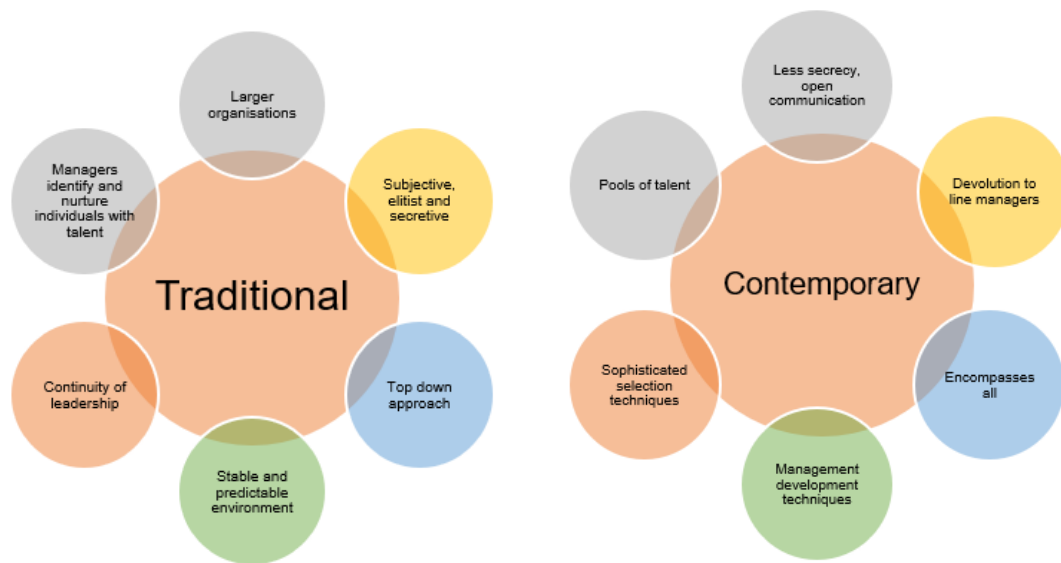
Mid & West Wales Fire and Rescue Service (MAWWFRS) understands that workforce and talent planning are essential to ensure the organisation has *'the right people, with the right skills, in the right place at the right time'* (Wilkinson and Taylor, 2016 & CIPD, 2021g) following a formal approach with procedures in place for Recruitment and Selection (EV1), Talent Management (EV2) and Transfer and Promotion (EV3), aligning with the CIPD's steps in the workforce planning process (CIPD, 2020h). These procedures meet the ACAS (2021) code of practice and strategic objectives.

MAWWFRS recognises that succession planning is key to ensure the Service can continue to function without any disruption to the service provided to the communities it covers (MAWWFRS, 2021a). The five-year Corporate Plan aims to *'ensure that the concepts of talent management and succession planning will include performance management and development training. These will support workforce planning, effective recruitment and on-boarding, together with career development'* (MAWWFRS, 2021c) (EV4).

MAWWFRS recognises succession planning as *'a group of activities aiming to ensure that at any time an organisation has sufficient numbers of people with the ability, knowledge, personal attributes and experience necessary to step into roles when they become vacant'*. (Wilkinson and Taylor (2016).

Covering not only senior roles to ensure a smooth transition of duties, but in line with Taylor (2019) extends across the whole workforce, to have a pool of talent from which to choose once the vacancy is available. MAWWFRS is always looking to bring forward new ideas/approaches to continue to provide the best possible service. *'Succession planning focuses on identifying and growing talent to fill leadership and business-critical positions in the future'* (CIPD, 2020g).

Previously MAWWFRS followed the traditional approach to succession planning, with a top down approach/secretive, managers identifying/nurturing individuals, however in recent years has started change/evolve towards the more contemporary approach (Taylor, 2019):



Source: based on Taylor, 2019

MAWWFRS has selection techniques (EV2) for senior roles as well as online ability tests/assessment centres, competency frameworks during recruitment of wholetime firefighters (EV1) and sees the importance of having pools of talent ready to step into roles when they become vacant. Open communication/devolution to line managers as well as a system that encompasses all, has seen MAWWFRS moving away from the old cliché of *'jobs for the boys'*.



Source: based on Wilkinson and Taylor, 2016

Successors are identified through a variety of means such as appraisal meetings/conversations, transfer/promotion panel held on a regular basis (EV3), as a basis for development/workforce planning.

Being an emergency service when Covid-19 began it was business as usual but with a modified approach. Contingency plans ensured that all business-critical roles were not affected, operational responses were maintained and scenario planning (EV5). A Critical Incident Team (CIT) covering workforce planning and communication (EV6) aligning to Deloitte (2020). Access limited in stations/control limited (EV7). CIT split into four cells (EV8) each with specific responsibilities to increase horizon scanning and forward thinking.

Recruitment/upskilling employees through training needed to be modified to ensure coronavirus regulations were adhered to. A temporary change to workplace procedures was implemented (EV9). Measures such as reducing the number of recruits on training courses/induction days. However, due to an outbreak of coronavirus on a recruit's course was postponed (EV10).

To manage absence in business-critical roles uniformed personnel in non-operational departments were redeployed to cover at stations, should there be absences due to Covid-19 (EV11). Following a meeting with my line manager to discuss (EV12) it is evident that in line with CIPD (2020c) MAWWFRS understands that failure to plan can be damaging to the organisation brand/reputation/vision/mission and values (EV13) (Randstad, 2020 & People Management, 2017).

1.2 Analyse internal and external information relating to the organisation's future people and skills needs and the availability of talent.

MAWWFRS Corporate Plan (2020-25) recognises that *'effective workforce planning, together with smarter working practices and the continued streamlining of administration processes, will improve efficiency within the Service'*. The approach taken will identify and maximise the potential of MAWWFRS workforce through *'effective people management and development, maintaining a high performing culture, whilst making the most effective use of public funds'* (MAWWFRS, 2021c) (EV14), aligning to the 4 Stages of workforce planning (Taylor 2019).

HR SLA (EV15) ensures that the service delivered by HR is fit for purpose and working closely with the People Development Department to ensure to employees have access to internal/external training, on the job training, coaching/mentoring, work shadowing, equipping them with the skills required to step into roles when they become available (Wilkinson and Taylor, 2016). MAWWFRS often has lateral moves/project work which exposes employees to different business areas, this is seen in the uniformed section where employees are moved to various location across the Service, equipping them with the skills and satisfying employees need for change/variety, broadening their experiences within the organisation. Training records of all operational employees are recorded through PDRPro, ensuring people have the right skills and there is an availability of talent (EV16).

Throughout the pandemic MAWWFRS had to review its organisational goals and strategies to ensure Service is maintained (EV17) with a modified approach (EV18). Operational roles also changed to assist partner agencies through the National Tri-Partite Agreement (EV19).

Workforce planning at the start of the pandemic saw potential for on-call employees who had been furloughed from their main employment to be able to provide more cover. Many were

able to increase their availability, allowing for cover during times when stations may have many employees isolating or have coronavirus (EV20). All employees that could work from home did so, in line with Government advice and CIPD guideline (CIPD, 2020a). A skills audit was undertaken in readiness for redeployment of staff to maintain appropriate levels of cover (EV21).

As well as attracting the right people MAWWFRS recognises that it is vital to ensure *‘the right people don’t leave the company and leave vacancies that need filling’* (Wilkinson and Taylor, 2016). Recent turnover statistics (EV22), show that MAWWFRS has an issue with dysfunctional turnover within the on-call sector with rates approx.13.72% per annum.

Identified as a national issue by Thewlis (2011)

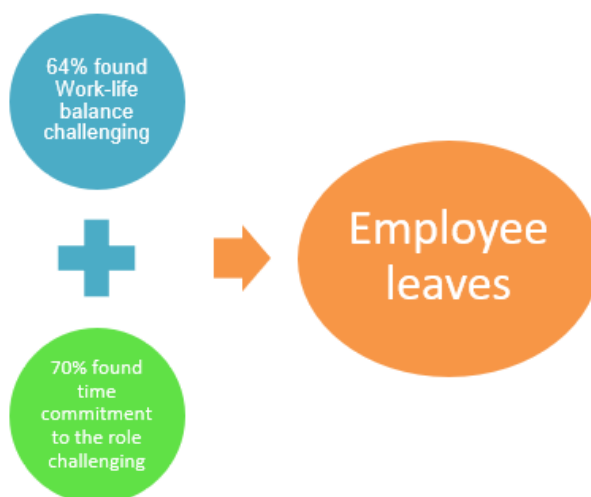
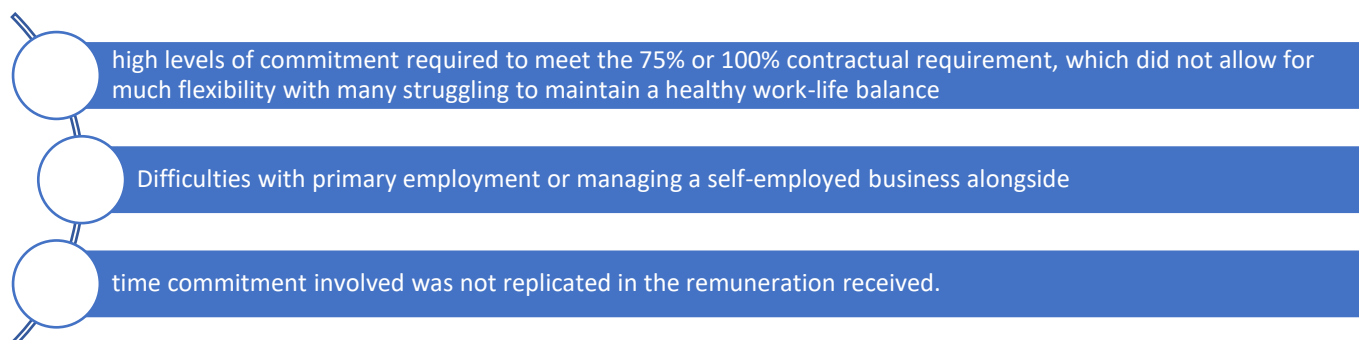


Figure 2 Adapted from: Thewlis, M. (2011) A survey of Retained Duty System personnel

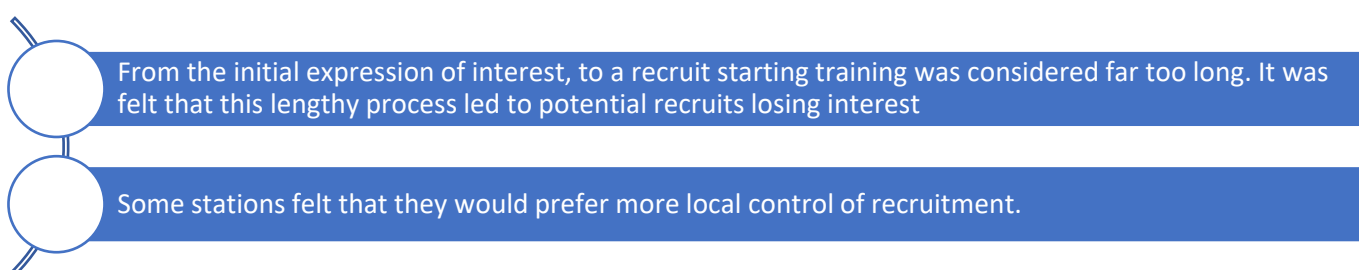
External information from the Thomas Review (2015), identified issues with the inflexibility of current on-call contracts suggesting Services move away from these to allow more flexibility. Knight (2013), suggested an increase in flexibility could not only assist in retaining current employees but also assist in the recruitment of new employees thus leading to overall savings.

MAWWFRS collects qualitative data through tools such as exit interviews and employee surveys to identify the reasons for leaving to gather reasons for leaving.

Exit Interview Results showed:



Surveys are undertaken of the top ten performing stations with long serving staff to identify reasons for staying (Wilkinson and Taylor, 2016).



Recruitment/retirement profile used for succession planning in light of Covid-19 (EV23) and the implications from the outcome of the McCloud Judgement (GOV.UK, 2021), which will mean that are potentially for many employees to retire between now and 31st March 2024 (EV24), resulting in recruitment campaigns.

1.3 Assess the extent to which current organisational planning activities are addressing potential needs

I can see that a mix of strategies is undertaken to build organisational resilience within MAWWFRS. Tools including people analytics/absence statistics, having a change ready culture, understanding the changing demographics/expectations and scenario planning assist in meeting organisational objectives.

Aligning to Taylor (2019) (EV25), MAWWFRS recruitment practices are reviewed/updated regularly, job descriptions/person specifications, use of competency frameworks, ability/personality tests and assessment centres all follow best practice.

In regard to retention, although MAWWFRS follows good practice in relation to pay and benefits, career development, flexibility, employee well-being, employee voice (Thomas and Hatcher, 2018) (EV26), which works well for most roles, but there is an issue within the On-call sector. Ensuring the role is easier to manage alongside the demands of primary employment/maintaining a healthy work-life balance. Thus, benefiting not only the employee, but a range of stakeholders including their primary employers, the communities they serve,

MAWWFRS management and the Fire Authority who are responsible for the overall budget of the Service.

MAWWFRS follows ACAS code of practices (ACAS 2021) in relation to dismissal, redundancy/retirement. MAWWFRS has procedures in place for succession planning and use to plan for future retirements following the McCloud Judgment to address the gaps. WG advice on responding to Covid was always followed and conveyed to employees (EV27)

A report in collaboration with Asprie2Be reviewed MAWWFRS response to Covid-19, to identify what went well/what didn't, outcomes and a vision for the future (EV28). This clearly shows MAWWFRS's ability to look ahead and evaluate/review objectives to meet the future people and skill requirements.



Gwasanaeth Tîm 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 6.1, Recruitment & Selection Procedure

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

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APPENDIX A – OPERATIONAL FIREFIGHTER SELECTION PROCEDURE

APPENDIX B – REHABILITATION OF OFFENDERS ACT GUIDANCE (AS PROVIDED BY THE MINISTRY OF JUSTICE)

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EV1 (Cont...)

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

Obtaining Candidates

With the exception of specific arrangement outlined in **Appendix A (Operational Firefighter Selection)** and **HR 6.10 (Transfer and Promotion Procedure)** which relate to the employment and career progression of uniformed employees, all vacant positions will normally be advertised and provide current employees with opportunities for career development, thus maintaining the skills and expertise of existing employees. In extenuating circumstances, the Head of Department/Line Manager, in consultation with the Head of Human Resources, may waive the requirement to advertise. This is likely to include the following circumstances:

- Where positions may provide suitable alternative employment for existing employees whose post has been identified for redundancy, including the termination of fixed contracts or following a restructuring exercise.
- Where positions may provide suitable alternative employment for existing employees who become disabled under the definition within the Equality Act 2010, and are unable to continue within their existing role.
- Where, upon a restructuring exercise, existing employees are "slotted" into roles based on an analysis of their skills/experience portfolios.
- Where the Head of Department/Line Manager can verify that the work is required for a specific purpose for no longer than 3 months, where it may prove more appropriate to temporarily transfer or promote internally, based on existing skills or experience, or more cost effective to utilise an agency worker.

Positions will be advertised using the most appropriate and cost effective medium to maximize the number of suitably qualified candidates. This may include local and national publications and web sites and should adhere to the Service's visual identity. Internal adverts should remain open for a minimum of 7 days, and external advertisements should remain open for a minimum of 10 days. All advertisements will be arranged by the Human Resources Department.

All advertisements will be consistent with the job description and person specification for the post.

Advertisements will be consistent with the Service's Equality Guidance and Welsh Language Scheme.

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

Selection

EV1 (Cont...)

The selection process should be:

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

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

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

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

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

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

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

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

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

EV1 (Cont...)

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

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

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

2.0 THE RECRUITMENT AND SELECTION PROCEDURE

Preparation Stage

The recruitment and selection process should not commence until a full evaluation of the need for the role against the department/function strategic plans and budget has been completed.

The recruitment of employees will take into account the Service's need for new ideas and approaches, and support the Service's commitment to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented in the Service's workforce profile in order to maximise its ability to accrue the benefits of Diversity.

Recruitment should form an integral part of the staffing strategy for the function and should take account of the function's equal opportunities targets, by incorporating "positive action" initiatives into the recruitment and selection process. "Positive Action" is lawful under the Equality Act 2010 and refers to a variety of measures designed to counteract the effects of past discrimination, for example:

- Placing advertisements in the minority ethnic press, the women's press and any other publication which is targeted at groups which are under-represented within the Service.
- Including statements in advertisements that encourage individuals from under-represented groups to apply for the advertised position. Clarification of whether particular approaches constitute positive action as opposed to positive discrimination can be obtained from the Human Resources Department if required.

APPENDIX A- OPERATIONAL FIREFIGHTER SELECTION PROCEDURE

1.0 PROCEDURAL CONSIDERATIONS

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

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

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

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

2.0 WHOLETIME FIREFIGHTER SELECTION

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

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

Phase 1 – Online Registration

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

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

Phase 2 – Behavioural Styles Questionnaire and Situational Judgement Test

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

EV1 (Cont...)

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

Phase 3 – Practical and Physical Tests

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

Phase 4 – PQA Interview and Roleplay

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

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

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

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

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

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

3.0 ON – CALL FIREFIGHTER SELECTION

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

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

Phase 1 – Application Form

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

EV1 (Cont...)

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

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

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

Phase 2 – Testing Day

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

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

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

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

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

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

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

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

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

PGD POD 3.4 – TALENT MANAGEMENT

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16.0	APPENDIX 3 – APPLICATION FOR EXTENSION OF TALENT MANAGEMENT

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1.0 INTRODUCTION

1.1 WHAT IS TALENT MANAGEMENT

There are wide variations that exist in how the term 'talent' is defined across different sectors and organisations. Despite these variations it is helpful to start with a broad definition of both 'talent' and 'talent management':

'Talent' is a term that can be used to describe those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential.

'Talent management' is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their high 'potential' for the future or because they are fulfilling business critical roles.

There is clearly a link that exists between talent, talent management, and succession planning all of which support the way in which the Service identifies, integrates, develops, motivates and retains talented people. Talent management and succession planning can include performance management, training, talent reviews or development planning. Generally, the above concepts will be used to support career development, workforce planning and recruiting.

Essentially, for the purpose of this Policy, talent management refers to all of the variables associated with the employment and development of employees which, as with all other corporate assets, requires strategic and proactive management.

Talent management is the process by which Mid and West Wales Fire and Rescue Service (MWWFRS) will identify, manage and develop individuals now and for the future and it is concerned with:

- Supporting a strategy that determines what MWWFRS needs to meet the current and future demands of the Strategic Plan.
- Establishing a process that measures and develops workplace competence in line with organisational need.
- Creating a range of developmental tools and processes that provide tailored approaches to the individual needs of talented employees.
- Identifying ways to obtain and retain people who are critical to success.
- Establish suitable approaches that support those with development needs.

The mindset of talent management is based on an understanding that individuals demonstrate personal qualities, attributes and/or leadership and management potential and the aim is to develop, retain and nurture these skills.

2.0 SCOPE AND APPLICABILITY

2.1 Talent management is open to all employees, specifically those who demonstrate talent, either in the workplace or at an Assessment and Development Centre (ADC), by way of any or all of the following characteristics:

- Attributes or skills that can be developed to benefit the Service and the individual.
- Supervisory, Middle or Strategic Manager personal qualities and attributes (PQA's).
- A commitment to supporting organisational values and objectives irrespective of employment type, role or grade.

It should be noted that individuals working under Grey Book Conditions of Service cannot be identified and promoted from one management grade to another e.g. Supervisory level to Middle Manager level or Middle Manager level to Strategic Manager level, without first passing the requisite ADC and role specific interview. The talent management process has been designed to help individuals to enhance or develop appropriate skills sets that can be utilised

3.0 DEFINITION OF TALENT CATEGORIES

3.1 The MWWFRS talent management strategy categorises talent in three different ways:

- Broader Talent Activities and interventions designed to support individuals who are valued for the skills and experiences they have, who are looking for lateral development or promotion.
- Latent Talent Initiatives designed to support talented individuals who have sufficient growth potential to advance the business.
- High Level Talent Programmes and opportunities will be made available for those individuals with the attributes to achieve the highest management levels in the organisation.

The broader talent initiatives are open to all members of staff who are seeking general development or have a transferable talent that can be used to improve organisational effectiveness. The latent and high level talent initiatives are targeted at candidates who have demonstrated skills or qualities that can support organisational development.



Gwasanaeth Tân Ac Achiab
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 6.10 Transfer & Promotion Procedure (Grey Book employees excluding Control)

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

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- 18.0 REVIEW OF PROCEDURE

Document Information

Security Classification	N/A
Document Owner	Director of Resources
Document Author	Head of Human Resources
Date of Issue	01 September 2020
Date of Implementation	ELT decision on eligibility to apply for Wholetime Supervisory posts from September 2019

EV3 (Cont...)

1.0 INTRODUCTION

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

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

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

2.0 SCOPE & APPLICABILITY

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

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

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

The selection for transfer of, or promotion to Group Manager level will sit outside the general Transfer and Promotion Panel decision-making process and will be managed
HR 6.10 - Transfer & Promotion Procedure V3 (Grey Book employees excluding Control)

2

EV3 (Cont...)

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

3.0 TRANSFER & PROMOTION PANEL - US

3.1 COMPOSITION OF TRANSFER & PROMOTION PANEL

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

The Panel will normally consist of:

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

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

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

3.2 FREQUENCY AND ADMINISTRATION OF PANEL MEETINGS

The Panel will meet as and when organisational circumstances dictate.

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

EV3 (Cont...)

Whilst this process applies in instances where individuals wish to make an application to transfer or obtain promotion, it does not remove the right of the Service to periodically initiate the transfer of personnel where they deem this to be appropriate. Such circumstances would include the periodic rotation of individuals between watches, stations and/or departments or Commands to support organisational and individual needs, and development.

This process applies to the following personnel:

- Uniformed Wholtime operational personnel wishing to transfer in their substantive role within the same function e.g. Service Response in the roles of Firefighter, Crew Manager, Watch Manager, Station Manager or Group Manager, or to a different function e.g. Service Response to People Development or Operational Risk Management.

Due to the financial gains associated with a move from an A to B job-weighting i.e. Watch Manager A to B, Station Manager A to B, or Group Manager A to B, appointment to Watch, Station or Group Manager B roles will generally be made via an appropriate selection process for promotion, rather than via transfer request.

The Transfer & Promotion Panel will oversee the administration of the transfer and promotion process for Firefighter to Station Manager levels to ensure a co-ordinated and consistent approach, and will ensure that decisions are recorded appropriately via a decision-log. These processes will be overseen at Executive Leadership Team level with regards to Group Manager positions, in liaison with the Panel where appropriate, and required.

Any outstanding vacancies that cannot be filled by the Transfer and Promotion Panel may be advertised and may be filled through a Role Specific Selection Process.

Where transfers are proposed between Watches, the relevant Head of Command must fully consult with affected employees and discuss the rationale for the proposed changes, taking cognisance of their views throughout the process. A written record should be kept of the meetings and outcomes with the rationale for the transfer recorded. Where larger scale movements are proposed, the Fire Brigades Union (FBU) will be consulted with.

Normal notice periods will apply for all transfers, other than where a collective agreement has been sought with the FBU to vary this.

4.2 PROCEDURAL AIMS

It is the general aim of this Procedure to maximise the operational efficiency of Mid and West Wales Fire and Rescue Service whilst taking into account the following considerations, where appropriate and possible:

- The organisational needs of the Service.
- The specific requirements of watches, stations or departments in terms of suitable qualifications and experience, whether of a general or specialist nature. These requirements will include the ability to speak Welsh where appropriate.
- Managerial reports, e.g. IDR / Disciplinary record etc, which may contain information indicating that an individual may not be eligible / ready for promotion at that time.
- The personal and/or family circumstances of any individual, particularly where these relate to any specific difficulties or needs.
- The suitability of the work location as compared with the need of the individual. This also takes into account the need to develop individuals with regards to gaining experience, knowledge and ability.

EV4



Corporate Plan
2018-2023

- Ensure that the concepts of talent management and succession planning will include performance management and development planning. These concepts will support workforce planning and effective recruitment and on-boarding, together with career development.
- Develop coaching and mentoring models which will underpin all aspects of career progression. These models will be embedded at every level within the organisation to ensure that new managers are upskilled internally and have the necessary competencies to deliver high performance in their roles.
- Explore all opportunities to learn from and collaborate with partners through the National Issues Committee (NIC), Public Service Boards (PSB's) and Local Resilience Forums (LRF), as well as other stakeholders during 2018/2019.
- Ensure our employees work in an environment which protects them from discrimination during the course of their duties.
- Ensure our research and development functions look beyond the UK Fire Sector for future innovative solutions; a continuous process over the next 5 years.
- Ensure that Risk Critical skills and competencies accurately reflect the risk profiles of our Communities as part of Station and Department risk profiles and the subsequent Training Plans that emanate.
- Engage with North Wales and South Wales FRS to procure and develop the Learn Pro electronic learning platform so that the most up-to-date learning materials are available to personnel across the Service.

EV5

Wed 11/03/2020 16:32



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

Chief Fire Officer Memorandum 02/2020 RESPONDING TO THE CORONAVIRUS DISEASE (COVID-19) OUTBREAK.

Dear Colleagues,

As you are all acutely aware, the UK Government is currently seeking to contain the spread of the Coronavirus (also known as COVID-19) disease. Although opinions vary, many are forecasting the virus will spread significantly across

EV5 (Cont...)

the UK, as has been the case in many other countries worldwide. Should this occur, the impacts for most people will be mild, lasting for approximately two to three weeks. In some cases, people may experience a flu like illness. For a small percentage of people, they will become seriously ill, requiring hospital treatment. For the elderly and vulnerable, the consequences could be extremely serious.

So far, the Service has been working with its partners to better understand the emerging position and we are following Government guidelines. However, over the past few days, the dynamics have changed. There are now a number of confirmed cases across the South West of Wales and more locally in Pembrokeshire, Carmarthen, Swansea, Neath Port Talbot and Cardiff Council areas. We now believe that the time is right to further formalise our approach and to take some precautionary measures to protect our frontline services. We have therefore moved the Service into a more active, business continuity mode.

In short, we have:

- Set up a Business Continuity Team which will meet on a weekly (or daily) basis to ensure that we are in the best possible position to evaluate all the information being forwarded by Government and Public Health Organisations.
- Reviewed our planning scenarios and established a working strategy to set out our overall approach, to ensure we are clear on what our priorities are and how we can best mitigate the foreseeable risks to the services we provide, whilst also protecting our staff.
- Undertaken health and safety assessments to help us assess how we might further protect community safety staff when they deliver their prevention activities and work with high risk members of the community. And,
- Reassessed the delivery of our prevention activities - We will be assessing how we can best maintain the good work that is being undertaken without inadvertently spreading the virus to vulnerable groups (should our staff be unaware they have it) or indeed catching the virus from the community.

Whilst everyone in this Service is extremely important to us, in order that we protect our response capability, we also need to think about how our operational members of staff might be withdrawn from certain activities to ensure that we can maintain our operational readiness. We will decide on the delivery of both of our Operational activities and our prevention activities based on Government and Public Health Guidance over the next few days/weeks.

Should high numbers of staff be off due to schools closing or illness, then the impacts of the virus could be profound for us. It is vital that we maintain the safety of our staff and our operational capability.

Whatever we do, it will always be an imperfect solution or one that doesn't fit every eventuality. We are therefore working through the practicalities of events that are both uncertain and changing daily. If you have any issues, please may we ask you to raise this with your Station or Team Manager, who will then pass your queries through to your Area/Group Manager or Head of Department.

EV6

Chief Fire Officer Memorandum 09/2020 CORONAVIRUS CRITICAL INCIDENT TEAM UPDATE

Dear All,

Now that we're in to the second week of lockdown across the UK, there appears to be some positive news about the effects the measures are having, with UK health officials saying the nationwide stay at home advice is "making a difference".

That being said, what is also becoming increasingly apparent is that the period of lockdown is highly likely to be extended, with some sort of restriction on the public possibly lasting for a very long time. Therefore, the work the Service's Critical Incident Team is doing in order to put in place robust plans, processes and continuity arrangements is vital, to minimise the impact of Coronavirus, and the associated measures, on the Service and its operational response.

The Critical Incident Team has been running for four weeks in its current format and has been instrumental in focusing the Service, enabling it to react in an appropriate and timely manner to the ever-evolving position around the Coronavirus outbreak. That being said, we have now reached a position of relative stability under the circumstance and I have now tasked the Critical Incident Team with reviewing its current structure and terms of reference with a view of increasing its horizon scanning and forward thinking to ensure that it remains ahead of the curve. You will be updated in due course as to how the Service will continue to manage its response to the Coronavirus outbreak for the next phase.

EV7

After careful consideration of all the facts and information we have, the group has decided to put in place rules and guidance in order to minimise potential exposure of its estate and staff to Coronavirus. **It is expected that all staff action and adhere to these rules immediately.**

1. **Joint Fire Control, based at South Wales Police Headquarters in Bridgend, is now being restricted to Joint Fire Control Staff only. No Service personnel should attempt to visit the site without prior approval from the Head of Joint Fire Control.**
2. **All public meetings, between Monday 16th March and Friday 1st May, that have been booked on Service premises, should be cancelled. No further room bookings, for external organisations, should be made during this period.**
3. **No Service personnel should attend any pre planned events, conferences or external meetings without the prior approval of their Line Manager or Head of Department.**
4. **All internal meetings should, wherever possible, be hosted via the Microsoft Teams digital platform.**

The continued effective functioning of the Service and the welfare of operational and support staff is a priority and the Service, consistent with Welsh Government advice has moved to the Delay phase. Staff should continue as normal but take care to follow Public Health Wales (PHW) advice to help prevent the spread of COVID-19/coronavirus;

EV8

As I updated in my previous Memorandum and in my videos, which I hope you have all had the opportunity to watch, at a Service level, we have now reached a position of relative stability under the circumstances. I therefore deemed it prudent to task the Critical Incident Team with reviewing its current structure, the objective being that the Service is in a better position to increase its horizon scanning and forward thinking and therefore remain ahead of the curve. That review has now taken place, the result of which is the formation of "Cells", which are now beginning to form, produce their terms of reference and assign appropriate membership. The Cells that have been created are as follows:

- People Cell – Chaired by Area Manager Flannery.
- Communities Cell – Chaired by Area Manager Harries.
- Logistics Cell – Chaired by Area Manager Greenslade.
- Response Cell – Chaired by Area Manager Jenkins.
- External Cell – Chaired by Temporary Area Manager Lewis.

In due course, each Cell will introduce themselves to you, outlining their vision, aims and objectives and delivery plans.



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 6.58, Coronavirus (COVID-19): Temporary Changes to Workplace Procedures

Version 2: Valid as at February 2021

Please also refer to latest version of the COVID-19 Frequently Asked Questions (FAQ's) document available on @Work and/or Moodle.

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

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Document Information

Security Classification	N/A
Document Owner	Director of Resources
Document Author	Human Resources Manager
Date of Issue	February 2021 (V1 May 2020)

1.0 PROCEDURAL STATEMENT

We recognise that the Service has needed to, and continues to need to adapt its ways of working during the COVID-19 Pandemic, whether in relation to people-related procedures, or indeed the Service's approach to operational response, community safety, training and other matters.

We want to help reduce the spread of coronavirus and safeguard the welfare of our staff during the coronavirus outbreak, while continuing our operations insofar as possible.

This procedure explains what temporary changes we continue to make to our usual policies and procedures on various matters during the global health crisis.

The Service has been issuing guidance to employees and managers in various forms since the beginning of the outbreak, which have been made available on the COVID-19 Tab on @Work, and have also been made available through Moodle for ease of access by all employees.

2.0 AIMS OF THE PROCEDURE

This Procedure follows the Welsh Government's latest advice on:

- [Vaccine: coronavirus:](#)
- [COVID-19 alert levels:](#)
- [Coronavirus \(COVID-19\) social-distancing guidance for everyone in Wales:](#)
- [Protect yourself and others from coronavirus – Staying safe and social distancing:](#)
- [Test, trace, protect: coronavirus:](#)
- [Employers: coronavirus test, trace, protect guidance:](#)
- [Self-isolation: stay at home guidance for households with possible coronavirus:](#)
- [Travel: coronavirus:](#)

EV10

Chief Fire Officer Memorandum 14/2020 CORONAVIRUS CRITICAL INCIDENT TEAM UPDATE

Dear All,

By now, you may be aware that a number of individuals in the Service have tested positive for Covid-19, of which the most recent were based at our Earlswood training site. Whilst at this stage, there is no immediate concern for the health and wellbeing for those that have tested positive, this is a stark reminder of the impact of Coronavirus and its ability to spread and infect individuals.

As we have done previously at other Service locations, today, Sunday 19 April 2020, the Earlswood site will be deep cleaned by specialist contractors and due to the strategic importance of the Earlswood facility, the Critical Incident Team has put the following measures in place, with immediate effect:

- **NO INDIVIDUAL**, unless they fall into the following categories, is to attend the Earlswood site until Thursday 23 April 2020.
- The only individuals that should attend Earlswood between Monday 20 April 2020 – Wednesday 22 April 2020, are those working within the Stores Department and the Fleet Workshops, who have discussed attendance with their line managers.
- All Operational Training that was due to take place at Earlswood has been cancelled until Thursday 23 April 2020.

Over and above these measures, a decision has been made to postpone the Recruits Course that was currently running.

EV11

Chief Fire Officer Memorandum 40/2020 CORONAVIRUS CRITICAL INCIDENT TEAM UPDATE

Dear All,

By now you will no doubt be aware that we have had a small number of individuals, based within Llanelli Fire Station, test positive for Coronavirus.

Firstly, I would like to reassure you that the situation is under control and is being managed internally by our Critical Incident Team and its Response Cell. We are also working with Public Health Wales and the local Test, Trace, Protect Team at Carmarthenshire Council to investigate any wider implications of the positive cases, both on the Service and the wider community.

Whilst the incident has had an effect on the number of available Firefighters at the Station, there is no impact on the availability of the Station to respond to operational incidents at this time as the Response Cell team are rearranging shifts and reallocating resources from departments to support the Station accordingly.

EV12

From: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>
Sent: 04 May 2021 12:05
To: Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>
Subject: MAWWFRS Resourcing & Talent Planning & Covid 19

Hi Karen

Would be able to have a catch up to discuss MAWWFRS approach to Resourcing and Talent Planning, as well as the effects on this caused by the pandemic

Thanks

Nic

Nicola Westcott
Uwch Swyddog Y Gyflogres / Senior Payroll Officer
Adran Adnoddau Dynol / Human Resources Department
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Gwefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

From: Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>
Sent: 04 May 2021 13:25
To: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>
Subject: Re: MAWWFRS Resourcing & Talent Planning & Covid 19

Nic

Yes I'm free in the morning so give me a call on Teams and we'll have a catch up to discuss

Karen Fairhurst
Rheolwr Adnoddau Dynol / Human Resources Manager

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Our Vision:

**To be a World Leader in
Emergency Response and
Community Safety**

Our Mission:

**To Engage, Connect,
Develop and Inspire people
to deliver an excellent
Service**

Our Values:

- **Do the Right Thing**
- **Treat People with Respect**
- **Perform with Excellence**



EV14

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JR0943 - Corporate Plan 20-25

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**Ein Negeseuon
Diogelwch**
 Our Safety
Messages



Strategic Aim 1: **OUR PEOPLE**

We will ensure our staff have the knowledge and skills they need to safely deliver and develop our services. We will ensure they have the right capabilities for the future and are representative of the communities they serve.

Where are we now?

Equality and Diversity lies at the heart of our Service culture and underpinning everything we do is our belief in our people. Through the work of the Human Resources, People Development and Training Delivery departments, the Service aims to recruit, develop and retain a highly skilled, motivated and bilingual workforce that represents and champions the diversity of the communities we serve.

Providing our employees with a healthy and safe workplace is essential for effective performance. The Service supports all employees in maintaining their fitness to meet both the physiological and psychological demands of the role, supporting employees with their overall health and well-being through a range of advice, guidance and awareness initiatives.

We have adopted and are part of the National Framework for the prevention of 'Violence against Women, Domestic Abuse and Sexual Violence.' We have also implemented the 'MIND Blue-light' programme to support mental health and well-being in the workplace, providing early intervention and support for those who may find themselves experiencing challenges.

Where do we want to be?

We recognise that against a backdrop of ongoing financial pressure for all public sector authorities, our role continues to evolve. Innovative thinking and new ways of working will ensure that our workforce is equipped with the necessary tools and skills they will need to continue to provide a service that safeguards individuals and reduces risk within the communities we serve.

How we will achieve our Strategic Aim?

We will:

Improve the diversity of our workforce to be more representative of the communities we serve.

We will achieve this by:

- Proactively tackling underrepresentation and exclusion within the Service.
- Ensuring that our staff take account of equality considerations in the development of all aspects of the Service, including new initiatives, projects, and policy and procedural developments.
- Continuing to ensure that the structure of the organisation reflects the needs of our Service and communities, by creating flexible working practices to support a healthy lifestyle and work life balance.
- Engaging with communities, stakeholders and partners on the divergent roles available in the Fire Service.

How we will measure the success:

- Evaluating the positive action events aimed at groups that are currently underrepresented within our operational workforce;
- Evaluating the feedback from engagement with employees from underrepresented groups, with the aim of identifying any potential or perceived barriers to progression within the Service, and make relevant changes as appropriate.

Inspire Co-production – the involvement of all.

We will achieve this by:

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

How we will measure the success:

- Monitoring the maintenance of operational competence and staff training through internal software systems;
- Evaluating the success of exercises undertaken with other blue light services and partner organisations.

When:

- This will be achieved by the end of the 2020/2021 financial year.



What will this mean and why this is important to you.

Effective workforce planning, together with smarter working practices and the continued streamlining of administration processes, will improve efficiency within the Service.

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

EV15



Adnoddau Dynol
Human Resources

SERVICE LEVEL AGREEMENT FOR HUMAN RESOURCE SERVICES (2020/2021)

www.tanogc.gov.uk / www.mawwfire.gov.uk



1. Objectives of the Agreement

The purpose of this Service Level Agreement (SLA) is to describe the key services the HR team provide and the quality standards our stakeholders can expect from us in terms of service delivery.

This Agreement sets out:

- The service we provide to employees and managers.
- The overall standard which we in HR aim to achieve in the provision of our services
- A mechanism for resolving any problems relating to the delivery of the service.

2. Service Commitment and objectives

The Human Resources (HR) Department is committed to providing a high-quality responsive support and advice service to MAWWFRS on people management issues, a comprehensive recruitment service and high-quality payroll, pension, employee information services, a professional and accredited occupational health and counselling service providing a specialist consultancy service.

HR aims to support the strategy of Mid and West Wales Fire and Rescue Services. This is achieved through gaining an understanding of the organisational needs and the provision of a high-quality HR consultancy service on people management issues (to include resourcing, development, employee relations, change management, Equality, Diversity & Inclusion; payroll services and pensions).

3. Service Users

- Executive Board
- Heads of Commands/Department
- Line Managers
- Trade Unions
- Core Staff
- Potential Employees
- External Organisations and Suppliers

6. Service Detail

HR are traditionally known for providing advice on key HR Matters. There is a document attached which sets out how we will work together with our Stakeholders but the following sets out some detail on the support we will provide in relation to these topics.

Occupational Health, Safety and Wellbeing Service

HR works with an external company to provide Occupational Health and Wellbeing Service which is a multidisciplinary service experienced and focused on supporting Managers in their responsibilities relating to the health and wellbeing of their employees.

4. How Human Resources is structured to provide services

This Service Level Agreement offers the whole Human Resources service and includes the following:

- HR Managers and HR Business Partners assigned to Commands and Departments
- Occupational Health & Counselling
- HR Service Support Desk
- HR Fitness Assessment Team
- Payroll
- Pensions
- Equality, Diversity and Inclusion
- Data Protection
- HQ Reception/Print Room

5. Responsibilities – who we are, what we do

The HR Team supports the service users and provides comprehensive strategic and operational guidance and advice relating to all aspect of people management issues in order that the Departments can effectively manage their key resource, their employees. The attached document sets out expectations of services in more detail.

10. Monitoring Performance

A HR Manager will hold monthly meetings with the Head of Command / Department and local Managers.

The HR team will carry out an annual review of the services and delivery being offered.

We endeavour to minimise errors and will rectify them as soon as they are brought to our attention.

EV16



[PDRpro Cymru](#)

National Occupational Standards (NOS)

National Occupational Standards describe what people have to do in their workplace and the standard of work they should achieve. NOS also describe the essential areas of knowledge; understanding and skills people are expected to demonstrate in their employment. National Occupational Standards have been agreed by employers and employee representatives and approved by the Education Regulatory Authorities.

National Occupational Standards are divided into units, each covering a key component of a job. Units are further divided into elements (different activities). Each element contains performance criteria; these are clear statements by which an individual can judge whether their work is up to the required standard. Each unit also specifies the knowledge and understanding and personal competencies (attributes) individuals need to perform competently.

NOS can therefore be used to help develop the knowledge, skills and performance individuals need, or to diagnose where an individual may be experiencing problems and enable them to tackle these. It is useful to think of National Occupational Standards as a requirements specification detailing the key components and performance requirements of a job.

Technical Knowledge

All Wales Promotion Process

Mid & West Wales Fire and Rescue Service are committed to developing and supporting new and aspiring Managers and Leaders within the service. The Service needs excellent leaders with the right skills, knowledge and behaviours with the ability to drive and inspire individuals and teams towards the vision of the Service.



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

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

[Supervisory Level](#)

[Middle Manager Level](#)

[Strategic Level](#)

EV16 (Cont...)

Continual Professional Development (CPD)

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

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

EV17

Mid and West Wales Fire and Rescue Services (MAWWFRS) recognised the importance of establishing clear guidelines and strategies to react to Covid-19.

2.1 Setting Objectives

The Critical Incident Team (CIT) was formed and subsequently agreed a set of objectives to work with going forward. The following are the current agreed objectives which have changed to better reflect what is needed in the current situation.

(COVID -19): Strategic Objectives Strategic objectives

- Work collaboratively across MAWWFRS to ensure a co-ordinated, effective and proportionate response
- Undertake dynamic risk assessments of potential health and other impacts
- Use best available scientific advice and evidence from recognised Government bodies to inform our decision making
- Ensure effective messaging is established and maintained
- Ensure effective financial management of the response
- Ensure the wellbeing of staff and the community
- Maintain trust and confidence amongst our people who provide a key public service
- Maintain trust and confidence amongst our communities and those who rely on us
- Minimise the potential impact on society and the economy
- Evaluate the response and take action to implement lessons identified
- Maintain delivery of statutory duties (managed through extant Business Continuity Plans)
- Capture progressive learning opportunities and

improvement areas for future application across MAWWFRS

- Plan and coordinate the recovery phases via managed programme of unlocking
- Be cognisant of a potential second wave and associated need to return to the response phase

By its very nature, this situation was sudden, unpredictable and outside the range of normal human experiences. This was likely to have significant emotional and organisational consequences for the Service.

Once the objectives were agreed, planning, control and clear communications would be essential elements to allow this situation to be managed effectively and to minimise the long-term impact this may have on the Service being able to deliver business as usual.

Having established a CIT the Service now needed to ensure it was able to maintain its statutory duty in the provision of an effective Fire and Rescue Service. It was agreed to set up four reporting 'Cells' identified as the People Cell, Response Cell, Logistics Cell and Communities Cell and one external Cell to liaise with partner agencies.

CIT needed to ensure that all Cells had clear terms of reference, and that all personnel involved had clearly stated roles of responsibility and the right level of capacity and capability to react to the current circumstances. There was a need to ensure that any agreed actions, such as contact with people both internally and externally would be managed effectively.

STANDARD OPERATING PROCEDURES (OPS ALERTS)

The Service has been issuing updates to SOP's by email, taking cognisance of the latest guidance on COVID-19. Examples are as follows (not an exhaustive list):

- 17-20 – COVID-19 Safety [Considerations](#);
- 18-20 – Breathing Apparatus [face-mask](#) cleaning;
- 19-20 – Temporary separation partitions for COVID-[19](#);
- 20-20 – Casualty Care / CPR [PPE](#);
- 22-20 – Casualty Care / CPR [PPE](#);
- 23-20 - Breathing Apparatus face-mask cleaning (REVISED)

The Operational Procedural Alerts can be found on @Work under Departments, Operational Risk Management, Policies and Procedures, Operational Procedural Alerts.

Standard Operating Procedure 6.5 has also been released for Incidents involving Potential COVID-19 Exposure.

DRILL-NIGHT ATTENDANCE

Until further notice, there will be a maximum number of attendees for any station-based drill period. This is to manage the number of employees interacting at any one time, outside of emergency response incidents. The current maximum number is 5, to include at least 1 Supervisory Manager.

6.0 CONTINUAL PROFESSIONAL DEVELOPMENT (CPD) APPLICATIONS (GREY-BOOK EMPLOYEES)

Due to the additional administrative burden associated with the annual CPD application and re-application process, and the requirement for the Service to try and limit (wherever possible) focus to maintaining operational emergency response activities during the COVID-19 outbreak, the decision was taken (in line with the previous decision for the 2019-20 process) to cancel the re-application process for 2020-21 (re-applications due by 30 April 2021) and continue CPD payments for those already in receipt to 30 June 2022.

As such, CPD application requirements during March-April 2021 are restricted to employees who were currently not in receipt of payments from 01 July 2020 to 30 June 2021 following the 2019-20 CPD application process.

NATIONAL TRI-PARTITE AGREEMENT AND ON-GOING LOCALLY AGREED ASSISTANCE

Previously, the National Employers, National Fire Chiefs Council and the Fire Brigades Union signed up to an Agreement which ensured that the UK Fire and Rescue Services committed to assisting other emergency services, and the NHS during what is an extremely difficult period. The Agreement extended the expectations of the Fire and Rescue Services to cover the following areas of work, whilst recognising that reliance may be on volunteers to do so in the first instance:

- Ambulance Service assistance: Ambulance Driving and Patient/Ambulance personnel support limited to current competence (Not additional FRS First or Co-Responding);
- Vulnerable persons – delivery of essential items;
- COVID-19 – Mass casualty (Movement of bodies);
- Face Fitting for masks to be used by frontline NHS and clinical care staff working with Covid-19 patients;
- Delivery of PPE and other medical supplies to NHS and care facilities;
- Assisting in taking samples for Covid-19 antigen testing;
- Driving ambulance transport not on blue-lights (excluding known Covid-19 patients) to outpatient appointments or to receive urgent care;
- Driving Instruction by FRS driver trainers to deliver training for non-Service personnel to drive ambulances (not on blue-lights);
- The assembly of single use face shields for the NHS and care work front line staff;
- Packing/Repacking food supplies for Vulnerable people;
- Known or suspected Covid-19 Patients: transfer to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights);
- Non-Covid-19 Patients: Transfer to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights) – this includes recovering and recuperating patients no longer infected with Covid 19;
- Face fitting for masks to be used by frontline NHS and clinical care staff working with COVID-19 patients
- Vulnerable persons - delivery of essential items
- Driving ambulance transport not on blue-lights (excluding known COVID-19 patients) to outpatient appointments or to receive urgent care
- Face fitting for masks to be used by frontline NHS and clinical care staff working with COVID-19 patients

7.0 BUSINESS FIRE SAFETY & COMMUNITY SAFETY

VACCINATION PROGRAMME SUPPORT

The Service received a request from the Director of Public Health for Hywel Dda University Health Board (H DUHB) to assist in providing transport links for some members of the public to reach the Mass Vaccination Centres (MVC's) from their home.

Currently, the H DUHB is administering the vaccine to the Over 70's age group, some 20,000 during February 2021. The majority of these people will be able to reach one of six MVC's across the Counties of Carmarthenshire, Pembrokeshire and Ceredigion on their own accord either through family, public transport, private taxis or Bucabus as examples.

However, unfortunately, there will be a small minority of people who will still be unable to reach the MVC to receive their vaccine and this is where the Service has agreed to provide assistance to H DUHB in transporting those individuals from their home, to the MVC and back home again. This agreement has also been secured locally with the UNISON and GMB representatives, which will cover Green-Book Support employees to provide this assistance on a voluntary basis.

The majority of volunteers are based within the Community Risk Reduction Department, although a wider request for voluntary assistance was issued via the relevant Heads of Commands and Departments.

SHORT-TERM REVISION TO ON-CALL CONTRACTED HOURS (DL7's) 75%-100%

Due to the fact that many more On-Call employees are either working from home, or are not now engaged in main employment during this period, it has been agreed that any individuals who are now able to provide more than 120 hours of cover per week for a short-term period, may be permitted to move from a 75% to a 100% On-Call payment on a short-term basis, where this improves availability for the Service, and subject to review in line with the changing circumstances and guidance around COVID-19.

Eligibility: Any employees seeking to access this temporary uplift must currently be on 75% contracts and during a 3-week period provide in excess of an average of 120 hours cover per week.

Duration: Any new requests will be considered on a case-by-case basis within Commands, as the majority of initial arrangements originating during 2020 have either ceased, or have been incorporated into longer-term temporary DL7's.

Application: The usual change of DL7 process need not be undertaken in this instance, please undertake the following process:

1. Response Managers (or Command Head of Response) to send email to HR Service Support humanresources@mawwfire.gov.uk
2. Subject Heading - COVID19 Temporary Change to DL7; Station*** :
Employee Name : Employee Service No.
3. Form of words:

Please amend FF/CM/WM [*name*], [*Service number*] from Station [****] contracted hours from 75% contract to 100% contract. I confirm that I have been advised that this individual is providing in excess of 120 hours cover per week and as such authorise this amendment. This is to apply to the following period only [Dates from/to]. At the conclusion of this temporary arrangement the individual's contractual obligations as per current DL7 will apply.

***Please ensure that you maintain a record of all these temporary uplifts at a Command level. At the end of the period of uplift you will need to notify Finance of the number of uplifts so that additional cost incurred can be attributed to the COVID19 costs.

EV21

Maintenance of Competency

The incident at Llanelli Fire Station puts into perspective the challenges the Service faces in maintaining its core business and keeping our communities safe. As I have outlined, part of our business continuity management arrangements in this regard involves the use of operational staff who currently work within central departments and commands to keep appliances on the run.

Those of you that fall within this category of staff will have recently been written to, to ensure you remain fit and able to respond at short notice. The importance of ensuring your core skills are up to date is imperative and it's been great to hear that so many of you have already assisted front line colleagues with cover. Where your core skills are not up to date, you must book yourself on suitable courses immediately to ensure you are available to respond as and when required.

EV22

Turnover Stats						
Wholetime				23		5.89
				390.5		
RDS				103		13.72
				750.5		
Support				14		6.60
				212		

EV23

8.3 Recruitment Profile

8.3.1 Wholetime

The Service concluded a Wholetime Recruitment Campaign in December 2019. 59 applicants were deemed successful and 42 recruits commenced employment with the Service. A further 6 recruits commenced employment on 22 February 2021.

The Service commenced a Wholetime Recruitment Campaign on Friday 19 March 2021. The breakdown of the number of applicants who applied and progressed through each stage are as [follows:-](#)

	Total	Gender	
		Male	Female
Number of expressions of interest who was eligible to apply, therefore received the links to the assessments	1059	900	159
Number of individuals who completed the assessments (Stage 1)	952	808	144

A Transfer and Promotion Panel is scheduled for Monday 12 April 2021 to discuss and agree a cut off score. The next stage will be the Ability Assessment (Numerical, Mechanical and Understanding Information) and such assessments will be available to all candidates between 28 April - 6 May 2021.

EV23 (Cont...)

8.3.2 On-Call Recruitment Profile

Due to the Coronavirus pandemic, 2 scheduled On-Call initial recruits' courses had to be postponed (29 May and 12 June 2020). In view of this only 40 recruits have been employed since April 2020. However, there are presently 77 applicants who meet station cover requirements and are subject to the appropriate Selection Tests prior to enrolment.

At present, continuing point of entry selection testing has been deemed essential to maintain an intake of recruits to meet vacancy requirements, and initial courses have re-commenced. These have been reduced to a maximum of 6 candidates in order to adhere to the Government guidance on Social Distancing.

These applicants are split across Commands as follows:

	Total	Gender	
		Male	Female
Carmarthenshire	18	15	3
Ceredigion	12	9	3
Neath Port Talbot	11	6	5
Pembrokeshire	8	8	0
Powys	20	17	3
Swansea	8	5	3

All 77 individuals are in the recruitment process:

- 12 have been invited to Assessment Days during coming months
- 6 individuals have been allocated On-Call Recruits Initial courses.
- The remaining 59 are either subject to satisfactory medical clearance; physical re-assessment or their hours of availability are being considered at local level (at the time of writing).

The HR Team continues its support to Operational Resilience Officers and station personnel at local level in terms of attracting potential recruits to the Service and conducting recruitment activities.

Support is also provided to applicants throughout each stage of the selection process and this again takes place at local level at times to suit the individual applicants.

EV23 (Cont...)

KAREN	ESTABLISHMENT and WORKFORCE PLANNING
Headline News	<u>Wholetime Recruitment</u> The latest recruit Firefighters finished their initial recruits' course in the Fire Service College at the end of <u>April</u>, and are now undertaking additional training at the Training Centre, in <u>Earlswood</u> for a further next 6 weeks. All recruits have been advised of their station postings. The latest Wholetime recruitment campaign commenced on 19 March 2021. Candidates are currently at the On-Line Ability Tests stage of the process, which opened at 09:00 on 28 April and will close at 18:00 on 6 May 2021. A Transfer and Promotion panel meeting is scheduled for 11 May 2021 to discuss the cut off score. The next stage will be the Physical and Practical Assessments and Bleep Test.
Establishment	<u>Current establishment and strength</u> Wholetime = 389 establishment and 395 <u>strength</u> On Call = 702 establishment and 700 <u>strength</u> (617.25 FTE) Control = 22 establishment and 22 headcount strength (20.50 FTE) Support Staff = 201 establishment and 215 headcount strength (203.91 FTE), which includes both temporary and substantive appointments.
Risks	We do have quite a few applicants from South Wales FRS area within the recruitment process who may have initially applied for South Wales FRS. To date 6 candidate have withdrawn themselves from the Wholetime process due to securing Wholetime employment with another Fire and Rescue Service.

EV24

8.4 Firefighters' Pension Scheme Activity

8.4.1 Firefighters Pension Scheme 2015 Taper Protection – Legal Challenge

A detailed report regarding the outcome of the consultation was reported to the Local Pension Board on 22 March 2021 and the Fire Authority on 29 March 2021.

At present, the Service is unable to implement the remedy, including for Immediate Detriment cases due to the unavailability of the necessary technical guidance and appropriate systems to complete the calculations. Immediate Detriment cases are those facing normal or ill-health retirement in the foreseeable future prior to wider remedy matters being resolved.

However, the Service is actively seeking solutions to this matter and engages with Officers from the 3 Fire and Rescue Services in Wales and Scheme Advisory Board Wales Members to try and obtain the technical advice required to feed into the drafting of the Regulations as well as to identify and evaluate the potential implications and practicalities of implementing scheme regulations.

In the meantime, the Service's Pensions Officer and Pensions Assistant continue to work through the member records for those scheme members affected by the judgement to ensure the Service is prepared to implement the judgement once all of the necessary information and guidance is made available.

8.4.2 Local Pension Board

EV24 (Cont...)

A meeting of the Authority's Local Pension Board took place on 22 March 2021 and the following matters were considered in addition to the standing agenda items:

- Firefighters' Pension Scheme 2015 – Court of Appeal transitional protections judgement.
- The Pension Regulator's Governance and Administration Survey 2019.
- The Pensions Regulator's Scheme Return.

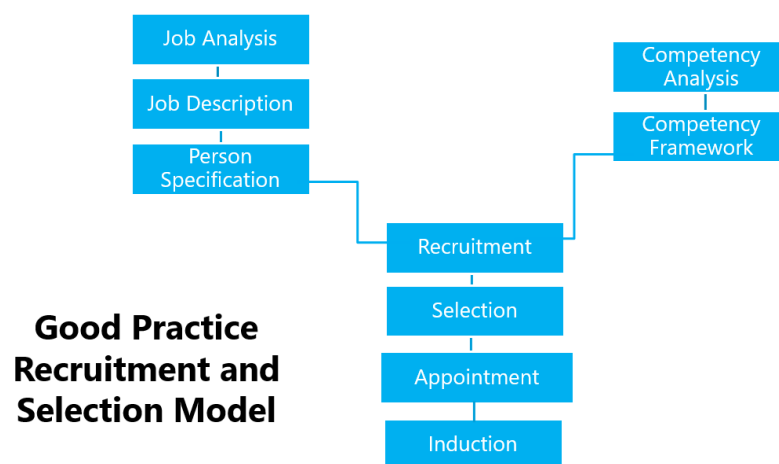
The full Agenda and documents are available on the Fire Authority's website.

The next Local Pension Board meeting will be held on 12 July 2021, subject to approval at its Annual General Meeting.

8.4.4 Transitional Protections Pensions Claims: Schedule 22 Appeal Judgement

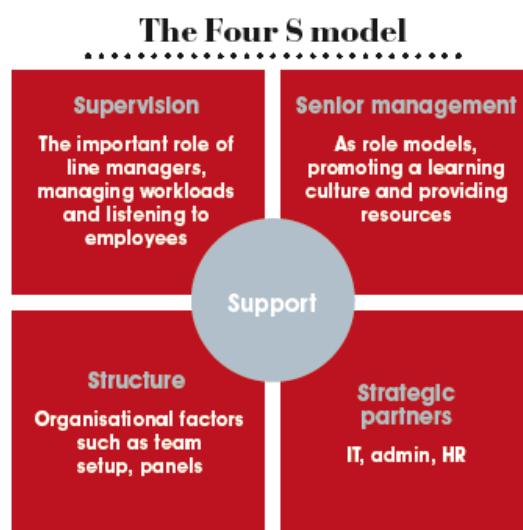
On 12 February, the Employment Appeal Tribunal (EAT) gave its judgement on the FRA's appeal based on Schedule 22 of the Equality Act 2010. This appeal was based on the argument that the FRAs did not make the legislation which was found by the Court of Appeal to be discriminatory on grounds of age but were bound to follow it because it was the law. The EAT held that the FRAs cannot rely on the Schedule 22 defence.

EV25



Source (Taylor, 2019)

Recruit the right people – people who wants to work for the organisation
Pay and benefits – reasonable rate of pay, other benefits such as salary sacrifice schemes can be attractive (Thomas and Hatcher, 2018)
Selection – ensure prospective employees are provided with a realistic job preview at the recruitment stage
Career development and progression - provide opportunities for employees to develop skills throughout their career
Consult employees, 'employee voice' – giving employees an opportunity to be heard, though surveys/conversations/grievance systems
Flexibility – try to accommodate individual preferences on working hours/times. Current circumstances due to coronavirus has provided <i>'organisations with an opportunity to review their approach to flexible working as well as learn from employee experiences of recent months'</i> (CIPD, 2020a).
Employee well-being – ensure managers are supported to help their teams thrive and manage issues such as workplace stress/presenteeism (CIPD, 2020d).
Treat people fairly – many employees resign due to a perception of unfair treatment linked with the Psychological contract which refers to implicit commitments <i>'the perception of two parties and their mutual obligations to each other'</i> (CIPD, 2021b).
Recognise and reward innovative/excellent work - promote this to external bodies/general public (Thomas and Hatcher, 2018).



Source: HR Magazine (2019)

2.0 AIMS OF THE PROCEDURE

This Procedure follows the Welsh Government's latest advice on:

- [Vaccine: coronavirus;](#)
 - [COVID-19 alert levels;](#)
 - [Coronavirus \(COVID-19\) social-distancing guidance for everyone in Wales;](#)
 - [Protect yourself and others from coronavirus – Staying safe and social distancing;](#)
 - [Test, trace, protect: coronavirus;](#)
 - [Employers: coronavirus test, trace, protect guidance;](#)
 - [Self-isolation: stay at home guidance for households with possible coronavirus;](#)
 - [Travel: coronavirus;](#)
-
- [Guidance on protecting people defined on medical grounds as clinically extremely vulnerable from coronavirus \(COVID-19\) – previously known as 'shielding'.](#)

It also intends to provide clarity to employees on how any Service processes and procedures may be temporarily amended to account for necessary changes due to COVID-19.

Whilst the included changes may not form an exhaustive list, as the external advice and guidance on COVID-19, as well as Service's understanding still continues to change, this document provides information on the main amendments introduced, to avoid the amendment and/or removal of existing individual Procedural Guidance Documents during this period.



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4.1.2 What went well?

The aim of this review was to provide a broad overview of the activities conducted throughout the initial COVID pandemic, however, as the disruption caused by the pandemic is ongoing this report specifically reflects observations of emerging themes up to date.

The resources collected in this review suggested that all parties felt that they were allowed to express their personal and professional opinions with a challenge to decision making being generally accepted.

In general, staff felt that their views and opinions not only mattered but were being listened to. The People Cell offered a means by which service personnel could have any concerns addressed quickly and without judgement, and were asked to contribute to the unlock process. Despite the difficulties encountered during the pandemic, there has been a positive impact on morale in general. The governance structure also managed to get decisions made and issues considered faster than would normally be the case. Feedback suggested that this has gone some way to prove that the organisation can be far more agile than it has been in the past.

This led to the successful redirection and reconfiguration of working groups while maintaining a structured risk management approach throughout. As previously mentioned, this collaborative approach led to increased problem solving. For example, dealing with an unprecedented demand for stock by quickly establishing logistic hubs, new ways of analysing crewing requirements, and appropriate forecasting. This was despite limited facts about the pandemic being readily available.

EV28 (Cont...)

Furthermore, the effective use of Microsoft Teams was identified to have limited disruption caused by the pandemic and greatly supported agile and adaptive working practices. It has since come to light that other services who had not already been using this software prior to the pandemic may have experienced greater disruption.

As mentioned previously, effective and adaptive communication practices led to improved morale and an increase in wellbeing awareness alongside the promotion of the expression of concerns across the service. Some evidence emerged that during the early stages of the pandemic, key messaging fostered perceptions of trust both within departments and the wider workforce.

However, findings during the debrief and plenary session indicated that the cadence of messaging has dropped off as the intensity of the pandemic eased. It was argued that such a change in communication strategy has the potential to see the emergence of uncertainty and misinformation.

Naturally, routine delivery of services has been affected but workarounds have been developed to compensate for this. These workarounds may provide alternative and more efficient ways of working. The way the Service has operated during the last couple of months has made people more accessible without the barriers of geography and meeting room capacity with staff saying they feel more connected and informed.

EV28 (Cont...)

It is important to note that when asked the Fire Authority members who completed the questionnaires felt reassured by the regular meetings, guidance and up to date information on the current state of the pandemic, and how the Fire Service was responding. They thought the briefings were invaluable and communication from all Officers and group meetings was excellent. They recognised that the Service will have to adapt to the inevitable 'new normal' and that there will be a higher awareness amongst staff going forward. The inability to hold meetings on site would be an ongoing issue particularly for a full complement of Members and Officers therefore the use of Microsoft Teams was seen as a real benefit to bridging this gap. In a bid to capture wider feedback across all local authority representatives on the Fire Authority the ACFO has extended the opportunity to complete the questionnaires over a further 2 week period.

Additionally, if we look outside the Service the good links with partner agencies and the Local Resilience Forum (LRF) were argued to have led to the quick creation of memorandums of understanding (MOU's) to

support a national tripartite agreement. Such examples of collaborative practices across public sector bodies were identified as key successes for combating the disruption caused by the pandemic.

4.4.2 Environmental factors

The sudden and on mass shift to remote working led to the mass adoption of video-based meetings, the emergence of new working groups and significant changes to normal working practices. The sudden change to environmental factors led to both positive and negative perceived outcomes.

Positive outcomes

Communication - it is not uncommon to find apprehension or even resistance to speaking up in strong hierarchical organisations. Silence in hierarchies is instinctively safe. However, when guidance comes from the top reassuring that every voice is not only valid but needed, with an emphasis on moderate risk-taking and creativity, psychological safety is fostered leading to improved group morale and problem-solving.

Feedback revealed a consensus view that communication from the top was effective in that it engaged the outer edges of the organisation. Timely and consistent communication, despite the limited clarity provided by local government, played a critical role in diminishing concerns which have been linked to elevated rates of stress and anxiety among staff members.

Group collaboration - across all the Cells one of the most notable themes that emerged from the feedback was group perception of strong working relationships that led to increased cohesion and collaboration. It was

EV28 (Cont...)

Interestingly this report found that wellbeing awareness increased throughout the lockdown period. While there would be a number of contributing factors for this, prominent factors were indicated as:

- Work practices that allowed for agile and adaptive working limiting travelling and commute time. This in turn led to increased time to focus on personal well being.
- School closures lead to parents spending more time with their children allowing them to do more physical activities which would usually be run by schools or sports clubs.
- 32 wellbeing webinars during the critical stages of the disruption focusing on mental health and physical wellbeing. This was an initiative put together by the People Cell with the objective of members of staff to drop in, learn something new, engage with colleagues in a non-formal capacity.

6.1.5 A Vision for the Future

Communicating a vision for the future.

As members of staff return from taking time off during the summer break which in itself has caused disruption due to travel restrictions and quarantine periods many will be asking: What next? Therefore, this review recognises the importance of using communication to re-energise the service.

Even as the COVID-19 crisis continues to create a world of uncertainty, the goal must be to re-align for the longer term. Considerations for this communication strategy are discussed further in **section 4.4**

Coupled with this, Service performance is still paramount. As mentioned in the plenary session the model framework in Fig.6 overleaf should aid the Service if adopted as a means of reference and assurance that the key activities are taking place at the right time.



LO2 – Be able to recommend ways to improve an organisation’s approach to talent planning

2.1 Make reasoned recommendations for how the organisation can maintain an appropriate number of people with the skills required by the organisation

Although MAWWFRS follows best practice in its approach to recruitment and talent management, my research has shown that the Service still struggles with the retention of on-call Firefighters (EV22). In line with CIPD (2020b), MAWWFRS benchmarks the cost of this turnover, which has a negative effect due to the high initial cost of training, provision of PPE, loss of skills/knowledge and the morale/increased workloads of remaining employees.

Through research from qualitative data gathered from exit interviews / discussions with station managers, and surveys undertaken from long-serving staff, the main problems seemed to stem from the rigid contracts for on-call under the Grey Book conditions of Service.

Aligning to best practice organisations need to adapt their plans. Current circumstances due to coronavirus has provided *‘organisations with an opportunity to review their approach to flexible working as well as learn from employee experiences of recent months’* (CIPD, 2020a). Trying to accommodate individual preferences on working hours/times. Research/studies have shown that organisation that adapt their plans can keep a step ahead (People Management, 2018).

Based on analysis I can see that there are several initiatives which may assist MAWWFRS in improving retention which will maintain an appropriate number of people with the skills required by the Service.

- **Contracts** - Look at re-structuring on-call contracts - 25% or 50% on-call availability.

The rigid structure of on-call contracts fixed at 75% and 100% (EV29) was the main reason identified during exit interviews as to why employees were leaving the Service, also highlighted in the various surveys and discussions. The commitment required to meet the hours is challenging and placed a strain on work-life balance, as well as coping with primary employment or being self-employed.

The introduction of 25% or 50% on-call contracts may assist with a work-life balance. MAWWFRS struggles with daytime cover in certain stations, these contracts which provide lower hours of cover e.g. 30hours may open opportunities to employ individuals who have availability during school hours, aligning to CIPD (2020a) in offering flexibility to accommodate individual preferences on working hours/times. A more inclusive salary, such as that introduced in South Wales Fire and Rescue maybe more representative of the hours required therefore, I have put together an example of the payments that this may represent (EV30).

Looking at the labour market many employees may have been furloughed or lost their jobs, this may open opportunities to tap into a previously out of reach market, with some now considering becoming an on-call firefighter. During the first lockdown many on-call

firefighters were able to increase their availability (EV20), which benefitted stations that had previously struggled with cover.

- **Reward and recognition** – introduce an acknowledgement payment to the on-call (similar to old bounty scheme).

Survey's identified that pay was an issue with retention although the EI's noted that pay was a factor but wasn't the main issue, however a more guaranteed regular income may assist as it could be taken considered with mortgage applications

It was mentioned that a payment similar to the long service bounty payment which was removed in 2007, which awarded employees who reached 5,10,15,20 years-service. This would be an incentive to remain with the Service as well as acknowledging their commitment. I have been working with the Finance Department on costs for this (EV31).

- **Recruitment** - review recruitment process to identify opportunities to involve on-call staff at a local level.

Survey results indicated that from initial expression of interest, to a recruit starting training was considered far too long, noting the lengthy process led to potential recruits losing interest. Stations felt that they would prefer more local control of recruitment. It seems to be felt that the strongest retention often came by word of mouth around the local community, therefore the control of recruitment would allow for this. The roll out of the business partnering model currently underway may assist with this.

- **Realistic expectations** - better description of role throughout recruitment

An increase in fire prevention has led to a reduction in firecalls across the service, leading to a change on the role of firefighters. Partnership working with the Welsh Ambulance Service is becoming more common with co-responder contracts, especially in the more rural areas. Many stated that the role is not what they expected as a firefighter and there needed to be a better description of the role before and throughout recruitment. The introduction of taster days which would show the role in a more realistic light may assist as new promotional material to be readily available across the services media resources.

- **Primary Employment**

Many mentioned that their on-call contracts led to issues being released from their primary employers. This has become more evident throughout the pandemic, where employers are struggling and are seeing that employing an on-call firefighter as detrimental to their businesses considering the time away to attend calls/time off when attending courses.

Those that are self-employed mentioned it '*doesn't pay to drop your tools and respond to a call to be paid less*'. It was generally thought that more could be done by the Service to support and thank local employers for releasing staff, therefore initiatives such as re-introducing the acknowledgment letters that MWWFRS issued to primary employers as a thank you for

releasing staff and other incentives such as business fire safety advice/training may assist with the issues encountered.

My research appears to be in line with the Higgs model (2004) which stated two common factors

- Reward – money that an employer will be able to offer to employees
- Culture – how employees are treated/respected

MAWWFRS seems to be an employer of value, treating employees well but cannot afford to pay well due to Public Sector spending cuts, which will be even more evident following the pandemic, with public sector pay freezes, tax threshold freezes.

EV29

Annual retainer

5. Subject to meeting the requirements at paragraph 14 of Part A of this section, an employee shall be paid the annual retainer set out in circulars issued by the NJC. The annual retainer for an employee providing full cover (which is defined as cover of at least 120 hours per week) is 10% of the appropriate annual basic pay.
6. Where an employee provides cover for less than 120 hours per week the fire and rescue authority may set a lower annual retainer subject to it being no less than 75% of the annual retainer of an employee providing full cover.

EV30

Contract A 100%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	8	£ 177.28	£ 328.17	£ 215.76	£ 251.72	£ 972.93	£ 11,675.12
WM Dev	8	£ 164.88	£ 299.83	£ 197.16	£ 230.02	£ 891.89	£ 10,702.72
CM	8	£ 162.08	£ 293.50	£ 192.96	£ 64.32	£ 712.86	£ 8,554.32
CM Dev	8	£ 156.80	£ 281.33	£ 185.04	£ 61.68	£ 684.85	£ 8,218.24
FF	8	£ 149.52	£ 264.75	£ 174.12	£ 29.02	£ 617.41	£ 7,408.92
FF Dev	8	£ 124.16	£ 206.92	£ 136.08	£ 22.68	£ 489.84	£ 5,878.04
Contract B 85%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	6.8	£ 150.69	£ 278.94	£ 215.76	£ 251.72	£ 897.11	£ 10,765.32
WM Dev	6.8	£ 140.15	£ 254.86	£ 197.16	£ 230.02	£ 822.19	£ 9,866.24
CM	6.8	£ 137.77	£ 249.48	£ 192.96	£ 64.32	£ 644.52	£ 7,734.28
CM Dev	6.8	£ 133.28	£ 239.13	£ 185.04	£ 61.68	£ 619.13	£ 7,429.60
FF	6.8	£ 127.09	£ 225.04	£ 174.12	£ 29.02	£ 555.27	£ 6,663.23
FF Dev	6.8	£ 105.54	£ 175.88	£ 136.08	£ 22.68	£ 440.18	£ 5,282.10

EV30 (Cont...)

Contract C 75%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	6	£ 132.96	£ 246.13	£ 215.76	£ 251.72	£ 846.57	£ 10,158.78
WM Dev	6	£ 123.66	£ 224.88	£ 197.16	£ 230.02	£ 775.72	£ 9,308.58
CM	6	£ 121.56	£ 220.13	£ 192.96	£ 64.32	£ 598.97	£ 7,187.58
CM Dev	6	£ 117.60	£ 211.00	£ 185.04	£ 61.68	£ 575.32	£ 6,903.84
FF	6	£ 112.14	£ 198.56	£ 174.12	£ 29.02	£ 513.84	£ 6,166.11
FF Dev	6	£ 93.12	£ 155.19	£ 136.08	£ 22.68	£ 407.07	£ 4,884.81
Contract D 50%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	4	£ 88.64	£ 164.08	£ 215.76	£ 251.72	£ 720.20	£ 8,642.44
WM Dev	4	£ 82.44	£ 149.92	£ 197.16	£ 230.02	£ 659.54	£ 7,914.44
CM	4	£ 81.04	£ 146.75	£ 192.96	£ 64.32	£ 485.07	£ 5,820.84
CM Dev	4	£ 78.40	£ 140.67	£ 185.04	£ 61.68	£ 465.79	£ 5,589.44
FF	4	£ 74.76	£ 132.38	£ 174.12	£ 29.02	£ 410.28	£ 4,923.30
FF Dev	4	£ 62.08	£ 103.46	£ 136.08	£ 22.68	£ 324.30	£ 3,891.58
Contract D 25%							
	Fixed Turnouts	Fixed Turnout Pay per month	Retaining Fee per month	Drill nights per month	Admin Hours per month	Total Monthly Pay	Total Annual Pay
WMB	2	£ 44.32	£ 82.04	£ 215.76	£ 251.72	£ 593.84	£ 7,126.10
WM Dev	2	£ 41.22	£ 74.96	£ 197.16	£ 230.02	£ 543.36	£ 6,520.30
CM	2	£ 40.52	£ 73.38	£ 192.96	£ 64.32	£ 371.18	£ 4,454.10
CM Dev	2	£ 39.20	£ 70.33	£ 185.04	£ 61.68	£ 356.25	£ 4,275.04
FF	2	£ 37.38	£ 66.19	£ 174.12	£ 29.02	£ 306.71	£ 3,680.49
FF Dev	2	£ 31.04	£ 51.73	£ 136.08	£ 22.68	£ 241.53	£ 2,898.35
*based on July 2020 rates							

EV31

Actual Headcount - eligible. Cut off 28th Feb 2021 (draft based on data from N Westcott)		Number Contracted - Headcount		Base acknowledgment pay	Vacancy Factor / Variable	TOTAL - Gross payment to Employee	Estimate Gross Value - Payment to On-call eligible Employees	Employer N.I	TOTAL Employer cost	Apprentice Levy	TOTAL Employer cost with Apprentice Levy
Adjusted for		Leavers, Career Breaks, Long Term sick	FTE		32.8%			13.8%		0.50%	
25%	0	0		£94.00	£31.00	£125.00	0.00	0.00	0	0.00	0
75%	322	241.5		£282.00	£93.00	£375.00	120,750.00	16,663.50	137,414	603.75	138,017
100%	297	297		£376	£124.00	£500.00	148,500.00	20,493.00	168,993	742.50	169,736
On-call Sub-total		619	538.50				269,250.00	37,156.50	306,407	1,346.25	307,753
On-call Attendance Adjustment		Already adjusted within "On Call-detail" listing - x2 excluded as at 05/03/2021									
75%	0	0		£282.00	£93.00	£375.00	0.00	0.00	0	0.00	0
100%	0	0		£376	£124.00	£500.00	0.00	0.00	0	0.00	0
Adjustment "On-Call attend: Volunteers		0	0				0.00	0.00	0	0.00	0
		Already adjusted within "On Call-detail" listing - x11 excluded									
100%	0			£376	£124.00	£500.00	0.00	0.00	0	0.00	0
		619	539				269,250.00	37,156.50	306,407	1,346.25	307,753

LO3 – Be able to contribute to people resourcing activities.

3.1 Identify and explain the rationale for a specific resourcing activity within the organisation.

MAWWFRS utilises CoreHR for payroll and some HR functions, and the aim was to gradually move more HR process across in due course from the Terian system, which had been the main HR system for many years. However, during January 2021, the HR department was advised that the contract with Terian would cease as of 31st March 2021, meaning the data currently held needed to be populated in CoreHR as soon as possible (EV32).

Myself and my line manager have been the main driving force behind this transfer of data, ensuring that the relevant team members have access to the areas required as well as providing training within the department as well as out in the commands. During this process we have identified various tasks that can be undertaken on the system as well as the need to introduce further modules such as online timesheets/expenses, recruitment, onboarding.

However, for these to function correctly there is work required to be done in the background to ensure workflows are correct for processes to work efficiently. Due to the numerous movements across the Service, this would be a continuous task, as well as having time to develop the system to its full potential which would streamline the current bureaucratic systems in place, benefitting a number of stakeholders across the Service which aligns with the strategic aims in the Corporate Plan (EV32) (MAWWFRS, 2021c). Therefore, it was decided that there was a business need for a role dedicated to this which would be beneficial in the interim.

3.2 Agree roles and responsibilities with other contributors to the activity.

Due to my knowledge and use of the system and my involvement with the introduction of future modules, it was agreed that my role was to assist my line manager with the design of the job description and person specification for the new role. I would then liaise with the HR adviser to place the advert on the website and agencies used by MAWWFRS. I would then be part of the shortlisting and interview and selection process in due course.

3.3 Identify organisational procedures and legislative requirements which underpin the activity.

The development of the CoreHR system is underpinned by one of the strategic aims of the Corporate Plan (2020-25) - our future, which is to develop IT platforms that can streamline the processes as well as reducing the carbon footprint of the service (EV33) (MAWWFRS, 2021). Due to licencing issues the current system Terian was ceasing. Having HR data held in one system that is linked to pay, time, recruitment, training, rostering would mean a reduction in paperwork, time and budget savings. As a dedicated HR/payroll system CoreHR meets all the requirements of GDPR as well as statutory requirements of HMRC.

MAWWFRS recruitment procedure would be followed in to fill the role (EV1) which follows all the legislative requirements for recruitment in line with Daniels (2019).

3.4 Plan and prepare for agreed role, ensuring the availability of any materials or resources required.

Myself and my line manager met to discuss what duties we thought the new role would entail, the timescales of when the role would be needed, the length of the contract (EV34). This gathering of information as to what skills and experiences are required for the role follows good practice, aligning to Wilkinson and Taylor (2016). This job analysis is the collecting of information from a range of sources about the role, duties/responsibilities, skills, expectations, tools, interactions, and environment will and how these fits in organisational structure (CIPD, 2020e). We also discussed what personal attributes would be required to undertake the role, listed as either essential or desirable (CIPD, 2020e).

We also spoke about the grade, and it was decided that in line with the IT systems administrator that it would be a grade 6 (EV35). Discussions were held with the Head of HR and the Finance Department responsible for budgets and this was agreed. The role would initially be for 6 months and then assessed to establish whether there was a need to extend.

3.5 Undertake agreed role in a timely and accurate manner, in line with organisational procedures and legislative requirements.

Following our meeting and gaining agreement on the grade and duration of the contract, I noted the tasks we'd discussed (EV35) as well as the person specification and structured them into the job description/person specification standard templates (EV36 & EV37) the Service uses (MAWWFRS, 2021a), which align to Taylor (2019) traditional approach model. Due to the nature of the role a standard DBS check would be sufficient as the role was not working with children or vulnerable adults. The job/person specification will be used as a tool when compiling job advertisements and to assess if they have the criteria required for the role to ensure the best fit possible of the candidate to the role (CIPD, 2020e).

I forwarded the information to my line manager to gain approval (EV38). The role was to be advertised as soon as possible, therefore as soon as I received confirmation from my line manager (EV39), I then liaised with the HR Adviser in to commence the process (EV39). The advert was then placed on MAWWFRS website under current vacancies (EV40) as well as with the agencies used.

Although the activity has not yet been completed, once all applications are received, candidates have been shortlisted by scoring them against a matrix. Notifications will be issued to those that have been selected to invite them to interview.

Interviews will be held in a structured way and include competency-based questions such as to provide examples of how an individual has demonstrated certain competencies or scenario-based questions. This will allow a candidate to be assessed on their ability to perform the role, explain the role/organisation and gives the interviewee a chance to

understand the role/responsibilities, ask questions in order to ascertain if they would take the job if offered (CIPD, 2020e).

3.6 Reflect on the effectiveness of the resourcing activity in meeting required objectives and report back to stakeholders

Reflecting on the activity I am pleased that I was able to use my skills and knowledge to successfully in order to contribute to a resourcing activity by creating a job description and person specification that met the criteria as well as liaising with the relevant stakeholders during the process.

I was pleased that I ensure that all legislative requirements were met as well following organisational procedures. It was pleasing to see the advert on MAWWFRS website (MAWWFRS, 2021b) and to know that individuals have enquired, as well as applied for the position, which I was able to report back to my line manager (EV41). My confidence in this area has grown and I'm looking forward to putting my skills, which align to the CIPD profession Map (2018) to use in the future to continue to assist stakeholders. I've realised it is a role that I would like to pursue further if an opportunity arose. I am looking forward to being part of the shortlisting/interview process (CIPD, 2020f) in the coming weeks and appointing the successful candidate.

EV32

28 January 2021



Fairhurst Karen H.Q. 28/01 08:37



Morning All. As discussed yesterday, I have just uploaded the draft Terian Action plan (saved under files on this Teams group) that I have created for consideration. It includes all the tasks that need completing to transfer the data into Core which is currently only in Terian. I have assigned some tasks to individuals already. Should I have missed anything please feel free to add. Thanks for your help with this.

Reply

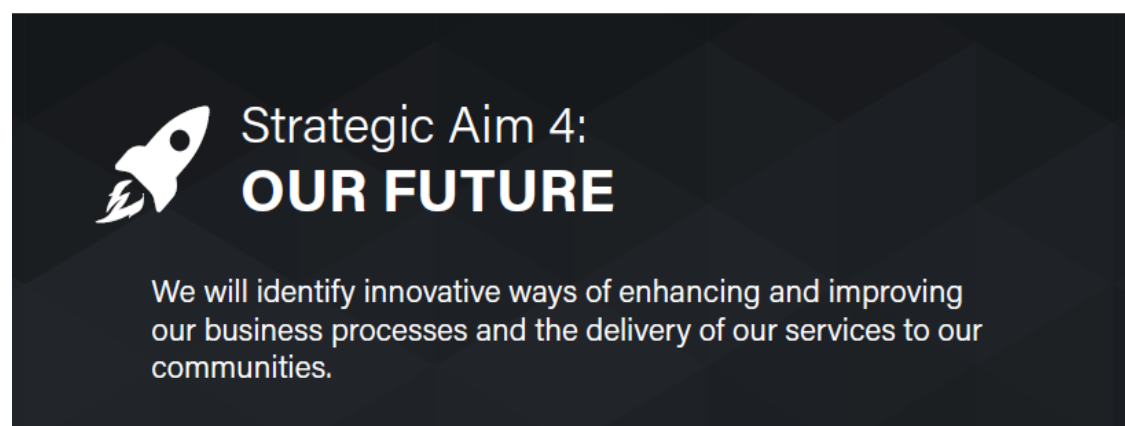
Tasks that need to be completed	Assigned to	
<u>Rota Patterns</u>		
1 Run rota patterns from Terian	Karen Fairhurst	Complete
2 Run report from Terian of current WDS employees, current watch and start date (of watch)	Karen Fairhurst	Complete
3 Run report from Core of current WDS employees, current watch and start date (of watch)	Sarah Tillman	Complete
4 Cross reference both reports	Karen Fairhurst	Complete
5 When correct, check Core record to check correct sequal number of rota pattern ie 1 - 8	Karen Fairhurst	Complete
6 Establish all Support staff who work part time and establish working patterns (days and hours worked)	Sam	
7 Create Work patterns in Core	Karen Fairhurst	
8 Create shift types in Core, and link to employee	Karen Fairhurst	
<u>Reports To</u>		
1 Populate spreadsheet with employee post number and link to line manager post number	Lizzie and Sarah	complete
2 Populate Core	Lizzie and Sarah	complete
<u>Absences Support staff leave</u>		
1 Add BH dates into Core	Karen Fairhurst	complete
2 Ensure Terian is up to date with Support Staff leave requests	Support Desk	
3 Run Terian report - list of employees and leave entitlement for 2021	Dana	
4 Run Terian report - leave booked according to Terian	Support Desk	
5 Check what rules have already been created in Core - basic = 25, Long service rule +5	Karen Fairhurst	complete
6 Create new rules and parameters	Karen Fairhurst	
7 delete all historic Support staff entitlement	Karen Fairhurst	complete
8 Ensure all balance calendars are in 2021	Karen Fairhurst	
9 Update any records with AL	Karen Fairhurst	
10 Update leave entitlement - HOPEFULLY VIA DATA MIGRATION KF - TO SPEAK TO CORE	Karen Fairhurst	
11 If point 9 - need to ensure data in correct format for upload		
<u>Absences WDS leave</u>		
1 Add BH dates into Core	Karen Fairhurst	
2 Run Terian report - list of employees and leave entitlement for 2021	Sam	
3 Run Terian report - leave booked according to Terian	Sam	
4 Check what rules have already been created in Core - Scale A, Scale B, LSL	Karen Fairhurst	
5 delete all historic entitlement	Lizzie and Sarah	
6 Create new rules and parameters	Karen Fairhurst	
8 Ensure all balance calendars are in 2021	Karen Fairhurst	
9 Update all WDS records with Scale A, Scale B, LSL (if applicable) and	Karen Fairhurst	
10 Run Core Report to see what rules have been assigned to employees	Sarah Tillman	
11 Update any records that need rules applied	Karen Fairhurst	
12 Update leave entitlement - HOPEFULLY VIA DATA MIGRATION KF - TO SPEAK TO CORE	Karen Fairhurst	
13 If point 10 - need to ensure data in correct format for upload		
<u>Sickness</u>		
1 Need to establish whether Line Managers or employees to input sickness	Karen Fairhurst	
2 Run report from Terian of sickness absences including dates and reasons	Lynwen Phillips	complete
3 Run report from Core of sickness absences including dates and reasons	Nic Westcott	complete
4 Cross reference both reports	Lynwen Phillips	
5 Run Terian report of current sickness absence, including comments to pick up Med 3 dates	Lynwen Phillips	
6 Enter Med 3 dates into Core	Lynwen Phillips	
7 Create new Covid codes	Nic Westcott	complete
8 Amend all Covid cases in Core	Nic Westcott	complete
9 Establish how monthly stats will be produced	Paul Langston	
10 Medical Dates need to be transferred over	Lynwen Phillips	

EV32 (Cont...)

additional tasks		
1 Run report from Core of substantive posts	Sarah Tillman	complete
2 Update Core with main post if any incorrect	Lizzie and Sarah	complete
3 Run report from Core on continuation of service date	Sarah Tillman	complete
4 Run report from Terian on continuation of service date	Lizzie and Sarah	complete
5 Cross reference both reports	Lizzie and Sarah	complete
6 Update Core with an discrepancies	Lizzie and Sarah	
data that are currently in spreadsheets - not in Terian		
Historic DBS data	Rach	
Medal information	Dana	
Driving licence data	Charlotte	
probation report data	Dana	
Aids to vision	Paul Langston	
Discipline Awards	Sam	
On-Call Probation	Rach	
Security		
Give Command Coordinator access to Core Time	Nic Westcott	complete
Check Portal access depending on sickness point 1 decision	Nic Westcott	complete

EV33

Corporate Plan | 2020-2025



Strategic Aim 4:
OUR FUTURE

We will identify innovative ways of enhancing and improving our business processes and the delivery of our services to our communities.

Where are we now?

We currently employ a range of IT software systems to support our business processes. However, these are primarily used as 'standalone' systems with limited interoperability across the IT platforms and we have an overreliance on bureaucratic, paper based systems and processes within our administrative functions.

Operationally, our processes have evolved incrementally over the past 10-15 years. There is considerable scope to develop these processes further by utilising IT to support critical incident management e.g. Mobile Data Terminals (MDTs), operational intelligence gathering.

Where do we want to be?

The Service wants to have a fully developed and integrated IT platform to improve interoperability, reduce administrative burdens and to 'lean' our processes. We want to make better use of technology to reduce our carbon footprint, reduce costs and improve overall organisational effectiveness.

The Service wants to exploit any opportunities that reduces the risks to firefighters and communities through the use of technology, research and development thereby creating a culture of innovation which puts the Service at the forefront of the blue light sector.

How we will achieve our Strategic Aim?

We will:

Develop an IT infrastructure which supports alternative ways of working, utilising technology to reduce operational risk through the way we present our operational data.

We will achieve this by:

- Developing ICT systems which are efficient and effective and support alternative ways of working.
- Improving communication systems and enhancing the way in which we manage our operational data.
- Ensuring easy access to the right information, with a two-way communication at the right time from the right place, with the right hardware.

EV33 (Cont...)



Long Term

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.

How does this Strategic Aim contribute to the Five Ways of Working?

Exploiting the use of IT Systems will reduce our carbon footprint, whilst improving the way we operate.

This will require support in terms of investment and training, as well as a change to the way we work. The longer term result will be a smarter and leaner organisation, which can prevent, protect and respond more effectively.

EV34

Today < > 6 May 2021

Washington, D.C. ▾

Calendar - n.westcott@mawwfire.gov.uk ×

Thursday

6

08:00

09:00 **Core**
Meeting Room - Branwen
Westcott Nicola H.Q.

10:00

11:00

12:00 **Online Timesheets**
Meeting Room - Branwen
Westcott Nicola H.Q.

← Fairhurst Karen H.Q. ×

Thursday

6

← From 28 Apr On Line Ability Tests 08:30

09:00 **Core**
Meeting Room - Branwen
Westcott Nicola H.Q.

Recruitment Meeting
Microsoft Teams Meeting
Howells Christopher (Head of Respons

12:00 **Online Timesheets**
Meeting Room - Branwen
Westcott Nicola H.Q.

EV34 (Cont...)

 Attendee responses: 2 accepted, 0 tentatively accepted, 0 declined.

 Send Update	Title	Core		
	Required	☐ Meeting Room - Branwen; ☐ Fairhurst Karen H.Q.		
	Optional			
	Start time	Thu 06/05/2021 	09:00 ▼	☐ All day ☐  Time zones
	End time	Thu 06/05/2021 	11:30 ▼	 Make Recurring
	Location	Meeting Room - Branwen		

Just booked Branwen to discuss Core development as well as the new role

EV35

Meeting notes 6th May 2021 09:00 – 11:00 (Nicola Westcott & Karen Fairhurst)

Possible job title - CoreHR Information Administrator

Grade - Grade 6

Duration – initially 6 months

Job Description

Main Duties of new role

- Develop and maintain CoreHR, current modules as well as future modules to be introduced
- Keep the system up to date – all personnel records, movements, changes to ensure the workflows are correct. This will allow any claims, leave etc to flow to the correct approvers.
- Create access to all new appointments and attach relevant security.
- Liaise with HR team (especially HR advisers and Payroll) as well as other stakeholders out in Commands/departments to ensure transactional movements are updated in a timely manner.
- Manage the Department's information management system and implementation of this software.
- Ensuring appropriate document security arrangements are in place in line with legislative and Service requirements.
- Liaise with system providers on issues / development needs.
- Provide functional advice, guidance and support and procedural guidance where needed to all identified stakeholders to ensure effective development of functionality.
- Manage the communication of the roll out of the new modules.
- Undertake any training requirements associated with the CoreHR and to maintain their own skills and overall competencies relevant to the role
- Responsible for the collation of statistics appropriate to all contractual issues and HR Department activities.

EV35 (Cont...)

Person Specification (use general HR/payroll and amend to suit)

QUALIFICATION/ TRAINING/COMPETENCE

- Appropriate administrative qualifications and/or appropriate experience with a HR/Payroll System
- Current Driving Licence

KNOWLEDGE

- Proficiency in Microsoft Office packages and general IT
- An understanding of and the ability to use statistical
- Understanding of Data Protection principles and issues relating to a disclosure of personal information
- Knowledge of a HR information system

EXPERIENCE

- Current experience of working in a Human Resources
- Experience of managing, prioritising and organising personal workload

JOB RELATED / PERSONAL SKILLS

- Excellent interpersonal skills
- The ability to interpret and extract relevant information from various sources, and turn complex material into succinct, relevant, and engaging reports
- The ability to work under pressure to tight deadlines, often having to prioritise to meet unexpected or changing workload
- The ability to advise, influence and persuade others, often at senior levels

COMMUNICATION SKILLS

- Welsh written and verbal skills
- English written and verbal
- Ability to prepare and present confidently to professional audiences



Gwasanaeth Tân Ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

JOB DESCRIPTION

TITLE OF POST:	Human Resources Information Systems Administrator
RANK / ROLE:	Grade 6
LOCATION:	Service HQ
RESPONSIBLE TO:	Head of Human Resources
MAIN PURPOSE OF JOB:	To be responsible for the development and maintenance of the Human Resources Information System. The post holder will liaise closely with key stakeholders to ensure the system is up to date and accurate. The HR Information Systems Administrator will have an understanding of the system, and the workflows generated from it. They will ensure that all personnel records within CoreHR are accurate, correctly reflecting changes in the organisation as they occur

EV36 (Cont...)

Schedule of Responsibilities	Responsible to
1) Ensure that newly appointed personnel have records created on the CoreHR system in a timely manner, maintaining accurate employees post references and recommending improvement as necessary	Head of Human Resources
2) Ensure that all transactional movements are updated on CoreHR in a timely manner, working closely with HR Advisors and others in the department to ensure all relevant workflows are effective and efficient	Head of Human Resources
3) To arrange and attend meetings with key stakeholders as required to map the requirements of all key stakeholders	Head of Human Resources
4) To provide confidential professional administrative and support for all CoreHR reference holders.	Head of Human Resources
5) To manage the Department's information management system in relation to the implementation of this software. Ensuring appropriate document security arrangements are in place in line with legislative and Service requirements.	Head of Human Resources
6) Provide advice, guidance and support where needed to all identified stakeholders to ensure effective development of functionality.	Head of Human Resources
7) The post holder will be required to provide functionality advice and procedural guidance training to all key stakeholders	Head of Human Resources

EV36 (Cont...)

Schedule of Responsibilities	Responsible to
8) Manage and participate in the development and delivery of a communication strategy to support the role out of the new packages.	Head of Human Resources
9) The post holder will be required to undertake any required training associated with the CoreHR and to maintain their own skills and overall competencies relevant to the role.	Head of Human Resources
10) Responsible for the collation of statistics appropriate to all contractual issues and HR Department activities where required, as and when requested.	Head of Human Resources
11) The post holder will be required to work from Service HQ however a responsible, flexible and agile approach will be required, due to the requirement to engage with Service wide stakeholders and end users.	Head of Human Resources

- ❖ The responsibility for administering the contents of this job description lies with the post-holder.
- ❖ The post-holder should continually check this job description and any responsibility not included and any proposed variations should be the subject of discussion with the Line-Manager.

Where difficulties arise that cannot be resolved by the Line-Manager reference may be made to the Head of Department who will consult with parties as necessary.

EV37



Gwasanaeth Tân Ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

POST TITLE:	HR information Systems Administrator		
LOCATION:	Service Headquarters, Carmarthen		
POST NUMBER:	ADM.037		
GRADE:	Grade 6		
DEPARTMENT:	Human Resources Department		

	<u>ESSENTIAL</u>	<u>DESIRABLE</u>	<u>METHOD OF ASSESSMENT</u>
<u>QUALIFICATION/ TRAINING/COMPETENCE</u>			
Appropriate administrative qualifications and/or appropriate experience with a HR/Payroll System	☒	☐	Application form and Certificates
Current Driving Licence	☐	☒	Application form and Certificates
<u>KNOWLEDGE</u>			
Proficiency in Microsoft Office packages and general IT applications	☒	☐	Application form and interview
An understanding of and the ability to use statistical information	☒	☐	Application form and interview
Understanding of Data Protection principles and issues relating to a disclosure of personal information	☒	☐	Application form and interview
Knowledge of a HR information system	☒	☐	Application form and interview
<u>EXPERIENCE</u>			
Current experience of working in a Human Resources environment	☒	☐	Application form and interview
Experience of managing, prioritising and organising personal workload	☒	☐	Application form and interview
<u>JOB RELATED / PERSONAL SKILLS</u>			
Excellent interpersonal skills	☒	☐	Application form and interview
The ability to interpret and extract relevant information from various sources, and turn complex material into succinct, relevant and engaging reports	☒	☐	Application form and interview
The ability to work under pressure to tight deadlines, often having to prioritise to meet unexpected or changing workload	☒	☐	Application form and interview
The ability to advise, influence and persuade others, often at senior levels	☐	☒	Application form and interview

EV37 (Cont...)

<u>COMMUNICATION SKILLS</u>			
Welsh written and verbal skills	☐	☒	Application form and interview
English written and verbal	☒	☐	Application form and interview
Ability to prepare and present confidently to professional audiences	☐	☒	Application form and interview

WHERE A CRIMINAL RECORD CHECK HAS BEEN IDENTIFIED AS RELEVANT TO THIS POST THE LEVEL OF CHECK AND JUSTIFICATION FOR CARRYING OUT SUCH A CHECK IS SPECIFIED BELOW:

STANDARD DISCLOSURE: ☒ ENHANCED DISCLOSURE: ☐

EV38

From: Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>

Sent: 07 May 2021 13:23

To: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>

Subject: RE: Job Description & Person Specification

Nic

Thanks for this, all checked, good work!!

Can you ask Lizzie to place the advert with a closing date of 20th May 21 please.

Karen Fairhurst

Rheolwr Adnoddau Dynol / Human Resources Manager

☎ **Mewnol / Internal:** Ext. 4437

☎ **Allanol / External:** 01267 226837

☎ **Ffon symudol / mobile:** 07883573343

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

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

EV38 (Cont...)

 Human-Resources-IS-Administrator-Job-Description.pdf 99 KB	 Human-Resources-IS-Administrator-Person-Spec.pdf 59 KB
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Sent: 07 May 2021 11:44

To: Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>

Subject: Job Description & Person Specification

Hi Karen

As discussed please see attached Job description and Person specification, would you be able to have a look over when you get a chance please.

Let me know if you need anything else.

Thanks

Nic

Nicola Westcott

Uwch Swyddog Y Gyflogres / Senior Payroll Officer

Adran Adnoddau Dynol / Human Resources Department

Allanol / External: 01267 226876

Estyniad Mewnol / Internal Extension: 4476

Ebost / Email: n.westcott@tancgc.gov.uk / n.westcott@mawwfire.gov.uk

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

EV39

 Human-Resources-IS-Administrator-Job-Description.pdf 99 KB	 Human-Resources-IS-Administrator-Person-Spec.pdf 59 KB
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From: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>

Sent: 07 May 2021 14:34

To: Gudgeon Elizabeth H.Q. <E.Gudgeon@mawwfire.gov.uk>

Subject: HR Information Systems Administrator

Hi Lizzie

As discussed earlier would you be able to place the advert for the HR Information Systems Administrator please with a closing date of 20th May 21

Let me know if you need anything else.

Thanks

Nic

Nicola Westcott

Uwch Swyddog Y Gyflogres / Senior Payroll Officer

Adran Adnoddau Dynol / Human Resources Department

Allanol / External: 01267 226876

Estyniad Mewnol / Internal Extension: 4476

Ebost / Email: n.westcott@tancgc.gov.uk / n.westcott@mawwfire.gov.uk

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

HR Information Systems Administrator (Temporary)

Human Resources Department

GRADE 6 - £25,481 - £27,041

The HR Department is looking for a suitably experienced candidate to provide support to the department in the development and expansion of current HR Information Systems. This role will be based at Service Headquarters, Carmarthen, and is temporary initially for 6 months from commencement, working 37 hours per week, Monday - Friday.

The Role

The successful applicant will be responsible for supporting the development of the Human Resources Management Information System (CoreHR) and maintaining the information within the system. The post holder will liaise closely with key stakeholders to ensure the management information system is up to date and accurate and will be required to gain an in-depth understanding of the system and the workflows generated from it, to support ongoing use of the system.

EV40 (Cont...)

Location

Service Headquarters, Carmarthen

Enquiries

If you require further information regarding the post, please contact Human Resources Manager, Karen Fairhurst by email to K.Fairhurst@mawwfire.gov.uk, or on **07883573343**.

Applying for the role

Completed applications should be sent by email to humanresources@mawwfire.gov.uk

Closing Date

16:30 on 20 May 2021

Application Forms and Further Information

Please be advised that applications are welcome in Welsh, and any applications submitted in Welsh will not be treated less favourably than an application submitted in English.

Please see the attached person specification and job description.

[Application Form \(PDF, 882Kb\)](#)

[Job Description \(PDF, 135Kb\)](#)

[Personal Specification \(PDF, 115Kb\)](#)

[Application Guidance \(PDF, 1.2Mb\)](#)

Completed application forms must be returned to the Human Resources Department (humanresources@mawwfire.gov.uk), Mid and West Wales Fire and Rescue Service, Service Headquarters, Lime Grove Avenue, Carmarthen, SA31 1SP.

EV41

From: Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>
Sent: 17 May 2021 14:50
To: Westcott Nicola H.Q. <n.westcott@mawwfire.gov.uk>
Subject: RE: HR Information Systems Administrator

Nic

Thanks for the update, that's great news.

I just wanted to say thank you for all your hard work over the last few months, I know it's been tough with everything else that's going on as well.

Also wanted to say thank you for your assistance in getting the advert out for the role. By the sounds of it We should hopefully get a suitable candidate, which will really assist in keeping this project moving forward.

Really appreciate it!!

Karen Fairhurst
Rheolwr Adnoddau Dynol / Human Resources Manager

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

From: Westcott Nicola H.Q.
Sent: 17 May 2021 11:30
To: Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>
Subject: HR Information Systems Administrator

Hi Karen

Just a quick update, the advert went put last week with a closing date of 20th May, I checked with Lizzie and there has been quite a bit of interest already, with several phone queries regarding the role and quite a few applications already received. There are a couple of internal applications too. Most of the external ones also appear to have relevant HR experience.

Hopefully we'll still get a few more in before the deadline.

Thanks
Nic

Nicola Westcott
Uwch Swyddog Y Gyflogres / Senior Payroll Officer
Adran Adnoddau Dynol / Human Resources Department
Allanol / External: 01267 226876
Estyniad Mewnl / Internal Extension: 4476
Ebst / Email: n.westcott@tancgc.gov.uk / n.westcott@mawwfire.gov.uk
Gwefan / Website: www.tancgc.gov.uk / www.mawwfire.gov.uk

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